

WINNING WITHOUT INTIMIDATION
How to Master the Art of Positive Persuasion

By Bob Burg

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Chapter 1 The Principles of Winning Without Intimidation

People can sure be difficult. But why? Especially when it's so much easier just to get along. Or is it? What is it about the human animal that causes them to make life difficult for others, even if it means hurting themselves in the process? In this chapter, we'll look at the basics of human cause and effect. Topics include: Belief Systems, Emotion vs. Logic, Rationalization, Pain vs. Pleasure, Ego, and People Do Things for *Their* Reasons, Not Ours, Know You, Like You and Trust You, and The Adult Mindset. Not only will you understand the *why* of people's actions, but you'll be ready to understand the *how* – as in how to move them to your side of the issue.

Chapter 2 Strategies That Will Always Play A Part in Winning Without Intimidation

There are methods and techniques throughout this book that will fit specific situations, but they will all be based on win/win strategies that work “across the board.” These are Tact – the language of strength, Responding vs. Reacting, Finding the other's reason, the Three P's of Positive Persuasion – Politeness, Patience, and Persistence, the “I Message”, and the power of a smile.

Chapter 3 Winning Without Intimidation with Everyday People

It's a fact of life that throughout your day, you'll come across people who will either accidentally, or sometimes even purposely, make your life difficult. They'll be unhelpful, argumentative or rude. They might be unthinking, unkind, or, possibly, just plain nasty. This chapter will take you through some simple and very effective methods to disarm those people, and then immediately move them to your side of the issue. You'll learn to take the people that stand in the way of most people's happiness, and turn them into your helper.

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**** Bonus Chapter – Getting the “Big Boys” to Respond to Your Needs**

Nameless, faceless people in big, uncaring corporations. Seems as though they couldn't care less about listening to your complaints and turning you into a happy customer. Well, that's not entirely true. In fact, not by a long shot. But you *must* know how to separate yourself from the crowd, get their attention, and give them reason to listen. In this exciting bonus chapter, the author will share his experiences in doing just that. Learn how to never again be frustrated by lack of response from those you feel are the high and mighty.

*** “Nuggets” interspersed throughout the book**

These are brief, pithy reminders you can review again and again just to keep you in touch with some of the basic principles, strategies, and methods of *Winning Without Intimidation*.

A Final Word

Acknowledgements

Lots of teamwork goes into every production and, perhaps, none more so than when it comes to a book; traditional or e-book. The *writing* of a successful book is one thing – what it takes to get there is another. There are those who’ve helped me run my speaking business (allowing me the time to write). Then, those who’ve worked with me on how to effectively utilize the Internet in order to get the word out to a lot more people. And what about the many others “behind the scenes” that it would take a book in order to list them? Tough call. So, instead, I’ll acknowledge just a few, and apologize to the many who *should* be mentioned and are not.

My family: Dad, Mom, brother Rich, Sister Robyn, brother-in-law Steve, niece Samantha and nephew Mark; you are always there for me with support and encouragement.

Ilene Vucovich: My long-time Office Manager and loyal friend. You embody the term, “team player.”

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My Clients: Without you I wouldn’t have an audience and the pleasure of involvement in such a wonderful, rewarding, and fun career such as this.

The Positive Persuasion Legends: Dale Carnegie, Les Giblin, Mother Teresa, Benjamin Franklin, Abraham Lincoln. As far as I’m concerned, “National Treasures”

And, of course, you, my readers: Without you, it doesn’t matter. I appreciate your encouragement. I appreciate your feedback. And, I appreciate your learning these principles, using them in your own life, and teaching them to others. Together, we can all make a better and happier world.

Dedication

As always, this book is dedicated to my parents, Mike and Myrna Burg; the two people in this world whom I love most dearly. I treasure the fact that G-d chose me to be your son. The best thing you did for Rich, Robyn and me is to teach us, through example, how to be good to others.

Dad, to paraphrase what I wrote in the dedication of the original book, this is really only a reflection of your work. You are my hero, my mentor, and you taught me these principles in the very best way possible . . . you've lived them every day!

Preface

What if you *could* get what you want...*when* you want it... and from *whom* you want it—including the difficult people you come across on a daily basis?

Would that *interest* you?

Would that *excite* you?

Practically everyone would love to have that ability, wouldn't they?

Hi, my name's Bob Burg, and in looking back at some of the most successful men and women in modern history—Gandhi, Susan B. Anthony, Benjamin Franklin, Mother Teresa, President Abraham Lincoln, and many others—we notice they shared many common characteristics. Each of these "winners" had a burning desire, coupled with great creativity, and a total, unshakable belief in their mission or cause. Yet, one trait which stood above all the rest was their ability to win people over to their way of thinking.

Winning through positive persuasion—*Winning Without Intimidation*.

According to *Webster's Dictionary*, to win means to succeed or *prevail* in a contest or effort; to triumph; to be victorious. To persuade is to cause someone to do something, especially by reasoning, urging or inducement. Persuasion means to *prevail upon*. When we persuade effectively, it results in others taking action. When we persuade positively, it results in others taking positive action. Persuasion, however, does not mean manipulation.

What's the difference?

Dr. Paul W. Swets, in his book *The Art of Talking so that People Will Listen*, says, "Manipulation aims at control, not cooperation. It results in a win/lose situation. It does not consider the good of the other party. In contrast to the manipulator, the persuader seeks to enhance the self-esteem of the other party. The result is that people respond better because they are treated as responsible, self-directing individuals."

Throughout this book are principles, skills, techniques and attitudes regarding positive persuasion, which, when learned, internalized and applied, will make your life a whole lot easier, less stressful and much more fun.

Am I actually telling you that winning persuasion is simply a skill – that anyone can *learn* to be a winning communicator?

Yes, I am.

I know, that sounds like a bit of a stretch – but it really isn't.

Positive persuasion skills are not something most of us are born with. Like driving a car or fishing, or any other skill, not only can you learn how to do it – you can learn how to master it, too.

Mastering the art of positive persuasion . . . *Winning Without Intimidation*. Now *that's* exciting!

I've seen statistics stating that success in most areas of life is based 10 percent on technical skills and 90 percent on people skills. From my experience, I believe that figure totally. In *Winning Without Intimidation*, you'll learn those people skills necessary to ensure that you have all the advantages needed to put that 90 percent to work for you and for others, too, day in, day out in all areas of your life and work.

I wish I could take credit for inventing these skills. I can't. I've been fortunate not only to read and study the great masters of winning persuasion, but to grow up with and learn by example from many of them as well. I've simply taken what I've learned and applied and put it all into a simple, easy-to-use resource. Anyone can learn these skills and apply and benefit from them for the rest of their lives.

You see, on a day to day basis, winners are those people who can get what they want from others in such a way that's of genuine and lasting benefit to everyone involved. This is true whether it's better seats at the theater or ball game, more cooperation at work and at home, the accomplishment of your life-long dream or a variety of other advantages.

There's absolutely no reason to live or work as a person who's constantly picked on, emotionally put down, taken advantage of, or made to settle for less in any way. And there's certainly no reason to ever resort to bullying or manipulating people to get what you really want, either.

What if the benefits promised in the title of this book were really attainable? They are.

I'm sure you've heard the phrase win/win. Let's do that for greater results than anyone ever thought possible. Let's create a world where everybody Wins . . . Without Intimidation.

Best of success,

(Bob's signature)

Introduction

The *Winning Without Intimidation* Mission Statement is as follows: "To raise the consciousness level of the world in the arena of human interactions. To show people how to get what they want while helping others to feel good about themselves."

In order to do this effectively, we must learn how to be in control of ourselves and our own emotions. Understand that there are people and situations in life that are going to elicit our becoming angry, resentful, frustrated, etc. That's just the way life is. Understand that I didn't say they "make" us angry. Nobody can "make" another person angry. They can only do certain actions to elicit those feelings in us. However, it is up to us to maintain control of the situation by maintaining control over ourselves and our emotions; thus living in the solution instead of the problem, and helping the other person to do the same.

"Who is a mighty person?
One who can control their emotions,
and make of an enemy a friend."
-- Talmud

Why do people - whether it's the customer service person not providing good customer service, the civil servant (who is neither civil, nor a servant), a family member, a nasty neighbor, a difficult co-worker, prospect, customer or client - seem to almost go out of their way to be unhelpful, miserable or rude? Here's the answer . . . I don't know. It's just the way some people are (actually, I do know, and we'll discuss it very early on).

Keep in mind though; as long as we understand this, and are of the mindset that we are in control of ourselves (in other words, we are the boss of ourselves, and our emotions) then we are in a position to handle the situation in such a way that it will benefit all involved. It will benefit us because we'll get what we want, and it'll benefit the other person because they will learn a valuable lesson on how to be part of life's solution, and feel good about themselves to boot.

In each vignette, I'll present a scenario for *Winning Without Intimidation* that you can apply to your everyday life

The fact is, from that very first moment early in the morning when we hit the highways and side-streets of life known as the "real world" to the moment we get home at night, we are faced with people who seem to be highly motivated and specially trained to irritate, aggravate and infuriate us with their non-helpful, often down-right rude and rotten attitudes.

Sometimes it's the person next to us on the train with his newspaper spread out over two-thirds of our space . . . the waitperson at the restaurant who can't wait for us to

leave...the surly man at the—ahem—customer "service" desk . . . the pre-occupied prospect you're calling . . . your boss . . . your employees . . . the hit-and-run hopeful who helps you spill your coffee on the way to work . . . the list runs on and on.

Don't get me wrong. It isn't that everyone is nasty or an example of bad manners, but I've read that 61 percent of the American public think their fellow citizens are rude. If they're right, that means there is a chance that someone you come into contact with today may be rude to you!

I know most people are genuinely nice. But they're not the ones who make your pursuit of happiness difficult.

So what do you do . . . ?

Actually, there are only two choices: One is to get down on their level—right there in the gutter of people skills. You can fight with them, argue with them. Show them they can't push you around.

Of course, if you do that, you still might not get what you want. Even if you do, you'll probably feel worse about yourself and in the process make an enemy for life, which can make dealing with that person in the future even harder than before.

Here's the other choice: **You can win.**

When I use the word "win," I don't mean winning by making the other person lose. Far from it. In fact, just the opposite. I mean getting what you want from that person while making him or her feel really good about you and the situation at hand. What a great feeling of accomplishment that is!

Remember these words mentioned earlier, as they are a key to your success in utilizing this system:

"Who is a mighty person?"

"One who can control their emotions and make of an enemy a friend."

In this book, that's just what we're going to learn how to do. And the methods you'll learn will increase your effectiveness with loved ones, strangers, associates and anyone else with whom you come in contact in all kinds of situations.

The skills and techniques I'll show you don't work only for me. These ideas are totally transferable to anyone and duplicable by everyone, too.

I hear success stories all the time from people who've learned to apply these methods. Some have just recently acquired or learned them at one of my seminars, or from reading

my weekly email newsletter. (Subscribe by sending any e-mail to: <mailto:subscribe-wwi@talkbiz.com>. For a sample, visit <http://www.burg.com/newsletter.html>.) Others have already been practicing them for a long time. These techniques really work! That's one reason I suggest reading and reviewing *Winning Without Intimidation* several times until you begin to internalize the information. That way it becomes part of your being, who you are.

You *can* simply read over and learn the information, but if it doesn't actually become a part of you—your heart . . . your essence . . . without having to think about it—you just won't be as effective in getting what you want. It has to eventually become so internalized that it's natural for you. The good news is that this can happen fast!

You might get discouraged after a few small disappointments and then be tempted to quit altogether. Don't! Keep practicing. In a surprisingly short time, you'll internalize these methods naturally, simply by reviewing the book as often as you'd like. I guarantee you'll be amazed by the results. You'll gain all the benefits promised in the title plus many more, including such surprises as receiving more money from people and situations than you previously believed was possible.

There are several other books I'll refer to and recommend throughout *Winning Without Intimidation*. Purchase them from your local bookstore. Then internalize their information as well. And the very best thing you can do to master this material is to share these techniques with others. One of the most effective ways to learn and internalize information is to teach it to others.

One of my favorite books is *How To Have Confidence and Power in Dealing With People*, by Les Giblin. Giblin says "What counts is a way to get along with people, or deal with people, that will bring you personal satisfaction and at the same time not trample on the egos of those you deal with." I love his definition of "human relations." He says "It's the *science* of dealing with people in such a way that your ego and their ego remains intact."

Isn't that great!

One thing in particular Giblin said is that influencing people is an art not a gimmick. And he's 100 percent correct! Oh sure, every so often a gimmick—as insincere as it may be—is going to work, but in the long run, by relying on superficial gimmicks, you're lowering the odds of consistent success. Just think about this for a moment: Do you really want to internalize a gimmick and make it part of who you are?

What I'm writing about are the *principles* of *Winning Without Intimidation*. You'll probably be surprised at the fact that much of what you read in this book will seem familiar because you've heard or read part of it before, possibly many times. But let's take it a step further. I'm going to show how these principles can be applied as part of a

system to work consistently and effortlessly throughout your entire life and work.

One more suggestion I truly hope you'll follow: The first time you read this book, please do so from the very beginning, without skipping chapters. It's very important that you begin with the foundation set in the first two chapters, and proceed from there. Even if you feel a chapter you come to – such as dealing with friends, or family members – doesn't apply to you at this time, read it anyway, because the first time through I'm more concerned with you learning the principles involved as opposed to the individual methods and techniques.

After that, by all means, go through the book as often as you'd like, skipping around to whatever you feel applies to you or a certain situation you presently happen to be going through. Use this book as a resource, taking advantage of the table of contents and the index to get right to the answers you desire. Prepare yourself; your life is about to change for the better.

Chapter 1 The Principles of Winning Without Intimidation

Let's begin by looking at some basic principles which will help you to understand people, why they act the way they do, and how that can lead to increasing your own effectiveness in the area of positive persuasion. You see, it isn't the fact that people are difficult that gives most of us so much trouble. It's not understanding *why*. If you understand why, then you are in a position to know what will take them from the mindset of difficult into one of cooperation.

The following lessons in this chapter will provide you with an understanding that will totally change the way you view difficult people, and provide you the positive ammunition to help everyone to come out a winner.

WWI Lesson 1 **Belief Systems**

Typically, whenever addressing an audience on the topic of *Winning Without Intimidation*, I begin with an explanation of an extremely important concept - "Beliefs." I define "beliefs" as the truth . . . as YOU understand the truth to be, regarding the way life is. What does that mean? Simply this:

Truth is fact. It is neutral, without feeling. It may be good or may be bad, depending upon the people and situations involved, but mainly, it just is. For example, the truth is that gravity works. That's good when keeping you from floating thousands of feet into the air against your wishes. On the other hand, that's rather bad when falling out of a six story building. Fairly simple conclusions at which to arrive.

Viewing most interpersonal situations as good or bad, however, isn't all that easy. What makes it even more difficult is that the honor of determining the "goodness" or "badness" of any specific event or situation falls to a very subjective part of ourselves known as our "Belief System."

Our basic belief system is formed at a very young age. (A good example of a "belief system" is, when I say, "A very young age," what are you thinking - three, four, eleven, fifteen?")

Many psychiatric professionals state that age as four years! Our belief system is first given to us by our family and then finely chiseled by our environment. Once formed, our basic beliefs are extremely difficult (though certainly not impossible) to change because they are carried primarily on an unconscious level.

Here's a very somber example: Someone grows up witnessing a very abusive relationship between his or her parents. This abuse may have been physical, verbal, emotional, or any combination of the above. Needless to say, it was a "bad" situation to grow up in.

I believe that would be "bad." You believe that would be "bad." And, in all likelihood, the person who grew up in that environment believes, on a conscious level, that that situation was "bad." And yet, why does it happen so often – certainly more often than not – that throughout their life, that person will go from one "bad" relationship to another?

Plain and simply, because their Belief System says that is the "truth" regarding how relationships are! And the Belief System is powerful. Even more powerful because of the fact we are not consciously aware of it even being. Just as was mentioned earlier – a belief is the truth, as YOU understand the truth to be - regarding the way life is.

On an unconscious level, that person will continually steer their way to the *their* truth,

according to their belief system. No, they won't necessarily, on a conscious level, seek out a partner to fit that belief/truth. What they'll often do, however, is sabotage the "good" relationships they find themselves in until finding the one that fits their belief system (for a deeper look at this, refer to Dr. Maxwell Maltz' classic, *Psycho-Cybernetics*).

A lighter example is a disagreement I had with a friend of mine about 10 years ago. He was thinking about moving to this area and asked if a particular home a Realtor told him about over the phone was near the ocean. I said, "No, it's pretty far away." So he told the Realtor he wasn't interested. When he and his wife arrived they asked me to take them to that home just to see it. When we arrived he said, "I thought you told me it wasn't near the ocean!"

Me: It isn't!

Him: It is, too!

Me: No it isn't!

Him: Yes, it is!

(No, neither of us stuck out our tongue at the other and went "nyah, nyah.")

Let's analyze this: The "truth" is that home was seven miles from the ocean. I, living in Jupiter, Florida and two blocks from the ocean, feel that seven miles is far away. He, being from the midwest, feels seven HUNDRED miles from the ocean isn't too far away. I'd say our miscommunication had "something" to do with a difference in our belief systems. Yes, we are still friends. However, why did neither of us think to mention the exact number of miles? I don't know (especially me – I'm supposed to know this stuff!).

Now, let's relate this back to our topic. The typical belief system, when dealing with a person from whom we want something, is "For me to win, they need to lose." Or, "If I want a bigger piece of pie, I need to take his or her slice." The *Winning Without Intimidation* belief system says, "For me to win, I need to also help that person win, or at least feel good about the situation." And, "If I want a bigger slice of pie, I'll get together with him or her and bake a bigger pie" (which would be difficult for me since I don't know how to bake a pie). In other words, "Both people win."

So, let's look at an effective way to work with opposing "Beliefs Systems."

First, when in confrontation with a person you may be finding difficult to get along with, ask yourself four questions:

- #1 How is my personal belief system distorting the actual truth of the situation?
- #2 How is his or her personal belief system distorting the actual truth of the situation?
- #3 What questions can I ask this person that will clarify my understanding of their version of the truth (their belief system)?

#4 What information can I give that will help them clarify their understanding of my version of the truth (my belief system)?

As the saying goes, within conflict between two or more people, there are generally three truths - your truth, their truth, and the real truth. Through questions, as well as a caring exchange of information, the real truth can usually be discovered, generating understanding, peace, and respect. This leads to results in alignment with the *Winning Without Intimidation* belief system in which "Both people win."

WWI Lesson 2 **People Act Out of Emotion, Not Logic**

First, here's one of the most basic principles of human nature which, if you can keep it in mind, will help you immeasurably in your quest toward *Winning Without Intimidation*.

This principle is universal: It holds true for me, for you, and for practically everyone else on this planet. Although, while we're in the act of doing this, we are the first ones to deny it.

All right, enough suspense. Here's the principle:

We, as human beings, act out of emotion, not logic.

If you've had any type of sales training you already know this and you've had all the real world examples thrown at you to prove it's true. You understand it and you believe it. That's important because, from now on, I want you to always keep it in mind:

Human beings act out of emotion, not logic.

Personally, I believe we all are in sales whether we do it professionally or not. After all, we sell ideas all the time, don't we?

Spouses sell their significant on doing what they want. Parents sell children on being respectful, doing well in school and staying away from drugs. Young children sell parents on buying them that toy, and older ones on letting them stay out past 11:00 P.M. Teachers sell students on learning, and students sell teachers on excuses as to why they didn't hand in the assignment. Yes, clearly, we all sell for a living.

If you're not directly involved in selling a product or service, it may be hard to imagine that you buy things based on emotion, not logic. After all, you consider yourself to be a very logical person, don't you? And you probably are. I'd like to think the same about myself. The fact is, however, that you and I buy on *emotion*.

Although this might appear to be a negative principle, it really isn't. If people only bought on logic, our entire economy would be limited to the basics in food, shelter and clothing. And, by basics, I'm not talking Pierre Cardin and Nikes. Our entire entertainment industry would be non-existent. Not to mention, life would probably be a lot less fun. Yes, we buy on emotion.

Right now, picture everything you own. Do you need it? Not, do you *want* it (emotion)? Do you *need* it (logic)? Is it imperative that you have it? Is it vital to your survival or to the survival of your loved ones? Could you get by without it? Then buying it was probably an emotional decision.

Your home; must it be as big as it is? No, really, *must* it be? And, your car; did you *have* to have that one? The banana split you had after dinner; was that a logical decision, or an emotional one?

My friend, fellow speaker and author, James Ray, will often ask his audiences, “How many of you are wearing a watch that cost more than \$30?” Most people wearing watches will raise their hand. He’ll then say, “You made an emotional buying decision. After all, for \$30 you can buy a watch that keeps time just as well as a \$20,000 Rolex.” The audience members will all laugh in agreement.

You might right now be trying to remember a time that you bought something other than bread and razor blades out of a logical mindset. And, you might be wondering, and possibly even persuading yourself, that you in fact did have to have that particular car. In fact, you’re sure you did, and that it was a decision based totally on logic. Read on and we’ll see. More than likely it was an emotional purchase.

Again – and this is important – that we buy on emotion is not necessarily a bad thing. Please don’t feel badly. There’s absolutely nothing to feel badly about. This principle is simply “truth.” In other words, it just *is*.

Understanding this principle and how to work with it in the process of *Winning Without Intimidation* is what will make you an expert positive persuader.

So, once more, the fact is, you and I buy on *emotion*. And, so does everyone else.

This is a very, very important concept to understand. It is one of the underlying principles in this system. The reason I’m stressing the point is that it’ll be very difficult for you to learn and master the following methods and techniques without it.

In the very next section, we’ll find out how and why it works.

WWI Lesson 3 Rationalization (We Back Up Our Emotionally-Based Decisions with Logic)

Here's the key point of this lesson:

We make our decisions based on emotion, but then we back up our emotional decision with a logical reason. This is known as *rationalization*.

Ultra-successful entrepreneur and best-selling author Dexter Yager says, "If we break up the word rationalize, it becomes *rational lies*." That's what we sometimes tell ourselves, isn't it?

So, think back to the last house or car you bought (even the banana split), the last difficult decision you made, the number of children you decided to have, and the good or bad feelings you had based on your last difficult conversation. All of it was based on emotion, and backed up with logic; usually in the form of a rationalization.

Let me give you an excellent example of an emotional buying decision backed by rational lies, or "logic":

Years ago in my "salad days"—so called mainly because that's about all I could afford to eat—I faced a dilemma pretty much every day at about 5:00 p.m. I was starving! The challenge was I didn't have much money so I always ate what cost the least. Not surprisingly, I never felt quite satisfied after the meal.

One day, on my way home from work, I passed a steakhouse. Um! Um! The very thought of that succulent, juicy steak, that baked potato loaded with butter and sour cream, the soft, warm freshly baked bread. (This was years ago before we became as concerned as we are today with fatty food intake, but you know what; I was so hungry, it wouldn't have mattered anyway!)

I stopped in front of that steakhouse but not to actually go in and eat—I knew I couldn't afford that. I knew if I did I would have hardly any money left until the next payday and that was way far away. But I could at least look at the place from the outside—couldn't I? I could just stand there and smell it—no charge—right?

RATIONAL LIE #1.

Then I thought, why not go in and just look at a menu. You know, just see what they've got. Hey, one day, I'll actually be able to afford this kind of food and, gosh darn it, I need to be able to picture it. That will give me real incentive to work even harder. Powerful motivation—right?

RATIONAL LIE #2.

Once inside, I thought, and this was *kind* of true, if I was to eat a hearty meal such as this it would give me the strength to work even harder the next day. All that protein in the meat would be good for me. After all, I didn't want to get too thin. And the potato—why, the skin alone has vitamins everyone needs. And, and . . .

RATIONAL LIE #3.

Those were all rational lies, weren't they? That was the logic I used to back my emotional decision, which was to tear into that steak. (By the way, it was the *best-tasting* steak I ever ate!)

Have you ever done something like that?

You and I do it all the time. Oh, not necessarily to that extent. At least I hope not! But, again, think about every major decision or choice you've ever made: Buying your home or car . . . Getting married . . . Leaving a secure job and using your savings or mortgaging your home to start your own business where the risk was greater and the hours longer.

Was any of that based on logic—really—or was it pure emotion?

Watch every decision of substance you make over the next few days. You'll find everything will be based on emotion. It will have something to do with your desire for pleasure—or your avoidance of pain (we'll discuss that next). You and I will back up these emotional decisions with our "make-sense" logic.

WWI Lesson 4 The Principle of “Pleasure and Pain” (Including the Ego)

Let’s go back to emotion. Yes, before we rationalize with logic, we make decisions based on several types of emotions. But here’s the key:

All emotions can be boiled down into the following:

The desire for pleasure.

The avoidance of pain.

And the star of the show is . . . the ego.

We decide what actions to take (buy or not buy a product, service, concept, idea, opinion, etc.) based on those two factors.

Let’s talk about those two major emotions because this subject has everything to do with *Winning Without Intimidation*. This is what makes people tick.

What kind of pleasure do we as human beings pursue?

We know about physical pleasure, such as sexual pleasure and the pleasure of eating something mouth-watering such as your favorite flavor of ice cream. What about emotional pleasure—enjoying family and friends and the fun of buying toys? The list is endless. But one we’ll focus on here is the pleasure of power when dealing with people, which is part of the ego. The ego *THEY* have. Oh no, not us . . . them.

Have you ever had experiences with negative, difficult people? Perhaps the person at the Registry of Motor Vehicles, the teller at the bank, the prospect who’s listening to your sales presentation, the uncivil servant, your boss, fellow employees, the police officer, any and everybody else – they’re into power because it brings pleasure to their ego.

What about pain? I’m not talking about just physical pain. That’s the least important for the sake of this book since we’re not looking to beat anyone up in order to get what we want and win. I want you to Win *Without Intimidation*.

What kind of pain would a person want to avoid?

How about the pain associated with getting fired? The feeling of pain that accompanies change or having the risk of taking initiative—especially when that’s not usually a requirement of that person’s job? What about the pain that comes with embarrassment? Looking bad—the pain of loss of face?

In all of these, the ego comes into play. Ego is so important to all of us. You don’t want to look bad to others or feel badly about yourself—do you? No one does.

People respond or react to us emotionally for two reasons: Either to gain a certain type of pleasure or to avoid a certain type of pain. Most of that centers on the ego.

Speaking of those two words, "respond" and "react", in just a bit we'll look at the vast differences between them and how you can use that knowledge to effectively and easily *Win Without Intimidation*.

Oh, remember the story I told on myself earlier regarding that steak dinner? I was working on both emotions, wasn't I? The quest for pleasure—in really, almost *desperately* wanting that meal—and the avoidance of pain—being soooo hungry my stomach actually ached.

No wonder I succumbed and bought that expensive dinner. Under those circumstances, anyone else would have done the *exact . . . same . . . thing . . .* And that itself was a RATIONAL LIE, wasn't it?

As a postscript, had I made the decision to go to that expensive restaurant, which I clearly couldn't afford, in order to bring a date there with the idea of impressing her—would that have involved my ego as well?

You bet!

WWI Lesson 5 **The Parent, Adult, and Child**

Let's set another foundation regarding a basic human principle of Cause and Action.

I first learned about this through the book, *I'm Okay, You're Okay*. The author, Dr. Thomas Harris, pointed out that each of us takes on one of three personality traits or characteristics during every conversation or interaction.

This is really fascinating, and I'm going to describe what Dr. Harris wrote and what it means to me in my words, with my own ideas. I suggest buying his book, however, for a deeper understanding of this topic, Transactional Analysis. Another excellent book on this subject is *Games People Play* by Dr. Eric Berne. He's actually known as the "Father of Transactional Analysis."

Each of us is capable of displaying three distinct personality states: the *Parent*, the *Adult* and the *Child*. These are states taken on, so to speak, and displayed by each of us, depending upon what we are feeling at any specific moment. The following is simply my interpretation of these three states and how they relate to *Winning Without Intimidation*.

The CHILD in all of us is perceived as the victim. He or she feels like a baby, put down, blamed, punished, controlled. As a result, that person is angry and looking to get even. The Child wants to get even with the person who assumes the role of the Parent.

The PARENT in all of us is usually a victim of their own upbringing, biases and environment. People in the Parent role mean well; they just don't recognize their negative communication. They don't realize that they're putting somebody down. They don't realize that they're making the other person feel bad.

The ADULT in all of us—which is the ideal—is the positive negotiator, the communicator, the respectful, honest, active listener, who's trustworthy and just...somebody who's easy to love and respect.

There are combinations of all three of those states within any relationship or transaction between two people. Somebody criticizes, condemns or otherwise talks down to you. They are the Parent and you are the Child. In that situation, you have to know it's not something to be taken personally (as difficult as *that* may be), but first you have to bring yourself up to the Adult level in order to even put yourself in the position to Win Without Intimidation.

At the same time, you have to watch yourself and make sure you don't come across like the Parent talking down to that other person, putting them in the position of the Child. They may react—not *respond*—but react negatively toward you because of the fear of and avoidance of pain, whether that be hurt, embarrassment, loss of face, etc.

Ideally, you want every transaction with another person to be on the level of Adult to Adult.

Easy? No. Possible? Absolutely—with awareness, practice and work.

It's very important to keep in mind the human factor: You can't expect others to act like you do just because you know what you're doing and are in the state of mind to do it. Don't feel put down if that person doesn't respond "correctly." In this book, you'll learn how to get them there.

It takes time and effort, but you can do it. Please, don't get frustrated. Okay, get frustrated—but keep at it anyway. The rich results are worth it.

The best way to overcome frustration is to make a game out of it. Be pleased with, and build upon, your small successes. As you become more proficient at *Winning Without Intimidation* in order to get what you want, when you want it, and from whom you want it, you'll be absolutely amazed at the fun you'll have with it.

I'm excited for you already!

WWI Lesson 6 **People Do Things For Their Reasons, Not Our Reasons (So Make Your Reason, *Their* Reason)**

In his awesome book, *How to Win Friends and Influence People* (really a *must* read), Dale Carnegie talks about the fact that people do things for *their* reasons—not ours. If they're going to do something, it's because they perceive there's a benefit to their doing it. Oh, I know, people wake up early every morning to go to work even though they don't want to. But they get up every morning to go to work because they want something more than the great feeling of staying in bed—mainly, a paycheck at the end of the week.

What about people doing charity work for others? They're not deriving a benefit from it, are they?

Sure they are! That benefit is the good feeling that comes along with doing good. Mr. Carnegie was right, people do things for their own reasons even if that reason is simply to feel better about themselves . . . better than the feeling they would have had if they didn't do that good deed.

If there's something you need someone to do for you that they don't *have* to do, then you'd better be prepared to Win Without Intimidation – to provide a personal benefit so that he or she feels better about doing for you than about not doing for you.

WWI Lesson 7 **Know You, Like You, Trust You**

In my book on business networking, *ENDLESS REFERRALS, Network Your Everyday Contacts Into Sales*, I talk about what I call the golden rule of networking, which is:

"All things being equal, people will do business with and refer business to those people they know, like and trust."

In all aspects of *Winning Without Intimidation*, the “Know You, Like You, Trust You” rule also holds true. This includes your dealings with friends, loved ones, co-workers, neighbors, and even strangers. The difference is, if you're in a situation where you have never before met the person from whom you need something, you have mere *seconds* to bring these feelings out and about. If you can, right off the bat, elicit those particular feelings towards yourself from the other person, you'll be more than halfway home.

