Index

Page references followed by fig indicate an illustrated figure.

A
Abell, Morris, 133–134
Accountability: Finding Your Voice and clarifying values through, 38; fueling your buyer’s sense of power and control, 134; how asking questions indicates trust by shifting, 138; Patrick Fariss’s story on affirming Shared Values through, 39–40
Action: buyer feedback on the impact of your, 149; buyers want to be stirred into, 80; DWYSYWD and follow-through on promises with, 29–30, 31–32; Enabling Others to Act, 18, 20–21, 113–114, 115–128; set the example by aligning Shared Values with, 32, 47–52.
See also Taking Action
Active listening, 70–71

Affirming Shared Values: clarifying values by, 34, 38–43, 44; Patrick Fariss’s story on, 39–40
AllSearch Professional Staffing, 68, 69
Amazon.com, 81
American Girl, 130
Animating the Vision: Daniel Burnham’s story on, 80–81; Enlisting Others by, 74–75, 79–83; the test drive example of, 79; weaving the emotional connection for, 80
Appeal to Common Ideals: answering questions in order to, 77–79; Enlisting Others by, 74, 75–79; two paper shredding companies story on, 75–79. See also Common Purpose; Shared Values
Appreciation: Encourage the Heart by showing, 19, 21, 141–155, 157–169; Recognize Contributions by showing, 142, 143–155. See also Motivating
Ashley’s story, 150–151
Authenticity: celebrating with fun and, 163; clarifying values with honesty and, 33; to create authentic experiences for buyers, 12; importance of inclusion in selling work, 36
Awesome: creating a connecting experience that is, 11, 12; definition of, 11
“Awesome connecting experience”: creating for the buyer a, 11–12; as high standard essential to leadership, 12; seller–buyer relationship required for an, 132–133; using the Five Practices to create the, 18–21. See also B2B buyer experience

B
B2B buyer expectations: to be heard and taken seriously, 126; to be treated with respect, 120, 127; desire for self-determination, 20, 114, 129–133; Enable Others to Act as what they want from sellers, 134; to feel important and ennobled, 126; to feel that seller “has their back,” 127; honesty as what they want from sellers, 37, 46–47; making assumptions about needs and, 95; of sellers by, 40–41; they want sellers to share knowledge and information, 122, 126; of today’s buyers, 14–15; what they want out of seller relationship, 126–127; what they want to discuss vs. what seller typically cover, 123
B2B buyer experience: challenge of changing stereotypical behaviors, 10–11; conditioned by their B2C experiences, 53–54; developing their competence and confidence, 133–138, 139; focused on goods and services, 12, 14; lessons from B2C customer experience (CX) for, 13; meeting preferences for meaningful, 14–16; negative stereotypes of the, 10; redefining the, 10–12. See also “Awesome connecting experience”
B2B buyers: benefits of forming friendships with, 162–163; “buyers are liars” theme about, 119; clarifying and affirming Shared Values, 18–19; comments about proactive sellers, 91; creating a climate of trust with, 117, 118–123; definition of, 3; enlisting them by appealing to Shared Aspirations, 19; Facilitating Relationships with decision-makers and, 117, 124–129, 128; findings of new research with, 2–3; forming friendships with your, 162–163; genuine caring for your, 11, 165–166; how they define credibility, 28–29; meeting the preferences of today’s,
14–16; rating Enabling Others to Act importance, 113; reaching them by creating authentic experiences, 12; response to sellers who conceal their mistakes, 108

B2B sellers: buyer expectations of, 14–15, 37, 40–41, 46–47, 123; deficiencies of current, 14–15; definition of, 3; findings of new research with, 2–3; meeting preferences of today’s buyers, 14–16; “moments of truth,” 41–42; negative stereotypes of, 46; research findings on top three challenges for, 50–51; sellers who lead are leaders who sell, 171, 172; transitioning to exemplary leader from the traditional, 31; visionary, 74–84; what buyers want to discuss vs. what is typically covered by, 123; See also Credibility; Exemplary sellers; Seller productivity; Selling

B2C customer experience (CX): at Chipotle Mexican Grill, 129–130; continually invited to offer feedback, 53–54; direct involvement of the, 13; emotional engagement of the, 13

Bass Pro Shops, 130

Behaviors: definition of, 3; listening by sensing, evaluating, and responding, 70. See also Leadership behaviors; Selling behaviors

Being personally involved: Celebrating Values and Victories by, 159, 164–168, 169; how to show that you are, 165–167; Maxwell Bogner on the benefits of, 164–165

Benioff, Marc, 81

Bigger-picture thinking: Animating the Vision using, 74, 79–83, 84; Appealing to Common Ideals using, 74, 75–79, 84; communicating with genuine conviction and, 74; Exercising Outside using, 89, 93–98, 99; finding a common purpose and shared vision using, 68–71; modeling, 97; Seizing the Initiative using, 89, 90–93, 99

Blount, Jeb, 11

Bogner, Maxwell, 164–165

Brand promises: buyer feedback on seller, 149; clarifying values and keeping, 34–38; DWYSYWD and follow-through for keeping, 29–30, 31–32; five examples of when sellers deviate from their, 41–42; long-lasting relationships requires delivery of, 45–46; Setting the Example by keeping, 45–47

Build-A-Bear Workshop, 13

Burnham, Daniel, 80–81

“Buyers are liars” theme, 119

C

Caring for buyers, 11, 165–166

Celebrating Values and Victories: be personally involved by, 159, 164–168, 169; communicating and reinforcing desired actions and behaviors, 162; connecting shared values and accomplishments by,
INDEX

200

161; creating a spirit of community for, 21, 159, 160–163, 169;
Encourage the Heart by, 142, 157–169; percent of sellers who report frequent, 159; Phil Gerbyshak’s story on, 157–159; Taking Action for, 169. See also Shared Values

Cervone, Judith, 61, 67

Challenge the Process practice: as a breeding ground for greatness, 85; challenging with purpose, 92–93; Exercise Outsight for, 89, 93–98; Experimenting and Taking Risks, 101–112; how buyers rank importance of the, 160; introduction to the, 18, 20, 22; Searching for Opportunities, 87–99; Seizing the Initiative for, 89, 90–93

The Challenger Sale methodology, 92–93

Challenger sellers, 92–93

Challenges: of changing stereotypical buyer behaviors, 10–11; leadership demonstrated in the face of, 90; psychological hardiness ingredient of, 106; purposeful challenging in face of, 89, 92–98; Richardson’s 2016 Selling Challenges Study findings on, 50–51; of shifting buyer behaviors, 51

Change: buyer expectation of respect during unexpected, 120; making the case for selling behavior, 22; Seizing the Initiative by taking charge of, 90–91; Ten Commitments of Leadership required for leadership behavior, 4

Change management feedback, 148

Chipotle Mexican Grill, 129–130

Clarifying Values: affirming Shared Values for, 34, 38–43, 44; Finding Your Voice for, 34–38, 44; making a commitment to, 34; Taking Action for, 44

Climate of trust: Fostering Collaboration by creating a, 117, 118–123; Taking Action to create, 128; understanding sales disconnect of build, 123

Co-creating, 132

Coaching: asking good questions as part of, 138; by sellers of buyers, 137–138

Cold calling, 41

Collaboration: building trust and facilitating relationships for, 20; Enable Others to Act to foster, 19, 20–21; Enlisting Others for, 19, 60–83; facilitating relationships to foster, 20, 117, 124–129, 128; fostering, 114, 115–128; importance of Shared Values in every, 42, 43; Inspiring a Shared Vision for, 18, 19, 21, 59–84; self-determination through seller–buyer co-creation and, 132; value of having a relationship of, 126. See also Internal partners; Relationships

Commitment: buyer confidence resulting in their increased, 135–136; buyer feedback on seller, 149; buyers commit to sellers who commit to them, 47–48; Clarifying Values and keeping,
INDEX 201

34–38; developing cooperative relationship linked to seller, 117; DWYSYWD and follow-through, 29–30, 31–32; envision the future by being unwavering in your, 67–68; five examples of when sellers deviate from their, 41–42; living Shared Values by keeping your, 48–49; long-lasting relationships require delivery on, 45–46; psychological hardiness ingredient of, 106; purposeful questions demonstrate seller, 51; Setting the Example by keeping, 45–47; Ten Commitments of Leadership required to change behaviors, 4

Common Purpose: ask the right questions to find, 70; Enlisting Others requires finding, 74; envisioning the future by finding a, 19, 60, 62, 68–71; get to the heart of the matter to find, 71; Kyle Hullmann’s story on finding, 68–69; listen actively and empathetically to find, 70–71. See also Appeal to Common Ideals

Communication: buyer feedback on, 149; Finding Your Voice to clarify values, 34–38, 44; seller productivity requires genuine conviction when, 74; used for feedback, 148. See also Dialogue; Language; Listening; Questions

COMPanion Corporation, 17

Competence: be respectful to buyers to build, 137–138; collaboration requires self-determination and, 20; how responsive sellers build buyer, 136–137; seller availability to build buyer, 136; Strengthening Others by developing confidence and, 133–138, 139