If that person does not feel good about you, if they don't feel as though they know you, like you and trust you, almost anything that *can* stand in the way *will* stand in the way of your getting from this person what you desire. The principles and techniques in this book are specifically designed to establish these positive and productive feelings in the other person quickly and effectively, as well as for the long-term.

Nugget #1 **O.P.S. – Other People’s Support**

In his phenomenal book, *The Magic of Thinking Big*, Dr. David Schwartz points out a basic rule for winning success: "Success depends on the support of other people. The only hurdle between you and what you want to be is the support of others."

Let's replace the phrase "want to be" with the phrase "want to get" and then you can call it your basic rule for success through *Winning Without Intimidation*. It would now read: "The only hurdle between you and what you *want to get* is the support of others."

Throughout this book we'll explore many wonderful methods for accomplishing this goal.

Chapter 2 Strategies That Will Always Play a Part in Winning Without Intimidation

You already have learned some of the principles of human cause and effect (i.e., why people can be so darn miserable to others). Now, let's look at the key principles you can use to bring you closer to your goal in all relationships; getting what you want while helping the other person to feel good about themselves.

You'll find these principles – whether used alone or in combination with others – to be involved in practically every aspect of Positive Persuasion. In a very short period of time, as soon as a “people problem” occurs, you'll shift right into *Winning Without Intimidation* “principle gear”, use it within the context of the specific challenge, and find yourself winning practically every time.

WWI Lesson 8 Tact

Tact is a key – possibly *the* key – concept at the very heart of this book, and the *Winning Without Intimidation* system.

My Dad, the best positive persuader I've ever known, defines tact as "the language of strength."

Tact is simply the ability to teach someone; in essence, to critique, criticize, or correct someone in such a way that he or she is not offended. Not only is the other person not offended; they are actually appreciative. Easier said than done, right? After all, referring back to "ego" do you know of anyone who truly enjoys being criticized or corrected?

I mean, really, think back to the last time someone reprimanded or corrected you. Did you stop and sincerely reply, "Oh, thank you, thank you, thank you! Thank you so much for pointing out the errors of my ways." *You* may have said that, but I know I haven't.

Of course, criticizing a person, correcting a person's behavior, or even critiquing them in any way is not something we want to do. We are, however, talking about the real world, and calling someone's attention to an incorrect way of acting or doing is simply a part of that world. The key is in how we do it.

If we could listen on tape to what we say in everyday conversations, we'd be amazed at the lack of tact and sensitivity in the way we talk to others. And more disturbing, though somewhat understandable, is that the more we care for someone, the less tactfully we speak to them.

For example, before addressing a new business prospect, an authority figure outside the home, or someone with whom we'd like to develop an intimate friendship, we think first. We edit our words. We ask ourselves if this person might possibly be offended by what we're about to say. Then we utter the appropriate words, well . . . appropriately.

On the other hand, we come home after a long, difficult day after missing a large potential sale, or having an argument with a co-worker, only to find the kids didn't clean their rooms as they were asked. Or we are asked a question by a loved one that we decide to take the wrong way and reply, WHAT DO YOU MEAN BY THAT? HOW COULD YOU SAY THAT, BLAH BLAH BLAH BLAH BLAH BLAH" (Or, if you remember the old Peanuts® cartoon television specials, "WAH, WAA WAA, WAH, WAH.")

Tact may be the one concept that makes the biggest difference in your ability to persuade others to your way of thinking and attain the results you desire. It is known by several different words: diplomacy, delicacy, sensitivity, and even *savoir faire*. Same thing; same results.

There's a great deal of truth in the saying, "You can catch more flies with honey than you can with vinegar."

Here's an idea that will seem odd to you at first but will make an almost immediate difference in your effectiveness with others: For the next 21 days, take a pretend tape recorder with you everywhere you go. "Record" every conversation. Following the conversation, play it back." Ask yourself, "Did I think before I spoke?" "Was I considerate of their feelings?" "Was I gentle in my manner?" And, was the expression on my face consistent with my words?"

Don't worry about forgetting to do this at first. You will . . . forget that is. But it doesn't matter. Remember to do this as much as possible. After 21 days – if not before then – you'll begin receiving positive feedback from those who know you best, and you'll notice the difference in yourself even before then.

Yes, let's make an agreement, you and I, that we'll analyze the way we talk to others for just 21 days. We'll think first. We'll edit our speech *before* we speak. If you feel you don't know how to do that—no problem. This book will supply you with the correct wording, attitude and phraseology. This is not a problem.

Learning what to say and how to say it with tact will get results for you which will seem just like magic.

Every situation you find yourself in, and every time you must call someone's attention to a particular way of acting, keep tact in mind. Tact will be the key to how those people receive you and what you say and whether that person will ultimately take the action that will benefit all concerned.

When you master the art of tact, you will constantly and consistently find yourself *Winning Without Intimidation*.

WWI Lesson 9 Responding Vs. Reacting

One idea we need to hit on quickly is, as mentioned earlier, the difference between "responding" and "reacting."

I first learned this from Zig Ziglar, the internationally acclaimed author and speaker. This wisdom of Zig's really hit home for me. It alone has probably kept me out of more trouble than I care to remember.

According to Zig: To respond is positive; to react is negative.

For example, when going to the doctor after taking some medication that worked, the doctor might say, "Ahh, you *responded* well to the medication."

On the other hand, if you go into her office breathing heavily, with your face broken out in bumps and hives, the doctor will probably say something like, "It seems as though the medication has caused a bad *reaction*."

It's the same in any relationship, transaction with another human being or situation in life:

If you *respond* to it, you've thought it out and acted in a mature, positive fashion. If you *react* to it, you've let it be in control and get the best of you.

For example, recently I was pulling into a parking space. Being too hurried, and not paying attention as I should have, I didn't notice that the car parked in the next space had a man coming out of it. I braked in plenty of time, but it gave the man a start. He looked at me with that look that said, "You (insert nasty name here)!"

He reacted. Who could blame him? Now I had a choice; would I react to his reaction? . . . or would I respond, thereby diffusing an otherwise uncomfortable (and potentially nasty) situation, and hopefully turning a potential enemy into a friend? I chose to respond. I immediately raised my hand with a sincere smile and mouthed, "Sorry, my fault."

He then responded with a smile and a wave of his own. Funny thing is, when I got out of my car, his words to me were actually, "Sorry, I should have looked before getting out of my car." Can you believe that??!!

I see two results to that situation; One is that a potential (and too typical) argument turned into a friendly exchange. Secondly, next time he is in a similar situation, there's a good chance he will respond instead of react, turn a potential enemy into a friend, and begin his own chain reaction of kindness and friendship.

Throughout this book, I'll focus on *responding* to situations and challenges with people so that you may be in control of yourself and the situation. That way, you'll be in a position to help both yourself and that other person as you strive to master *Winning Without Intimidation*.

WWI Lesson 10 **The Three P's of Positive Persasion (Politeness, Patience, Persistence)**

Everything relating back to human “cause of action” (why people do the things they do and act the way they act) works into this principle of positive persuasion.

When most people are in need of help, they approach in a way that, instead of making the other feel comfortable, causes distress and defensiveness. And, it goes downhill from there. When the unhelpful one resists, the average person loses their patience. Finally, after feeling discouraged at the other's lack of positive action, they give up, quit, surrender.

Instead, may I suggest you take a totally different tack? Approach with politeness. Have a warm, sincere smile, wrapped in positive expectation. Your polite approach will separate you from about 95 percent of the others this person deals with all day long.

Next, show patience when he or she is resistant to helping. It may be the way they're used to doing things, living in the problems (“Can't be done” or “Not our policy) instead of the solutions. Or it may just be easier to try and discourage you so they don't have to work too hard in order to earn their daily bread.

Finally, be persistent; or, as author and speaker, Zig Ziglar says, “courteously persistent.” Let them know in a very kind, polite manner, that you're not going away, and that it's in their own best interest (refer to Chapter 1 – Lesson 6) to help you.

Here's an example of using “The three P's.” to get the result you desire.

It was late morning on the day of a big exposition. I would be speaking the following day and I—along with several other people—had rented booth space where we would market my series of audio and video tapes and books.

Ah, the books . . . There was a challenge. I'd really have to *Win Without Intimidation* that day because *the books weren't there!*

I'd just found out about the situation, having had a message waiting for me at the hotel's front desk from the woman who was running our booth. This was in Toronto, Ontario, and since my books were sent via ground transportation from my publisher's Ontario division, there should not have been any challenge at all. But there was. It needed to be handled right away or the trip would be an expensive disaster!

I called the Metro Toronto Convention Center and spoke to the switchboard operator who, as it turns out, didn't know how to connect me to the area where the booths were located! She didn't know the answer and wasn't interested in going out of her way to find it for me either.

In this kind of situation, you need to be polite, patient and persistent.

Polite because that will disarm the person, and it's a generally proper, effective and profitable way to act.

Dick Biggs, in his book *If Life Is A Balancing Act, Why Am I So Darn Clumsy*, quotes B.C. Forbes as saying, "Politeness is the hallmark of the gentleman and the gentlewoman. No single, positive characteristic will help you to advance—whether in business or society—as politeness."

Patient because we all realize that many "service" people have gotten into the habit when dealing with the public—many of whom can be very impolite, impatient and rude—of doing as little as possible and then hanging up the phone. Patience comes in handy when things don't work themselves out immediately after the first request. Then let your persistence take over.

So, be polite to that person and even thank them. "Oh, thank you. I appreciate your effort in looking for me. How would we be able to find out where they are and what their extension is?" With a smile in your voice you might add, "I'm in really big trouble if I can't locate the right person."

This time the operator answers, with more concern than coldness, "I don't know."

Be patient. This is just how she's used to doing things.

You now say, "I really appreciate your help. I know you're doing your best. Is it possible for you to look through your listing of extensions and take a couple shots at it? I don't want to bother you, I just have to find that booth."

She's now going to make an emotional decision based on the avoidance of pain: The pain of having to keep talking to this polite, patient and persistent person who obviously isn't going to stop until he gets what he wants.

Yes, she finally tracked down the extension and I was able to get the woman at the booth to find out from the loading dock exactly what happened. A few phone calls and several hours later—my books arrived.

Remember the Three P's—especially with people who are not usually required to go out of their way to help. You must be Polite, Patient *and* Persistent.

WWI Lesson 11 The “I Message”

Here's another principle we all need to internalize and you'll notice its theme resurfacing consistently throughout this book. It's called the "I message."

This is not to be confused with being "I oriented." In my book, *ENDLESS REFERRALS, Network Your Everyday Contacts Into Sales*, I talk about the fact that when meeting someone new we need to be "You oriented" as opposed to "I" or "me oriented."

This means focusing your attention on the other person, investing 99.9 percent of the conversation in asking that person questions about himself and his business. That's called being "You oriented" and it's always best to have that kind of attitude as you interact with people. It will certainly help in establishing a win/win relationship and eventually being able to master *Winning Without Intimidation*.

The "I message" is something totally different. This is where we put the onus of a challenge or misunderstanding upon ourselves, taking the other person “off the hook,” disarming her, and making her more receptive to finding a solution to the challenge.

The "You message" would put the blame on her making her defensive and less receptive to a win/win outcome, so you really want to master the "I message."

For example, you're in a discussion where the other person is not speaking to you with the appropriate consideration and respect. Instead of saying to him, "You're talking down to me and not showing me respect," (which of course is a "You message," as in "You are wrong), you might say, "Sam, I feel upset. It might just be how I'm taking it but it feels as though I'm being put down and not being shown the respect I feel I'm entitled to."

What you've done is put the responsibility on yourself so Sam doesn't have to *react* defensively while still getting your point across—loud and clear—that the appropriate behavior is not being shown and that it bothers you.

Let's look at another example. You're trying to get the bank manager to let you cash an out-of-town check without a waiting period. You feel you've been a customer long enough to be given that privilege but the manager—who has the power to grant your request—is being stubborn and not showing appreciation for your being a loyal customer.

If you send her a "You message" by saying, "You're being totally unreasonable. Don't you appreciate the fact that I've been a loyal customer?" you're insulting her. You've also painted her into a corner where, if she gives in, she "loses." Instead, send an "I message," such as, "I really feel that after years of loyalty to this bank possibly I'm not appreciated as a customer of value. I've always enjoyed banking here. It might just be my interpretation but it is very disturbing to me. Could we work this out?"

Diplomacy and tact through an "I message" will nearly always help you Win Without Intimidation.

In his book, *How To Argue And Win Every Time*, famed attorney Gerry Spence points out the importance of phrasing a statement which ties right into the message. He suggests the "I message," "I feel upset," as opposed to the "You message," "You upset me."

"I feel sort of cheated" is an "I message." The "You message" would be "You cheated me."

Mr. Spence relates how he lets a judge know he feels the judge is not treating him fairly. He'd never send out a "You message" such as, "You are unfair" or "You are being rude to me." Instead, he would make an "I message," such as, "Your Honor, I feel helpless," and then go on to explain his plight.

Yes, the "I message" takes some practice. Internalization of this principle is absolutely key! But it's more than worth it. Throughout your life, in any and every relationship in which you are involved, the "I message" will help you in your quest for *Winning Without Intimidation*.

WWI Lesson 12 **The Smile (The Best-Kept Secret You Already Know)**

You know it, you've been told it, you've even done it. But the right way, enough, and consistently? That's the question.

There is probably nothing more powerful in beginning a conversation or transaction, or in overcoming an interpersonal challenge, than a smile. A nice, warm, sincere smile that emanates from your heart.

Ninety five percent of the troubles of the world, ranging from customer service problems to country-to-country problems – could most likely be solved peacefully but for a smile, followed up with genuine concern for the other's needs.

The fact that most people don't do this will only make it easier for you to put yourself ahead of the game when it comes to persuading others to take your side of an issue, as opposed to one upon which they've already decided.

When you must speak with someone's supervisor about a particular problem, your smile will bring down his or her walls of resistance, and set the tone for a pleasant, win/win discussion and positive result. One main reason is that you've just separated yourself from practically everyone else whose greeting is a defensive, angry, or intimidating, threatening look.

In his book, *Working With Emotional Intelligence*, Daniel Goleman, Ph.D., points out, "It happens that smiles are the most contagious emotional signal of all, having an almost irresistible power to make other people smile in return."

Read any good book on people skills and there will be at least a mention of the power of a smile. It's very easy to learn how to do effectively.

Believe it or not, for some people smiling takes a bit of practice. Hey, for some it takes a lot of practice! We're not talking about a smile just to be positive but to effectively begin the persuasion process as well. Regarding the positive aspect though, it's been said, "You don't smile because you're happy—you're happy *because* you smile."

That's true! It's a physiological fact. When you smile, there is a chemical response within the body that actually compels you to feel happy.

Do this: Smile really big, right now, and feel sad . . . Can't do it—won't work. When you smile, you make yourself happy, improve your attitude, and also improve the other person's attitude and expectations of you.

John Mason, author of *Let Go of Whatever Makes You Stop*, says, "One of the single most powerful things you can do to influence others is to smile at them." Very true! Dale

Carnegie devoted an entire segment of his great book, *How To Win Friends & Influence People*, to this single fact.

It seems very few people smile without a particular reason. By smiling, however, you give yourself a distinct advantage over everyone who is not smiling. Get that sincere smile on your face—and do it before you deal with anybody; the service person, government bureaucrat, your boss, the waitperson, your spouse, anybody. Get yourself ready for that person to like you and smile back *at you!*

I employ this simple tactic all the time and everyday with incredible results and I know others who regularly do the same. They quite often get waited on or helped at a crowded desk first, just because the person sees them with that smile.

We spoke earlier about having to talk to a manager regarding having a challenge with something, or you might have to question somebody about the fact there's an extra charge on your bill. Greet that person with a really nice smile and watch their mind-set match yours. The person who smiles is a pleasure to deal with, and typically gets the results to prove it.

Nugget #2 **Edify**

According to *Webster's*, one meaning of “edify” is to *build*. When you edify a person, you literally build them up in the minds of other people and, perhaps most importantly, in their own mind too.

Edify a person, to others and to themselves, even for the things you *wish* they would do. They'll soon begin to "believe their own press," and start adopting the traits and behaviors for which they are being edified.

"Jim sure is precise in the way he fills out his reports."

"Mary, I love how you always handle people with such perfect tact."

"My spouse is the most supportive partner in the world."

"Dave, one thing about you—you may be direct but you are always fair."

When in doubt as to what to say *about* someone or *to* someone—*edify!*

Chapter 3 Winning Without Intimidation with Everyday People

Every day, depending upon our work or lifestyle, we literally walk past hundreds of people without ever having a direct dealing or conversation. Several might be close enough in proximity that a pleasantry is exchanged; unless you're someone (or they are someone) who doesn't choose to engage in those. The point is, most people will never directly affect us. And, most people with whom we do interact, whether the waitperson, civil servant, police officer, receptionist, or anyone else will properly do their job, no more and no less. They won't be particularly helpful, nor will they be particularly difficult. Of course, so long as they aren't hurtful, then – people being individuals – we certainly have no right to expect them to act as we would necessarily act.

We do have a right though, to take the steps necessary to ensure they do for us what we need, or desire, to have done. And the most effective way to make this happen is to use the principles and methods of the *Winning Without Intimidation* system. In this chapter we'll look at a variety of situations that could occur in the course of a day, and how to best deal with them. Keep in mind, even if the exact event never takes place, the principles and methods involved, mostly likely will at some future time.

Let's do a quick warmup and begin with a couple of mindsets of which to be aware and to practice. Then we'll go right to the “meat and potatoes.”

WWI Lesson 13 **Thoughtfulness**

It's a simple idea. No really incredible skills needed here so let's just consider it a good warm-up exercise. If you employ the idea of thoughtfulness regularly and religiously every day and in every circumstance possible, it will give you a head start toward accomplishing all the goals you're reading about in this book.

I read an interesting story in the book, *The Best of Bits & Pieces*. The story highlighted several acts of thoughtfulness. The main point being illustrated was that "thoughtfulness is a habit—a way of life well worth cultivating and practicing."

Thoughtfulness doesn't necessarily come naturally. Thoughtfulness needs to be worked on, cultivated and practiced enough so that you internalize these "thoughtful" thoughts into your essence, your very being.

That makes sense because, let's face it, it's often easier not to be thoughtful. As Master Teacher Jim Rohn says, "Easy to do . . . Easy not to do." It's up to you in the short run.

In the long run, however, being thoughtful is a whole lot easier both on your conscience and in the way that habit will make it easier for you to be more effective when it comes to *Winning Without Intimidation*.

One part of the story said thoughtful people don't wait for opportunities to be thoughtful—they imaginatively create numerous opportunities to make life brighter, smoother and more enjoyable for those around them.

How do you do that?

One thing that works for me is take time to hold a door open for someone, male or female, it doesn't matter . . . they'll appreciate you for it. It doesn't take long but makes a big difference, for that person and for us, as we make it into a habit.

When a baby near you in a restaurant is making just a bit more noise than is comfortable and you see the parent looking a little embarrassed, smile and comment on how cute the baby is. I know some of you reading this might be thinking, "Baloney, the parent should get that kid out of there." Maybe they should—but are you looking to be right or make the sale?

In this case, the sale being to Win Without Intimidation.

Another part of the story said, "The thoughtful person is quick to pay a well-deserved compliment or to send a prompt note of congratulations to someone who has received a promotion, an honor, or some special recognition."

Thoughtful people park a bit farther from the entrance of the store or the post office leaving the nearer space for someone who doesn't get around as easily as they do.

To that last idea, you might ask, "Why should I do that? Nobody will know why I'm parking a bit farther away so I won't be winning anything, even *without* intimidation."

Let me offer two reasons: Number one, it's the right thing to do, which will make you feel better about yourself and will show up in your attitude towards others. Number two, thoughtfulness is a habit. It *can* be cultivated and mastered.

Another thoughtful act is to give proper credit for an idea. *Sooo*, the contributing author of that particular story in *The Best of Bits & Pieces* was William A. Ward.

Mr. Ward, the contribution you made was to help me realize that thoughtfulness is just a habit—one that can serve everyone in *Winning Without Intimidation*. I thank you!

WWI Lesson 14 **Feeling the other person's feelings**

Let's do another warm-up exercise. This will help you in your new-found ability to *respond* to situations and people instead of to just *react* (see Lesson 9).

Remember the Native American adage about walking a mile in another person's moccasins? What does that really mean and how can you use that wonderful piece of advice in order to Win Without Intimidation?

What if a person with whom you need to interact says or does something that offends you or doesn't fit into your model (belief system) of how you like things to be done? Instead of reacting, what if you respond by immediately asking yourself, "What could possibly be happening in that person's life that has given her a major case of halitosis of the personality?" Or, as Zig Ziglar would say, a "hardening of the attitudes."

Imagine a day in the life of this unhappy person and maybe you can get a better idea of what she needs from you right now to make her feel good about herself and want to help you—be nice to you. (Only then can you Win Without Intimidation.)

Maybe that person came from a negative environment. As a child there was no communication at home or she was even mistreated. At school she was rejected by her peers. (Mind you, this is not an excuse for her not to accept responsibility for her actions—simply a fact.) An underachiever with a terrible self-image, she hasn't had it any better in her adult life. She hates her job. Doesn't feel much better about her husband. And her kid just got thrown into a juvenile detention center for shoplifting.

How do you feel about her now?

Can you understand her lousy attitude just a little better?

The situation with this person might not be that bad . . . or it might be worse! If you can simply consider another possibility, you can *respond* to that person and her actions with compassion and understanding instead of *reacting* with hate and anger.

Let me tell you a most powerful story about making the shift from reacting to responding . . .

In his perennial best-seller, *The Seven Habits of Highly Effective People*, Stephen R. Covey shares an experience he had one Sunday morning on a New York subway.

Sundays are about the only time subways are peaceful in New York and this morning was no exception: People were sitting quietly, some reading their papers, some lost in thought, others catnapping as the train pulled into the station.

Suddenly, the scene was shattered as two boisterous children burst into the car. They were loud, yelling back and forth. Obnoxious, racing around, they even grabbed people's newspapers! These two were totally out of control and the man that came in with them, presumably their father, just sat there, staring at the floor of the subway car—oblivious! Talk about thought-*less* . . .

Everybody in that car was irritated by the children's behavior—*and* the father's lack of responsibility. Can you get a sense of what it must have felt like being one of the people on that subway? What would your reaction have been?

Well, Mr. Covey—whose patience had finally ended—turned to the man and said, with what I imagine was considerable restraint, "Sir, your children are really disturbing a lot of people. I wonder if you could control them a little more?"

The man looked up and around for the first time and softly told Covey, "Oh, you're right. I guess I should do something about it!" Then he explained that they had just come from the hospital where, only an hour ago, the children's mother had died. He said he didn't know what to think—and he guessed they didn't either . . .

Wham! Stephen Covey's *reaction* changed to a totally different *response* in an instant. "Your wife just died. Oh, I'm so sorry!" he said, now with sincere sympathy and compassion. "Can you tell me about it? What can I do to help?"

Hopefully the above example won't be the case with most of those whose behavior is upsetting to you. The point though, is to keep in mind that often times, if we knew the root cause of a person's negative behavior we might respond with a lot more patience, understanding and empathy. Utilize this mindset in your personal interactions and you'll find yourself evolving into a person who becomes very likeable to those you need to positively persuade.

If with practice, you continually make an effort to put yourself in the other's person's moccasins, you'll have taken a giant step toward *Winning Without Intimidation*.

WWI Lesson 15 **People Will Do What They Think You Expect Them To Do**

People will behave the way they feel you expect them to behave and they will act the way they think you expect them to act. That can work for you either positively or negatively, depending upon your expectations.

Here's a great example you may have heard before. Not only is this a true story, but I suspect it's actually been reenacted thousands of times over the years to prove and reprove the point.

A grade school teacher was going to be away for a few days. Before leaving, she met with the substitute to fill her in about the children and what she should expect of them.

The teacher told the substitute that Johnny was the smartest; Joanne, the most helpful; Jimmy and Susie, the class troublemakers—watch out for them; David never paid attention, better keep him on his toes; and so on.

And she was right on all counts.

Amazingly, when she returned and was debriefed by the substitute, everything she had told the substitute turned out to be true. Johnny was the smartest, Joanne, the most helpful. David did have trouble paying attention . . .

The only problem was that *the teacher had made the whole thing up*. She chose kids at random and gave them completely made-up traits and characteristics. It didn't matter. Not only had the substitute transferred her expectations into the minds and hearts of the children but she acted towards them in such a way as to elicit their behavior in the exact way she expected.

It reminds me of the old-time Quakers: In every village, there was always an older, retired man whose job it was to greet all the strangers who came into the village. He would welcome them warmly and answer all their questions.

Visitors always asked him the same thing, "What are the people like here?" The old man always asked in return, "Why, what were they like where you came from?"

If the stranger said the people where he came from kept to themselves, were selfish and contrary and cold, the old man would reply, "They are the same here."

If the stranger said the people where he came from were friendly, open and warm-hearted, the old man would reply, "They are the same here."

In his excellent book, *How To Have Confidence and Power In Dealing With People*, which I highly recommend you read, Les Giblin cites many examples of how this works

just as predictably in the grown-up world. He even quoted the British statesman Sir Winston Churchill as saying, "I have found that the best way to get another to acquire a virtue is to *impute* it to him."

Both for long-term and immediate results, when you want to bring out a response in a person that meets your needs, you need to act towards that person as though that's how you expect them to respond. I know this sounds crazy, but as you approach a person for something you need, approach them *believing they're going to want to give it to you*.

Before you think I'm totally nuts, as though I'm saying just by thinking about it that's what will automatically happen, that isn't exactly what I'm saying. What *will* happen, however, is that when you predetermine someone's action in your own mind, *you* take on an attitude with that person which transfers directly into her acting that way. Before doubting this, do it with sincerity several times. I guarantee you'll walk away in amazement!

This is simply another one of those basic principles to which I'll refer throughout this book, so please keep it in mind. It happens to be one of the most powerful principles and methods of all, and we need to practice it until it becomes habit.

WWI Lesson 16 **Motivating the Unmotivated to Help You**

Earlier I related a story about the time my books were lost at a convention, and how, by using “Politeness, Patience and Persistence” (see Lesson 9) I was able to have them located and delivered. What happened after the convention was a dilemma just as disturbing and would also have to be handled with care in order to have this potential problem work out as well as the first.

Due to a logistical challenge, I would personally have to move all the books that didn't sell down to the loading dock and have them shipped from there. Getting the books down there wouldn't be that big a deal, but the man at the dock took on the role of the working man who wasn't about to be pushed around by a guy in a suit . . . I should have worn jeans.

When I first saw him, I couldn't tell whether he was one of the drivers or the guy running the operation. He was sitting on a chair reading a newspaper and drinking coffee, not looking as though he was working too hard. That should have tipped me off. Yup, he was the boss!

Here's an important thought to keep in mind: If you don't know, always give the person you approach a more prestigious title than he or she may actually have. Even if they correct you, they'll love you for it—and it will begin the process of *Winning Without Intimidation* on a very positive note.

If you think the person with whom you're speaking is the secretary, ask if she's the office manager. Not only will she appreciate your over-crediting her, but if that person is the office manager and you ask if she is the secretary, you've got one big strike against you.

If you think the person is a host, ask if he's the manager. If you think she's the salesperson, ask if she's the sales manager. I should have asked, "Are you the Operations Director?"

Now, with that in mind, you know what I asked the man at the dock, don't you? I asked if he was one of the drivers. Wrong! I don't know why I did that. I must have had a temporary flash of insanity because I never do that. But I did—and naturally, he wasn't happy at all.

"I'm the supervisor," he replied indignantly.

Whoops.

From there, however, I was able to "save the sale", the sale being to have this guy make the call to the correct shipping company, help me label the boxes correctly and then

agree to be responsible for the boxes until they were picked up. The condensed version of this transaction goes like this:

I apologized and told him I should have known he was the supervisor. Then I asked him his name. He told me and I referred to him as Mr. and his last name for the remainder of our conversation. (Most people aren't used to that and respond very positively to your showing them such respect. Also, extend your hand and say your own version of, "I'm Bob Burg." At the first opportunity, ask to be called by first name while continuing to call him "Mr."). By extending these courtesies to the supervisor, I put him in a position of power—something I bet he rarely encountered from a "suit."

I gave him even more of a position of power by saying, "I understand that helping me isn't your job and I wouldn't blame you if you can't do it, but I could really use your help." He grudgingly asked what I needed and I simply took it one step at a time. Every few minutes I would ask him questions about himself, how he got started in the business, his family, etc.

He began to warm up to me. I complimented him by telling how I really appreciated his help and that a lot of people nowadays just wouldn't take the time to put themselves out like he was. He smiled with what seemed a new-found pride in himself and his job.

He warmed up some more. In the end, he was taping my boxes, stacking them and he even personally spoke with the operator at the shipping company on my behalf

He ended up doing all the work. He really helped me out and he felt good about it too—and I made a new friend. I also gave him a tip which he rightly earned. At first he refused to take it, but I insisted. He then thanked me for buying his lunch.

I won, and he won. That is *Winning Without Intimidation*.

What if I had tried to bully him around? Would it have worked?

What if I had threatened to talk to his boss? Maybe he'd have done the work I needed but it would have taken longer, not have been done as well, and who knows whether those boxes would have ever actually made it back safely to the publisher.

If I ever go back there again, I know he'll remember me and I'll already be one big step ahead in the game.

WWI Lesson 17 A “Thank You” in Advance is the Best Insurance Policy You Can Buy

Thank people *before* they do something for you.

"I really appreciate you taking the time to . . ." This is great insurance that they'll *make* the time to do whatever you want done. You may have even heard that a tip to a waitperson at a restaurant used to be paid *before* the meal was even served. The word tip, t - i - p, actually meant "to insure promptness."

Insurance—right? Or extortion, depending upon how you look at it. I prefer insurance.

An example of a proper time to thank someone before they start on the assignment, task or whatever, may be talking to the person on the telephone.

"Mr. Smith, thank you for taking a moment out of your schedule to speak with me." Or the hotel manager you need to inform about a particular challenge with the hotel: "Ms. Jackson, I appreciate your helping me with this unfortunate situation."

Maybe the mechanic who's about to work on your car: "Mr. Davis, thank you in advance for fixing this thing. Wow, do I depend on you to keep this car working right!"

One very important point: This all must be done with sincerity. Otherwise, it will come off as manipulative or overbearing. Just reflect for a moment about what you're most grateful for (or plan to be grateful for) with this person and go with that.

On the other hand, I once called a popular columnist at our local newspaper to ask her to lend her name to a charity event I was working on. As I said hello and told her it was nice to speak with her, she began her part of the conversation saying, "Thank you. I know you're going to be brief!" Not exactly the type of "Thank you" in advance I'm talking about.

I felt like being really brief—as in hanging up right then and there—but a charity is a charity. The cause was more important than my personal feelings, otherwise known as *ego*. I explained what I needed from her and she turned me down anyway. My point is, the way she spoke to me did not make me feel good about myself—or about her.

What if, instead, she had said, "Thank you Mr. Burg, I'm always happy to talk to a person about supporting a worthy cause. Unfortunately, I'm in a bit of a rush right now and can't talk too long. How can I be of help?"

I would have gotten right to it, made my point quickly, let her get off the phone and felt good about her and myself.

If by any chance you're thinking, "What does she care if you like her or not? She'll never need you for anything anyway!" I'll answer that one later on in the book in a nugget entitled, "The 7 Words That Can Come Back to Haunt You."