Concur Technologies, 47

Confidence: be respectful to buyers to build competence and, 137–138; collaboration requires self-determination and, 20; how responsive sellers build buyer, 136–137; mastery of self will give you, 176; seller availability to build buyer, 136; seller productivity linked to their expression of others,’ 144; Strengthening Others by developing competence and, 133–138, 139

Confidential information, 37–38

Confirmation bias, 96

Connections: celebrations and encouragement to replenish emotional, 161; creating an experience that is awesome and has, 11–12, 18–21, 132–133; definition of an emotional, 11; humans respond to emotional, 49–51; metaphors and symbolic language to create emotional, 81–82; shifting buyer behavior that prevents making, 51; storytelling as way to create emotional, 82–83

“Creative destruction,” 95–96

Credibility: buyer feedback on your, 149; buyer’s buy-in to seller’s vision dependent on, 63; as cornerstone of leadership, 4;
the difference made by, 25–28; DWYSYWD and follow-through for, 29–30, 31–32; Finding Your Voice to increase sales effectiveness and, 36–37; as foundation of building relationships, 27–28; how buyers define, 28–29; how stereotypical sales behaviors diminish seller, 24–25; living Shared Values tied to, 48–49; prescription for strengthening your personal, 28–30; problem solving and increased, 27–28; rabbit story on finding common ground to build, 23–24; seller’s lack of confidence eroding, 42; trustworthiness, expertise, and dynamism criteria for, 25–27. See also B2B sellers; Trust

Critical incidents: David Richman’s story on modeling values, 54–55; opportunities for responding with Shared Values, 53–54

Curiosity: as gateway to bigger-picture thinking, 97; seller advantages of having, 96

Customer experience. See B2C customer experience (CX)

D

Dart, Michael, 10–11

Decision-makers: becoming increasingly involved in purchasing, 117–118; buyer self-determination requires their involvement as, 131–132; Creating a Climate of Trust for, 117, 118–123/fg, 128; Facilitating Relationships with, 117, 124–129, 128; sellers who support their buyers as, 130

Decision making: feedback on, 148; stories used to illustrate expectations of, 167

Defense Manpower Data Center (DMDC) story, 87–89

Déjà vu, 96

Deliberate practice, 174–175

Dialogue: building emotional connections through, 49–51; buyer self-determination requires two-way, 131; engaging in shared vision with two-way, 71; respect shown by conducting two-way, 137; shared valued requires discovery and, 43. See also Communication

Direct involvement/hands-on experience, 13

DISCOVER Questions Get You Connected buyer research, 54

Discovery questions, 17

Divulging confidential information, 37–38

“Do What You Say You Will Do” (DWYSYWD), 29–30

Driscoll’s, 115–117

Duckworth, Angela, 67

Dynamism: as criteria for credibility, 25, 27; definition of, 26–27

E

Emotional connections: celebrations and encouragement to replenish, 161; definition of an, 11; humans respond to, 49; metaphors and
symbolic language to create, 81–82; spending time and using dialogue to build, 49–51; storytelling as way to create, 82–83

“Emotional contagion,” 162

Emotional Engagement, 13

Empathetic listening, 70–71

Enabling Others to Act practice:
B2B buyers’ rating of the, 113;
Fostering Collaboration for, 114, 115–128; introduction to the, 18, 20–21, 113–114; Strengthening Others for, 114, 129–139

Encourage the Heart practice: Celebrate Values and Victories, 142, 157–169; how buyers rank importance of the, 160; introduction to the, 18, 21; Recognize Contributions by showing appreciation, 142, 143–155; relationship building through the, 141–142

Encouragement: definition and meaning of, 161; dual purposes of, 161; emotional response to telling stories of, 168; replenishing emotional connections, 161

Enlisting Others: Animating the Vision for, 74–75, 79–83; Appeal to Common Ideals for, 74, 75–79; by appealing to Shared Aspirations, 19, 60, 62, 68–71; ask the right questions strategy for, 70; finding Common Purpose is required for, 74; get to the heart of the matter strategy for, 71; listen actively and empathetically strategy for, 70–71; Taking Action for, 84. See also Future

Enthusiastic sellers, 74

Envisioning the Future: dependent on seller’s credibility, 63; finding a Common Purpose and shared aspiration, 19, 60, 62, 68–71; by imagining exciting and ennobling possibilities, 60, 62, 63–68, 104–106; Inspire a Shared Vision for, 18, 19, 21; Minnie and Stewart story on, 61–62; seller productivity increased by helping buyers to, 62. See also Visionary leaders

Equality relationship, 131

Ericsson, K. Andres, 174

Exemplary sellers: bigger-picture thinking by, 68–71, 74, 75–83, 84, 89, 93–98, 99; building buyer self-determination, competence, and confidence, 131–133, 136–137; challenge with purpose, 92–93; Challenger sellers as being, 92–93; coaching buyers practice by, 137–138; collaborating for extraordinary outcomes, 85–86; learning leadership behaviors to become, 1–2; make the commitment to Recognize Contributions, 144–145; purposeful challenging by, 92–93; reaching buyers by creating authentic experiences, 12; relationship between leadership philosophy and, 34; search for innovative ways to improve, 89–99; transitioning from a traditional to a, 31; vuja de skills of, 96, 97. See also B2B sellers; The Five Leadership practices; Selling
Exercising Outsight: purposefully challenging by, 93–94; Searching for Opportunities by, 89, 93–98; Taking Action for, 99; Ted Heiman’s story on, 87–89, 94

Expecting the best: bringing out the best in others by, 146; Dennis and Leon’s story on, 143–144, 145–146; how feedback facilitates, 147; providing clarity about shared vision and, 146–147; Recognizing Contributions by, 145–150, 155

Experimenting and Taking Risks: Generating Small Wins for, 103–107, 112; Learning From Experience for, 103, 107–111, 112; Maddie Fletcher’s story on, 101–102; motivating others to, 102–103; seller productivity linked to, 102; Taking Action for, 112

Expertise: contributing to relationship growth, 26; as criteria for credibility, 25; how it is evaluated, 26

Feedback: communication channels used for, 148; creating opportunities when asking for buyer, 52; deliberate practice requires getting, 175; expecting the best and providing, 147; how buyers can provide you with, 149–150; importance of honest, 147; learning tied to, 148–149; openness to, 149; sales meetings/presentations, 53; strategies for giving buyers and internal partners, 147–150; 360-degree, 53

Feedback areas: change management, 148; decision making, 148; process improvements, 147; progress toward goals, 148; set and communicate expectations early, 148

Finding Your Voice: Clarifying Values by, 34–38, 44; credibility and sales effectiveness by, 36–37; Jane Gentry’s story on clarifying her values by, 35–36; trust building through, 37; and using values to guide your actions, 37–38

The Five Leadership practices: Challenge the Process, 18, 20, 21, 85–112; Enable Others to Act, 18, 20–21, 113–139; Encourage the Heart, 18, 21, 141–155, 157–169; Inspire a Shared Vision, 18, 19, 21,
59–84; Model the Way, 18–19, 21, 31–57. See also Exemplary sellers; Leadership behaviors
The Five Practices of Exemplary Leadership framework: introduction to the, 3; Leadership Practices Inventory (LPI) findings and implications on, 15–16; overview of the five practices and, 17–21; widespread adoption and effectiveness of, 15. See also Ten Commitments of Leadership
Fletcher, Maddie, 101–102
Florida State University, 174
Fortin, Steve, 115–117
Fostering Collaboration: Creating a Climate of Trust for, 117, 118–123fig, 128; Facilitating Relationships for, 117, 124–129, 128; rebuilding trust by, 20, 115–117; Taking Action for, 128
Framing language, 50–51
Friendships, 162–163. See also Relationships
Future: Appealing to Shared Aspirations for the, 19, 60, 62, 68–71; creating a mental image of the, 82–83; envisioning the, 18, 19, 21, 60–71; getting buyers to be excited by possibilities of the, 104–106. See also Enlisting Others; Vision
The Future of Competition: Co-Creating Unique Value with Customers, 13

G
Gardner, John, 27
Geairn, Dianna, 125–126
Geary, James, 82
Generating Small Wins: celebrating incremental victories and, 103; Experiment and Take Risks by, 103–107, 112
Gengarry Glen Ross (film), 10
Gentry, Jane, 35–36
Gerbyshak, Phil, 157–159
Goals: expecting the best by setting, 146–147; feedback on progress toward, 148; as giving context to recognition, 147; providing feedback and input to support, 147–150
Goods and services: traditional B2B buyer experience focused on, 12; value of meaningful experience exceeds value of, 14
Grant, Adam, 95–96
Green, Charles, 43
Griffiths, Steve, 115–117
“Grit” study, 67