WWI Lesson 18 **Acknowledging a Job Well Done Inspires A Lifetime of Repeated Efforts**

Muriel is a sweet elderly woman who works at the local supermarket in the deli section where they make sandwiches for customers at lunchtime. One day I asked her for a roast beef sandwich, extra lean. She did a really nice job and ,after eating, I walked back over to the counter and genuinely thanked her—loudly enough for all the other patrons and her co-workers to hear—for the "Extra special nice job you did with my sandwich." Her eyes brightened quickly and a smile came to her face. From then on Muriel, and her co-workers, always seemed to put a little extra meat on my sandwich—and always very lean.

The point is this: Acknowledge someone's effort *after* they do something for you once and they'll take great pains to do it extra, extra special for you from then on. The reason for this is very simple: First of all, most people just don't think enough to recognize a job well done so your compliment is very appreciated. Secondly, every time Muriel goes out of her way to make a great sandwich, she's making an emotional decision to achieve pleasure—the pleasure of being respected and appreciated—which is probably not an ordinary occurrence in her life. I know that's true because Muriel is human and appreciation and respect aren't ordinary occurrences in the lives of people today.

William James, often referred to as “The father of modern psychology” said, “The greatest need of the human soul is the need for appreciation, the need to feel important.”

On a plane home from a speaking engagement, I asked the flight attendant if she could possibly substitute some of the items in my meal for some healthier foods since I was on another of my health kicks. She obliged and put together a nice light meal for me. I gave her so much genuine appreciation for her efforts that for the remainder of the flight she kept wanting to know what more she could do for me. Again, the key concept in the previous sentence is “*genuine* appreciation.”

What a nice cycle of success! Make a person feel good for their efforts and they'll want to keep proving you right. It's been said, "Behavior that gets rewarded gets repeated." Again, remember that the appreciation you express must be genuine or that person will only feel manipulated instead of appreciated.

WWI Lesson 19 **Ask for Advice**

Depending upon the situation, asking a person for help or advice often endears you to him and he will be only too glad to help. To understand this, let's realize that a person will make the emotional decision to help you not *for you* but because it meets a need *for him*. And that need is the desire for pleasure.

And just what is the *pleasure* that person will be receiving?

He gets the opportunity to feel important, to feel good about himself. Why do you think wealthy, successful people often become mentors to young, eager beavers they don't even know or love and aren't related to? Primarily, the reason is that the thrill of the money or accomplishment is not the driving force for that person anymore. They're used to their own success. But to become a mentor, a hero in someone else's eyes, to share in another's success, feels really good.

The same goes for this person from whom you're asking help or advice. It makes him feel so good he'll probably want to help you and continue to do so.

Lesson 20 **Let the Person Feel it Was Their Idea**

Would you agree that people are quicker to agree with your point of view if they feel that your point of view is also *their* point of view? If you're making a point and it's something similar to what that person said earlier, simply begin by saying, "And as you pointed out earlier . . ." and then continue on. You could also have said, "As you were saying earlier . . .", "Joe, as you mentioned . . ." or a number of similar phrases.

But what if the person hadn't said that earlier?

It really doesn't matter! You can say the same thing and, so long as it isn't totally contrary to their beliefs, they'll probably remember saying it . . . even if they didn't. If you want, you can change the wording from, "as you were saying earlier" to something like, "as you might say . . ."

You didn't say they said it, you implied it. Keep in mind, you're doing this for the benefit of both of you. The best way to do that is to give the other person the credit for saying it first, even if she didn't.

I was speaking with the father of a friend of mine. Afterwards, my friend said that she noticed how, when I was explaining something to her father, I brought him into the conversation by saying, "As you mentioned earlier, the key is to . . ." And she said she could tell he was very receptive to that.

I wasn't necessarily trying to *get* something from him and we weren't debating an issue. We were merely discussing a certain viewpoint that we happened to agree upon. Whenever I can, however, I like to make people feel as though they are as much a part of an idea as possible. That's just a good *Winning Without Intimidation* habit to get into.

WWI Lesson 21 **Handing over Power**

My friend, Debbie, had come to visit from California and due to a mistake she made when checking her luggage, the luggage didn't make it to the airport where I picked her up. She was understandably upset and since we were leaving on a trip early the next morning was dismayed to be told that her luggage wouldn't be arriving until after midnight. Since this was not the airline's fault, it would be up to us to come back down to the airport to claim her luggage.

She began to panic and, like most people, was on the verge of both pleading and arguing her case—neither of which was about to do her any good at all. I could see the airline employee already feeling the power of being able to deny her wishes.

Fortunately, I had caught on early enough and brought *Winning Without Intimidation* to the rescue.

What did I do? First, I listened—*without interrupting*—to the employee recite the exact rule stating the airline absolutely did not have to deliver the luggage. It would be arriving at about 3:00 in the morning, early enough to accommodate our departure plans, but not convenient, neither for the airline's delivery person, nor for Debbie.

I then agreed with the employee and said that, under the circumstances, I wouldn't blame her a bit for carrying out that rule. What was she going to do, argue with me about *agreeing* with her? No, so now she was disarmed and her "Parent" (see Lesson 5) had shifted into a more "Adult" state of mind.

At this point, I asked for her help while handing over the power to her. That's important and I'll review that in a moment. It went like this, "You know, I'm in kind of a touchy spot. This isn't your problem and it's totally up to you but I'm wondering if you might be able to *lead me in the right direction.*" ("Lead me in the right direction" is an important phrase because it begins the asking for help process without asking that person to take direct action, which could cause defensiveness.) "We have an early morning trip tomorrow and by the time the airport opens we should already be gone for hours in order to arrive at our destination on time."

Now come eight key words that will work almost every time—assuming that you've done a good job of winning this person over to your side to the point that they'd *like* to be able to help you. These eight words are:

"If you can't do it, I'll definitely understand."

Then, if appropriate, follow with the words,

"If there's anyway you could, I'd really appreciate it."

Let's review.

I gave over the power to the airline employee—power she already felt, but now it was willingly given. She was shown respect, which is what she wanted. Most people hunger for respect and I gave it to her without question. Now that she was given the power unquestioned, she was more receptive to being interested in our problem and its solution. Then came the eight words that would challenge her, nicely, to show us she had the power to act and be our saving grace.

Those words are, "If you can't do it, I'll definitely understand." Followed by, "If there's any way you could, I'd *really* appreciate it." Say this with a genuine smile.

Said with the appropriate combination of humility and sincerity this will work if there's any way that person can actually pull it off—either themselves or with the help of someone else.

At approximately 3:00 the next morning, a driver in a delivery van pulled up with Debbie's luggage and even personally brought the luggage up to her guest room.

WWI Lesson 22 **Children Are Often Our Best Teachers**

Let's take a time out from actual *Winning Without Intimidation* techniques and learn a lesson on positive, long-term persuasion from a couple of kids.

When dealing with people over a period of time, whether family, friends, associates, or acquaintances, the best persuasion technique you can employ is *you*, the essence of you, from what you show that person on a continual, consistent basis. If you show people love, they'll respond to that and want to go out of their way to please you whenever possible.

The following is from Parade Magazine's weekly column, "TEENS: WHAT DO YOU THINK?" That week's heading was "FAVORITE LINES PARENTS SAY..."

Fifteen-year-old Laura Livingston of Florida wrote, "My favorite thing my parents say to me is 'I love you.' Even when I'm mad at them, I love hearing them say it. It's a common phrase in my house, but I feel lucky every time I hear it."

Sixteen-year-old Valerie Sleeter of Virginia wrote, "One piece of good advice I got from my father is, 'Everyone walks around with an invisible sign around their neck that says "Make Me Feel Important.'" This was told to him one day by my late grandfather, Colonel Frank Sleeter, in our old country store. I think it is a good example of country wisdom."

I'd add that, personally, I think it's a good example of country, city, state and any other kind of wisdom. People want to be around and do things for those people who make them feel loved and important. This is another skill to keep practicing until it's internalized and part of who you are.

My guess is, before reading a book such as this, many people don't know that making people feel loved and important is a *skill*. It is—and because it is, you can learn to master it.

Do you know people, even acquaintances, who make you feel good whenever you're around them? You feel loved or at least well-liked, don't you? They make you feel special, as though you're really important.

Don't you want to please these people? Why?

You want to for the emotional reason of desire for pleasure. What's the pleasure you desire in this case? Simply to have the opportunity to be around that person more because we all like to feel special and loved.

How would you like to be that person? You can be.

If you internalize the skill of loving people and making them feel important and good about themselves, others will go out of their way to please you. People give what they get. If you give them love, they'll give it back to you—often magnified. Love people and the challenge to Win Without Intimidation will be won before it has even begun!

WWI Lesson 23 It Isn't What You Say But How You Say It

Sitting at the restaurant counter for breakfast, I noticed the waitress possessed one of the most unusual foreign accents I'd ever heard. It was very nice, just different. In fact, I could hear that the couple next to me were trying to figure out its origin—as was I. When the waitress came back over to our general area I said, "Excuse me, that's a lovely accent you have. Where are you originally from?" With a big smile she thanked me and mentioned that a lot of people seem to enjoy her accent.

As she walked away, the husband of the couple next to me said to his wife, "Now that's how you ask a person something." I believe he was saying that taking a moment to phrase a question nicely—with kindness and respect—and saying it with the right intonation makes a big difference in getting what we want and need from people. I simply call it *Winning Without Intimidation*.

You can imagine the special service, attention and smiles I received from the waitress for the remainder of the meal.

A woman named Glenna Salisbury is one of my friends and mentors from the National Speakers Association. She tells a very funny story that truly illustrates the fact that what you say isn't nearly as important as how you say it.

Glenna tells of a young English teacher who had worked hard all year trying to help an Asian transfer student master the English language. Understandably, he was very appreciative.

On the final day of school, the teacher walked into her classroom and on her desk was a single yellow rose. Next to it was a note written by the young man. It read, "Dear Teacher, one day this rose will fade and die but you will *smell* forever!" The words may not have been exactly right, but do you think she felt insulted or complimented?

She was delighted because of the intention.

Here's a little game I learned from Zig Ziglar which demonstrates how *the way* you say something can dramatically alter *what you mean* to say. In this exercise, I want you to accentuate the one word in the sentences below which appears in ***bold-face italics***. Just put extra emphasis on that one word as you read out loud. Each sentence is exactly the same, but watch what happens when you place emphasis on the different words.

I didn't say she stole the money.

I ***didn't*** say she stole the money.

I didn't ***say*** she stole the money.

I didn't say *she* stole the money.

I didn't say she *stole* the money.

I didn't say she stole the *money*.

Aren't the differences interesting? All because you merely accentuated a different word in the exact same sentence!

Often, it isn't what we say, but how we say it! Our pets know what we mean by the way, tone and manner we talk to them. So do our children. It's safe to say your customers, loved ones, friends and anyone you come across on any day, especially those difficult people you may need to win over without intimidation, can sense the very same thing.

WWI Lesson 24 **Getting People to Give You More of . . . Everything!**

You can easily persuade someone to give you more than she normally would. Simply plant the seeds with the person as she is doing what she'd regularly do.

For instance, imagine you love hot carrots as a vegetable with your meal. You're at a cafeteria and the server is beginning to spoon the carrots onto your plate. You want more than you know she is planning to give you. You've already greeted her with a smile, which sets you apart from everyone else and she's taken notice—she even smiled back. As she begins to serve the first spoonful you say, "Umm, thank you, I love those." You'll get more carrots than most people will, even if that person is not usually inclined to break routine.

Tell the mechanic working on your car, "John, you're an *artist*, man, the way you work on these things." People love being called "*artists*" at jobs not usually associated with art. He'll probably give you the best service he's capable of giving.

A friend of mine used to refer to the man making the submarine sandwiches at our favorite sandwich shop as an *artist*, and he was. He loved showing off his artistic sandwich making skills to my friend and me. Of course, that took lots of extra meat and fixings, not to mention extra care and attention.

To the busy woman in the clothing store who's loaded with people wanting her attention: Smile and say, "I can tell you're busy and I don't want to be a pest. I'll try and take up as little of your time as possible." Chances are you'll get more of her time than will the next 100 people.

WWI Lesson 25 **Building Rapport: A Key to *Winning Without Intimidation***

In Lesson #7 (see page ??) we discussed how important it is to establish the “Know You, Like You, Trust You” feelings towards you in the other person. This is key when coming across a potentially difficult person you need on your side right now! If you can quickly establish rapport, your chances for getting what you want will improve dramatically. Why?

Because people generally respond well to people who are like them (sure, maybe opposites attract, but only in love; and then, usually only for a short while). Having similarities with another person creates an emotional connection, and increases your chances of persuading him or her to go along with your ideas. Often times, however, you are nothing like that other person. The two of you have less in common than a Hatfield and a McCoy.

In those cases you need to really stretch: What do the two of you have in common? Are you both married? Do you both have kids? Do you both have kids about the same age? Are you weekend athletes? Sports fans? Have similar hobbies, pleasures, recreation? Find out through questions.

Geographical sameness can be determined fairly easily and that's a good start. Ask where she lives. Ask where she grew up. If you both live in Massachusetts but are originally from Boston, that's a great starting point. You can bring up similar areas with which you are both familiar. If you live in Florida and she lives in Louisiana but both grew up in different towns in Massachusetts, "Hey, I'm originally from Massachusetts myself!" That's something you can build on in establishing rapport with that person.

You can *really* stretch it. Let's say you live in Florida and she lives in California. You grew up in Massachusetts, and she grew up in New Jersey, "Hey, I'm from the East Coast, too."

This technique can pretty much be used until you get to the point of, "Hey, I'm from that planet, too!" Geographic origins or location, as well as other similarities, can be used as excellent rapport builders.

WWI Lesson 26 **Pretend All The Other Drivers Are Your Next Door Neighbor**

Two concepts always of great importance are "politeness," and "responding as opposed to reacting." If you are not used to regularly enlisting these two key techniques, then you'll get caught often in what I call "the heat of the moment." That's when the challenge with another person occurs and, because the right way of handling the situation is not internalized in your mind and in your heart, you slip up and lose control. The situation—and often the other person—ends up controlling you instead of you controlling the situation.

Here's an exercise that will serve as excellent practice in mastering politeness and responding, two very important skills in *Winning Without Intimidation*.

Ever notice when you're in a car the other drivers seem to take liberties they might not take if they were not under the protection of a moving vehicle? People are rude. They'll butt up in line. They'll cut you off. They'll even give you the "I'm Number One" sign with the incorrect finger in the air.

In his book, *If Life is a Balancing Act, Why Am I So Darn Clumsy?*, Dick Biggs suggests pretending that all the other drivers are your next door neighbors. Use that great idea in working on your skills of politeness and responding. Every time that another driver is rude in any way—no matter how much you have to fight yourself at first—*respond* by being polite.

Use either a wave or a smile or nod your head in acknowledgment—or even put your hand up as if to say, "Sorry, my fault." You can also let a driver go first at an intersection or let them cut in front of you from another lane.

You'll be amazed at how many people will be friendly in return—which is a good feeling. You'll turn a potential enemy into a friend. You'll develop your skills of politeness and responding *instead* of reacting in record time. That's an all around win!

By pretending that all the other drivers on the road are your next door neighbors, you'll begin internalizing for later action these very important skills for *Winning Without Intimidation*.

WWI Lesson 27 **The Pre-Apology Approach**

As I was walking up to the ticket counter, the agent did not look happy. In fact, he looked downright miserable. I needed him to be working *with* me because I was going to have to change a couple of items on my ticket. But this was a man who was prepared to be difficult. How do you work effectively with that potential challenge and end up *Winning Without Intimidation*?

We know to approach with a smile right? Absolutely. It almost always helps. Not in this case, however. In fact, it had no effect on my agent whatsoever. I have to admit, at that point I really felt like telling him to shape up and get with it. But that would have just turned a potential enemy into a *real* enemy. Instead, I disarmed him by using the "Pre-apology" approach. That's where you apologize in advance for all he is going to do for you.

"I'm sorry you've got to bother with all this stuff, it must be a real pain in the neck."

That was it. It was that simple. From there he went above and beyond for me. All he needed was for someone to understand what he was feeling. Can you believe it? With that one small statement his attitude completely changed for the better. I'll bet he was friendlier for the customers following me, too.

The natural *reaction* would've been to match his scowl and battle to an eventual lose/lose. My associate, who was with me at the counter, compared me to her former employer who, she said, would have screamed and yelled and maybe gotten his way and maybe not, but would've definitely ruined the moment and quite possibly the day for everyone involved.

Remember the saying, "A mighty person is one who can control their emotions and make, of an enemy, a friend."

WWI Lesson 28 **More on Respect, and The “Eight Key Words”**

I had changed my flight on the phone the night before. The helpful representative assured me that I wouldn't have to pay the additional \$75 to change the tickets but the woman at the counter the next morning told a different story. I didn't want to *react* by arguing, yelling and intimidating. I needed to *respond* by staying cool and thinking before I spoke.

I *admitted*, "I'm sure I misunderstood; the person on the phone was very helpful. Although she did assure me I wouldn't be charged that money, I realize it's put you in a difficult spot and I apologize for that." Upon hearing that, the agent at the counter started to relax, become more friendly.

Then I said the Eight Key Words that will generally prompt a person to try their darndest to help you. "If you can't do it, I'll definitely understand." I followed with, "If you could, I'd certainly appreciate it." If it's appropriate, you can add the words, "I don't want you to get yourself in hot water over it."

After checking her computer she responded, "I'll do it *this* time."

Treat people with proper respect. Understand their concerns and challenges. Make the request to let them know what you want them to do. Use the Eight Key Words: "If you can't do it, I'll definitely understand." Win Without Intimidation.

A desk agent at my local airport always tries to wait on me because he knows with me he's always in a safe place. He's with a person who shows respect and seems to understand what he's going through.

Not surprisingly, *he* ALWAYS comes through for me.

Oh, as a postscript to this incident; as a speaker I spend a lot of time in airports which, as you can probably imagine, is just a constant hotbed for *Winning Without Intimidation* stories. The fact is, however, that these principles and techniques work practically anywhere, with anyone, and in any situation.

WWI Lesson 29 "I Know That You . . ."

As people of ego, you and I don't appreciate being told by someone what to say or not to say, what to do or not to do. Even worse is for someone to instruct us in something *we already think we know all about*.

When you need to be sure that a person will come through for you—and not say or do the wrong thing—you must phrase what you say in such a way that he and his ego will not be offended. Tell him that you know that *he already knows*.

Before giving the specific instructions, you might begin with the words, "I know that you . . ." and then provide him with the necessary information.

Here's an example: "Tom, *I know that you* believe in being sensitive to people's feelings; that's why I have no doubt you'll go out of your way to be especially tactful when telling Dave about the mistake he made on that report."

"Rhonda, *I know you already know* that the statistics need to be filed in a three tier set-up. You have a way of always putting these things together correctly."

"Marie, *I know you were going to* stack these here anyway; I just needed to tell you because of my own insecurity."

Saying things that way takes the sting out of it, leaves people feeling good about you—and about *themselves*—and assures that they do in fact do what's expected of them.

WWI Lesson 30 **The Same Techniques Over and Over**

My neighbor, Carol—a staff supervisor for a local midsize company—called to invite me to a local dinner theater show. As a holiday bonus, her company had decided to send the entire staff to the theater for a night of fine food and entertainment and Carol invited me to come along as her guest.

Because the person with the tickets had not yet arrived, the manager would not let us into the main dining area to sit down and begin eating. He politely asked us to wait at the bar. Nursing a soft drink, I waited with the rest of them. Carol, who could be somewhat fiery and argumentative, wasn't about to let it go at that.

She announced to us all that she was not happy. She wanted us to begin eating right away so that we'd have plenty of time to enjoy our food. As far as Carol was concerned, the manager knew we were simply waiting for the person with the tickets to arrive, so why couldn't we just go in now! Although I happened to have been in agreement with Carol, I was an invited guest and didn't feel it was my place to say anything.

Then Carol announced, for all of us to hear, "I'm going to raise a fuss about this!" And she did.

After calling the manager over, she began to verbally assault his intelligence, or lack thereof. How do you suppose he reacted? The fact that I used the word "reacted" and not "responded" probably gives you a hint. He argued right along with her.

This went on for several minutes, Carol telling him why he should let us go in and the manager telling us why he couldn't. A totally emotional conversation between two adults not acting as adults. There was Carol, acting the Parent, admonishing the manager as if he were a Child (Remember the Parent, Adult, and Child states we discussed earlier). The manager, feeling scolded, was defensively arguing back.

Seeing that this was not going to end anytime soon and realizing how simple it would be to solve, I waited until the two combatants took a simultaneous breath and said to the manager, "Sir, I totally understand where you're coming from and what the challenge is. In fact, in a similar situation, I might feel the same way. Let me ask, if we were to assume total responsibility for the seating assignments—if I could get the staff supervisor herself to agree that you would be totally off the hook—would you consider letting us go in now?"

He looked at me with a smile and to everyone's amazement but mine, he said that wouldn't be a problem. I replied, "Great, because being able to eat our meal without having to hurry would certainly add to our enjoyment of the show. By the way, I appreciate your help and understanding." He responded—yes, responded—by saying, "My pleasure."

He then personally escorted us to our seats and checked on our comfort several times throughout the evening. At one point later in the evening when he noticed that one of the people in our group got up with her camera to take a group picture, he even walked over and offered to take the picture for her so the woman with the camera could be part of the shot.

Carol was astounded by what took place and asked what my "secret" was. I explained it really wasn't so much a secret as much as a genuine caring for others and finding a win-win solution to a challenge. I'm not sure whether she grasped the concept or continues to go through her life fighting a never-ending battle. A lot of people do that. The more we share these techniques with others, however, the more, little by little, we can do our part to make this an easier world in which to live.

WWI Lesson 31 The Nice, But “Implied” Threat

There are times, when facing an unhelpful person, that we need to let him or her know we mean business and aim to be satisfied in our quest for whatever it is we need or want. Although we *always* remain polite and respectful, we can still subtly put our intentions across so they realize that by not complying they are setting themselves up for a less-than-pleasant transaction (see Lesson 4).

I was speaking at a sales rally on my other topic, “Business Networking”, and as part of the program, I explained the concept of *Winning Without Intimidation*. The very next day someone from the rally gave me the following account:

Mr. and Mrs. Michelson had a small amount of jewelry taken from their hotel room. When they called the manager, he was at first standoffish and said, "Just file a report." The victim, who had just attended my seminar, very calmly and sincerely replied, "You know, I could do that, and I thank you for your suggestion. Actually, I was really hoping to leave your hotel's name out of it. I'm part of a 2000 person convention and we're supposed to report anything like this to our meeting planner. It really makes me uncomfortable to bring your hotel's name up because, until now, we've really enjoyed our stay."

Wow! – Now that’s perfect usage of the “Nice, but *Implied*” Threat. You might even want to re-read that paragraph several times and catch every nuance involved.

First, they expressed their appreciation to the manager for his help (even though he was not actually being very helpful). Then, when implying the threat, did so in a way that didn’t “back him into a corner” from which he could not escape. When you make a person choose between doing the right thing and “saving face” they’ll usually choose to save face – even while cutting off their nose to spite it. Notice they ended with a compliment.

Although I don't know all the particulars involved, I do know that the manager, from that point on, took it upon himself to be a part of the solution instead of the problem. He helped them to recover their jewelry and, as an extra courtesy, Mr. and Mrs. Michelson were not charged for their room.

What Mr. And Mrs. Michelson also did that was so wonderful was letting the manager know that they'd be delighted to share the story of his *helping attitude* with the meeting planner. Now they've got a friend for any future times they might need one.

Truly an excellent example of *Winning Without Intimidation*.

WWI Lesson 32 **Getting Out of a Speeding Ticket**

Have you ever been pulled over by the police? It can sure be scary. Oh, no! Do I have my drivers license? Is my insurance up to date? How much is this thing going to cost? Will I have to go to traffic school?

Whatever the reason, being pulled over by the flashing blue lights can legitimately shake anyone up. There are three different ways I've noticed people handle this situation.

Some bad mouth and insult the police officer. I'm always amazed when I see this happening. That action will most definitely result in getting the ticket, if not landing a person in jail as well—and certainly not having that officer on your side should their help ever be needed in the future.

Others don't say a word and simply accept the ticket.

A third option is to do your very best at *Winning Without Intimidation* to get out of being given the ticket. I choose option number three.

I learned the following from a friend of mine named Bernie, who was a police officer before becoming a very successful entrepreneur. I've seen this work firsthand as have many others. I've also been acknowledged and thanked by many police officers for teaching this technique, as it has nothing to do with manipulation, and everything to do with respect.

Let's say you've been pulled over for speeding (not for speeding wildly, driving dangerously and/or while intoxicated – thankfully, this will not work if that is the case). Immediately upon bringing your car to a stop, turn on the inside light (if at night) and place your hands on the steering wheel at the 10:00/2:00 position. Do not make any sudden moves or get out of the car.

Bernie says the biggest fear a police officer has is that, while he or she is approaching the vehicle, the driver will draw their gun and shoot. With the inside light on and you in the correct position the officer can see that you're not a threat and you're showing the proper respect. You're making their job easier. Now, let's win without intimidation.

When the officer asks for your license and registration, a simple "Yes sir," or "Yes ma'am," is a great start.

The officer will probably ask if you realize you were speeding. He or she might even volunteer something like, "I clocked you at 78 in a 65 mph zone."

The best thing is not to make excuses, but instead admit fault. "Officer, I totally believe I was going that fast even though I didn't realize it until I saw your lights. I have

no excuse. As much as I just hate to get a ticket, I am at fault."

In using this approach, you've just done the best possible job of presenting your case to the officer. You *are* guilty. You know it and the police officer knows it. They've heard more excuses than a sixth grade teacher has about why Bobby didn't have his homework—*again*. By being honest, you have just increased the odds that the officer doesn't really *want* to give you a ticket.

If, at this point, you still feel you need to persuade just a bit more, you might say, "Officer, I'm definitely in the wrong. This isn't something I usually do and I'm wondering if there's any chance of not getting a ticket or maybe just a warning. If you can't do it, I'll definitely understand."

You've done everything right, showed total respect, and if he can now justify the situation in his own mind there's a good chance you won't get a ticket. This won't work every time; it will work some of the time.

It's worked for me when my foot's been just a bit heavy on the pedal or I didn't come to a complete stop at a stop sign and it's worked for many others. I'm not recommending you do any of these things. They are illegal and wrong and I know at times I don't drive as carefully as I should. I still don't want to get a ticket and this technique has worked for me.

One time, though, the officer—a really nice guy—told me that as much as he appreciated my attitude, he never goes back on giving someone a ticket if they're in the wrong. I was in the wrong. He gave me a ticket. At least he was honest and I almost felt good about getting a ticket - *almost*.

That's *really* winning!

Again, this technique won't work every time, but it will work some, if not most of the time. You're *definitely* better off than if you don't use it.

WWI Lesson 33 **Another Way of Asking**

One way to align someone from whom you need assistance to your side very quickly is to "apologize."

Sound strange?

"I'm sorry to bother you, could you please . . .," and then complete your request. Asking in that way will, more often than not, elicit a quick and helpful response. This is true whether you're asking someone on the street for directions or the government employee a question about the form you need to fill out.

You're making the person feel needed and acknowledging to him that you know he is important enough to have his time constraints considered. You're being humble and courteous.

This simple technique has helped me Win Without Intimidation throughout the years.

WWI Lesson 34 **Feel, Felt And Found**

In this lesson, we'll take one of the most well-known "sales" techniques and turn it into a *Winning Without Intimidation* technique you can use throughout your life.

This is simply known as, "Feel, felt, and found"

When a prospect has an objection based on a preconceived idea and you know they're wrong but telling them will only kill the sale, you make your case in a different way. That's where feel, felt, and found come into play.

It might go something like this:

"Ms. Prospect, I understand exactly how you *feel*. Many people in your situation have *felt* the exact same way. However, in researching this further, they *found* that the . . ." and then you finish the sentence with what's appropriate.

It's especially powerful when you include yourself in the discovery.

"I understand how you *feel*. In fact, *I* felt (stressing "I" instead of "felt") the exact same way. What I *found* is . . ." and then complete your thought in the positive.

The feel, felt, found technique will work in all kinds of non-direct sales situations as well.

You want to exchange something you bought at a store even though it's just past the return deadline. The assistant manager you are speaking with says, "I'm sorry, but that's strictly against our policy." You might respond by saying, "I understand exactly how you feel. I felt the same way about policy, and do understand its importance. What I found was that when I use policy as a guide—as a *should* as opposed to a *must*—it's been really helpful. I know I'd certainly appreciate the flexibility, if possible."

You may not have changed that person's mind yet but you are now in a position to help him without his feeling as though he's being manipulated or coerced.

WWI Lesson 35 Lincoln's Tactful Disgust Letter

One of the books I recommend often at my seminars is *Lincoln on Leadership*, by Donald T. Phillips. This inspiring and very practical book displays President Lincoln's absolute mastery at *Winning Without Intimidation*.

A very tactful and humble man, Lincoln would get his point across in such a way that one could not be offended, even by the president's stern criticism.

The following is a letter Lincoln wrote to General Joseph Hooker right after Hooker was assigned to his new post. Lincoln actually handed this famous letter to the general immediately after a meeting between the two of them.

Major General Hooker:

General.

I have placed you at the head of the Army of the Potomac. Of course, I have done this upon what appears to me to be sufficient reasons. And yet I think it best for you to know that there are some things in regard to which, I am not quite satisfied with you. I believe you to be a brave and skillful soldier, which, of course, I like. I also believe you do not mix politics with your profession, in which you are right. You have confidence in yourself, which is valuable, if not an indispensable quality. You are ambitious, which, within reasonable bounds, does good rather than harm. But I think that during Gen. Burnside's command of the Army, you have taken counsel of your ambition, and thwarted him as much as you could, in which you did a great wrong to the country, and to a most meritorious and honorable brother officer. I have heard, in such a way as to believe it, of your recently saying that both the Army and the Government needed a Dictator. Of course it was not for this, but in spite of it, that I have given you the command. Only those generals who gain successes, can set up dictators. What I now ask of you is military success, and I will risk the dictatorship. The government will support you to the utmost of its ability, which is neither more nor less than it has done and will do for all commanders. I much fear that the spirit which you have aided to infuse into the Army, of criticizing their Commander, and withholding confidence from him, will now turn upon you. I shall assist you as far as I can, to put it down. Neither you, nor Napoleon, if he were alive again, could get any good out of an army, while such a spirit prevails in it.

And now, beware of rashness. Beware of rashness, but with energy, and sleepless vigilance, go forward, and give us victories.

Yours very truly
A.Lincoln

I could read that letter 100 times and not get tired of it. Lincoln masterfully let Hooker know he was not at all happy about what he did, but first—and throughout the letter—he praised the general's many attributes.

I loved the part where he chided Hooker about expressing his belief in dictatorship. "Only those generals who gain successes can set up dictators." In other words, talk is cheap, Joe. Keep your foolish thoughts to yourself and show everyone you can actually win this thing.

What works in a letter can also work on the telephone or in person. Before criticizing, focus upon the other person's strengths. Build them up before the criticism, and afterwards, too. As Lincoln so expertly did—at all times and during that letter to General Hooker—end by letting the person know you are behind him all the way and have total confidence in his abilities.

We'll talk more about the wise and diplomatic 16th president. As far as I'm concerned, the book *Lincoln on Leadership* is a must read for *Winning Without Intimidation*.

WWI Lesson 36 **Focus on Your Similarities as Opposed to Your Differences**

We are all different, yet we are truly very much the same. When two people are trying to get what they want from each other they usually see more differences than similarities. But when you can focus on and bring up the similarities, you are definitely a step closer to *Winning Without Intimidation*.