H
Hands-on experience/direct involvement, 13
Harvard University, 82
Heiman, Ted, 87–88, 94
Hills, Vernon, 55–56
Honesty: Clarifying Values with authenticity and, 33; importance of feedback, 147; as number one factor in trustworthiness, 25–26; as what buyers want from sellers, 37, 46–47
HubSpot Sales Perception Study, 122
Hullmann, Kyle, 68–69
I
I (Issue) questions, 54
Iannarino, Anthony, 11
Ideas: being receptive to another’s, 94; “creative destruction” versus originality of, 95–96; Exercising Outsight to gather, 89, 93–98, 99; “myside bias” on information and, 94–95
Imagining the Possibilities: by being singular in your focus, 66–67; by being specific, 66; by being unwavering in your commitment, 67–68; envisioning the future by, 63–68; getting buyers to get excited by the future and, 104–106; having passion for future, 74; “lifting the fog” for, 64–66, 68; perseverance versus persistence when, 67–68; and turning possibilities into opportunities, 64–65
Imanami, 133
Information: advantages of sharing with buyers, 122–123; buyers want sellers to share knowledge and, 122, 126; what customers want vs. what is typically covered, 123
Innovative improvement: Challenge the Process practice for, 18, 20, 21, 85–112; “creative destruction” versus, 95–96; exemplary sellers search for, 89; Exercising Outsight for, 89, 93–98, 99; Seizing the Initiative for, 89, 90–93, 99
Insight, 93–94
Inspire a Shared Vision practice: Envision the Future, 61–72; how buyers rank importance of the, 160; introduction to the, 18, 19, 21; Taking Action for, 72; understanding the buyer’s vision for the future, 59–60
Internal champions: benefits of forming friendships with, 162–163; building relationships with, 73–74; Generating Small Wins by finding, 106
Internal partners: being a leader to your, 5; buyers becoming your, 19; checking with them before making commitment, 41; creating a spirit of community with, 21; critical incidents used as teaching moments to, 53–55; delivering promises by working with, 45; results when they are trusted and empowered, 20; Setting the Example to, 32, 45–56; strategies for providing feedback to, 147–150. See also Collaboration

J
Jane Gentry & Company, 35
Johnson, Cam, 17–18

K
Kansas City Royals baseball team, 151
The Kansas City Star’s weekly TV listings section, 143–144
Katsman, Haley, 106–107
Kelly’s story, 104–107
Klein, Gary, 167
Knowledge: advantages of sharing with buyers information and, 122–123; buyers want sellers to share information and, 122, 126; stories as the most powerful way to disseminate, 167–168

Kouzes, Jim, 15, 63

Language: building emotional connections through, 49–51; framing, 50–51; power of metaphors and symbolic, 81–82; Shared Values are reflected by, 50–51. See also Communication

Leaders: also leading yourself, 176; definition of, 3; enable other to act, 18, 20–21, 113–114, 115–128; “lifting the fog,” 64–66, 68; perseverance of, 67–68, 111; sellers who lead are leaders who sell, 171; setting the stage for greatness, 85–86; study on how they guide others through adversity, 90; transition from being traditional seller to exemplary, 31; turning possibilities into opportunities, 64–68; visionary, 74–84. See also Leading

Leadership: as being a dialogue, 31; as being about relationships, 172; as being everyone’s business, 2, 171–177; creating an “awesome connecting experience” as essential to, 11–12, 18–21, 132–133; credibility as cornerstone of, 4; demonstrated in the face of challenges, 90; description of, 2; as happening in the moment, 176–177; is a dialogue, 31; making a difference through, 172; mastery of the self and mastery of, 176; as observable pattern of practices and behaviors, 173–174; observations about, 171–177; process of learning, 110, 173–177; talent versus learning, 173–174; ten commitments of, 4

Leadership behaviors: deliver on promises, 31–32; Five Practices for, 19–21; helping sellers to learn, 1–2; leadership as observable pattern of practices and, 173–174; Leadership Practices Inventory (LPI) on, 15–16; leading as doing through, 176, 177; replacing “sales-y” behaviors with, 1; Ten Commitments of Leadership required to change, 4. See also Behaviors; The Five Leadership practices; Selling behaviors

Leadership philosophy, 34

Leadership Practices Inventory (LPI), 15–16

Leading: choosing to start, 177; leading as doing, 176–177; means also leading yourself, 176; talent versus deliberate practice, 173–175; time to stop selling and start, 22. See also Leaders

Learning: ability for, 110; creating a climate for, 110–111, 148–149; Learning From Experience, 103, 107–111, 112; process of leadership, 110, 173–177
Learning agility, 110
Learning climate: creating a, 110–111; feedback contribution to the, 148–149
Learning From Experience: acknowledging mistakes and, 108–109; don’t conceal your mistakes, 108; Experiment and Take Risks by, 103, 107–111, 112; importance of mindset for, 107–108; as a master and survival skill, 109, 110
Learning leadership process, 110, 173–177
Learning styles, 110
Lehrer, Robert, 23–24
Lewis-Hodgson, David, 13
Lewis, Robin, 10–11
“Lifting the fog,” 64–66, 68
Lipsius, Jeffrey, 138
Listening: active and empathetic, 70–71; buyers want to be heard and taken seriously, 126; creating a climate of trust by, 121–122; sensing, evaluating, and responding behaviors of, 70; trustworthiness and respect associated with, 122. See also Communication
“Little white lies,” 37
Living Shared Values: seller commitment demonstrated by, 52; seller credibility and trustworthiness tied to, 48–49; set the example by, 32, 47–52; stories used to prompt actions aligned with, 54, 55–56; tied to keeping commitments, 48–49
“Lone wolf” approach, 42
Luckeroth, Adam, 73–74
M
Marcus and Melanie story, 75–79
Mastery of the self, 176
Metaphors, 81–82
Mindlab International, 13
Minnie and Stewart story, 61–62
Mistakes. See Failures/mistakes
Model the Way practice: clarify values and affirming Shared Values, 18–19, 21, 32, 33–44; introduction to the, 18–19, 21; set the example by aligning actions with Shared Values, 32, 45–57
Morrison, Audrey, 33, 34
Motivating: Enabling Others to Act for, 18, 20–21, 113–139; Encourage the Heart practice for, 18, 21, 142, 143–155, 157–169; Enlisting Others for, 19, 60–83; finding Common Purpose for, 19, 60, 62, 68–71, 74; others to Experiment and Take Risks, 102–103; by Setting the Example, 32, 45–56. See also Appreciation; Recognizing Contributions
Mutual respect, 114
“My side bias,” 94–95
N
Nanai, Joey, 47–48
Narciso, Dennis, 143–144, 145–146
National Automobile Dealers Association convention (2017), 119
Negative feedback, 149
Negative selling behaviors: divulging confidential information, 37–38;
“little white lies,” 37; no accountability, 38; no price integrity, 37; self-serving choices, 38
Nieman Foundation for Journalism (Harvard University), 82
No accountability, 38
No price integrity, 37
Nordstrom, 133–134
Novak, David, 151–152

O
Olexa, Dan, 45–46, 52
Opportunities: to create “we’re all in this together” sense, 124–125; created by asking for buyer feedback, 52; critical incidents as, 53–54; leaders turning possibilities into, 64–65; searching for, 87–99; for teaching others to model values, 52–53
Outsight: Exercising Outsight, 89, 93–98, 99; insight versus, 93–94; Ted Heiman’s story on using, 87–89, 94

P
P80 (protocol 80), Inc., 150–151
Paper shredding companies story, 75–79
Parker, Lemna, 124
Partnerships. See Collaboration
Passion: endurance element of, 67; for future possibilities, 74
Perseverance: persistence versus, 67–68; will set you apart as a leader, 111
Personalizing recognition: benefits of making it personal, 151–152; how to make it personal, 153–154; protocol 80, Inc. story on, 150–151; by saying “thank you,” 154
Posner, Barry, 15, 63
Possibilities. See Imagining the Possibilities
Price integrity, 37
Proactive sellers: buyer’s preference for, 90; Seizing the Initiative, 89, 90–93
Problem solving: buyer’s preference for proactivity over, 91; loyalty is won by leaders who engage in, 27–28
Process improvements feedback, 147
Productivity. See Seller productivity
Promise. See Brand promise
Psychological hardiness, 106–107
Purposeful challenging: by exemplary sellers, 92–93; Exercise Outsight for, 89, 93–98
Purposeful questions, 49, 51

Q
Quality of your work feedback, 149
Questions: answering them honestly, 33; Appeal to Common Ideals when answering, 77–79; ask the right ones to find Common Purpose, 70; discovery, 17; emotional connections by asking, 50; purposeful, 49, 51; service checks using an I (Issue), 54; shifting accountability and indicating trust through good, 138. See also Communication
R

Rabbit story, 23–24

Recognizing Contributions: avoid predictable and impersonal, 151; exemplary leaders make the commitment to, 144–145; expect the best for, 145–150, 155; how goals give context to, 147; personalize recognition when, 145, 150–154, 155; by saying “thank you,” 154; seller productivity linked to, 144; by showing appreciation, 142, 143–155; Taking Action for, 155. See also Motivating