Abraham Lincoln had deep personal differences with both his Secretary of War, Edwin Stanton, and his Secretary of State, William Seward. To show you what kind of man Lincoln was, he had hired each of them for their posts knowing the lack of appreciation and outright disrespect they both had for him. Seward even blatantly tried to undermine the president and his decisions on a number of occasions. Neither of them believed that Lincoln was qualified and competent to lead the country through crisis. But each was the best qualified man for the job.

Lincoln looked for the good in both of them, the *similarities* he had with them. He found there were many, including love for, and a deep commitment to, their country. He began spending more time getting to know each man and having them get to know him. He was able to turn them into two of his closest and most loyal allies. That's a leader!

Remember the saying, "A mighty person is one who can control their emotions and make of an enemy a friend?" One of the many quotes attributed to Mr. Lincoln that I've always enjoyed is, "I don't like that man very much . . . I'm going to have to get to know him better."

When you enter into a transaction with someone where you're attempting to Win Without Intimidation, stretch your mind and imagination in order to focus on similarities and—very importantly—make the other person aware of them as well. This goes back to establishing rapport, and it will also show you both where you actually have the same or similar goals and outcomes in mind. Once you can focus on those mutual goals, the individual challenges will begin to work themselves out naturally and automatically.

WWI Lesson 37 **When in Disagreement, Present the Other Person's Side First**

Presenting the other person's side is one of the least-known, but most effective methods at bringing a person over to your side of an issue.

This is a tactic President Abraham Lincoln applied often as an attorney trying to impress both judge and jury, and it works just as well one-on-one. In his opening, Lincoln would highlight points of *the other side's case*. If a person didn't know better, they would think he was representing the opposition! That's how far he took this idea. He covered facts he knew would be brought up by the opposition anyway, but in bringing them up first, he had an opportunity to show his sense of fair play.

This softened the natural defense mechanism of the judge and jurors who were always prepared to hear a one-sided monologue. When Lincoln applied his methods, in essence he said to judge and jury, "Hey, I'm looking at this case strictly from the point of merit as a fair and open-minded person just seeking the truth—*just as you are*."

He firmly established his honesty, integrity, and sense of fair play and justice. A pretty winning place to start for an attorney—don't you think? Of course, he would then present a much stronger case for his side, which, because of the jury's positive feeling towards him, was even more persuasive and effective.

When you are in a situation with another person where there is a definite difference of opinion, you can apply this technique with great results. Present some of the facts from their side first to essentially say to them, "Hey, there are two sides to our discussion. We're both intelligent, nice people who have points we believe in. I respect your opinion and your right to have one."

When you're applying for a raise, let the boss know, "I understand where you're coming from. The budget is tough, sales are down, there aren't a lot of discretionary monies."

You've established yourself, your understanding of your boss' situation and your base of honesty. You're in a great position to now present your side of the story. "In the short year I've been with the company, production in my area has been up seven percent and expenses are down five percent, justifying a raise of X dollars a year."

That's *Winning Without Intimidation*.

WWI Lesson 38 **How to Politely End a Telephone Conversation**

When someone, maybe even a close friend or associate, is constantly calling or keeping you on the phone, how do you end the conversation politely and effectively without offending that person? Here's what works for me and for others: Begin the conversation with, "Hey, great to hear from you. I'm just about to . . . (step out, meet with a client, move on to a phone appointment, etc.), but I've got about 30 seconds. What's going on?"

Usually the person will not be sensitive or aware enough to end in 30 seconds despite what you've just tactfully told him. If that is the case, then wait until he finishes his most recent point, then begin to talk. Say two or three words and cut *yourself* off by saying, "Oh, I forgot. Gotta run (to my call, meeting, lobotomy—whatever). Nice talking with you, though. We'll talk again soon."

That will set you free.

WWI Lesson 39 **Making the Best out of Being around Someone You Don't Like**

Hey, we're all human, and because we are—human I mean—there are certain people you and I genuinely don't like being around. It happens! A person may be just the type whose personality style gets on your nerves—grates on you. But what about when you're in a situation where you have to be around that person, such as work or some special project? Perhaps the worst case of all—this guy you don't like is related to someone close to you, maybe your best friend's or your boss's husband?

The best way to handle the situation is to work on helping that other person adjust their ways of doing certain things. Train them, without their realizing they're being trained, to do things in a more positive and likeable way.

Just make a game out of it. Not at their expense, mind you; have fun with them, the two of you *together*. Catch them doing something right or even make up something you wish they would do right and compliment them on doing it. Tell them; tell others about them. Build on the small successes. They'll begin to continue doing those things they get verbally rewarded for. Whether positive or negative, "Behavior that gets rewarded gets repeated."

This leads into the area of *Winning Without Intimidation* known as edification. (See Nugget #2.)

WWI Lesson 40 **Request Instead of Order**

If you really want to distinguish yourself from the masses, try making requests instead of issuing orders. A person who is used to being *ordered* to perform, such as a waitperson, staff member, hotel employee, etc., will go absolutely out of his way to serve you if you *request* his actions.

Instead of saying to the waiter, "Bring us some more water," or "We need water," say, "When you get a chance, would you please bring us some more water?" Some people might think this would only delay getting the water. Actually the opposite is true. Because you've made that person feel respected, you'll be the *first* person he'll want to make happy.

Instead of an order, make it a request. Instead of, "Joe, make seven copies of these," how about, "Joe, would you run seven copies of these for me, please?" Phrase your "order" in the form of a request and you'll be *Winning Without Intimidation* both in the short and long-term.

WWI Lesson 41 **The Letter That's Never Sent**

Have you ever been very angry—furious, flaming, enraged—at someone who mistreated you? Then write a scathing, insulting letter. Let it all hang out. Don't hold back. Put it in an envelope and address that envelope and even put a stamp on it if you like. Then, before mailing that letter, tear it up into a thousand pieces!

Your anger will have subsided dramatically, and no one will ever know.

Author and speaker Zig Ziglar gave that wise piece of advice to a woman who approached him after a program to tell him of a personal situation she had gone through, which really aroused her resentment. I was standing right there and had occasion to see Zig at his best, taking time to counsel this person right after performing one of his high-energy presentations.

Sometimes it is correct to send a letter expressing resentment of a situation—after waiting a few days before writing it and expressing your feelings diplomatically, of course. But in this case, Zig gave the perfect piece of advice.

That was another one of Abe Lincoln's techniques, too. Sometimes he needed to express his angry feelings just to get it off his chest so he'd write a letter with every scathing remark and insult he could think of and then tear it up or file it away forever.

You see, if no one would benefit from that letter being sent and people would be unnecessarily hurt, the letter wouldn't add positively to the situation. The best thing you can do is never send it. But do write it! Writing that letter is wonderful therapy. You'll get your negative feelings out of your system and be very glad you did. Who wants to carry around anger such as that?

This is just one more form of *Winning Without Intimidation*.

WWI Lesson 42 **There's No Winning An Argument**

It was in Dale Carnegie's book, *How to Win Friends and Influence People*, that I first learned the principle that there really is no way to win an argument. As Mr. Carnegie said, "A person convinced against their will is of the same opinion still." Not to mention the bad will that will probably result with that person. Not effective for *Winning Without Intimidation*.

Abe Lincoln agreed. In *Lincoln on Leadership*, Donald T. Phillips tells how the president reprimanded Capt. James M. Cutts for continually arguing with and verbally abusing another officer. Lincoln pointed out that no person resolved to make the most of himself can spare time for personal conflict. The most famous part of his reprimand was the following:

"Better to give your path to a dog, than be bitten by him in contesting for the right. Even killing the dog would not cure the bite." (Dog lovers such as myself don't necessarily *love* that last sentence, but we understand what was meant.)

When *Winning Without Intimidation*, I recommend you do your best never to argue.

We've been reviewing ideas throughout this book on how to effectively persuade people and get what you want, but every so often you and I will fall victim to "the argument." The lessons on the uselessness of arguing taught by Dale Carnegie and President Lincoln will serve perhaps as much as any other single skill in your quest toward winning someone over to your side of an issue.

WWI Lesson 43 **Treat EVERYONE with R-E-S-P-E-C-T**

Treat every person—in every job, position or station in life—the same way and with the same respect as you would, say, a millionaire CEO of a Fortune 500 company. Not only is it the right thing to do, but you never know when you're going to need that person for something important. That's why it's so necessary to develop the *habit* of *Winning Without Intimidation*.

Yes, it happens by way of habit: When the action is so *ingrained* you do it without thinking. Do you show respect to the man or woman at the toll-gate? How about the waitperson? The person at the cash register? The custodian?

Making this show of respect a habit leads to both short and long-term *Winning Without Intimidation*.

WWI Lesson 44 **Match and Mirror**

Neuro Linguistic Programming, or NLP, is a technology which is very effective in helping to establish rapport with another person. One form of NLP is matching a person in as many ways as possible without, of course, being too obvious about it.

For instance, as the person you're with begins to rest her hand on her chin or cross her legs or fold her arms, wait for a moment and then slowly do the same. That's called mirroring and it helps establish rapport.

You don't want to be obvious about it and "get caught" so to speak. That will "break" rapport, not build it. It takes practice to notice and mirror others effectively.

Matching and mirroring are totally natural processes when two people are already in rapport. Just look at a couple in love or, for that matter, any two people in agreement. Their general posture and hand placements will be very similar. By utilizing this NLP technique, you're simply helping the process along so the other person feels comfortable with you sooner rather than later. Even matching another person's breathing can do wonders. With a little practice it's a snap.

According to NLP authority Susan Stageman of Dallas, Texas, when done correctly, matching breathing brings two people totally "in sync." The person whose breathing you are matching will never even know why. Can you see how this would help greatly in the process of *Winning Without Intimidation*?

Another great rapport-enhancer is to match the volume of the person's voice. If she's talking softly, just do the same thing. Also, increase your tempo to her speed or speak a little more slowly if that's what she is doing.

In establishing rapport over the telephone, voice matching can be very effective.

WWI Lesson 45 **Make Sure Your Compliments Are Noticed**

Tell the manager that the waitperson was fantastic. Tell the waitperson that the food was wonderful and to please pass that compliment on to the chef.

You want to make sure your compliments about someone get heard by that person. You also want them to know from whom it originated.

Why?

Not only will they feel good about an acknowledgement from you regarding their excellent service or meal, but they'll feel good about you and be even more anxious to please the next time you come in. This isn't only for restaurant service. It works in virtually any area in which you desire to Win Without Intimidation.

Does this really work? Absolutely!

I've had chefs come out of the kitchen and walk over to my table to personally thank me for my kind words.

WWI Lesson 46 **A Restaurant Tip That Gets Results**

Speaking of restaurants, here's one that will most definitely set you apart, and set you up for wonderful results. The fact is, every so often a meal just isn't cooked right. Hey, these things happen. But how they are handled is what'll make you special in their eyes.

When sending food back to be re-cooked or cooked differently or because of any other challenge, address the waitperson beginning with these words: "Please, tell the chef the dinner is absolutely excellent. There's just one thing, if I could have . . ." and finish the request with what you want.

Remember to make sure the waitperson intends to share the praise. Watch how nicely your meal comes out this time.

WWI Lesson 47 **Good Morning!**

Always smile and greet people cheerfully.

People are never exactly sure how your attitude will be when you're approaching them. Most people deal with many unhappy, even mean and nasty people. That's what they've learned to expect. When you smile and say, "Good morning," you've set the tone for everybody to win.

But please, don't ever say, "How ya' doing?" Actually, most people don't even pronounce the "g" at the end of "doing." It's more like, "how ya doin'?" When a person says, "How ya' doin'?" doesn't it sound as though they are actually saying, "I don't really care *how ya' doin'?*"

Few greetings sound less sincere than "How ya doin'?" Especially when the person walks right past without even waiting for an answer I can't imagine many things more rude. Okay, sure I can, but you get my point.

Be sincere in your greeting.

Recently, I crossed paths with a person and as our eyes met it was obvious he wasn't very happy. One option would have been to just ignore him completely, but would I really have been making any contribution to the world that way? I flashed a big grin and said, "Good morning!" You should have seen his face brighten as he greeted me in return!

Maybe he'll greet someone the same way a bit later on and that person will do the same to someone else. If you figure those people will all have a much healthier attitude as they encounter other people during the day, think how many lives were potentially affected positively with that one brief greeting. It made both of us feel better about ourselves at the same time. There wasn't any cost, but there sure was a reward.

Actually, two rewards: One was the good feeling we both got from the greeting and the other was the practice at *internalizing* greeting someone the right way. This will come in handy in the future, I guarantee it.

WWI Lesson 48 **Asking By Apologizing**

One way to get someone on your side really quickly is to "apologize."

Sound strange?

"I'm sorry to bother you, could you please . . ." and then complete your request.

Asking in that way will, more often than not, elicit a quick and helpful response. This is true whether you're asking someone on the street for directions or the government employee a question about the form you need to fill out.

You're making the person feel needed and acknowledging to him that you know he is important enough to have his time constraints considered. You're being humble and courteous.

This simple technique has helped me Win Without Intimidation throughout the years.

WWI Lesson 49 **Confessing Ignorance (Put Your Fate In Their Hands)**

Can you and I put our egos aside in order to get what we want? If not, let's work on it. It's a key to *Winning Without Intimidation*.

You can easily confess your ignorance in the area that the person with whom you're dealing is skilled. Only if it's true, of course, but usually you're willing to pay someone a fee to perform a particular job or service because they specialize in that particular area.

In my case, it's easy to admit ignorance in many areas and be totally truthful about it. As I've said, it's natural for me to tell the mechanic, "Man, I am the most ignorant person in the world when it comes to cars."

You might be thinking: Burg, did you just set yourself up to be taken advantage of? No, I don't think so. I have just used the technique of putting my fate in the other person's hands in a way that makes her feel important. It makes her feel good about herself.

I've paved the way for her to take care of me. People are like that. We all like to use our skills for the benefit of others—*when* those others seek our help with politeness and respect.

I consistently utilize this method of *Winning Without Intimidation* and I tend to get treated better and more fairly than most other people—certainly better than those who take the opposite approach.

WWI Lesson 50 “I Might Be Wrong About This”

There are times a person is wrong, and we must let him know. But, there are ways to do so very tactfully that will help “soften the blow.” I call these . . . *softeners* (what else?).

This is just another one of those lead-in phrases that makes a person more receptive to your request or challenge. It's very simple and goes like this:

"Mr. Thomas, *I might be wrong about this—it certainly wouldn't be the first time.* I'm wondering though . . ." and then fill in the rest with your particular challenge or request.

Do you need to tell a manager about an error on your bill?

"I might be wrong about this—it certainly wouldn't be the first time. I'm wondering though, wasn't this charge right here only \$17 instead of \$117?"

That's much more effective than telling others they are wrong and must fix it. This technique is apt to lead you more easily toward *Winning Without Intimidation*.

WWI Lesson 51 **You Know A Lot More About This Than I Do**

Let's look quickly at another softener that is very effective. When needing to suggest a specific approach to one who you either know – or sense – is sensitive to being instructed or corrected, one extremely effective phrase is, "*You know a lot more about this than I do, can we approach. . .?*" Fill in the blank with your particular suggestion.

You've paid that person's ego a very high compliment and put him in *perceived* control. Usually, that person will be only too glad to live up to the high level of expectation you've just set for him, by agreeing with your suggestion.

WWI Lesson 52 **Giblin's Truth Syrum**

In Les Giblin's book, *How To Have Confidence And Power In Dealing With People*, he shows that the best way to help someone to act in a particular way is to let them "live up" to your opinion of them. He provides several wonderful examples of people who were trusted and lived up to the trust placed in them.

One story tells of a police officer who was consistently able to get thugs to give him information by saying, "People tell me you have quite a reputation as a tough guy and that you've been in lots of trouble but there's one thing you won't do. You won't lie. They say, if you tell me anything at all, it will be the truth—and that's the reason I'm here." Wow, talk about giving a person something to live up to!

Les quotes British statesman Sir Winston Churchill as saying, "I have found that the best way to get another to acquire a virtue is to impute it to him."

As with the other methods we've been discussing, gear this one to your own unique circumstances, and use it often. Not just to see if it works—it works!—but to practice getting really good at making it work for you in a variety of situations. I couldn't wait to try this one. My first opportunity was with a person attempting to locate some information for me.

I had used her services before and she always did a good job. Not great, but good. She was having some trouble this particular time and I said to the person next to me, "I don't know if this information can be found or not, but I'll tell you this—if anyone can find it, she can."

You can bet your boots she found it and now she goes out of her way for me whenever I need to stop by.

WWI Lesson 53 **Plant the Affirmative**

When asking someone a question for which you'd like a "Yes" response, learn to naturally nod your head up and down as you complete your question. If he's "on the fence" regarding an issue, that little nod might just pull him over to your side.

Even better, the technique of "planting the affirmative" also lends itself to the *way* you ask a question. Let me give you a sort of facetious example for this one:

Let's say you're going to ask someone out on a dinner date. Which of these three ways do you think would elicit the most positive response:

- #1. "You wouldn't want to go out to dinner with me, would you?"
- #2. "Would you like to go out to dinner with me?"
- #3. "If we were to go to dinner, where would you most like to go?"

Number three is the only question that is set up so that within the answer is the "Yes" response you desire. If the person you are asking responds by saying, "Oh, I'd like to go to The Harborside Palace," they have actually said, "Yes, I'd like to go out with you . . . to The Harborside Palace."

I've personally never asked a woman out that way. I'm not that brave! But you know, it might be fun to see what would happen.

WWI Lesson 54 **Getting The Cab Driver on Your Side**

If you are leaving your hotel in the morning and catching a cab to the airport, here's a way to get the driver on your side, have a smooth, pleasant ride and ensure that you're treated right. As you leave the hotel, offer the cab driver a cup of coffee.

Usually the hotels offer free coffee in the morning and it's okay to take one for the driver. Even if you do have to pay for it, however, it's still a good investment. You're most likely the only passenger who has ever shown the driver such respect and he'll really appreciate it. It isn't a bad idea to have him on your side to get around that rush hour traffic.

WWI Lesson 55 **Compliment the Uncomplimented**

Go out of your way to compliment those people who serve others but are not usually treated with a great deal of respect. From the waitperson to the skycaps—aside from tipping—do you refer to them as sir or ma'am? Yes, it makes a definite difference in how far out of their way they'll go for you.

A great illustration of *Winning Without Intimidation* by complimenting the uncomplimented showcases the abilities of the great former quarterback—and now highly successful entrepreneur—Fran Tarkenton.

As a quarterback, and a small one at only 5'10", Fran was always the target of the huge, tough, often merciless defensive linemen. Linemen can be mean to a quarterback. They're supposed to be. It's their job. On top of that, they know they don't earn the kind of money most quarterbacks make and they certainly don't enjoy the same praises and glory. Those 350 pound guys can be downright rough to the Fran Tarkenton's of the world.

But Fran is a master at dealing with people—and *Winning Without Intimidation*. According to his former star receiver, Ahmad Rashad, after a play, he'd acknowledge his attacker by saying something like, "Great day for football, isn't it?" or "Man, that was quite a hit."

These guys weren't exactly used to quarterbacks actually talking to them—in more than four letter words—and they certainly weren't used to being treated as human beings. Before long, they weren't quite as aggressive, mean and nasty with Fran.

They'd still hit him but they wouldn't rough him up as they did other quarterbacks. He took the anger out of them and probably added years to his Hall of Fame career.

Wow, that's when *Winning Without Intimidation* really comes in handy—when your life depends upon it!

WWI Lesson 56 **Shaking Hands**

The way you shake hands *is* important. Typically, a firm but not crunching or aggressive handshake is best. Look the person in the eye and smile a genuine happy-to--meet-you smile.

Dad taught us how to shake hands and introduce ourselves when we were still practically babies and that's a skill on which I've often been complimented throughout my life.

Another great way of shaking hands I've learned from observing successful people is to use a double hand clasp, your hands sandwiching theirs, and give a slight bow of your head. That tells a person they must be very special.

It's another win, *hands down*.

WWI Lesson 57 **Solicit Their Opinion**

When trying to persuade people to your point of view and persuading them to take the action you want, you'll find that the more you ask them for their opinion and counsel, the more they'll be on your side.

One of the best examples of this I ever saw was years ago at a college speech given by Senator Ted Kennedy.

Facing a crowd that was somewhat challenging in nature, the senator took an informal poll regarding an issue that was very controversial at that time. He actually asked the audience members who felt a certain way about the subject to raise their hands. He made the audience feel as though he was asking for and actually *cared* about our opinion. From that point on, the audience was much more receptive.

Have you ever heard the saying, "People don't care how much you know until they know how much you care?" The senator did just that with the entire audience. Now, whether he actually cared or not was irrelevant, because the audience *perceived* that he did. Hopefully, as we use this powerful method of persuasion we really *will* care how the other person feels. Regardless though, perception is important.

I've used the technique of soliciting advice from sales prospects (whether or not I always felt I needed it) and others throughout the years and it's most definitely served as a very effective tool for *Winning Without Intimidation*. After attaining the desired results, always make that person feel as though the ideas were theirs and that they contributed greatly to your success.

The more you ask the more, in fact, you actually *will* learn and the chances are good they will end up making a contribution to your success.

WWI Lesson 58 **Forget the Favor. Instead, Ask for Advice**

Les Giblin suggests asking someone for "advice" instead of a "favor." That's an excellent idea. Example: You want to help find your son or daughter a summer job at the McJones company and a neighbor of yours—who you know by name, but don't know that well—is in upper management there and could probably help.

You correctly feel it would be too presumptuous to simply walk up and ask him to get your kid a job so, instead, you ask him for advice. "Don, if you don't mind my asking, if you were me and wanted to get your son or daughter set up with a summer job at the McJones Company, how do you feel would be the most effective way to go about it?"

Don, who is now being asked for counsel, not a favor, might just tell you to send your child to his office on Monday and he'll see what he can do—or maybe he'll give you the personnel manager's name and number and tell you to use him as a referral. At worst, he'll lead you in the right direction.

Just remember to phrase your request something similar to: "Phyllis, if your were me and were attempting to . . . how would you go about it?" Or "Joe, I'd like to get your opinion on something. What would you do if . . . ?"

It's another way to set up a big win.

WWI Lesson 59 **Being Snubbed or Disrespected**

When someone you'll be seeing again snubs you or acts disrespectfully, you may feel it's something you just cannot or should not ignore. Still, a personal confrontation may not achieve the desired results. Don't call her on it then and there. Keep your posture positive and from then on stay polite and simply show subtle signs of your displeasure.

Let's take the case of a waitress at a brand new restaurant I'd been patronizing since they opened. I had always treated her with respect as I try to do with everyone and had always left generous tips. But her service and attitude began to change in a negative way which affected my dining experience. From then on, I showed the same level of respect and politeness but was just a little bit less outgoing and responsive and tipped her significantly less. She came around really quickly.

I don't believe it was just the tip, although I'm certain that got her attention. People sense when you're not quite behaving the same to them—especially when you are usually friendly and complimentary. If you remain polite but forgo the other qualities you usually display, they'll understand something is wrong and they'll usually correct it all by themselves.

If they come right out and ask, "Is anything wrong?", then you have the opportunity—in a very polite way—to explain your side. It's great if you can use the "I message" we talked about earlier (See Lesson 11).

You may be asking, "If somebody does something that bothers you, why not let them know right then and there instead of 'playing games'?"

The answer is, depending upon the circumstances, that may not be the most effective way to handle the situation. There are times when it is, and if that's the case, take care of it right away by being direct. When doing so either won't get the point across correctly or you don't feel the person will be able to handle it without being defensive, then use the method just discussed. It will work much more often than not.

WWI Lesson 60 *Winning Without Intimidation By Playing One Source off The Other*

Remember when, as a kid, you'd play one parent off the other when negotiating for a certain result? You'd ask your mom, "Can I go over to Joey's?" Your mom said to ask Dad.

Instead of *asking* your father, "Can I go over to Joey's?", if you were really resourceful you'd say, "I told mom I'm going to Joey's, she just wants me to get your okay first."

Positions things a little bit differently, doesn't it?

You can use that approach as a grownup as well.

When I was a television news anchor, I was known for having a knack for being able to get on-air comments from newsmakers who usually didn't want to comment at all. And I was certainly *not* a journalist . . . I was simply a good *reader* of news. There's a big difference.

On the other hand, the reporter I was teamed with, named Erin, was an excellent journalist with a deep understanding of the issues and an ability to put together a story which could truly educate and involve people. The running joke between us was that Erin could never understand how someone with such an amazing *lack* of understanding of journalism could get practically anyone to talk to him. I simply used the technique of playing one source off the other.

Here's an example: Mayor Hyman would generally be on one side of an issue and Commissioner Balbontin on the other. Each would refuse to be interviewed by the media. I would get on the phone and first call Mayor Hyman. With a sound of indignation in my voice I would say, "Mr. Mayor, this issue is being heard by a lot of people and I will absolutely *not* give the commissioner air time without you having a chance to state your position on the matter. Absolutely not!" He would thank me and agree to go on the air.

I could then tell the commissioner that the mayor had the opportunity to air his views and I would " . . . absolutely *not* allow that without giving you, Mr. Commissioner, the opportunity to do the same. It's only fair."

You can do the same thing in practically any area of *Winning Without Intimidation*.

"Ms. Sales Prospect, we are rolling out our product in your area beginning next month and I absolutely refuse to present it to your competition without at least giving you the opportunity to learn about it as well."

Be sure and choose the right situation to use this technique. It won't work unless the setting is right, with two or more people who can be equally affected. In the right circumstances it works like a charm.

WWI Lesson 61 **Winning *with* Intimidation (Only As a Last Resort, of Course)**

Every so often a situation arises where the only way you can get what you want is by intimidating the right person at the right time. This is not something I love doing, but if there's no other choice and time is of the essence, you do what you have to do.

I was heading out to the local airport to get a quick comment on camera with then Florida Governor, Bob Graham. Surprisingly enough, we were the only reporters there, but I guess the others figured they'd do their interviews at the big meeting he'd be addressing later that evening. With camera in hand, the two of us went to greet his private plane.

Unfortunately, we couldn't find out where it was landing. Obviously, this information was not for public or media knowledge. We saw a car at an intersection and we asked the people if they knew where the governor's plane would be landing. They assured us they had no idea but something told me they weren't being 100 percent truthful.

We kept our eye on their car and trailed them to the landing sight. As we pulled up, the head guy—the one who assured us they had no idea what was happening—admitted that, "Yes, this is the governor's plane, but he wasn't planning on any interviews until tonight."

Like most of you, I hate being lied to so there was no way I wasn't going to get this interview right now.

Still attempting to "win *without* intimidation," I said, "Well, we'd appreciate a short sound bite if you'd be so kind as to arrange it." He patronizingly replied that he'd just said that wasn't in the plans but we were welcome to get one tonight. Knowing that he wasn't going to be interested in the fact that now I wanted an exclusive, especially since I had hustled out to the airport when none of the others had, I didn't bother telling him that. I said, "Well, let's give the governor an opportunity to tell his constituents how happy he is to be in this fine city and then I'll ask him one quick question about his speech tonight." His response, with a touch of superiority in his voice was, "Well, that will be up to the governor—won't it?"

It was now time to win *with* intimidation because that was the only option I could see working. I looked toward my camera person and said, "Ellen, roll the camera starting right now. We'll get a nice shot of the plane landing and the governor coming out and walking right past us into his car refusing to address the citizens of this area. And we'll have the camera and microphone right there so that the viewers can form their own opinions of his silence."

That was a ludicrous, meaningless threat if there ever was one. I also knew it would be easier for them to get him in front of the camera for a few words than explain to him

later why they allowed a jerky reporter like myself to cause any kind of trouble. There was no reason for him not to do a quick interview. His aide was just displaying his power. (Ego—remember? – See Lesson 4) He met his boss at the plane and obviously told him the right thing because the governor walked towards us, all smiles. He was quite gracious.

It was an easy interview, we got our story, he looked good and we all lived happily ever after.

Sometimes slight intimidation is necessary, however, use that only as a last resort. I'd rather have won over that aide with kindness and then have been in a position to have him on my side later on if needed. Fortunately, it never was—needed I mean. But how can you ever know for sure until there are no more tomorrows?

WWI Lesson 62 **Making The Best out of An Uncomfortable Situation**

After our interview, the governor chatted with us and asked for our cards—mine and Ellen's. I'm not sure why, possibly to give us a feeling of importance. After all, it was people like us—the press—he really wanted on his side. No wonder he's a successful politician. He's now a United States Senator and there's talk he one day might run again for Governor.

He made the best out of an uncomfortable situation for both himself and his aide. For all the governor knew or was told about the situation, I was a reporter out to get him. I wasn't, but that's probably what his aide told him. The governor was out to do the right thing; turn a potential enemy into a friend. That's *Winning Without Intimidation*.

WWI Lesson 63 **Be Consistent in Your Actions**

Consistency in our actions is one of the best techniques for *Winning Without Intimidation*. It should become an important part of our lives. We all know people who run hot and cold. They are *this* way one day and *that* way the next.

Maybe I'm simply describing their personality. One minute he is the nicest person in the world, the next, a virtual monster. She says one thing one minute and the next moment seems to have totally changed her mind. These types are—at best—annoying and—at worst—nearly impossible to relate to and work for or with. You never know where you stand with these people.

On the other hand, what about the rocks? Those consistently consistent people who have been, are, and will always be *exactly the same*. Seems they never change. Not that they don't grow in certain areas of their lives, but their basic countenance and mode of operation remains untouched. There is a comfort with those people—*isn't there?*

Negotiating authority Roger Dawson suggests that's exactly what made Ronald Reagan so popular and successful as a politician. He was consistent. You could count on him. People knew where he would stand on any issue that came up. Regardless of whether they agreed with his view or not, people felt secure in their knowledge of him as a leader. What he stood for yesterday was what he stood for today and what he would stand for tomorrow.

I was watching a news report showing speeches the president made when he was running for governor of California some 20 years earlier. His words were nearly exactly the same then as they were during his campaign for the presidency. People laughed at that as though he were "found out."

But that's exactly what made him so successful! People of any political belief always knew where Mr. Reagan stood. It's the same as the young child who can have only one piece of chocolate for dessert or can watch only 30 minutes of television per evening. He might not agree with your decision, but he feels very secure in the fact that he knows his limits with you. He's secure with your sense of consistency in decision making.

WWI Lesson 64 **Don't Embarrass Someone by "Catching" Them**

Does it ever do any good to embarrass or shame someone, either publicly or privately? I don't believe it does anytime, but especially if you are ever planning to win this person over without intimidation. Embarrassing a person by "catching" them at something is a sure way to shoot yourself in the foot—or worse.

I was in a conversation with a group of several people at a social gathering and when asked a question I answered by repeating a very funny line I had heard on a recent TV show. Everyone laughed and, I admit, I accepted the laughter without explaining that I borrowed that joke (I accept total responsibility for that indiscretion – now I may *never* get elected to high office).

One of the people in the group had seen the same program and called me on it in front of everyone. It was embarrassing, and although I was wrong to not give credit to the show, it certainly did not endear that person to me.

What did that person gain by embarrassing me? Nothing but, perhaps, an instant and very fleeting moment of satisfaction. Remember the ego?

On the other hand, at college we had a guest speaker named Bill Lee. Bill was a former major league pitcher known as "Spaceman" for his unusual personality. Before the speech, about 30 of us had a private welcoming party for Bill.