Relationships: being vulnerable and open to build trust in, 109; built with internal champions, 73–74; credibility as foundation of building, 27–28; emotional connections to build, 11, 49–51; Encourage the Heart for building, 141–142; equality in the seller–buyer, 131; expertise role in building, 26; facilitating, 20, 117, 124–129, 128; leadership is about, 172; redefining the seller–buyer, 130–133; seller commitment linked to developing cooperative, 117; selling as based on, 4; Strengthening Others in your, 129–139; working internally to deliver on promises and build, 45–46. See also Collaboration; Friendships

Respect: buyer competence and self-determination increased through, 137–138; buyer expectations about, 120, 127; importance of mutual, 114; listening associated with, 122, 126

Responsive sellers, 136–137

Richardson, Linda, 12

Richardson’s 2016 Selling Challenges Study, 50–51

Richman, David, 54–55

Risks. See Experimenting and Taking Risks

Rotary club story, 55–56

S

The Sales Blog, 11

Sales enablement, 113

Sales Gravy, 11

Sales meetings/presentations: asking buyers for feedback on, 53; conducting post-mortem assessments of, 52–53; what buyers want to discuss vs. what is typically covered in, 123

Salesforce, 81

Samantha’s story, 129, 130

Searching for Opportunities: Defense Manpower Data Center (DMDC) story on, 87–89; Exercising Outsight for, 89, 93–98; Seizing the Initiative for, 89, 90–93; Taking Action for, 99

Seizing the Initiative: The Challenger Sale methodology for, 92–93; Searching for Opportunities by, 89, 90–93; Taking Action for, 99; taking charge of change as way of, 90–91

Self-determination: be respectful to buyers to build their, 137–138;
collaboration requires competence and, 20; four qualities to align buyers’ desires for, 131–133; how responsive sellers build buyer, 136–137; seller availability to build buyer, 136; strategies for building buyer competence and, 136–138; Strengthening Others for, 114, 129–130
Self-esteem, 114
Self-serving choices, 38
Seller availability: to build buyer competence, 136; buyer feedback on supportiveness and, 149
Seller “moments of truth”: buyers are disgruntled, 41; sellers are cold calling, 41; sellers are surly, 42; sellers express a lack of confidence, 42; when seller prefers a lone wolf approach, 42
Seller productivity: communicating with genuine conviction for, 74; deliberate practice required for, 174–175; Experiment and Take Risks linked to, 102; expressing confidence in others linked to, 144; increased by helping buyers Envision the Future, 62; seller support of buyer decisions linked to, 130; successful envisioning of the future increases, 71. See also B2B sellers
Selling: as based on relationships with people, 4; The Challenger Sale methodology for, 92–93; making assumptions about buyers’ needs when, 95; sellers who lead are leaders engaged in, 171, 172; time to start leading and stop, 22; when it feels inauthentic and manipulative, 9. See also B2B sellers; Exemplary sellers
Selling behaviors: benefits of adopting leadership behaviors for, 2; the case for change in, 22; as described by buyers, 74; how credibility diminished by stereotypical, 24–25; negative, 37–38; negative stereotypes of, 10, 121; replacing them with leadership behaviors, 1. See also Behaviors; Leadership behaviors
Setting the Example: by aligning Shared Values with actions, 32, 45–47; by keeping commitments, 45–47; live the Shared Values for, 47–52; Taking Action for, 57; teach others to model the values by, 47, 52–56
Shared Aspirations: Enlisting Others by appealing to, 19, 60, 62, 68–71; selling not your personal ideas but, 69; strategies for enlisting, 70–71. See also Vision
Shared Values: clarifying and affirming, 18–19, 21, 32, 33–44; Encourage the Heart by celebrating, 21; Finding Your Voice and affirming, 34–43, 44; five examples of when sellers deviate from, 41–42; importance in every collaborative partnership, 3, 42; set the example by aligning actions with, 32,
47–52; stories to prompt actions aligned with, 54, 55–56; teach others to model the, 47, 52–56. See also Appeal to Common Ideals; Celebrating Values and Victories

Shared vision: Enlisting Others by appealing to Shared Aspirations and, 19, 60, 62, 68–71; expecting the best and providing clarity about, 146–147. See also Vision

Siebel Systems, 81

Sierra Cascade Nursery (SCN), 115–117

Small wins: definition of, 103; generating, 103–107, 112

Snider, Brian, 63–64, 67

Spellman, Amy, 9

Spirit of community: Celebrating Values and Victories by creating, 159, 160–163, 169; created with your internal partners, 21; dual purpose of celebrations and, 161; storytelling used to build up, 167–168; understanding the benefits of creating a, 160–163