At that party, I said something meant to be funny that just didn't go over and the room was silent. It was one of those longer-than-forever *embarrassing* silences. Bill stepped right in and segued from my dumb joke into a story which totally took the heat off of me and took the embarrassing feeling right away. Understandably, from that point on, I've been a big Bill Lee fan.

WWI Lesson 65 **Be a "Yes Person"**

I don't mean the stereotypical "Yes Man" who is always sucking up to the boss. Be a person who—when approached by someone with a new idea—looks for the good in it rather than what's wrong. Of course, I'm not advising you to say something you don't believe or lie or to take action on every idea that comes up. Not at all. I'm saying simply to be encouraging, whether it's a request from a vendor or a friend looking for encouragement regarding a new idea.

I think former Secretary General of the United Nations Dag Hammerskjöld captured the essence of what I mean by being a "Yes Person" in this remark:

"To all that has been—*thanks*.
To all that will be—*yes!*"

Most people look at the negative. When approached with an idea, they respond with, "That'll never work." How about a request from a vendor to look at a new product or service? They typically say things like, "It's not our policy . . . It's never been done before . . ." Or, "I don't think we can do that."

While the principles and techniques we're reviewing in this book are designed to show you how to overcome such attitudes in others, we also need to be aware of them in ourselves. Even if you feel nothing can be done, be supportive. Instead of immediately discouraging the other person, give whatever positive response you can.

You may not agree with a vendor's idea and you may not see the possibilities your friend envisions, but you're certainly rooting for them all the way. Let them know. Offer whatever best wishes and emotional support you can give. This will always result in *Winning Without Intimidation*.

WWI Lesson 66 **Winning through Delayed Gratification**

Someone wrongs you. It happens, doesn't it? It certainly does to me. Respond or react? Get even now or wait to win?

Before taking any negative action—or reacting in a negative way toward a person or their actions—pause and ask yourself, "Will my negative reaction strengthen or hurt my relationship or position with this person?"

It might feel good in the short-term to verbally strike back, but will it hurt you in the long run? Probably.

You always have a choice between instant gratification and delayed gratification. Those who consistently "win without intimidation" opt for delayed gratification more often than not.

WWI Lesson 67 **What *Not* to Do in Order to Win Without Intimidation**

At some of my speaking engagements, my clients will assign a host to make sure I get to wherever I need to be and am taken care of during my stay. One client of mine in particular provides this courtesy quite often, for which I'm very grateful, and the hosts are always nice people who go out of their way to make sure all is okay from accommodations to transportation.

After one of my late presentations, my host and I went to the hotel restaurant, which had just closed, to see if we could get a couple of sandwiches. Typically, I'm too keyed up before a program to eat but afterwards I'm often very hungry. I sure could have used a sandwich right about then. By the time we got to the restaurant, the only person in the front dining room was the manager. Everyone else was either gone or in the kitchen cleaning up. The manager was across the room from us and my host—a really nice guy—got the manager's attention by yelling, "Yo!"

Being a *Winning Without Intimidation* type guy, I was immediately embarrassed. It was obvious the manager wasn't any more pleased than I. As he turned around, I could see a very annoyed look on his face which seemed to say, "I can't believe I have to put up with people like that." He didn't actually say that but the expression on his face sure did.

He responded by sarcastically saying, "Yo! How can I help you?" Funny, when my host asked if we could get a couple of sandwiches the answer was they were already closed. Surprise! Surprise!

I was able to eventually get the sandwiches made but I really had to work for that one. First, by undoing the damage done by my well-intentioned host, and then winning over—without intimidation, of course—the manager.

Finally, he told me that if the ingredients had not yet been put away, he would see to it that we got them. But how unnecessary that challenge was when a simple, respectful greeting in the first place would have done the trick and made for an easy win.

WWI Lesson 68 **Even Children Can Win Without Intimidation**

My sister, Robyn, related this story to me about my then eight year old niece, Samantha. I was very proud of the way she handled the following situation:

Samantha had one of her little girlfriends over to the house to play. They were getting along fine when the friend began to get cranky, as eight year olds will. They had agreed to go outside to play when all of a sudden the little friend yelled, "I'm not going outside to play with you!"

Sami kept her head—responding, not reacting—and nicely said, "Okay, well I'm going outside anyway," and began to walk away. She took a couple more steps and just before she reached the door she stopped, turned around and said, "but it won't be as much fun without you."

According to Robyn, the little friend's eyes just lit up and she decided to join my niece outside. Robyn said she thought I'd be proud of Sami for that. Although I'm always proud of her—and my nephew, Mark—I was especially proud of the way she utilized the art of *Winning Without Intimidation*.

WWI Lesson 69 **The Positive Challenge**

Give a person a challenge framed in a positive manner and they will often go out of their way for you in order to meet that challenge.

My good friend, Monte Johnson and his wife, Cindy, needed quick invitations to a wedding shower. They were having no success at all with the local printers. Cindy was pleading, "We really need to get these today. We're in an emergency situation." The response: There was no way they could possibly do that.

If you look at this situation closely, you can see that when Cindy said, "We really need to get these today," she was actually being "I" oriented, which should be okay in this case since she's the paying customer. But as we discover every day, people don't necessarily act logically but, instead, emotionally.

Monte—who intuitively employs a lot of the techniques we've been discussing in this book—told me he got on the phone with the next printer and simply asked, "What's the fastest you've ever gotten invitations out?" The response was, "Oh, we can probably get them out today."

Isn't that amazing?

It doesn't surprise those of us who use these methods every day. This is simply the way to win—without intimidation. What was the difference in focus in the way that Monte made his request?

He was "You" oriented. "What's the fastest *you've* ever gotten invitations out?"

Monte, who is in video production and tapes large conventions, often finds himself in a new town and may need to get an item in a hurry, such as a banner. He'll call a company that supplies banners and asks, "If there's any way you could help me out—this just got dropped on my lap and your help would really be appreciated. In fact, if there's any extra charge, that's fine."

Monte tells me—and I believe it because I do this myself all the time—his success rate is almost 100 percent and he hardly ever has to pay anything extra.

WWI Lesson 70 **Saying "No" to Telephone Solicitations Without Intimidation**

It happens to us all. In the middle of dinner or while relaxing with our family, the telephone rings and on the other end is a nice person reading from a script. He or she is asking us to change to their long-distance service, set an appointment to have our carpet cleaned, or make a financial donation to the very worthwhile charitable cause he or she is representing. That, in and of itself, is fine—providing you'd like to save money on long distance phone service, your carpet needs cleaning, or it's a legitimate charity. Especially, if you want to make a donation to that particular charity, fantastic. I know that many of us truly enjoy donating to causes we believe in.

However, let's face it, even Bill Gates probably couldn't afford to donate a significant amount of money to every charitable organization in the world. I don't know about you, but it seems as though I'm called by . . . just about every charitable organization in the world.

How do you say "No," nicely without intimidation or being rude or slamming down the phone, discouraging another human being from doing their job. This includes your responses to people selling any products or services on the telephone, as well. They're just doing their job; there's certainly no reason to unnecessarily hurt their feelings or discourage them. Here's how I do it and it's proven to be very effective (let's use a charity-solicitation for this example):

I let them finish their short presentation and then respond by saying, "I appreciate your call. I do, however, have several charities to which I donate, and although I'm contacted by many very worthwhile causes such as yours, I have made the decision to stick with the ones I've chosen." Then add, "But I do appreciate your call and wish you the best of success in your work. Thank you very much for your time."

Nine times out of ten, they'll thank you for your time and hang up. If they try one more time, such as, "Well, sir, just a very small donation would really help . . .". I let them complete their sentence and then say, "I appreciate your offer, but again, that is the decision I've made. Best of success, though. Have a great night."

That will do it. There's no reason to say you can't afford it or anything else. That's not really any of anyone else's beeswax. The answer I just gave is polite and encouraging and more than satisfactory because when you both can't win, making sure no one loses is a great second best.

Many times I've had telephone solicitors actually thank me for my politeness and encouragement instead of the rudeness they're often shown by people. What a great feeling to know you're making a positive difference in someone's life.

WWI Lesson 71 **The Importance of Humor**

Maybe it goes without saying but very often, humor—kind humor, not sarcastic humor—can go a long way toward *Winning Without Intimidation* and getting what you want.

I'm very comfortable with self-deprecating humor. In a tense situation, I make myself the object of the humor. "Umh, I can't believe I lost this ticket. I literally would lose my head if it weren't attached to my neck." That puts the other person just a little bit closer to my side of the challenge.

If you're not comfortable laughing at yourself (I am because there's a lot to laugh about), make fun of the situation itself—*only*, of course, if that's appropriate and will help your cause. If you're not a naturally funny or humorous person, please don't force humor—it will have the opposite effect. However, if you can downplay the seriousness or make light of the situation, it will definitely help you in your quest toward *Winning Without Intimidation*.

WWI Lesson 72 **Keep Cool Behind the Wheel**

Although you might not immediately recognize the name of my good friend Ralph Lagergren, you may have read about him in PEOPLE magazine or read the book based on the success story of Ralph and his cousin, Mark Underwood.

Mark invented—and Ralph sold and marketed—a more efficient grain reaper that could outperform the standard machines sold by the larger, more established farm implement companies. The book about their venture, *Dream Reaper*, written by Craig Canine, is great reading. It's truly an American success story involving our wonderful system of free enterprise and the good that can result when you combine a big dream with ingenuity and hard work.

Ralph is one of those guys you immediately like and a man who also believes in the benefits of *Winning Without Intimidation*. One day, Ralph was driving along with his two kids and stopped at a red light. Behind him was a man driving a Volkswagen, and through his rear view mirror Ralph could tell the guy was mad at him. Although Ralph didn't know what he had done to elicit such angry feelings—possibly he stopped too short or too abruptly—he could see the man gesturing and mouthing words that didn't look like roses, if you know what I mean.

Ralph is a big ol' Kansas cowboy and not the type you want to pick a fight with. But he also had two young children in the car with him and, anyway, Ralph would rather do his *Winning Without Intimidation*.

When the light turned green, Ralph began driving and could see right away the Volkswagen pulling up to him. Ralph warned the kids that this man might make an unfriendly gesture and that the three of them would respond with a friendly smile and a wave. That's exactly what happened and, according to Ralph, the face of the man in the Volkswagen turned from angry to somewhat confused.

Wouldn't you know that at the next traffic signal the light turned red and the two cars pulled up right next to each other. When the man looked over, a bit embarrassed, Ralph smiled that big ol' cowboy smile at him again. The man, startled again, asked if they knew each other. Ralph replied, "No, we don't know each other but life is just too short to let things like traffic misunderstandings get in the way of enjoying myself."

Two months later, Ralph was stopped at another red light driving a different car. All of a sudden, that same Volkswagen pulled up beside him and the man in the car, remembering his face, waved and smiled at his new friend.

What an excellent example Ralph set for his children on how, with a little bit of thought and effort, one person can make the world a better place for others as well as oneself. Ralph was the mightier man, wasn't he? Because he controlled his emotions and made, of an enemy, a friend. That's *Winning Without Intimidation!*

WWI Lesson 73 **Winning Without Intimidation to Get Backstage**

Here's another Ralph Lagergren story:

Ralph's wife, Dawn, is a big fan of country singer and musician, George Strait. When the former Entertainer of the Year was making an appearance in Ralph's town, Ralph thought of a great surprise he could give his wife . . . an opportunity to meet Mr. Strait backstage before his concert. Aside from the fact that lots of people would like to get backstage at concerts, Ralph knew that another major challenge is that this singing superstar had a policy of seeing only two guests backstage per performance.

Ralph, a master at *Winning Without Intimidation*, sent a letter to the sponsoring radio station expressing that through thick and thin, good times—and especially the tough times—Dawn had stood by him. It would be a very special gift to her if she could get a chance to meet Mr. Strait. He added, "I'm not worried about meeting him myself as I know he only sees two people per show, but it would be just great if I could get this for Dawn."

The station manager called Ralph saying he had received the letter and found it very interesting and certainly moving. Ralph replied—and these words are key—"*I want to thank you for even considering this.* I know it's difficult for you and there must be thousands of requests like mine. This would just be so special for her."

You can guess the results, can't you? Those words, "*I want to thank you for even considering this,*" work like magic. You are being humble and respectful.

Will it always work? No, not always. Sometimes the situation just won't allow it. However, if there's any chance at all, those words will usually cinch it for you.

At the concert, the public address announcer paged Ms. Dawn Lagergren, asking her to come backstage. What an incredible surprise and gift Ralph was able to give to his best friend and loving wife because he had mastered the art of *Winning Without Intimidation*.

WWI Lesson 74 **General-Purpose Thank You Notes**

Here's something you can do that will absolutely, positively, separate you from just about everyone else, and will bring you results for the rest of your life experienced by all too few (though it certainly need not be that way). Write "Thank You" notes.

That's right. To anyone and everyone who does something nice, provides a service, goes a lot out of their way, or even just a little. Or to someone who didn't necessarily go out of their way for you this time, but you want to insure they will next time. Write "Thank You" notes.

When you've had a particularly good meal at a restaurant, drop a nice handwritten note to both the waitperson and the owner or manager. How quickly do you think they'll respond next time to make sure you and your family get the best table and a delicious meal? The answer—very quickly. You'll most likely be treated as a VIP forever after. I can tell you, both from personal experience and the experiences of others, this works Big-Time.

The same goes for practically anyone with whom you employ this tactic. It's one of the best techniques for long-term *Winning Without Intimidation*.

When the air-conditioning repair person comes out to fix your unit, send her a nice, hand-written thank you note (a thank you note to her boss wouldn't be a bad idea either). If you ever need them in an emergency, there's a good chance they'll remember you and your note and come through for you.

For example: *Pat, Thank you so much for the super job you did with our air-conditioner. It's great to know of a service professional who really understands the meaning of "service." I'll let all our friends know about you. Thanks.* Then sign your name.

Do you think the comfort of you and your family will take precedence in the future? You can bet on it!

If, for whatever reason, you ever need help from a police officer, be sure and send him and his commanding officer a thank you note. You certainly want them on your side in the event of, heaven forbid, a real emergency.

I repeat, both from personal experience and the experiences of others, this works Big-Time.

When sending your note, *Hand-write* the person's name and address and make it a point to *hand-stamp* the envelope instead of putting it through a postage meter. You want

the letter to be opened, not to be perceived as "junk mail." Anyone in the business of mail order will confirm that letters that look personal on the outside increase their odds of being opened tenfold!

You can even use this "Thank You" note to smooth over bad feelings and ruffled feathers. Here's an example of how to turn a potential lemon into lemonade using these notes:

At an annual convention of an association to which I belong, I was sitting at a table with about ten other people. There were several conversations taking place simultaneously around the table and, without realizing it, I was talking a bit louder than I should have been.

A man sitting next to me—an older gentleman and a true center-of-influence within the association—turned to me with a touch of annoyance in his voice and said, "Bob, you seem to have quite an audience there." Although he could have been more tactful in his reproach, his point was made and taken. And he was right.

Upon returning from the convention, I immediately sent him a personal note. Not an apology note but a thank you note, which read, "Dear Mr. Jones, Thank you. It was a pleasure meeting you at the recent convention. Best of success in the coming year. Regards, Bob."

That was it. Nothing was mentioned about the incident. It was just a simple thank you note. Did it achieve the desired result, which was to take a potentially negative situation and turn it into a positive experience? Well, at the following convention one year later, upon spotting me, he made his way over from across the room to shake hands and greet me like an old friend. A good relationship developed and he and I are very friendly to this day.

As far as the timing regarding the sending of your note is concerned, my suggestion is to do it right away. In many communities, you can mail a letter before midnight and it will arrive locally the very next day. Having it appear on a person's desk at work or in their home the day after they meet you or have performed a service is a very nice touch.

WWI Lesson 75 The "Ben Franklin Method" For Winning People Over

Giving before getting is certainly a very important aspect of human relations and getting what you want. It leads others to feel comfortable with you, and to want to do for you. Being the first to reach out is an extremely effective human relations strategy, as well as just a generally nice way to be.

But we learn from one of America's more well-known founders and master persuaders, Benjamin Franklin, that taking the opposite approach can have excellent results as well.

In his book, "Autobiography of Benjamin Franklin and Other Writings" (Signet Publishing), the inventor, statesman, and diplomat tells of an incident with a man who opposed his being rechosen as Clerk of the General Assembly of the Pennsylvania House.

Although he did manage to keep the office, Ben knew that this person, whom he described as "a gentleman of fortune and education with talents that were likely to give him, in time, great influence in the House," could be trouble later on. He aimed to insure that didn't happen by, "making of an enemy, a friend."

Let's let Ben tell us how he did it:

"I did not, however, aim at gaining his favour by paying any servile respect to him, but after some time took this other method. Having heard that he had in his library a certain very scarce and curious book, I wrote a note to him expressing my desire of perusing that book and requesting he would do me the favour of lending it to me for a few days. He sent it immediately - and I returned it in about a week with another note expressing strongly my sense of the favour. When we next met in the House, he spoke to me (which he had never done before), and with great civility. And he ever afterwards manifested a readiness to serve me on all occasions, so that we became great friends, and our friendship continued to his death.

This is another instance of the truth of an old maxim I had learned, which says, 'He that has once done you a kindness will be more ready to do you another than he whom you yourself have obliged.' And it shows how much more profitable it is prudently to remove, than to resent, return, and continue inimical proceedings."

Understand that both ways work (giving first, and getting first); it's just a matter of judging the method that will work best depending upon both the situation and the other person involved. Either way, what Ben said in his final sentence makes a whole lot of sense. To paraphrase: We're better off making a friend than keeping an enemy.

WWI Lesson 76 **First Step - Greet with Gratitude**

When challenging situations occur, one of the first things many people will do is anxiously and defensively "attack" the person who is supposed to help. This is understandable as, typically, the situation itself is aggravating and you might want to make "extra" sure you are treated right and helped properly.

The paradox is that the more "insistent" you are on being treated right and with deference, the greater the chances the other person will turn off to you and be as unaccommodating as possible. How often have we seen this happen?

For example, a hotel guest receives a smoking room instead of the non-smoking room he reserved. He demands to see the manager, and as soon as she approaches, he just chews her out for the wrong room, insisting on being changed. She then tells him she's "sorry but that's all the rooms that are vacant". Of course, the chances are good that the emergency suite reserved for an unexpected V.I.P. who won't show up is probably still available but . . . there "ain't" no way this guy's getting it with that attitude.

Here is the key to making this situation work FOR you and not against you: Immediately show absolute gratitude and appreciation to and for everyone you deal with throughout the process. While it might take more work to eventually get everything done, greeting with appreciation is a vital beginning. Let's focus on that aspect here.

Recently, my new car broke down while at an engagement about an hour and a half from home. My first opportunity to show appreciation for those who would help me was with the valet service. Since we were at least a mile from the event, with no one else around from whom I could request help, they would be my link to a solution. I immediately let them know how much I appreciated their kindness in helping me out.

And, I must say, these guys were terrific. Over the next few hours, in between expressions of genuine gratitude of my part, they did everything possible to start my car. Upon realizing that wasn't going to happen, however, they took care of giving directions to the towing service (as I had no familiarity with that area) and **EVEN DROVE OUT TO MEET THE TOW TRUCK DRIVER** when he had trouble finding us.

Next was the tow truck driver, himself. By the very nature of their profession, these guys meet people under very stressful, aggravating, frustrating circumstances, and are not always treated with a great deal of respect. Nor are they always known for the same. Several times I've seen owners of a stranded vehicle and tow truck drivers get into shouting matches over something or other.

I once tried to intervene when a friend of mine (who was frustrated and acting in a way I felt was not helpful to his cause) was arguing with the towing professional about what the driver could do, should do, and would do. The look my friend shot at me told

me to mind my own business. Afterwards, my friend chastised me saying, "Bob, if you want to get people to do things for you, you can't be afraid to stick up for yourself and really let them have it" (This from a guy who certainly did not get what he wanted - at least in that situation).

As my tow truck driver pulled up near my car, I immediately walked over to his truck and said, "Hi, thank you for coming - I REALLY appreciate it." His surprise at my greeting was evident and obvious. He then did everything he could to try and get the car started and apologized profusely for not being able to. He then towed it to the local dealership in the wee hours of the morning, and drove me to the hotel nearby where I'd stay. He mentioned several times that he did all he could and sorry he couldn't be more help.

Finally, the service representative at the dealership – again a profession not always noted for quick action, especially for non-local customers. And, having had about three hours sleep, an unshaven face, and day-old clothes that were pretty much still sticking to my body from the muggy night before, I didn't look particularly impressive and worthy of extra-special, snap-to-attention respect (of course, that shouldn't make a difference, but hey, we're talking about real life here).

Once again, the way I greeted him would be key. I walked up to him, shook his hand, introduced myself, and thanked him profusely for "coming to my rescue." After we briefly discussed the situation, I again told him how fortunate I felt that "Your dealership (notice I didn't say "the" dealership, but "your" dealership) was so close to where I broke down."

During our conversation I referred to him as Mr. _____ instead of his first name, and did the same when calling him later that morning to check progress. Perhaps it's just coincidence, but my car ended up being done and ready a full hour before the time he originally estimated.

Please be assured that what happened this time is not a rare occurrence - for me, or for others who utilize the Winning Without Intimidation system. Sure, people are different everywhere you go, and not everyone responds to everything the same way. On the other hand, people everywhere are still pretty much the same. They want to be acknowledged, respected, and maybe mostly, appreciated.

Begin a potentially difficult transaction by expressing great appreciation for the other person and what they're about to do for you, and you'll practically always find yourself WINNING WITHOUT INTIMIDATION.

WWI Lesson 77 **Make It Easy For People to Like You**

There are little things we can do to allow people to feel comfortable with us, and that's important to both short and long-term positive persuasion. For example, have you ever come face-to-face with someone whose name you know you should know, but don't. If they could sense your discomfort, did they make it easier for you by reintroducing themselves to you, or did they make you stew in embarrassing discomfort?

Your answer probably reveals whether you feel good about that person or not. It also tells whether, all things being equal, you'd choose to be their friend, do business with them, refer their services to others, or help them accomplish any particular goal they might have.

Suggestion: Form the habit of reintroducing yourself to someone you've recently met, whenever you see them, until the point you are "certain" they know your name (they might even let you know themselves). Doing this will never come back to haunt you, but could possibly make a very significant, positive difference.

The same goes for the telephone. I can't tell you how often I receive calls where the person says, "Hi Bob, how are you?" without identifying himself. Since I don't ever want to embarrass someone or make them feel unimportant, I say "Great, how about you?" Now I spend the next couple of minutes trying to figure out who I'm talking to. Or I might have to apologize by saying, "I'm awfully sorry, I'm sometimes not very good at recognizing voices." The fact is, I do seem to have a challenge distinguishing voices on the telephone, and find myself embarrassed by (and even a bit resentful towards) anyone who either intentionally or unintentionally forces me to play "the guessing game".

The question is, "how often are we ourselves guilty of this very thing, and is it helping or hurting us as we strive towards our goals of establishing win/win relationships?" (We won't even get into the subject of not leaving a phone number on the person's answering machine or voice mail because we're sure they "know it.")

When reaching someone on the telephone, I generally begin by saying "Hi Dave, this is Bob Burg" (hopefully, his name is Dave). And I tend to do this until they tell me they recognize my voice and assure me my doing that is no longer necessary. It's obvious, however, that they appreciate the gesture.

Admittedly, at times I've taken this practice too far. I remember once calling a very nice woman and when she answered the phone I said, "Hi, this is Bob Burg." She responded by saying, "Bob, I think I know who you are by now - we've been dating for three months!" Oh well, moderation has never been my strongest point.

I believe the key in these two specific areas, as well as anything similar that might come up is this: You'll never offend a person by showing them the courtesy of making

life easier for them, but in not doing so, you could embarrass them, make them uncomfortable, and even cause slight resentment. Which is more desirable, and is what you want to achieve worth the tiny, tiny extra effort?

WWI Lesson 78 *Feel the Other's Point of View*

The 16th U.S. President, Abraham Lincoln, was one of the most tactful people and effective positive persuaders of all time. As discussed earlier, when he was on the Illinois law circuit he often scored big points with judges and juries by using one very simple method of persuasion - he pointed out the other side's case before his own. He expounded on the feasibility of his opponents' views, and allowed everyone to see him as honest, fair, and genuinely concerned with justice for all.

This, of course, is an excellent idea whenever you are engaged in a disagreement with someone either one-on-one, or within a group of conflicting ideas. The more you can first point out the legitimacy of the other's views, the more accepting they'll be of yours.

Suggestion: Go even one step further. Actually "take" the other person's point of view. Take ownership of their position. See the situation as you believe they see it. Feel it as you believe they feel it. Put yourself in their shoes, and in their mind. Imagine it's you who feels that way, and, in your mind, make their (your) case. Then, as mentioned earlier, make their case out loud.

One of two things will happen:

1. You'll ooze with credibility and open up this person's heart to being totally receptive to your point of view as well.
2. You'll possibly discover that you are not 100 percent correct (and, dare I say, even wrong), and have learned something extremely valuable. Oh, how often it's happened to me!

Yes, actually feel their point of view, and make their case before making your own. Get into the habit of doing this on a regular basis and you'll become a WINNING WITHOUT INTIMIDATION machine!

WWI Lesson 79 **Persuading Positively About Success**

During a recent flight I was reading a book called, *The Millionaire's Notebook*, by Steven K. Scott. It was a book on success principles that would help one get rich, not just of the wallet but, more importantly, of the mind, as well. Next to me was a young woman of college age. Noticing my fervent highlighting and notetaking, she asked what I was reading. I showed her the title and suggested that perhaps it would be a good book for her to read as well.

She replied, "No, I'm studying to be a social worker; I'm not interested in making a lot of money."

Did her statement just strike you as being less than congruent? It sure struck me that way. Why? Because helping people (ex., being a social worker) and making lots of money need not be mutually exclusive. In fact, just the opposite. In a free-enterprise-based economy, the amount of money you make should be in direct proportion to how many people you serve.

The WWI question of the day then is, how do we persuade someone who doesn't realize this fact - either because of the way they've been raised or through conditioned teaching - to understand a universal truth (money is a *result* of service to others, not the opposite of such) that will enable them to help themselves and those whose lives they'll eventually touch?

Before I answer that specific question, please allow me to explain something: One might ask, "Bob, why do you feel you even HAVE to teach her this? Why not just be tolerant of her views and allow her to think what she wants?". Well, that's a good point. Another point, however, from Rabbi Tzvi Freeman, I believe is also valid:

"There is tolerance that doesn't care. That just looks the other way and goes about its own business. And there is compassionate tolerance. The kind that recognizes the other person's right to grow, his need to travel along a path and get there on his own."

I at least wanted to do my part in helping her see a vision more rich, both in wealth and personal happiness. After all, are we not here on earth to care, and to help others?

Here's our conversation:

Me: As a future social worker, you really want to help people, don't you?

C.S. (college student): Yes, very much.

Me: Would you say you'd rather help them temporarily, or help them long-term? In other words, to help them eventually be able to help themselves and become self-sufficient

both socially and financially, to live a life of joy filled with self-esteem?

C.S.: Yes, that's just what I want to do. But what does making money have to do with

that? (Note from Bob: A key point here is that when in the act of persuasion, you want the other person to answer questions, then come up with their own questions. Then, eventually, to come up with their own answer).

Me: Who can give more charity dollars, a wealthy person or one with little money?

C.S.: A wealthy person, of course.

Me: Who can donate more time, a wealthy person or one with little money?

C.S.: Well, that depends, but yes, usually a wealthy person.

Me: And who can best teach others how to be self-sufficient and financially well-off . . . a wealthy person or one with little money?

C.S.: Hmm, I think I see what you mean.

Me: What would be the best thing you could do to help others to become self-sufficient and financially well-off?

C.S. Learn how to do that first myself?

Me: My dear, now you're getting the hang of it :-)

Now, will she buy the book? Who knows. Is she totally sold on the principle I attempted to explain? I doubt totally sold, but I do believe a seed has been planted, and that's all we can really do in a brief conversation regarding such an important topic. And, I truly believe that her mind will be just a bit more open to this principle the next time she talks to some other person who can't mind *his* own business either.

WWI Lesson 80 **Admit Mistakes**

For some reason—probably ego—there are people who have a real challenge doing this one, yet it's really so simple and effective. You know what it is? Apologize. Apologize when you are wrong. Sometimes, even if you aren't.

"Umh! I apologize. I was wrong."

Look at your own life and work. Isn't the level of respect you have for people who will admit their mistakes and apologize much higher than for the people who won't?

We humans seem to have a challenge with this—with friends, family, co-workers, and practically everyone else. If we can get past that and simply admit when we're wrong, we'll have one more effective power-tool we can plug in and use for constantly *Winning Without Intimidation*.

In his powerful book, *Dynamic People Skills*, Dexter Yager says, "One thing I do when potential conflicts arise with people is to apologize. Most people are afraid to apologize for anything at all. That's because they don't understand the power of it." He adds, "I'll apologize at the drop of a hat. I'll apologize for things that are my fault and things that are not my fault. I've found out that apologies are magical. They take the pressure off the situation, off the other person and put it on me. That stops conflict immediately."

What I appreciate most about Dexter's message is the fact that when we can do this—apologize when we are wrong and *especially when we aren't*—shows a tremendous amount of self-confidence and self-esteem. Your gesture will ultimately be appreciated by the other person and you will have gained a great deal of respect at the same time.

WWI Lesson 81 **Focus on the Solution, Not the Problem**

Those of us who practice the art of *Winning Without Intimidation* realize that, day after day, we must persuade those who are lazy, stubborn, arrogant, unimaginative, or whatever else, to find ways to do things they ordinarily would not do. How often do you hear someone respond to your request with, "We don't do it that way here," or "It's not our policy," or "Sorry, it can't be done." Or one of my least favorites, "I tried it once and it doesn't work."

My good friend, Thomas Hudson, has some excellent advice for that. He calls it "living in the solution, not the problem."

You do that anyway, don't you? Sure you do. Your challenge then is to get the *other* person to do that: Get that person out of the problem mode and into the solution mode. You need to tactfully let that person know you are both going into that mode and together you'll come up with a solution. As long as you do this with an attitude of kindness and helpfulness, it will work. And, as much as you possibly can, let the other person feel as though the solution was theirs.

Becoming solution oriented applies in matters of the heart as well as business. Dexter Yager points out that "when a problem develops in a relationship, your goal is to solve the problem, not win the war." This relates to all aspects of *Winning Without Intimidation*, doesn't it?

Mr. Yager suggests that we need to put ego (the normal human desire to be right) aside and not let that desire control us. He says that if we do let desire take over, we confuse the issue and contaminate the situation until no one can distinguish the true problem, let alone its solution.

According to Dexter, "Most people in a conflict situation haven't taken time to figure out what they want themselves, much less what the other person wants." The way to ensure this doesn't happen is to have the solution in mind.

WWI Lesson 82 **Help Them to be Happy to Do What They Don't Want to Do**

True *Winning Without Intimidation* is being so skillful as to help a person do that which they ordinarily might not want to do. It could also involve helping one get past their self-restricting ego in order to change their attitude - regarding a task or situation - from negative to positive. Here's a great example of what I mean.

Years ago, when I first began appearing on a number of the major sales and motivational rally programs throughout the U.S., I was often the "opening" speaker for either a major sports figure or a much more well-known professional speaker than myself. He or she would be the person whose big name would draw the crowd, and I would give the audience the how-to information on business networking which, at that time, was my main topic.

One person was promoting a year-long series of programs taking place monthly in the same city. Included in the 12-month advertising materials were some of the most famous names in sports and speaking . . . and then there was me, "little Bobby Burg".