Starbucks, 13

Stereotypes: of negative B2B buyer experience, 10; negative seller, 46; of negative selling behaviors, 10, 121

Stories: Adam Luckeroth, 73–74; Ashley, 150–151; Audrey Morrison, 33, 34; Brian Snider, 63–64, 67; Dan Olexa, 45–46, 52; David Richman, 54–55; Dennis Narciso and Leon Toon, 143–144, 145–146; Dianna Geairn, 125–126; Haley Katsman, 106–107; Jane Gentry, 35–36; Jeb Blount, 11; Joey Nanai, 47–48; Judith Cervone, 61, 67; Kelly, 104–105; Kyle Hullmann, 68–69; leadership observations through, 171; Lemna Parker, 124; Maddie Fletcher, 101–102; Marcus and Melanie, 75–79; Maxwell Bogner, 164–165; Michael Dart, 10–11; Patrick Fariss, 39–40; Phil Gerbyshak, 157–159; Robert Lehrer, 23–24; Robin Lewis, 10–11; Samantha, 129, 130; Steve Fortin and Stee Griffiths, 115–117; Ted Heiman, 87–89, 94; Vernon Hills, 55–56

Storytelling: emotional response to telling stories of encouragement, 168; as most powerful way to disseminate knowledge, 167–168; power of metaphoric language used in, 81–82; teaching others through, 54, 55–56; as way to connect emotions and logic, 82–83

Strengthening Others: Chipotle Mexican Grill’s approach to customer, 129–133; developing competent and confidence, 133–138, 139; Enabling Others to Act by, 114, 129–139; Taking Action for, 139

Sur La Table, 130

Symbolic language, 81–82

T

Taking Action: to Celebrate Values and Victories, 169; to Clarify Values, 44; to Enlist Others, 84;
to Envision the Future, 72; to Experiment and Take Risks, 112; to Foster Collaboration, 128; to Recognize Contributions, 155; to Search for Opportunities, 99; to Set the Example, 57; to Strengthen Others, 139. See also Action

Teaching others to model values: creating opportunities for, 52–53; critical incidents as teaching moments for, 53–55; using stories for, 54, 55–56

Ten commitments of Leadership, 4. See also The Five Practices of Exemplary Leadership framework

Test drive, 79

“Thank you,” 154

360-degree feedback, 53

Toon, Leon, 143–144, 145–146

Trust: buyer expectations about, 120; creating a climate of, 117, 118–123fig, 128; as essential between sellers and buyers, 118–119; Finding Your Voice and building, 37; Fostering Collaboration to rebuild, 20, 115–117; growing out of friendship with buyers, 163; how asking questions shifts accountability and indicates, 138; how lack of shared ideals will erode, 40; leader role to be the first to, 120; Model the Way for building, 19; seller inconsistencies that erode, 40–42. See also Credibility

Trusted Advisor Associates, 43

Trustworthiness: being vulnerable and open makes you more, 109; as criteria for credibility, 25; DWYSYWD and keep promises to create, 29–30, 31–32; honesty importance to creating, 25–26; listening associated with, 122, 126; living associated with, 122, 126; two paper shredding companies

U

Uber, 48

United Airlines, 48

University of Pennsylvania, 67

U.S. Department of Defense story, 87–89

V

Value proposition: Challenge the Process for creating unique and relevant, 19, 20, 21; of collaborative relationship with buyers, 126; of meaningful experience exceeds goods and services, 14

Values. See Shared Values

Vision: animating the, 74–75, 79–83; Daniel Burnham’s “city of the future,” 81; Envision the Future, 18, 19, 21, 60–71; exemplary leaders don’t impose but liberate the, 78; Experimenting and Taking Risks to help client achieve their, 101–102; how to communicate to buyers, 75; as an image in the mind, 82–83; remaining open to alternative paths to achieving the, 96; two paper shredding companies
story on communicating, 75–79.  
See also Future; Shared Aspirations; Shared vision  
Visionary leaders: animating the vision, 74–75, 79–83; appealing to common ideals, 74, 75–79; genuine conviction and enthusiasm of, 74; Taking Action to enlist others as, 84.  See also Envisioning the Future  
Vuja de: creating experiences of, 97; description of, 96  

W  
Wolf of Wall Street (film), 10  
Words: to create a mental image of the future, 82–83; Shared Values are reflected by spoken, 50–51; understanding the power of, 50; used to build a frame, 50–51  
Wright, Frank Lloyd, 80  

Y  
Yum!Brands, 151–152