Actually, I was thrilled just to be included in the same promotional materials as these people. Talk about a major "rush" for a young speaker. Thirteen speakers were listed in all. Each speaker would have the stage to himself or herself for the entire evening except two - the speaker for whom I would open and, of course, me. Ours would be the very first program in the 12-month series.

When that speaker (an excellent speaker, by the way) saw the schedule, he immediately called the promoter - ego in the lead - to ask why he was the *only* speaker who had to have an opener. Didn't the promoter think he was good enough and well-known enough to draw a crowd and carry the program by himself?

Wow, that's a tough spot for the promoter, isn't it? But, thinking quickly, he told the speaker that it was precisely *because* he was so well-known and eloquent and that Burg still needed a "big-name speaker" to establish his credibility (quick-thinking, also true) that he was putting us together for that all-important lead program.

Ah, now that's different. Our excellent, and formerly ego-deflated speaker, gladly accepted that with a smile and was fine to do his program on, of all things, "How to Improve Your Self-Esteem (only kidding on that last one).

The promoter followed a basic rule of Positive Persuasion from which we can all benefit: Take the perceived negative aspect of a situation and turn it into the positive aspect. I believe I heard Zig Ziglar relate it to selling by saying, "Take their reason for *not* buying and turn it into their reason *for* buying (More on this example in the chapter on Sales)

As Tom Sawyer turned the dull chore of painting a fence into a privilege for which his neighborhood friends would gladly pay, we can help a person get past their ego and do what will benefit all concerned

WWI Lesson 83 **Another Reason to Smile**

Smile as you are saying something constructive to someone. Particularly when you're telling them something which, if you weren't smiling, could be interpreted as an insult. If you can smile while doing this, it's one of the best ways to build a person while at the same time being constructive.

Picture me smiling as I tell Ken he's not speaking with enough respect to his associate: "See, Ken, when we do that we usually get the exact opposite response than we want from the other person."

This comes across a lot differently than if I had given him a disgusted look and said the same thing. Practice this. It really works!

My dad is absolutely the *best* in the world at this. Fortunately, I've been able to acquire this skill after much practice.

I am not talking about giving mixed signals (smiling while angry or something similar), but using your smile to simply *soften* a criticism. You know it's working if the person begins to unconsciously mirror your smile—she smiles back at you while she is being criticized.

What a win that is!

WWI Lesson 84 **Setting an Example People Will Follow**

My good friend, Vic Landtroop, related a couple of stories to me about how doing what is right—instead of what is usual—can be a positive influence which others will duplicate. Both examples happened at a college football game between two great rivals, the University of Florida and the University of Tennessee.

Vic and his business associate Bubba Pratt, two of Bubba's young children and another friend, drove up from Florida to Tennessee in Bubba's custom built luxury coach to see the game. It would be a record-breaking crowd and the parking lot was filled to capacity with fans from both schools having a huge tail-gate party before the early afternoon game.

As Vic says, often in that kind of situation there's a lot of disrespect back and forth between the fans of the rival teams. In fact, three Tennessee Volunteer supporters who were drinking beer over their hibachi and already "feeling their oats," looked over and made a somewhat sarcastic remark about the Florida Gators. Vic and Bubba decided to take the high road and Win Without Intimidation.

Bubba and Vic were complimentary toward the other team. "We have a lot of respect for the guys on your team," they told the Tennessee fans. "They're super folks in our eyes." They approached the situation the right way—not out of weakness but out of strength. (Incidentally, Bubba is a former Gator linebacker and a martial artist and Vic is a former professional wrestler!)

Remember the saying, "A mighty person is one who can control their emotions and make of an enemy a friend?" That's just what Vic and Bubba did. In fact, they invited the three guys to tour Bubba's custom coach and even offered them some of the food they'd laid out. They treated their guests with class.

Vic says, "It was great—despite the 'cans of courage' those fellows had been drinking, they kept telling us what super guys we were."

After the game, which Florida won, the three Volunteer fans sought Vic and Bubba out and complimented them on the Gator win with comments such as, "Hey, the best team won. We hope you go all the way."

What a great job by Vic and Bubba of setting a positive example—an example others can follow—by treating people with respect instead of falling into the reactive trap of "insult and rivalry." I believe Vic and Bubba's attitude really set the stage for influencing the behavior of those other fans.

Vic related another story to me which shows the same kind of positive impact you can have when you choose to lead in a positive direction.

As the fans were walking to the stadium, they had to come down a very steep slope in the pathway. Bubba, who's a real gentleman, first noticed that the men were not helping the women, some of whom were having trouble with their footing on the steep grade. According to Vic, "It was just like every man and woman for themselves. As soon as Bubba started helping people, though, practically everyone else, men and women alike, began lending a helping hand."

Isn't it great to know we can all make a real difference by reaching out just a little? People will follow others who set a positive example.

Vic says we all need to read, *How To Win Friends and Influence People*, and other books on personal growth. "I never knew about these tools when I was growing up," he told me. "I'm glad to be raising my kids where I'm able to expose them to these resources while they're still young."

Winning Without Intimidation for generations to come. What a great concept!

WWI Lesson 85 **Know Your Objective and Plan Your Approach**

Milo Frank, in his book *How To Make Your Point in 30 Seconds or Less*, talks about knowing your objective and then planning your approach. When, as an objective, you want to get your money back for a defective product or get an exchange on an item you purchased, you need to have an effective, planned approach.

You begin with, "I know good companies like yours stand behind their merchandise."

What has Mr. Frank suggested there?

Basically, that you are giving them something of high value—such as their excellent reputation—to live up to. I really like his quote: "Know what you want, know who can give it to you, and know how to get it." That applies to practically anything you undertake to Win Without Intimidation.

WWI Lesson 86 The “Compliment Game”

In his book, *How To Have Confidence And Power In Dealing With People*, Les Giblin advises us to form the habit of paying at least three sincere compliments each day. Good idea.

Mr. Giblin talks about syndicated columnist Dr. George Crane suggesting people join what he calls "The Compliment Club." To be a member, all a person has to do is deliberately go out and search for good things in other people that they can compliment.

Why don't you—as training for *Winning Without Intimidation*—make a game out of it and call it "The Compliment Game." How many days in a row can you go giving out at least, at *least*, five compliments? That's one or more compliments to five different people. Your only competition is yourself, and if you win the game, imagine how much more effective your powers of positive persuasion will become

WWI Lesson 87 **Addressing the Superior**

There are times you must go over a person's head (nicely, of course) and summon the manager.

You can do this tactfully by saying, "I understand you want to help and that it's a tough situation. I certainly don't want to get you in hot water. I'd actually feel more comfortable discussing this with your manager." Make sure to ask the manager's name—including her last name—before she is summoned.

When the manager arrives, she may assume you're like most people—ready to take her head off. Don't be surprised if she starts out a bit defensively. Your attitude with the person who had to get her will probably help, but assume he just went back and like most people said, "We have a customer with a problem."

Realize you may be dealing with a person who is expecting an argument. Have your sincere, warm smile ready to disarm. Say, "Hi, Ms. Jackson." (Please, use last names whenever you can. It shows respect.) Shake her hand with a firm, but non-aggressive grip. Smile and look in her eyes as you say her name.

"I'm Bob Burg, thank you for seeing me, I know you're very busy." What have you done? You've totally disarmed that person and put her in a win/win frame of mind. Now you can make your case on a level playing field. Or better, one slanted significantly in your favor.

WWI Lesson 88 **Reintroducing Yourself**

Making other people feel comfortable with you is one sure step to both short and long-term *Winning Without Intimidation*. One great way to do this is to reintroduce yourself to people you've previously met—even if they *should* know your name.

We all forget names sometimes and one of the most uncomfortable feelings in the world is to have someone approach you whose name you should know—and *you don't*. It's even worse if you're with one or two people to whom you're expected to introduce this person.

Has anyone ever approached you whose name you couldn't remember?

Have you ever approached someone who should know your name but she doesn't? You are either sure she doesn't remember or you're not sure but you suspect it?

Here's the most effective way I know to handle this situation and you'll score big points with that person: Simply reintroduce yourself. It's as easy as that.

"Hi, Joe, Bob Burg." Or even, "Hi, Nancy, Bob Burg, we met at the save-a-pet fundraiser two weeks ago."

What I've done is given that person an "out." I've allowed her—and her ego—to save face. Now she doesn't have to be uncomfortable with me or herself and she'll usually respond by saying, "Sure, Bob, I remember you."

I know she didn't remember me. And she knows she didn't remember me. She might even know that *I know* she didn't remember me. It doesn't matter. Making that reintroduction will most definitely re-establish the person's "know you, like you, trust you" feelings and will help you on your way to *Winning Without Intimidation*.

WWI Lesson 89 **How to Decline Assignments/Volunteer Requests Graciously**

I'm often asked a general question by people, that I sum up as this:

"I'm one of these people who has no problem being nice. My problem is, I'm too nice. I just can't seem to say no to someone who asks me to do something, like taking on another project or volunteering for a committee, or giving someone a ride, without feeling as though I'm offending them. I always say yes, and then I feel awful about it afterwards because I've agreed to do something I don't have time to do. Is there a way to say no gracefully?"

This is a challenge that plagues many of us. Why? We hate to disappoint people, even, it can seem, at the risk of our own mental health. Fortunately, there is a way to say no that everyone can live with. I call this "Declining an offer Graciously."

When someone asks you to do something you don't want to do, simply offer lavish appreciation just for their "thinking" of you like that. For example, "I'm honored to even be thought of in that way - that you would think enough of me to ask me to head this committee. Unfortunately, right now, it wouldn't be feasible for me to do that."

If they persist and ask, "Why not?", all you have to reply with is (with a sincere smile, of course). "I'd just rather not, but thank you SO MUCH for considering me."

By the way, resist the temptation of making an excuse as to why you *cannot*. The other person, if he or she is the persistent type, will probably try and answer your objection, believing that if they do, you'll then have no choice but to do what they want. Don't set yourself up for that. It's not necessary.

The person will understand that you're not going to accept the position, but cannot possibly be offended because of your gracious, humble, and appreciative attitude.

WWI Lesson 90 **Don't Try and Teach a Pig to Sing**

Is there ever a time when *Winning Without Intimidation* won't work? Yes, there is. "When is that?" you ask. Let me explain it this way.

I once heard the saying, "Don't try to teach a pig to sing. It will only frustrate you—and really annoy the pig!"

You could also say, "Don't ever argue—or attempt to Win Without Intimidation—with a crazy person."

When I use the word "crazy," I'm not talking about people who have a medically determined condition beyond their control. I'm talking about people who have taken on an entire personality of disagreeableness or have a particular—and usually particularly negative—attitude about something.

These are the people who, for whatever reason, just aren't going to work with you, me or anyone else. Their emotional state has predetermined the facts and their mind cannot be opened through logic nor emotion. Don't confuse *them* with the facts. They feel wronged by someone or something and they're giving back as good as they got!

These people often have no idea that's what they're doing. They all seem to believe they are the most understanding, open-minded people in the world. They're not, but neither you nor I can change their minds.

We all know at least one of these people, and as much as it goes against every grain of our thinking, we need to let them go and do their own thing. That's only a very last resort, of course, but it's one of those rare times when we say, "NEXT!" If you try to Win Without Intimidation with these people, you'll only frustrate yourself and annoy them.

WWI Lesson 91 The "Reverse Gossip" Game

Gossip is one of the world's most destructive habits, and we're exposed to it practically everywhere we go – and in everything we do; work, recreation, sports, home, in magazines, on television, etc. There is absolutely nothing beneficial about gossip - it hurts EVERYONE involved.

There's a term for it in Hebrew; it's called "Loshon Hora" (Loshon = Tongue, Hora = evil). Loshon hora, or gossip, is the same whether speaking it or listening to it. What's more, it's still Loshon Hora even if what we say about a person is true! Actually, the fact that it is true is what *makes* it gossip – If it were a lie it would be slander. And, despite the instant gratification it may bring (isn't it fun?), it will not make the person we are sharing this with trust us any deeper. They will subconsciously be thinking, "Hmm, I wonder what he/she says about me when I'm not there." It certainly will not help in the *Winning Without Intimidation* process. So, let's try something different.

The name of our new game is, "The Reverse Gossip Game." In this game, instead of telling people the gossip people say about them or others, let's repeat only the good that people say (even if we have to "suggest" that good), and find reasons to judge others favorably in all other situations. Let's say John speaks negatively about Mary. For example.

John: Mary is really lazy.

You: I've never noticed that. She is talented, wouldn't you agree?

John (Grudgingly): Yes, I guess so.

Later you see Mary at the coffee machine and the conversation goes as follows:

You: I was talking with John earlier. He was saying you are very talented (after all, he did agree to that, didn't he?).

Mary: Wow! I didn't know he thought that of me. I've always felt he was very judgmental and snobby.

You: Hmm, never picked up on that. Really hard worker, isn't he?

Mary: Well, I guess you have to give him credit for that.

The next day you and John are talking and you happen to mention:

You: Mary was talking about how hard a worker you are.

John: Really? Didn't think she liked me, but maybe she's not so bad after all.

Now, the next time John and Mary cross paths they both see each other in an entirely different light, with a completely different attitude and set of expectations - one of peace, enjoyment, and kindness. And it all happened because of you.

You don't feel as though you've manipulated them, do you? There are people who might feel that way. Interesting, isn't it? It's perfectly acceptable to repeat the bad and cause trouble and create derision, but to help along (positively persuade) the good and create peace between people may be looked at in a negative way.

I don't think so. Creating peace is never a negative concept. And if anyone tells you it is . . . please don't believe them. Instead, find something good about them. Then tell someone else.

WWI Lesson 92 **More on the Power of Smiling**

When walking into a restaurant on your way to take your seat, smile at whomever's eyes meet yours. Do that enough and people will notice you. They'll describe *you* as the one with charisma.

I often stop at the local grocery store in the morning to pick up coffee. As I walk up to pay, the cashier, one of the other employees or another patron who's seen me in there before, will comment on the fact that I'm always smiling.

Sometimes they'll even say, "You're the only person I know who's in a good mood in the morning." Once an employee said, "Gee, you're in a good mood today." I responded with a smile, "Have you ever seen me not in a good mood?" He replied, "Actually, no I haven't."

Do you think I get good service and smiles from the employees and other patrons? Sure I do. If I ever needed to approach anyone there for any specific reason, do you think I'd be taken seriously? Absolutely!

This does not mean I am always in a good mood. I have my difficulties, challenges and frustrations, just like everyone else. But that doesn't mean I have to wear it on my face, in public, and spread my bad mood to everybody else. If I'm depressed or hurting inside, that's nobody else's business. What's that old saying? "Fifty percent of the people don't care that you're feeling badly, and the other half are glad." I'd like to think that's not totally true, but the point is people respond more positively to those who appear to be positive.

The fastest way I know to change bad feeling is to smile. Remember we discussed earlier that the physical act of smiling causes the release of neurochemicals into your brain? (see Lesson 12.) Those chemicals are called endorphins, and they're the substance responsible for the positive "mood" human beings experience and call joy. That means you can change how you feel by simply smiling. (And notice if *that* makes you smile.)

When you smile, people begin talking about you in a positive way. What's the payoff for that?

You'll probably never know until it happens. However, the result both short and long-term is you've made others feel good and you've contributed positively to your world and the world of others.

Does it work for you in the business world, too?

Sure, because you never know who you're going to meet and who will take notice of you. A smile makes people curious about you—why is he smiling? What makes her so

happy? They may ask about what line of work you're in and ask about you personally. I know it's happened to me.

What about on a social level?

Well, this doesn't count if you're married, but I've met several nice women because they noticed me smiling and asked about me. Simply smiling led to introductions I would not otherwise have gotten.

Tim Foley, and his friend and protégée, Bubba Pratt, two hugely successful business persons with excellent people skills, are two of the best I've seen when it comes to greeting a person with a smile. My dad has been a master of that very same skill from as early as I can remember. People would see him coming and practically roll out the red carpet, whether it was the first or the 20th time they had seen him. I was always amazed.

You know some people who are like that, don't you? It's sincere! They like people and they show it. Even if you have to work at making it sincere, you can do it. It pays well. Really well!

One of the best examples of the power of a smile I've ever experienced happened to me years and years ago when I walked into a bank in Tampa, Florida. There was one long line and two shorter lines, and I was wondering why the people in the back of the long line weren't moving to the other lines. As soon as I saw the teller, I understood why. She had the most incredible, radiant, friendly smile I've ever seen—before or since.

That smile was worth waiting in as long a line as it took just to be waited on by her and get to bask in the glow of that smile one-on-one—even for just a few moments. I'm not usually overly dramatic, but hers was a smile that obviously intoxicated a lot of people in a very positive way. So, I took my place at the end of the line . . . and *I had just come in to ask for directions!*

We like to be around those kinds of people because they make other people feel so darn good! I had to *learn* how to do that and perhaps you feel you have to learn how as well. It doesn't matter whether or not it comes naturally for you . . . you *can* learn to master this skill—anyone can.

Les Giblin suggests that in the same way voice instructors teach their pupils to breathe deeply and let their voices come from way down low in their bodies, you must do the same with your smile. Instead of smiling from the diaphragm, smile from deep in your heart.

Your smile *must* be genuine or it will come across as manipulative. We've all seen people with that kind of smile as well.

Practice your smile all the time. As you do this, make yourself feel happy first by thinking of something very pleasant. Then your smile will originate from within. The more you practice, the more your friendly, persuasive smile will come across as authentic, natural and *yours*.

WWI Lesson 93 **The Winning Without Intimidation Dream**

I'm the type that really gets into my work. When I was writing this book, the topic of *Winning Without Intimidation* consumed my mind—literally day and night—to the point that I was waking up during the night writing down ideas that would come to me while I was sleeping and even having story-like dreams about this book. One of these dreams really made me laugh. It was strange but really brought up a worthwhile point I want to share with you.

In this dream, there was a helmet with strange powers. Anyone who wore this helmet automatically knew the perfect *Winning Without Intimidation* response to a challenging situation and was in the proper mindset to enact it. When you took the helmet off, that was no longer so, but when you put it back on, you again had the benefits of that super power.

I laughed during my dream because when someone had a challenge with someone else she would ask for the helmet, put it on, and handle every situation beautifully. Weird dream? Sure. Weird guy—weird dream. But I believe the point is this: If we, whenever a challenge with someone comes up, decide to respond by putting on that helmet before reacting negatively, we will always be in a position of strength—knowing exactly what to say and how to say it—consistently *Winning Without Intimidation*.

WWI Lesson 94 **The Language of Strength**

I want to end this chapter by reiterating a way to handle yourself and deal with those difficult others I mentioned near the beginning of this book (See Lesson 8). It may be the one concept that makes the biggest difference in your ability to persuade others to your way of thinking and attain the results you desire. It is known by several different words: diplomacy, delicacy, sensitivity, savoir faire, and *tact*.

Tact is the inspired language of strength. Learning what to say and how to say it will get results for you which will seem just like magic.

Every situation you find yourself in, and every time you must call someone's attention to a particular way of acting, keep tact in mind. Tact will be the key to how those people receive you and what you say and whether that person will ultimately take the action that will benefit all concerned.

When you master the art of tact, you will constantly and consistently find yourself in the position of *Winning Without Intimidation*.

Just think for a moment: How many of us will it take—no longer reacting, but responding to the challenge in our work and lives and *Winning Without Intimidation*—to change the world for the better forever . . . ?

WWI Nugget **Just a Thought**

Each and every year millions of 1/4 inch drill bits are sold and yet nobody buying any one of these actually wants a 1/4 inch drill bit.

Why do they buy them? Because they want a 1/4 inch *hole*.

What's my point and what does that have to do with *Winning Without Intimidation*? People do things for reasons that aren't always obvious and we need to know what those reasons are.

Not everyone has the same reasons for buying a given product. Some base their decision on price, others on quality and still others on style.

Not everyone reacts or responds to a situation for the same reasons we might. When *Winning Without Intimidation*, you have to find out what will motivate that person to buy your 1/4 inch drill or what will motivate him to do whatever it is you want him to do.

Chapter 4 **Winning Without Intimidation in Sales**

Professional selling is really nothing more than helping a person (your prospect) to do what they already want to do, or really need to do. Simple, right? Yes, but not necessarily easy. The human tendency to procrastinate and not take action makes persuasive selling a must.

Aside from that, technology has, for all intents and purposes, leveled off the playing field. By and large, price and product quality is fairly equal all around. Sure, there will always be differences in both of those, but it's getting harder and harder to find on a consistent level.

More than ever before, the difference between attaining the sale or not . . . is you! How does your prospect feel about you? That is the question. And basically, it all comes down to the Golden Rule of Sales, which says, "All things being equal, people will do business with, and refer business to, those people they know, like and trust."

In this chapter, you'll learn how to quickly create that type of feeling towards you in your prospect using the ethical, persuasive methods used by today's most successful salespeople. The result is that you will far better be able to help more of your prospects to own your excellent products or services.

WWI Lesson 95 “A Good Time to Call?”

When calling a prospect who is not expecting your call, a great way to put him or her at ease with you – and clear the moment as well – is to use the phrase, "Mr./Ms. Prospect, this is Tom Salesman (your name might work even better :-)), do you have a really quick minute or have I caught you at an awful time?"

Yes, there are those from the "old school" of sales who'll say, "Bob, are you kidding? You're making it too easy for the prospect to get rid of you."

Let's think about that:

First of all, if they truly are too busy, they are not concentrating on what you're saying anyway. For example, she replies to your question by saying, "Actually, yes, I'm in the middle of a conference and I'm surrounded by four clients with a deadline for completion on another project in 30 minutes." You can pretty much safely assume that at this point you wouldn't have her full attention anyway. In fact, she will more than likely resent your taking up her time. This, of course, would make connecting with her later and *Winning Without Intimidation* a whole lot more difficult for you.

Secondly, by giving her an "out" you are making her feel comfortable that when she does eventually speak with you, you won't take up more time than she is prepared to give.

What your prospect will most likely say is, "Well, I've got a really quick minute, what can I do for you?" Or she might even say, "No, this is fine."

At this point, you will give her your 5-7 second "benefit statement", which is a brief statement of the benefit(s) she or her company would derive from doing business with you. If your benefit statement "hits home" and you ask the right questions, you'll have her on the phone for as long as you both deem necessary to begin the sales process. Most importantly, you showed respect for your prospect's time, you are honoring her and making her feel good about herself. . . and about *you*.

WWI Lesson 96 **Build Rapport First**

Presenting your product or service to a prospect with whom you already enjoy a “Know you, Like you, Trust you relationship” puts you halfway to success. At this point, you simply need to show your prospect that he or she will be better off by purchasing than by not purchasing.

What about making a presentation, however, where that relationship has not yet been developed? Possibly you are meeting that person for the first time. Or, they were not the original person with whom you’d been working, but just recently took over that position. Well, now we’re talking a whole new ballgame.

Why? As we discussed earlier, one of the key principles of decision-making is that people buy emotionally, and back up that emotional decision with logic. And that emotion-based decision is often a matter of how they feel about the salesperson. This is because, typically, they understand that the salesperson knows more about the product or service than do they, so if they feel as though they know you and like you, and . . . most importantly, trust you (and your judgement), they’re more likely to go with your suggestion.

Here’s an example: When I was in radio advertising sales, I called on a very nice woman who owned an insect exterminating company. It was a cold-call. I had knocked on the door of the business, was able to sit down with her, and make my presentation. At that point, there was absolutely no feelings of “Know you, Like you, Trust you.” She told me politely, but flat out, that she wasn’t in a position to buy advertising.

Now understand, when someone tells you that, 99 percent of the time that means, “based on the information I now have (absolutely none), I don’t see the benefit of taking my hard earned money and giving it to you.” Not too difficult to understand. I believe many of us would feel the same way.

So what I did for the next 45 minutes was simply to build rapport. We talked about our similarities in thought, background, values, talked about her children, her hobbies, her work (she was an absolute expert regarding insects!), etc. At the end of that 45 minutes, without my even giving her a formal presentation, she purchased an advertising package, telling me, and I quote, “I have the money to do that.”

Let me ask you this: Did her financial position and resources change in the 45 minutes we chatted? How did it go from an initial “I’m not in a position to buy advertising” to “I have the money to do that?” One word: No, not “plastics.” “Rapport.”

She could tell I was interested in her, her thoughts, feelings and goals. She felt more as though she knew me, liked me, and trusted me. The presentation wasn’t important to her – the relationship was.

Key point right here: Please know that there are skillful con artists out there who have an innate ability to smoothly establish rapport with people and quickly develop the “Know you, Like you, Trust you feelings” we’ve discussed. That is dangerous, so always be aware of that possibility when it comes to any type of substantial investment you are being asked to make.

As is the case with any universal principle (from gravity to persuasion), it can be used to help or to harm. In *Winning Without Intimidation*, they are always used to help.

WWI Lesson 97 **Matching the Other Person's Words**

People rarely argue with themselves. When you can repeat an idea they expressed back *to* them they will usually be in agreement. This is something really powerful which will endear you to them and make them more apt to want to give to you what you want.

Whether repeating something in that person's own words during the initial conversation or repeating something in their *language* from an earlier conversation, this technique will work. The example that comes to my mind right away took place during the selling process, and I believe went along way towards this particular sale, which led to a lot of referrals down the road.

I had been talking to a manager about doing business with his company and he went out of his way to get me some information for the personal research I had to do before the presentation for him and his supervisor which would be in about four months. That courtesy was something he did for all salespeople and was very nice and supportive.

I happened to meet his supervisor a couple of days later at a local business function and I related that story to him about the manager's special efforts. The supervisor, being proud of the manager, said to me—using these exact words, ". . . and that wasn't something he *had* to do."

Several months later, about a week before my presentation, I saw the supervisor again and brought up the effort of the manager, and this time *I* added the words, ". . . and that wasn't something he *had* to do." I immediately noticed the supervisor acting a lot friendlier and much more open with me. He didn't remember saying those exact words to me but they were words that were comfortable to him because they were his own. By the end of our conversation, he let me know he was looking forward to doing business with me.

It's a good idea to match words, expressions, tone, even volume, in order to speak in the other person's language.

Les Giblin says this not only proves you've been listening but is a good way to introduce your own ideas without opposition. I definitely agree! Because people tend not to argue or even disagree with something *they* said themselves.

WWI Lesson 98 An introduction to NLP-Neuro Linguistic Programming

The principle and technique of speaking to people in their own language has been brought to the forefront on an even more specific basis through the technology of Neuro Linguistic Programming. Developed in the early 1970's by Richard Bandler and John Grinder, NLP is basically a way of quickly and effectively developing rapport with another person. After reading several books on the subject and taking a private NLP course, I find NLP fascinating and very helpful. In a sense, the previous example of saying another person's words back to him was incorporating NLP. But there's a lot more to it than just that.

In NLP, we're taught that as human beings we process information in three different manners, with usually one of these being the primary way. The three are Auditory, by hearing or sound; Visual, by sight; and Kinesthetic, by touch or feeling.

Often, the words we use tell the listener either our primary method of processing information or at least our mental state at that particular moment. And, of course, vice-versa.

The words, "I *see* what you mean" indicate that person is mainly visual or at least is presently in a visual state. The best way to respond is to also speak in a similar terminology such as, "It *looks* good to me, too." Can you "see" how you've matched his or her state? If she says, "That comes across clear as a *bell*," that indicates the auditory or sound state. If she is mainly kinesthetic (touch or feeling) or is at least presently in that state, she might say, "It just doesn't *feel* right to me," or "I can *feel* it in my gut."

One time I was discussing with a friend a personal challenge I was working through and said to her, "It's getting better. I can finally "feel" the light at the end of the tunnel." She, being a student of NLP, pointed out, "You are kinesthetic, aren't you? You just told me you could feel the light at the end of the tunnel. Not *see* the light, but *feel* the light." She was correct.

When you can speak in your prospect's language, he or she is more receptive to you, often unconsciously so. There is even a way to know a person's present state by asking questions and actually watching where their eyes go. It's pretty amazing, and what I've mentioned here is just the tip of the iceberg.

One client of mine tells me that he even uses NLP techniques while teaching his Sunday School class in order to help develop a quicker rapport with his students. There are several good books and classes on the subject of NLP and I highly recommend learning more about it. It's a great way for you to add some new technology to your *Winning Without Intimidation*.

WWI Lesson 99 **How to Disagree with Your Prospect and Still Win Without Intimidation**

No one likes to be corrected, even when they say something that is absolutely wrong.

Your prospect tells you he would never buy your product because it doesn't have the capacity to cross-file data to the 102nd mega degree. You know that's not true, yet, if you come right out and tell him he's wrong, he'll resent you for it.

You could convince him logically of the fact that your product not only can cross-file data to the 102nd mega degree (whatever that means), but could also do it at the speed of light, while blindfolded, and the chances are your prospect will still say "No." He'll find a way to say "no" to protect his position anyway he has to because he feels his ego has been bruised.

Would you agree with that? At least nine times out of ten—right? We've all watched it happen.

Your boss gives you back a report you handed in and asks you to correct one area that you know was right. You researched it, checked and double checked it and you know *it's right*.

How do you suppose your boss will respond, however, if you simply tell her she was wrong, that your report was right? Is there a chance her ego may not appreciate that and she'll find a way to make it and you wrong, or look for something wrong on your next report? Unless this person is an extraordinary human being, you bet she will!

Why take a chance? Phrase your disagreement in a way she can live with and even appreciate. Take the onus off her and put it on your own "lack of understanding." This works like a charm.

When having to disagree with another person's statement in order to get your point across and get what you want, it's often best to lead into the correction with statements such as, "Correct me if I'm wrong . . ." or, "I don't understand . . ." or, "Could you clarify something for me . . . ?"

Pat in delivery tells you he can't deliver the product you sold to Amalgamated Industries (a large sale, by the way) by Friday. You could *react* by saying, "You did it the same day for Dave Sprazinski on a special delivery order!" Instead, why not *respond* with, "Joe, correct me if I'm wrong—you know these things much better than I do—weren't you able to get my fellow sales rep Dave Sprazinski's product to his client on some sort of, I don't know, special delivery order?"

Your client, Marjorie says, "I don't like how that looks in this particular order." Two

days earlier, that's exactly the order she wanted it in and correcting it would cost you a whole lot of time and money. But if you come right out and tell her that, she probably won't budge an inch.

Why not lead into your statement with, "Marjorie, could you clarify something for me, because I want you to be totally happy with my order. I interpreted what you said to look this way. It really does work great, too, your judgment was right on the mark. Can we review this step-by-step?"

Keep in mind, when you have to correct someone who is wrong, you need to do this without offending them and their ego. Use diplomatic phrases that allow you to *tactfully* move into the information you need to express in order to get agreement from that person.

WWI Lesson 100 **Handling Rude People on The Telephone**

From sales prospects to government employees and a zillion others in between, there are times when you make a necessary, important call and are met by a person who is rude. It may even seem as though he or she lives for the sole purpose of making your life miserable; especially during this particular call.

Let's say you've never met him. You don't know him and he doesn't know you. He's either just not a very nice person or he's having a particularly bad day. It's the same to you either way— isn't it? After all, what do you even know about him? This is a phone call between two strangers and possibly the only one you'll ever have.

Let's look at how to handle that person and Win Without Intimidation.

Begin by making the conscious decision to *respond*, not *react*. Most people in this situation would react—they'd argue with the person, insult him right back, try and match him word for word and attitude for attitude or, even better, beat him at his own game.

While that may provide a temporary pleasure, in the long run, it won't work to your advantage. Not only will you probably not get what you need or want from that person, but you'll have made an enemy that might somehow come back to haunt you one day.

Make the conscious decision to respond and not react.

Next, while he is talking, complaining, yelling, being generally unhelpful or whatever, hear him out *without* interrupting. Then very sincerely say, "I'm sorry, I must have said or done something to upset you. Did I?" And then be silent.

It may take a few seconds but usually the other person will come back with, "No, I'm sorry, I'm just having a bad day."

You can then respond with, "Boy, I've had some of those myself, it's always a lousy feeling." Then they're yours. They know you understand. Most people simply want to be heard and understood.

The same idea goes for handling an incoming upset call, with a slight twist.

Let's say you represent a product or service and a customer calls to vehemently complain. This also works in person just as well, but let's pretend for right now that you're on the phone with them.

She calls and starts right in with everything that's wrong with you, your company, your product, your service. She even complains about your name—if she knows it.

Choose to respond, not react.

You know what you do? That's right . . . you listen, silently, hearing her out completely. If it's an in-person situation, nod your head understandingly every so often. When she gets through, again let her know you *understand*. "I understand you feel very strongly about this and, quite frankly, I feel badly that this happened to you."

If appropriate, apologize. If not, don't. Or apologize anyway. Just put yourself in that person's shoes. How would you feel?

When you speak this way sincerely, you'll disarm her because she has readied herself for the *average* person who's going to shout right back and try to win *through* intimidation. Nine times out of ten, the person will calm down right then and you'll be able to have a conversation based on the Adult-to-Adult state of mind. If she doesn't calm down, go back to what you learned earlier about the three P's. Be Polite, Patient and Persistent. As long as you keep *yourself* in the Adult state, you'll outlast the other person's Parent or Child state and end up *Winning Without Intimidation*.

One point brought up in the previous example was letting a person have their say, hearing them out completely without interrupting. This is another habit we all need to develop for any situation. This has always been a tough one for me but I've made dramatic improvements in this area since making a consistent, conscious effort. You see, I can discuss anything and I naturally get so passionate about it I just can't wait to get my point across even if that means cutting someone off in mid-sentence. But that's worse than ineffective.

Whether you're discussing politics with a friend, taking part in a social group debate or making a sales presentation to a prospect, you've got to let whoever is talking finish their point. If not, they'll become frustrated and angry and any point you make they will not buy—emotionally, where it counts. Interrupting and ramming home your agenda is just another form of intimidation and it's very difficult to win that way—and you'll never get the chance to do it twice!

WWI Lesson 101 **Long-term *Winning Without Intimidation Through Personalized Thank You notes***

Let's change speed right here and once again focus on creating some consistent, long-term sales success. This may seem to be a bit of an inconvenience but it really isn't. Once you develop this success habit, it will make a world of difference in your ability to cultivate more “Know you, like you, trust you” relationships resulting in dramatically increased sales and referrals. You'll have people on your side *for life* after you do and potential challenges may never actually surface. This habit of long-term success is simply, "writing thank you notes."

I know, we've all been taught to do that. Our moms may have insisted we write thank you notes after attending a birthday party or eating dinner over at someone's home. If you're in a selling-related field, you may have learned about thank you notes in Basic Sales Training 101. However, very few people actually write them, not realizing they are missing a golden opportunity.

When you send a note to someone you just met, regardless of whether business has even yet been discussed, you are remembered for a good reason—you distinguish yourself from all those who don't send notes, which is almost *everyone* else.

I've found sending thank you notes to be one of the most—if not *the* most—powerful tools in building a super huge professional network. I've also noticed that people with the most impressive networks are avid note writers. Does that say something? I think it does.

Not only will you be remembered by the person to whom you sent the note, you will also be remembered for having cared enough to make the effort. Show someone they matter to you and you will matter to them.

When you meet a person who may be in a position to either purchase your products or services or refer you to others who can, send a nice, hand-written note. When salespeople do this with consistency (consistency being the key), they receive dramatic long-term, as well as often even short-term results.

Here's how I set mine up: I went to my local quick printer and had her design the notecard for me. It was 8 1/2 by 3 inches on paper just a bit heavier than the usual 20 pound bond. That size will fit comfortably into a standard number 10 envelope. The card's design has my company logo on the upper right hand side and below that is my picture because I want recipients to be able to remember who I am. The picture should be small and professional according to the image you wish to project.

A lot of people are embarrassed at first to include their picture but it really does help others to remember you. Remember the saying, "Out of sight, out of mind?" Below the

picture is my address and phone number, and on the very bottom of the card is a short benefit statement about the product or service I provide.

Keep your information from taking up too much space. You want this note to be oriented towards the other person, not a piece that looks like an advertisement for you. That would have exactly the opposite effect from what you want. Regardless of the business you're in, set the card up the same way but geared to your own unique situation.

If you'd like a free sample of mine so you can take it to your local printer for easier setup, just send a self-addressed, stamped envelope to the address in the back of this book requesting Bob's notecard and one will be sent to you promptly.

When writing the note, I suggest using a pen with blue ink. Blue ink has been proven to be more effective both business-wise and personally. The note should be kept short, simple and sweet.

When I meet a potential business contact, my note will read, *Hi, Ann, Thank you. It was a pleasure meeting you at the Chamber of Commerce function. If I can ever refer business your way, I certainly will. Bob.*

When sending your note, insert the notecard into a number 10 envelope. *Hand-write* the person's name and address and make it a point to *hand-stamp* the envelope instead of putting it through a postage meter. You want the letter to be opened, not to be perceived as "junk mail." Anyone in the business of mail order will confirm that letters that look personal on the outside increase their odds of being opened tenfold!

Although you most likely won't receive business or referrals directly from these notes (though that will often happen), you'll have begun the process of positioning yourself as someone special in that person's mind, and closer to that all-important "Know you, like you, trust you" feeling.

But what about just sending a thank you note via email? That's fine, of course, but not for the first note. *Anyone* can do that, and it does nothing to distinguish you from *anyone else*. Make that little extra-special effort and send it via snail mail, just as described. After that, feel free to email whenever appropriate.

I suggest getting into the habit of immediately sending notes. One major factor that separates those who succeed in any area of life from those who don't is the ability to take action at the correct moment. In today's superfast-paced society, that moment is NOW. Actually, *ability* isn't even the correct word. The proper term is *self-discipline*.

Realize the following fact of life: The longer you wait to do what you know you should do now, the greater the odds are that you'll never actually get around to doing it. This is known as "the Law of Diminishing Intent." Sending notes is too important a tactic to never actually get around to doing.

WWI Lesson 102 **How to Totally Destroy An Easy Sale**

The following example will probably happen only rarely, but people who succeed usually base their success on those little differences which are not noticed and acted on by the masses of average, less successful people.

One afternoon as I was walking out my office door, I crossed paths with a young, sharply-dressed man. I politely smiled and said, "Hello," as I would to anybody, yet he responded with what I call a "don't bother me, buddy" look. Obviously, he figured I was *just* another salesperson or one of my company's employees. He probably didn't guess I was "the company." When I got to my car I called Ilene, my office manager, and asked who that was.

She explained that he was the guy we were buying the two new computers from and that he was outside her office now waiting for her. I told her what happened and said I'd rather not buy from him and that if she'd like I'd come in and tell him personally so she wouldn't have to. Surprisingly, she told me she would be glad to handle that because he had been rude to her on the phone the last time he called.

Apparently he had called to ask for directions and she picked up the phone instead of the receptionist. He was quick and hurried while she was providing the directions to him and as soon as she finished, he abruptly hung up without saying "Thank you." I'm guessing he thought it was okay to act that way to a secretary or receptionist.

That young man lost two nice, easy sales . . . about \$5000 worth. He had simply come in with the paperwork for us to endorse. We had ordered those computers over the phone. That situation is what some people in the selling profession call a "laydown." That sale couldn't have been any easier for him. He had to really work at losing that one . . . and he did.

I guess you could say it's a good idea to be polite to everyone you meet. Not only is it the best and proper way to act, but you don't always know who you're talking to.

As a kicker to this story, several months later I found out that an acquaintance of mine had gone to work as manager of that computer store. I related what happened and he was not at all surprised. He explained that the three salespeople they had when he started—the guy from the previous story being one—had created a whole bunch of ill will for the company by treating practically all their prospects and customers in a similar way.

They were all let go . . . all fired when the owners heard enough of the negative feedback from customers (and probably *former* customers). My acquaintance added that he and a couple others had been brought in by the ownership to restore the goodwill that had once been an integral part of their company. Amazing, isn't it?

WWI Lesson 103 **Just Hear Them Out**

There are times when absolutely the best thing we can do in order to persuade is to listen—really listen to the *other* person. Just listen until they are finished. Let them talk themselves out and know they've been heard. This works in all types of situations. In sales, it's often the difference between the sale and the miss.

When I was in television advertising sales, I walked into a business on a cold-call in an attempt to meet the owner and help him purchase advertising time on my station. As soon as he discovered my line of work, he began a verbal assault on my profession. He ranted about why he would never "in a million years" buy TV advertising time.

Despite the natural human urge to snap back at him or defend my position, I just let him talk—thinking to myself (I'm ashamed to admit), "Well, this sale isn't going to happen." After a while, his tone began to soften. He started talking about a friend who had done well through television advertising, and I began thinking, "I don't believe this . . . this guy's gonna buy after all." And he did. He actually sold himself!

Does it always work out like that? No, but letting people talk themselves out is a good beginning and you never know!

After the person talks himself out and has nothing left to say, it's great to let him know you understand his concerns. Remember the Feel, Felt and Found technique we discussed earlier? Use that, and then ask if there are any additional "*questions*" he might have.

Using the word "questions" instead of "problems" is much more effective. When they say they don't have any, you're in an excellent position to handle the situation in any way you may deem effective.

WWI Lesson 104 **What, Who, and How**

While reading a very good book by Milo O. Frank entitled, *How To Get Your Point Across In 30 Seconds or Less*, I was reminded that there are three essentials for every form of spoken or written communication: "Know *what* you want, know *who* can give it to you, and know *how* to get it."

Know exactly *what* it is you want from the transaction with the other person. Focus your efforts on an outcome you'll be happy with.

Know *who* can give it to you. Do you need to find a tactful way of getting from the person you're with to the person who really has the power to say "Yes"? Nearly anyone on any level can say "No." You need to know who it is who can give you what you want.

You accomplish the how part by using the skills and techniques in this book and those you learn from other sources as well.

WWI Lesson 105 **Find the Who**

In an issue of *Selling* magazine, I read about Joe Cousineau, president of his own company in the oil business. He expertly used the art of finding the "who" when he was regional sales manager for another company within the industry.

Cousineau was trying to land an account with the largest purchaser in his region—a company already doing huge business with his competitor. He arrived right on time for his meeting with the purchasing agent but was then distressed by the treatment he received.

The purchasing agent did not invite Joe to come in to make his presentation but instead, while standing in the lobby and looking at his watch, told him he had exactly five minutes to explain why the company should change over to Joe's product instead of staying with the supplier already in use.

Joe knew that five minutes was far from enough time, and to make matters worse, the purchasing agent never made eye contact, showed no interest in what Joe was saying, and would check the time every 30 seconds. At the end of five minutes, the purchasing agent abruptly stopped the presentation, announced time was up, shook Joe's hand, turned on his heel and left.

Joe was stunned. The receptionist, who witnessed this transaction, was quite embarrassed by her boss' behavior but was not in a position to do anything about it. Joe left.

Had he not been taken by surprise and hundreds of miles from home, Cousineau probably wouldn't even have given a presentation. He would have most likely questioned the purchasing agent on how they could work out a better time to meet in a more efficient setting. In fact, he may have done just that.

What I do know is that the way Joe Cousineau handled the situation from there on was a textbook example of finding the "who" and then *Winning Without Intimidation*.

After reassessing the situation back in his own office, Joe realized that he did not deserve that kind of treatment. It would also be wrong to let that purchasing agent's rude, unprofessional attitude keep his company from realizing the benefits of Cousineau's products.

Joe determined that the "who" to talk to was the president of the company and that's who he called. Joe explained to the president that his product had been proven to be superior and outperform its competition at far better terms and prices and that he had arranged a meeting earlier in the week with the company's purchasing agent to review those points.

Then he calmly explained to the president what had transpired and told him that the purchasing agent's conduct . . . now this is a great word . . . *confused* him. What an excellent choice of words, putting the onus of the misunderstanding upon himself—a great "I message"—which you *know* piqued the president's curiosity.

Joe continued by saying that he had decided before "closing the books" on this company altogether to break the usual chain of command and phone the president directly.

Joe told the president he was new in the territory and asked if it was company policy to give vendors only five minutes in the lobby for presentations. If not, did they have a special arrangement with another supplier and was that possibly the reason for his unusual treatment?

"Was the purpose to discourage me?" Joe phrased that question carefully enough to not imply any improprieties between the company and their present supplier.

The president asked Joe to describe again precisely what happened and if there were any witnesses. After learning about the receptionist, the president confirmed Joe's story, apologized and gave Joe an appointment with him personally without the purchasing agent present.

Cousineau put together a transaction which to this day ranks as that division's third largest account ever. It was also the sale which Cousineau credits for turning his career around. As for the purchasing agent, management decided to put him into sales (on a personal note, I hope it was in their *North Pole* division) so he would learn what it's like to get the sort of mistreatment he had been dispensing to others.

Joe Cousineau's story provides an excellent example of finding the "who," putting that person on your side, and then expertly *Winning Without Intimidation*.

WWI Lesson 106 **Get The Person from Whom You Want Help Involved in The Challenge**

People will be more apt to help you solve a challenge if they feel your challenge is also their challenge.

Les Giblin brought this point up beautifully in *How to Have Confidence and Power in Dealing With People*. He suggests, instead of asking someone to help you with *your* challenge, make it his challenge as well simply by asking him how *he* would solve the problem.

For instance, in a non-sales situation, imagine you're trying to figure out how to connect a gidger-gadget. You know that Tom has good mechanical skills and it would be a snap for him to make the connection. You, on the other hand, are like I am and can't put together a two-piece gadget that says, "Snap on here."

You could just come right out and ask Tom to do this for you, but unless he's a good friend or just naturally helpful, he'll probably find a reason to decline. But if you say, "Tom, you're a master with your hands and I'm the worst; how would you suggest I begin to put together a gidger-gadget?", Tom—whose ego you just fed quite nicely (You just called him a *master*, remember?)—will probably want to show you how. And he might not stop until he's done.

Let's say you're trying to get an introduction to Deborah Durham, the decision-maker of a company who could use your products. You're sure that if you could just get in to see her you could have her as a very lucrative, long-term client. You know a man in the company named Steve, who personally knows Ms. Durham, but you don't know him quite well enough for him necessarily to want to go out of his way for you. Instead of asking him to make the introduction, what if you just got him personally involved in the process? "Steve, could I ask you for a piece of advice regarding a certain challenge I'm having?"

You've made Steve feel important—and that's good for his ego, which might cause him to be interested in how he could attain that particular pay-off of emotional pleasure.

"Sure", says Steve, "what can I do for you?"

"Well," you reply, "If you don't mind my asking, if you were an outside salesperson who needed to see Deborah Durham at your company in order to show her your products and you just couldn't get past her secretary, what would you do? I can't figure it out."

Wow, what a challenge you've given Steve! How could a person given so much respect for his inside knowledge possibly refuse to share that information? Not that it couldn't happen, mind you, but you've certainly increased your odds of getting an

introduction to Ms. Durham.

Another win!

WWI Lesson 107 **Winning Without Intimidation by Making-Up**

There are times you might need to break the chain of command to get to the person who can make a major purchase of your products. Your successful sale may make your first contact resentful.

It still behooves you to befriend that first person because she could still play an important role in your relationship with that company. Letting a person save face after you've gone over her head—and won—can play a major role in how smoothly your relationship with this new client or customer will proceed. The next time you see or talk to her, thank her for her help or contribution in getting the sale.

"Frank, I really appreciate your help," or "Mary, I appreciate your support and look forward to working with you over the next few months." That's all you need to say.

I know, she had absolutely nothing to do with it. You're right. She knows that. You know that. And she *knows* that you know that. By letting her save face, however, you are showing your class, protecting her ego, and giving her good reason to work harder to help you from that point on.

In my experience, that person will be on your side with loyalty that's truly an asset.

The only instance in which this will not work goes back to what we spoke of earlier, "You can't argue with a crazy person" (See Lesson #87). If he is irrational and totally offended by your actions, he probably won't come over to your side—at least not right away. You'll just have to make sure your other relationships within that organization are even stronger so there's no way sabotage can come into play.

Usually that will not be a challenge. Letting that person save face after you've gone over their head and won will generally bring them over to your side

WWI Lesson 108 Notice Something of *Their* Interest

If at all possible, before going into your presentation, notice something which is of interest to, or a source of pride for, your prospect. A picture of their child on their desk. Trophies on the wall or something . . . *anything*. But your interest must be genuine or they'll pick up on your insincerity for sure.

One gentleman in particular was in a position to give me a key referral that would have benefited me greatly in my business. He invited me to his home to discuss the matter with him, letting me know, however, that he was not promising me anything. He was a retired businessman and the first thing I noticed as we were walking through his garage was a huge display of hand-carved wooden birds. They were fascinating, beautiful and exquisitely made.

"Did you carve those yourself?" I asked.

Guess what we talked about for the next two hours?

Did I get the referral? I sure did.

It turned out that in his retirement he made carvings pretty much day and night. The wooden birds were absolutely incredible. They were also now his primary measurement of self-worth and form of satisfaction after a long and distinguished career in business.

Notice what is important or of interest to the other person and you'll be well on your way to *Winning Without Intimidation* effortlessly!

WWI Lesson 109 "Aside from You . . . "

Every one of us in sales has experienced the horror of discovering that, after making the perfect presentation, handling objections flawlessly and closing the sale magnificently, alas (that's right, "alas") we were talking to a person who was NOT the decision maker. ARGH!

In order to ensure to the best of your ability that doesn't happen ever again, make sure the person to whom you are presenting your product or service does in fact have the authority to make the final buying decision.

But how do you do that tactfully, gracefully, in a *Winning Without Intimidation*-type manner? After all, you can't say, "All right buster, who REALLY is the head honcho here?"

Instead, near the beginning of your presentation, simply use the phrase, "Dave, aside from yourself, who else is involved in the decision-making process?"

This way, you've allowed him to feel important and "save face" while providing you with the decision-maker's name. Now, depending upon your unique situation and circumstances, you can approach the sale correctly.

WWI Lesson 110 “If/Then”

The words "if" and "then", when used in tandem, are two of the most gently, yet powerfully, persuasive words you can use when answering a prospect's objection.

For example, your prospect tells you that since your "widget" is priced higher than your competitor's, she won't be able to buy from you. You know, however, that with the greater number of "whichamahoozes" per second your widget can produce, the actual "cost" of yours in comparison is much lower. You would then phrase your question:

"Ms. Prospect, 'If you were certain that, when taking the actual production of our widget into account, that it would actually cost less than my worthy competitor's widget, 'then' would it make sense for you to own this one?"

One caveat: Keep far, far away from phrasing your "If/Then" question as, "If I could convince you that..." People don't want to feel as though they've been "convinced" or "persuaded" by anyone other than themselves. Thus, that kind of wording will immediately alert their "ego defenses" and they'll do their best to keep from being "proved wrong."

When phrased properly, however, as well as the facts to back you up, the "If/Then" response will work wonders.

WWI Lesson 111 **Feel, Felt, and Found (or, Making a Prospect Feel Good About Voicing Objections)**

Your prospect needs to always feel comfortable about presenting you with an objection. Why is that? Because, if not, he or she won't voice those objections. "Well, sounds good to me", you might be tempted to say. But you also know that, although it may be more comfortable than actually having to deal with an objection, it's also dangerous. Why? Because if your prospect refuses to voice his or her objection, they eventually might say no to your product or service based on the answer they never received . . . to the objection they never shared with you.

One of the most effective ways to make your prospect feel good about and then handle objections is to first congratulate them for that very objection, and then turn their "objection" into a "question." And, more than anything, to show them you understand their feelings.

This is one of the most effective methods for *Winning Without Intimidation* you will ever use in practically any situation (See Lesson #31) but, within the selling process, it's an absolute success *staple*.

A fact of life is that people (in this case, prospects) want to feel as though they're understood. And, when they have a question or concern, they want to feel as though they are understood . . . by you!

How often have you seen a prospect give an objection and the salesperson merely answer it with facts. Facts that make sense. Facts that are correct. Yet, the prospect seems to withdraw more and more until finally, the possibility of a sale is lost forever.

Instead, regardless of the question, let your prospect know, not only that you understand how he or she feels, but that others (maybe even yourself) have felt the same way, and then they (or even you) found the correct information.

For example, your customer tells you your price is too high compared to your competitor. You happen to know that's not true, because even though the listed price is higher, your product includes more widgets, actually making your price lower. If you merely provide that fact, you've basically told him two things; One is that you don't understand his feelings, and two, that he's wrong (see Lessons 2, 3, and 4). Have you ever noticed that most prospects don't appreciate either of those?

Instead, let's use the *Winning Without Intimidation* approach. Again, your customer states that your price is too high compared to your competitor. It isn't true, but let's now handle it much more effectively. We'll boldface the words, "Feel," "Felt," and "Found" so you can see how they fit within the structure.

Prospect: Mary, I have a problem with this. I like the quality of your product and your competitor's equally, but I happen to know that your price is higher than your competitor.

Mary: Ummm, yes, I understand how you **feel**. In other words, as much as you like the quality, you see our price as being higher, and obviously, you want to go with the best price for what you're getting. (By the way, what was extra good about Mary's response was that she repeated back the customer's challenge, so he *knew* she understood.)

Prospect: Yes, that's exactly it.

Mary: That's a great question (ah, she turned an *objection* into a *question*, which reframes it just a bit more positively in the prospect's mind). Many others have **felt** the same way.

(This gives legitimacy to the prospect, which makes him feel good about himself, and about Mary.) What they **found** was that after taking into account the number of widgets included in our particular product, combined with the life expectancy, that our price is actually 12 percent less than any of our competitors.

What you've done is answered your objection factually, but with total understanding and respect for your prospect's feelings. You can use the "Feel, Felt, and Found" technique practically always, but because it is a technique that many know, you must make it so it's not too obvious. Otherwise, your prospect may feel *techniqued*, and that's the worst thing you can do.

In other words, if for every objection you simply say, "I understand how you feel. Others may feel the same way. What they found is . . ." your prospect, especially if he has learned this as well, will be thinking, "Hey, what's this salesperson trying to pull?" So make sure to work it in with tact and diplomacy. "Feel, Felt, and Found" is a wonderful way of responding to a prospect's objection because it honors him or her, and their feelings. Use it often and correctly, and you'll find you're able to help a lot more people to comfortably and successfully own your products or services.

What you did is to move the situation from confrontation (objection) to seeking understanding (question). Now you are in a position to provide the necessary information to your prospect in a way that will help him or her to the sale.

Remember, before you can adequately answer an objection, you must move it into the position of a question. It's moving from the area of confrontation into the realm of understanding. Which realm do you feel builds a better rapport between you and your prospect?

WWI Lesson 112 **The Trial Close**

The trial close is a very nice, non-intimidating method used for determining the genuine interest your prospect has in your product or service. It's a way of asking so that, regardless of his or her answer, you're better off than before you asked the question.

The trial close is a question asked in such a way that, if their answer is "yes," they are ready to buy. However, if their answer is "no" it doesn't mean they've decided *not* to buy. How do we do that? Let's see.

Salesperson: If you were to take this widget, would you like it in this blue color?
Prospect: Yes.

Great, he or she has basically told you they want it in blue. Now take out the paperwork and get their "okay". However, let's try the other answer.

Salesperson: If you were to take this widget, would you like it in this blue color?
Prospect: No, I don't like the blue color at all.

In this case, your prospect hasn't said no to the widget - only to the color. Now you can ask appropriate questions to determine if the challenge is simply with the color, or with the widget itself. So, either way you win, either by making the sale right there or learning what he or she doesn't like. Of course, the prospect will also win by eventually deciding to take ownership of your excellent widget.

WWI Lesson 113 "On a Scale of 1-10"

Often, salespeople wonder how to know if a prospect is sold on their product or service, but don't want to ask in a way that could come across as either desperate or intimidating. That's a good idea, since neither of those ways are particularly effective.

We know we need to ask, but in a way that doesn't bring with it either of the above feelings. So let's ask in a *Winning Without Intimidation* manner, and get the most honest answer possible. One of the best ways to accomplish this is to utilize a method called, "The Thermometer Close," championed by the Sandler Sales Institute (tm).

Simply ask, "Ms. Prospect, on a scale of 1-10, one being no interest at all, and ten being you're ready to go ahead and take ownership, where do you see yourself?" If they answer "seven" then you know there must be an objection. Now just ask, "What would we need to do to bring that up to a "ten?"

Their answer will state their objection and, from that point, you can proceed accordingly. What a nice, non-intrusive way of helping a person to own your product or service.

WWI Lesson 114 Asking for Referrals So That You Get Them

Attaining referrals – and lots of them – from your clients is obviously an important and profitable part of your business. Yes, most salespeople find asking for referrals to be perhaps the most difficult and intimidating (both for them *and* their client) aspects of the sales process.

Typically, most salespeople ask this way:

“Mr. Customer, do you know anyone who’d also benefit from owning these widgets, just as you are?” Or, they might ask, “Ms. Client, who else do you know who might also . . .?”

The problem with each of the above methods is that presents your potential referral-source with much too big a world – mainly, anyone and everyone within their sphere of influence. Because of that, they can’t identify anyone in particular. He or she then becomes intimidated, feels as though they let you down, their mind freezes up and then goes blank. Their response is then usually something like, “Well, I can’t think of anyone right now, but when I do, I’ll call you.”

How often are you then called by this person with the name of someone they just came up with after giving it long and dilligent thought? Almost never, right?

Instead, let’s use a method shared by one of the true masters of selling, Tom Hopkins. In his classic book, *How to Master the Art of Selling*, Tom shows that by funneling down their world into individuals they can see, you are more likely to attain many more referrals. Let’s give an example. Keep in mind that this person whom we are asking already feels as though they know us, like us, and trust us, and *wants* to give us referrals. We just need to help him to do so.

You: Dave, know you were always a golfer. Do you still golf a lot?

Dave: I sure do. Every single weekend I’m out there, whenever possible.

You: Hmm, is there a specific group of people, a particular foursome you team up with often?

Dave: Sure, almost always it’s Joe Martin, Ken Stevens, Nancy Goldblatt and myself.

You: Joe, as far as you know, are any of them in need of these widgets, as you are?

What we did is to help Dave identify potential prospects in a way that is not intimidating. He can easily see them, so his mind relaxes. There’s no pressure. Now, one or more of those people might qualify to refer, or possibly not. Let’s take it to the next step.

You: You’re also a member of Rotary, aren’t you?”

Dave: Sure, and have been for over 25 years. Great bunch of people.

You: Are there one or two people in your club you make a point of sitting next to every Meeting?

Dave: Mike O'Brien and I have been good friends for years.

You: Do you see Mike as being a good prospect for . . . ?

And you can set a couple of additional frames of reference for Dave as well. As soon as one or two names come to his mind, the “referral floodgates” will begin to open and you’ll “happily drown” in that particular flood. All this in the *most Winning Without Intimidation* manner you can imagine.

Quick note: Although asking customers and clients for referrals is a great way to go, know that you can ask *anyone* for referrals, providing your relationship with them is such that they know you, like you and trust you.

WWI Lesson 115 **Setting the Appointment with Your Referred Prospect**

It's one thing to get the referral - it's quite another to successfully set the appointment with the person to whom you were referred. Despite the fact you were referred by someone your referred prospect knows, likes, and trusts, it's still easy to imagine what might be going on in his or her head. For example, "I don't want to be bothered by a salesperson", "I don't need whatever he/she is selling", or "Is this person going to try to 'hard-sell' me on buying their product or service?".

With that in mind, let's utilize the teaching of one of my original prospecting mentors, Rick Hill. Rick's method of contacting a referred prospect is both the most effective and non-intimidating I've ever experienced.

He suggests giving the prospect a "back door" in order that they feel totally comfortable with you, and not at all pressured. (We see the "Back Door" Principle used a lot within the *Winning Without Intimidation* model.)

You: Mr. Prospect, this is Jeanne Smith. Your name came up in a business conversation with Peggy Gallaso. I believe you know Peggy from the real estate association.

Referred Prospect: Yes, I do. We're good friends. What can I do for you?

You: I'm the president of a new relocation association. Peggy didn't assume you'd be interested and, personally, neither do I. She just thought that you might like to take a look at it. We could meet for a quick cup of coffee and I'll run the idea past you.

The key part of that statement is, "Peggy didn't assume you'd be interested and, personally, neither do I."

Can you imagine a less threatening way to approach someone on the telephone? You've just told them they might not be interested, so there's nothing for them to feel defensive about.

Then you assured them that, basically, you wouldn't waste their time.

The phrases "quick cup of coffee" and "I'll 'run' the idea past you" are very effective (providing they're true) as well because in today's fast-paced world, where everyone perceives themselves as being too busy, that kind of language assures them their valuable time will not be taken up any more than necessary.

Putting your referred prospect at ease, both in the lack of pressure and lack of time infringement, will help you to set the appointment practically every time. And then you can help that person derive the benefits from your exceptional product or service. And that is *Winning Without Intimidation*.

WWI Lesson 116 **Receiving the Best Service Possible from Your Suppliers**

If you're in business for yourself, this may be one of the most important pieces of business advice you'll ever receive:

Treat your suppliers the same way you treat your customers and clients!

That's right. In order to ensure a wonderful relationship with your suppliers, one in which you get special, even preferential treatment - especially in those situations where it is badly needed - be sure to build a strong foundation. Accomplish this easily by treating them with all the respect most people normally reserve only for their paying customers.

Do you pay your suppliers on time?

Do you talk "to" them instead of "at" them?

Do you discuss challenges instead of demanding and yelling?

Do you refer others to them if, and when, appropriate?

If you answered "Yes" to those questions, you are on your way to earning that special place in their hearts which will elicit consistent efforts on your behalf - especially in those minor – or major – emergencies where the average customer may not get that same satisfaction.

That's simply a natural result of *Winning Without Intimidation*.

WWI Lesson 117 **Correct Follow-Up**

There are times when, after the sales process is completed (whether that's a day or a year, depending upon your product or service) and the prospect doesn't buy, that it's best to say "NEXT" and move on. Other times it's very appropriate to continue to follow-up at various intervals at least several times. The key is in how you do this. You never want to be – or even appear to be – over-aggressive or, dare I say, pushy.

When following up, be sure and have some "new" piece of information to share with your prospect. That way you're not perceived as being - at best - a pushy salesperson and – at worst - a pain in the rear but, a helpful resource with additional facts.

Two things will be accomplished. First, the prospect will be more likely to take your calls because you have something of relevance to share with them. Secondly, you can continue to see if things have changed (timing) and they might be ready to reconsider.

WWI Lesson 118 **Play the Host, Not the Guest**

In my book *Endless Referrals: Network Your Everyday Contacts into Sales*, I touched upon the idea of positioning yourself as one of the “big people on campus,” or “playing the host, not the guest.”

Whenever you're in business or social situation where you can introduce people to each other, by all means, do so. Someone at an event may be too bashful to go right up and introduce himself or herself to people they don't know. *Go* out of your way to do so for them, and with style. Tell each person what the other does for a living and highlight a couple of their personal interests. Even suggest ways they could do business with each other.

Once, after receiving a referral from someone I met only once, I asked why he thought of me. He replied that he had attended a meeting of an association to which I belong. It was his first time there and while everyone else practically ignored him, I made him feel like part of the crowd, introducing him around and making sure he was always involved in the conversation.

Little things like that get noticed and definitely help you in the sales process or, for that matter, any type of *Winning Without Intimidation*.

WWI Lesson 119 **Feel Good Questions**

When first meeting someone who might be a potential client or referral source, instead of focusing on yourself and what you do, focus on him or her, and what *they* do. After all they are much more interested in themselves than they are in you or me.

Ask *Feel Good* questions. These are questions that are not intrusive or “prospecting” in nature, but instead are simply designed to make that person feel good about themselves, about the conversation, and about you.

For example, you can ask: “Tom, how did you get started in the *widget* business? This is what I call the “Movie of the Week” question, as you are giving that person a chance to tell his story. I assure you, that is something most people *don't* ask him to do.

Another effective *Feel Good* Question is, “What do you enjoy most about what you do?” Let every other salesperson find his pain. Not you; you want your prospect associating his good feelings about himself . . . with you!

Feel good questions aren't designed to make a sale or get a referral; only to begin the relationship process and the feelings of “know you, like you, and trust you.”

WWI Lesson 120 **The One “Key” Question That Will Set You Apart**

After asking a couple of feel good questions, such as those in the previous lesson, you are then in a great position to ask what I call the "One *Key* Question." This question will more than likely set you apart in this new contact's mind from anyone else he or she has ever met before. The reason is that you are probably the only one who has ever asked them anything like this. It will also help you Win Without Intimidation in the long-term—and, depending upon the circumstances, sometimes right away.

Here it is: "Mary, how can I know if someone I'm talking to would be a good prospect for you?"

Think about what your response would be if someone asked you that question; "How can I know if someone I'm talking to would be a good prospect for you?" What would you think? How would you feel?

That's a question that will never offend anyone but it will always be much appreciated. Most people have never been asked *that* question and knowing you are a possible referral source—or even cared enough to ask—will certainly make them want to go out of their way to please you. If you can ever do it, make sure to actually refer business their way.

You can also adapt the essential premise of that question to any particular situation in which you are involved. For instance, "Hey, Mary, how can I know if someone I'm talking to would be a good contact for you in helping your son find a summer job?"

Even if you never successfully deliver a referral (though hopefully you will), Mary will hold you in high regard. She'll most likely be happy to assist you in your endeavors, which includes possibly doing business with you directly (if in the market for what you sell), and definitely connecting you with others.

WWI Lesson 121 **The Negative Yes**

I learned this next technique from the great speaker and sales trainer Tom Hopkins, author of the outstanding book *How To Master The Art Of Selling*. Tom suggests, when trying to set an appointment for something that a person usually resists, phrasing your question in the form of a negative. This way, a "No" response actually serves the same purpose as a "Yes". This works best when the person is used to saying and almost automatically answers, "No."

Confusing? Here's an example of how it works:

A Realtor wanting to visit a seller who is planning to sell her home without professional assistance might ask over the telephone, "Ms. Davis, would you be offended if I popped by to see your home?" Typically, since most people ask if they *can* stop by, she is used to saying "No". Now, when she says, "No," she's really saying "Yes, come on over."

Had he asked the usual, "May I stop by to see your home?" then the "No" answer would have truly meant no. Using the "Negative Yes," he's able to set the appointment.

The "Negative Yes" won't work every time but it will swing the odds more in your favor.

When attempting to Win Without Intimidation by getting a person to consider something you need simply ask, "Would you be offended if . . .?" and finish your request. There's a very good chance you'll get a "No" which, of course, means a winning "Yes!"

WWI Lesson 122 **Develop Rapport with F-O-R-M**

A great idea for initial rapport building, developed by super-entrepreneur Dexter Yager, is the F-O-R-M method of asking questions. This acronym helps focus your attention on what might be important to the other person by knowing that:

"F" stands for (their) Family.

"O" stands for (their) Occupation.

"R" stands for (their) favorite types of Recreation.

"M" stands for (their) Message, what they deem important.

If you want to learn more but they've stopped talking just say, "Really, tell me more . . ." When was the last time you had a conversation with someone who was so genuinely curious about you he or she wanted to know *more*?

When you focus on "FORM" during a conversation, you'll always be talking about the other person's favorite subject—and that always leads to *Winning Without Intimidation*.

WWI Lesson 123 **Winning Over the “Gatekeeper”**

Whether you call him or her the secretary, personal assistant, executive assistant, gatekeeper, or anything else, the fact is it's very easy to see that person as your adversary. After all, your job is to get to see their boss, and their job is to protect their bosses' time.

Let's understand the situation from the side of the gatekeeper. One, their job is a very important and legitimate function of the company with which they are employed. Two, they may enjoy their power to say "no" (i.e. "he/she is too busy to see you"). In either case, the solution is to befriend them, and *make them a part of your team* instead of an enemy to overcome.

How? Begin with courtesy and respect. Then take it a step further. Refer to them as Mr./Ms. Jones' "associate" instead of secretary, until you are corrected by them and given their appropriate title. Whenever you call, say hello to them by name. Try to establish rapport by using some of the methods discussed earlier (see Lesson 93) but be wary of taking up their time if they are busy.

Bring up a topic of rapport whenever you call. Write a personal note to them in appreciation of their time and help (even if you didn't get what you desired – for now!). All of this and more, on a steady, consistent basis will practically guarantee this person being on your side. That is a truly valuable "ace in the hole" when it comes to *Winning Without Intimidation* in the sales process.

WWI Lesson 124 **Turn Their Reason for *Not* Buying Into Their Reason *for* Buying**

In his book, *Secrets of Closing the Sale*, the great salesman and teacher, Zig Ziglar provides a terrific example of helping a prospect take their reason for not buying and turning it into their reason *for* buying. He cited a person knowing he needed a major roof repair after a hailstorm but feeling as though he could not afford it. The salesperson, after acknowledging the prospect's feelings, might respond by asking, "Mr. Prospect, if you can't afford to repair your roof now, won't it be even more difficult after a few more rainstorms to afford the new furniture, the paint job, the new insulation in the attic and still have to purchase the new roof?"

Another example: The prospect says, "I can't afford fifteen dollars to balance a tire." The salesperson responds, "Ms. Prospect, if you can't afford fifteen dollars to balance a tire, then how will you be able to afford the greater expense of the new tire you're going to need much sooner?"

According to Zig, "Chances are excellent you can use the prospect's reason for not buying as the reason he or she *ought* to buy." In describing the concept of empathy he says, "Move to the prospect's side of the table, identify the problem, get involved in the solution and your closing percentage will increase." Great teaching, Zig!

Of course, remember to phrase this in *Winning Without Intimidation* style, always with gentleness, kindness and tact, along with a sincere desire to help the other person.

WWI Lesson 125 Use Testimonial Letters for Third-Party Persuasion Profit

Tell me which will persuade you to buy my "widget" more effectively; If I, the salesperson, tell you how great it is? Or, if your neighbor, or friend, or fellow (whatever you do for a living), or someone you respect, tells you how great it is?

Exactly! So you might want to make a point of attaining a testimonial letter from every one of your ecstatic customers or clients. Then, during the presentation, volunteer to allow your prospect to read whichever letters you feel would be most appropriate.

Hint: Highlight certain key phrases to make it easier for your prospect to find the relevant phrases or information. Also, if you've been in your business for more than a week, you've most likely heard every objection you'll ever get regarding your particular product or service. Let your testimonial letters help you overcome whatever objections you are given.

Example: When the prospect questions your company's ability to deliver on the appointed date, gently show your prospect a testimonial letter expressing how delighted your client was at the expediency of the delivery process. Utilize this tool in order to handle all of your regular objections.

WWI Lesson 126 **Third-Party Edification to Increase Your Sales**

As we just discussed, if you're a professional salesperson, you know how important "third-party credibility" is when it comes to your prospect's perception of you and your product or service. Put more simply, your prospect will believe something good someone *else* says more than they'll believe the good *you* say. This is one reason why testimonial letters are so valuable.

Another type of credibility, however, comes from you edifying (complimenting/building) your associates. For example, when I was selling in-home solar energy equipment I had one advantage and one disadvantage. My advantage was a knowledge of the sales and positive persuasion process. My disadvantage was being about as technically ignorant as one could possibly be (and that's an understatement).

So, what I'd do is bring along an associate - Ed. Though not exactly a colorful personality, Ed was in fact a brilliant engineer. It was very easy for me to, while in the midst of my presentation, field questions by asking Ed to explain. The key, however, was that throughout the presentation, I edified again and again the genius of Ed (no stretch at all as it was true). This provided, for the prospect, total credibility regarding Ed's suggestions and thus, an equal amount of credibility to my presentation. The prospect understood that I answered only what I knew and was impressed by my complimentary attitude toward my associate.

Another helpful idea is to edify other people within the company with whom your prospect might need to transact after he or she moves from prospect to customer/client.

For example, "Dave in our customer service department is a terrific guy. You'll find him very helpful." Or, "Marianne in accounting is a whiz with numbers and she's wonderful at explaining the finances so even *I* can understand. You can always feel free to ask her any questions." "The installers you'll meet tomorrow - Mark and Susan - are real pros. They do an excellent job."

Two points: The first is that all of this must be true. If not, you're in big trouble when the time comes that they interact, as well as your knowing that a fib has been told.

Secondly, you have a degree of control regarding the first point. Let the rest of the team know how much you respect their work and that you've let the customers know about them. When they come through for you, send a handwritten note of thanks and congratulations. Send a letter to the boss as well, letting him or her know how great the team is doing. And, edify all of your team members to each other "behind their backs" (Remember the "Reverse Gossip" game we discussed in Lesson #88?). Word will eventually get back to those you've edified and you'll have one very cohesive team, all working diligently to live up to your reputation of them.

WWI Lesson 127 **Winning Without Intimidation By “Post Closing”**

In the “old school” of sales there was a saying, "Once you get the signed contract and a check, get the h*** out of there before the customer changes his mind!" I remember my first sales manager telling me something similar, only his words weren't quite as nice. What an awful saying, and so contrary to the mission of the professional salesperson, who knows that the income he or she earns is in direct proportion to how many people he or she serves.

The "grab and get outta' there" philosophy is not only outdated but also ineffective. Savvy consumers know that if they choose to, they can stop the check and change their mind. The best way to ensure that won't happen and strengthen your relationship with your new customer is to do a "post close." This is especially important if you've just helped them decide on an expensive product or service.

In the "Sales 101" course you took when you began in sales, you learned (correctly) that people buy emotionally, not logically. You also learned that they back up their emotion-based decision with logic. They must be able to justify that emotion-based decision. That's where you and the post close come in.

A post close is simply when you take as much time as necessary to assure the prospect, answer his or her questions and generally explain the "logic" of their decision. It's done with caring, compassion, empathy and understanding that large decisions can be a cause of great stress.

And, the fact is, you don't want them to buy if that isn't the proper decision. Not only is it not right ethically . . . it's not good business!

Let him or her know *why* their buying decision was correct. How does it benefit *them*? Did they buy to attain pleasure or to avoid a certain pain, and how does your product or service meet either or both of those needs? Is there a guarantee with which they can feel comfortable? You can even let them know right then that they might develop "buyer's remorse" and question their decision. Affirm that this is okay, very natural and that they shouldn't be alarmed. Assure them that if this happens, they can call you to discuss it.

You might be thinking, "But Bob, aren't you planting the seed of buyer's remorse by doing that?" Yes, so only do that if the product or service with which you are involved brings with it a high percentage of buyer's remorse on it's own. If it's going to happen anyway, you might as well prepare them. Then they won't be surprised or upset. Instead, their response will be, "Oh yeah, Salesperson Steve told me this would happen."

You can make the sale, assure it "sticks" and have both of you feel just great about it!

WWI Lesson 128 “If You Could Prove to Yourself That . . .”

The smallest change in phraseology can make a big difference in how your ideas come across to another person.

Has anyone ever said to you—perhaps while simply attempting to prove a point or wanting you to buy something from them—“If I can convince you that (such and such) will save you money...” or “If I can prove to you that . . .,”? If so, didn't you sort of say to yourself, “This guy isn't going to convince me of anything!”

I know I have. It's human nature to resist when challenged and the phrases, “If I can convince you . . .,” or “If I can prove to you that . . .,” is certainly a challenge.

Here's a more effective way to open someone's heart and mind to your “proof.” (This is another gem I first learned from Zig Ziglar.) Instead of saying, “If I can convince you that . . .,” say, “If you could convince *yourself* that . . .” Continue with the benefit you want them to understand, such as “. . . this will save you money in the long run.” or “If you could prove to yourself that the right way is to so and so . . .”

You've allowed that person to take control and convince himself or prove something to herself. Who is she going to resist—herself and her *own* ideas? No way!

Practice this technique enough so that when the situation arises the correct way of phrasing your point will come out naturally. After all, if you could convince yourself that this idea would help you to more effectively Win Without Intimidation, wouldn't you want to perfect it?

WWI Lesson 129 A Quick Telephone Technique

For sure-fire, long-term *Winning Without Intimidation*—especially if the relationship you are establishing is being done over the telephone—here's a simple little technique which will always work for you. It will certainly never come back to haunt you. I learned this from telephone sales authority David Allan Yoho.

Hang up last!

Isn't it a lousy feeling when just a nanosecond after saying good-bye to someone you hear the loud, impersonal "click" of the telephone being plunked down on it's holder?

Well, *you* might not find it annoying but many people do. More than just annoying, it gives people the feeling that, "Hey, that person really wanted to get off the phone with me. Why? Am I just another sale or number to them?"

Imagine a salesperson calls you in order to interest you in whatever it is they are selling. Once the conversation has concluded you quickly here a click in your ear. Are you thinking, "Hmm, now that he or she is through with me they must be calling their next 'conquest'"? Well, that's exactly what *your* prospect might be thinking if they hear that click from you after your telephone presentation.

Give the other person time to hang up first. If you feel that person—for whatever reason—is waiting for you to hang up first, just wait a few seconds and then lightly place the phone on its receiver.

This must be practiced to become a habit. I let new office staff know that this is very important to me and remind them to make it a habit. If I'm walking past someone's desk and hear him hang up quickly after saying good-bye, I question him about it. If he tells me it was "just a friend" on the phone or someone he knows really well, I explain that doesn't matter. What we do as a bad habit we will tend to do all of the time. We have to completely replace that negative habit with a more positive habit.

WWI Lesson 130 *Winning Without Intimidation Via the Platinum Rule*

Jim Cathcart and Tony Alessandra speak on the topic of "Relationship Selling." Jim has a great book out by that same title, while Tony's is entitled, *The Platinum Rule*. In their books, they talk about the difference between the Golden Rule and what they call the "Platinum Rule." The Golden Rule is, "Do unto others as you'd have them do unto you." Isn't that a wonderful philosophy to have?

According to Jim and Tony, the Platinum Rule goes one giant step further: "Do unto others as THEY'D like to be done unto."

The two authors explain that prospects with distinct personality types and styles have different ways they like to be treated or dealt with in various situations. This, of course, relates not only to professional sales but in all facets of *Winning Without Intimidation* in your life and work.

Some of your prospects will want the "bottom line" right away. Others want to know all the little facts and figures. Certain people want to take time to get to know each other and establish a friendship. Others want to be continually assured that they're making the right decision. Some people want to be worked with and negotiated with *like this* and other people want to be worked with and negotiated with *like that*.

If you want to increase your odds of Winning Without Intimidation in any and all situations—especially in the sales profession, learn how your prospect likes to be dealt with, pay close attention to that, and then deal with him or her in that way.

WWI Lesson 131 **Giving Before Getting**

In *Winning Without Intimidation* in your selling career, you'll find that the more you're willing to give to others without expecting anything in return, the more you'll actually get in return. A great example of this is my friend and client, Ron Hale of Tennessee. Ron is an extremely successful businessman who practiced the art of giving without expecting instant rewards while still in the armed forces.

As an Air Force recruiter, Ron's job was basically to sell young people on why they should join the service and serve their country while creating a good foundation in life for themselves. Before he could sell them on anything, however, he first had to get in front of them and that could be a difficult task. To make matters even more challenging, he was located in a town that was filled with *Navy* people.

Ron knew that one key to his success was developing centers of influence who could serve as good sources of referrals—people who might actually send good candidates to him. But how could he develop relationships with these centers of influence without becoming a bother to them, causing negative feelings?

Here's where Ron perfectly used his natural inclination to give without expecting a return. Still, the result would be countless referrals and opportunities for free publicity from some of the most important centers of influence in town.

During his weekly itinerary, Ron would visit such places as schools, radio stations, television stations and the local newspaper. When stopping by, he would never mention anything about recruiting or referrals. He would simply strike up a friendly chat and then find a way he could help *them*.

For instance, he would bring the person at the radio station the newest air force band records for them to play whenever they liked. To the administrators and teachers at the schools he'd bring in Air Force book covers that would help prolong the life of the books.

There was a young minister with a very small television station which was often left with lots of dead air time. What would Ron bring him? Air Force films with entertaining footage that could fill up lots of time. Every so often the young, up-and-coming minister would run Air Force ads right on the air.

All the while, Ron never once asked for a referral. But to whom do you think those folks sent all the young people they felt should check out the armed services? Ron was building a huge referral business simply by cultivating "giving" relationships with these center-of-influence people.

One holiday season, the editor of the local newspaper in this primarily Navy town

decided to ask an armed forces representative for a story regarding military personnel at Christmas. Instead of asking someone from the Navy, he asked Ron. Soon after that, Ron and his family were the focus of a feature story in that very same newspaper. According to Ron, that one story was worth its weight in gold in free advertising.

Remember the young television minister who Ron helped out by constantly bringing in films about the Air Force to help fill the dead air time? As he grew bigger and better known, he remembered Ron and gave him more and more free publicity. You'd probably agree that he actually got fairly big. His name is Pat Robertson.

I've had the pleasure of getting to know Ron and his lovely wife, Toby. They both embody the spirit of giving, and by consistently giving without expecting immediate results, have built an enormous marketing organization that literally spans the globe.

Give, give, and give some more and ultimately you will find yourself *Winning Without Intimidation* more than you ever thought possible.

*Although the next four (and final) vignettes in this chapter will be helpful to you regardless of your position, if you are in sales management or plan to be, I believe you'll find these to be especially worthwhile. So, let's go to them right now.

WWI Lesson 132 **Begin a Criticism with Genuine and Sincere Praise**

One of the many great techniques Dale Carnegie addressed in *How To Win Friends And Influence People* was a very effective way of dispensing criticism without eliciting resentment: Begin your criticism with praise. The praise *must* be genuine and sincere or it will likely fall upon deaf ears. But if a person first hears something nice and positive about herself, she will be less defensive and feel better about the words of correction that will follow. Then, after saying what must be said, finish with another kind word or positive thought.

Here's an example: "Don, one thing I've always admired about you is the hard work and pride that you usually put into your projects. That's why I was a bit surprised that the project you just completed was far below your usual standards. It's happened to all of us at one time or another and I know you well enough to know that's not going to happen again."

What you've done is complimented Don and criticized, not him but his performance. You let him know it's happened to you, too, so he's not alone and doesn't feel singled-out. You then complimented him again while giving an underlying hint that better things are definitely expected. Regardless of the situation or circumstances in which you use this technique, it will motivate the other person to perform correctly. It will absolutely help you Win Without Intimidation.

WWI Lesson 133 **The One Minute Manager Knows**

If you have ever read *The One Minute Manager* by Drs. Ken Blanchard and Spencer Johnson, you'll remember that one of their most famous pieces of advice for managers in effectively dealing with their employees was, "Catch them in the act of doing something right."

When you catch someone in the act of doing the right thing, make sure you verbally acknowledge it and them and, if appropriate, make sure everyone else in the office or home—or whatever the circumstance may be—knows about the recognition as well. Isn't it great to catch a child in the act of doing something right and verbally reward her for that?

Are you in sales management? When your customer service person handles a person with patience and consideration, make sure you let them know you noticed and how impressed with them you are. If there are others around, it wouldn't hurt to lavish your praise in a voice loud enough for them to hear as well.

Once again, whether positive or negative, behavior that gets rewarded gets repeated.

WWI Lesson 134 **Accept the Blame and Give The Credit**

You may be a leader or manager looking to accomplish team success on a long-term project. If this is the case, it will almost always be to your advantage to be known as a leader who is quick to take the blame for failures and just as quick to give away the credit for successes.

We all know of managers or supervisors whose teams slave away, yet they take the credit.

Does that inspire the troops to work overtime on future projects?

Does that encourage their loyalty?

No, it does not.

On the other hand, what if the team members get to feel the pride of being credited? How about knowing they can stretch themselves and even make mistakes without being publicly "called on the carpet" because they're *safe* with you in the lead?

It's difficult to make great advancements without a few failures from which to learn, isn't it? To know the leader is with and for them all the way gives people the opportunity to grow, work harder, and produce more beneficial results for the team. If the leader takes the blame publicly and gives them the credit publicly, their motivation and incentive is raised one-hundred fold.

I love what President Ronald Reagan said: "It's amazing what you can accomplish in this town [Washington, D.C.], if you don't care who gets the credit." As the leader, which do you want more, the victory or the credit? If you're the team leader for enough victories, you'll eventually get the big credit.

This was another area in which Abraham Lincoln excelled. According to Donald T. Phillips in *Lincoln on Leadership*, during the president's last public address before his assassination he exclaimed to the crowd, "No part of the honor, for plan or execution, is mine. To General Grant, his skillful officers, and brave men, all belongs."

Everyone knows how hard and skillfully Lincoln worked during the war. People will know about your efforts as well. The less you congratulate yourself, the more your reputation will continue to *do it for you* in the eyes of both your team and the public.

WWI Lesson 135 **Third-Party Explanations for Changing Another Person's Way of Thinking**

Since no one likes to be corrected, direct criticism—unless a person's self esteem level hovers around the level of "excellent"—will usually deal a blow to his ego. That will make him more resistant to change. How do you correct someone in such a manner that he doesn't end up feeling defensive and he gets to save face as well?

The "third-party explanation" is usually very effective.

Simply tell a story using yourself in the role of the other person with you being corrected by a knowledgeable third-party.

Let's pretend your assistant has been slow in updating himself on the newest methods for using the company computer and it's costing you time and money. You could insist he either come in and learn what he needs to know in his spare time or lose his job. Will that increase his loyalty to you and improve his job performance? Probably not.

You're the boss, you could fire him. I forgot to mention, however, that in every other way he is excellent and—if such an employee actually ever exists—he's indispensable to you. He knows you and what you like. He's personable with your clients and they like and feel comfortable with him. The best thing is to persuade him to do whatever it takes to master the newest methods for learning the computer. Let's try the third-party explanation.

"Roger, when I first started with this company I had a real challenge. Some of the new methods being implemented really intimidated me. My boss, Mary James—who I had a lot of respect for and who I know really appreciated my work—told me, 'You know, Bob, your value to the company will really increase if you can master this new material. After all, there're a lot of people coming right out of college who already know these things and the best way to keep and increase your value within the company is to do whatever you have to do to keep up-to-date.'"

What happened there?

The point is made, yet you never ordered Roger to do what was necessary. You simply related, with yourself as the target, what would probably happen regarding his value to the company, depending upon the action he chose to take.

The "third-party explanation" is, of course, totally transferable. For example, when someone you love is not doing what's needed to improve their rate of success in accomplishing their life's goals, you could say, "Hey, you need to read more books and hang around better quality people." Or, you might try something more effective, the third-party explanation. "You know, a very successful man named Charlie Jones once

told me the only difference between where you are now in your life and where you'll be five years from now is the people you associate with and the books you read."

A man I admire very much once told me, "The third-party explanation will go a lot further in *Winning Without Intimidation* than simply telling a person what to do." Hey, wasn't *that* a third-party explanation?

Nugget #x **Remain Humble After Your Victory**

Whether it's only a game of Monopoly[®] played with friends, a difficult person from whom you've gotten your way, or a big sale in which you've won out over your competition, NEVER GLOAT or act cocky. Always be humble. If you aren't, the other *players* will go out of their way to make sure you don't win next time even if *they* have to lose just to keep you from winning. That's simply human nature.

Chapter 5 Winning Without Intimidation with Family

Why is it that it's with those we love we sometimes have the most trouble communicating? Discussions turn into disagreements, disagreements turn into arguments, and arguments turn into bruised egos and hurt feelings.

Whether it's your spouse or your children (or your parents), do you ever feel that it's nearly impossible to get your point across in a way that is gratefully and lovingly accepted? After all, you only want what's best for that other person. Why won't they just listen to you!?

What's interesting is that the same type of persuasive ability you have with those you don't care about, seems to be totally lost when dealing with the people about whom you care the most and have the strongest emotional attachment.

In this chapter, we'll look at a combination of mindsets and techniques which can help you get the results you want while helping to develop stronger feelings of love and appreciation from those within your own family.

WWI Lesson 136 **What Is Love?**

Love is a concept that, as much as everyone feels as though they know what it is, very few can actually define it. One reason is that the term “love” has many different meanings and is used to describe many different circumstances. For instance, if you enjoy eating lobster, you might say, “I love lobster.” But, do you really *love* the lobster? No, not at all. Let’s face it, when you love something, you don’t boil it live, eat it with lemon and butter, and then expel it from your body. In this case, you love yourself and desire to derive pleasure from an object called a lobster.

Do you love baseball, hiking, swimming, playing cards, or watching television? Or do you love yourself and seek to derive pleasure from those activities. That’s not to say you don’t enjoy those activities. You do. It isn’t to say you’re not passionate about those activities. You are. It also isn’t to say that there’s anything inherently wrong with any of those activities in moderation. There isn’t. But *love* might not be the correct term.

The Jewish definition of love is “Taking pleasure in another’s virtues.” As Rabbi Noah Weinberg says, “That’s why we say ‘to know him is to love him’ – because after you see the virtues, and identify that person with those values, you have the basis for a true love relationship.”

My Dad, Mike Burg, adds another aspect to that. “Love is also when you actually care more about another person, and their happiness, then you do about yourself and your happiness. It means you derive pleasure from those you love deriving pleasure.” The paradox is that it means you’re willing to sacrifice for the sake of your loved ones, when in reality, in choosing to sacrifice, it is not a sacrifice at all.

Please don’t misinterpret this. I’m not saying that if you love someone you’ll put up with emotional or physical abuse. That’s an entirely different story. I’m also not saying that if your kid is having a drug problem that you look the other way and allow him or her to hurt themselves. Sometimes you must either leave (as in the first case) or provide “tough love” (as in the second case).

No, what I’m saying is that when you love someone you are focused on how you can make them happy; how you can give them the emotional pleasure they need. In a healthy, loving relationship in which everyone involved feels this way, it results, not in 50/50 give-and-take, but in 100/100 give-and-take, and very happy feelings for everyone concerned.

From this premise can derive the most successful kind of *Winning Without Intimidation*.

WWI Lesson 137 **Resolving Conflict to Win Without Intimidation**

One of the most difficult challenges within the family is resolving conflicts with one another. There will be times of anger and frustration between people no matter what the relationship—but truly the most important relationship of all is that of the family unit. Conflict can happen even when we do our best to avoid it. So, how do we resolve these conflicts and redevelop our relationships with the other person to be even stronger than before? How do we return to speaking terms and mutual enjoyment?

Dr. Paul W. Swets, author of the wonderful book, *The Art of Talking so that People Will Listen*, discusses what he calls "Conflict Resolution." According to Dr. Swets, "Once discord has set in, talk is difficult. In fact, discord may have resulted from talk—sharing hostile feelings or dogmatic opinions. Yet talk also can be the best remedy when it is directed by four distinct purposes and their corresponding messages."

The four purposes and their respective messages are:

<u>Purpose</u>	<u>Message</u>
1. Define the problem	"I hear"
2. Look for agreement	"I agree"
3. Understand feelings	"I understand"
4. State views calmly	"I think"

Dr. Swets explains that we need to first identify the problem or challenge. Are you sure that both of you are upset about the same thing? Many of us have found ourselves involved in a conflict with someone only to later realize that it was simply, literally, a misunderstanding.

"She thought I said this, but what I really meant was . . . "

That's why Dr. Swets' corresponding message to defining the problem is "I hear."

"What I hear you saying is . . . " Dr. Swets suggests making sure that you have stated the point to the other's satisfaction before moving on to the next step.

That next step is to look for agreement. Find something within your challenge upon which you both agree. Take it on yourself to proactively find that point of agreement with the other person. Express the message, "I agree." "I agree that I said some unkind things."

As mentioned earlier in the book, finding agreement with the other person's viewpoint will lessen their defense mechanism. They will find the situation less threatening and be more inclined to see your point. Once there is agreement, the foundation is established for the third step.

Step three is understanding the other person's feelings. We've covered the fact that everyone likes to be (and feel) understood. Dr. Swets would say, "I understand that you might feel . . ." completing the sentence with a word that describes what you think the other person is feeling. Dr. Swets provides a list of words to fit various situations:

afraid	angry	anxious	confident
defensive	depressed	happy	hurt
troubled	uncertain	upset	worried

The good news is that even just giving the message that you understand is a positive step. It shows the other person that you *want* to understand. According to Dr. Swets, "If you misinterpret the correct feeling, [the person] will tell you. When you state it accurately, you establish one additional powerful source for dissolving discord because most people desperately want to be understood at the level of their feelings."

The fourth and final step is to state your views calmly and follow with the corresponding message. Start with "I think . . ." or "The way I see it is . . ." Complete the sentence with your opinion. Dr. Swets suggests doing this as calmly and briefly as possible. His example is, "I think that you ignored our prior agreement." Another message might be, "I think we need to keep our lines of communication open."

Dr. Swets makes one point in particular which truly fits the philosophies of *Winning Without Intimidation*. "When the Conflict Resolution model is employed, the focus of the controversy gradually changes from attacking one another to attacking a mutual problem and solving it."

I appreciate the wisdom Dr. Swets has shared in his book and find myself rereading it constantly. I highly recommend you add it to your positive persuasion tool kit.

WWI Lesson 138 **Edify, Edify, Edify**

Remember that to *edify* means to build? When you edify a person to someone else, you build them up in that other person's mind. When you edify him to himself, however, you build him in his own mind. The more you do that, the better he'll feel about himself and the better he'll feel about you too.

Edifying someone to a third party plays on the old saying, "If you can't say something nice, don't say anything at all." You can *always* say something nice about someone, and you can always *find* a reason to do so.

Even the most miserable people out there have something about them that we can discover and edify to someone else. This accomplishes two things: Number one, it will probably get back to that person you are edifying, which can only have positive results. Number two, you'll establish yourself in the mind of the person you're speaking to as someone who only has nice things to say about other people.

People enjoy people like that—much more than those who speak negatively of others. Even if *they* are the kind who speaks negatively about people, they'll respect you for your edification of others.

All this leads to long-term *Winning Without Intimidation* in any situation, but none more so than with family.

My dad is a tremendous example of a man who only speaks positively and with edification of others. From his wife—my mom—to his kids, friends, and even people who, to most others, warrant only unkind words, my dad will always find (sometimes it's a search and a stretch) something nice to say.

One thing I always recall Dad doing was to pass along compliments from family member to family member. Too often, brothers and sisters only tell each other their negative thoughts about one another. Dad always (and still does to this day) looked for compliments from his children about their siblings that he could pass along the next time he saw that particular brother or sister. I still recall the sense of self-esteem imparted into me upon hearing that my older brother said this nice thing, or my younger sister said that nice thing about me. I never would have known had Dad not told me.

Husbands and wives often talk about how the love and respect has gone out of their marriage. I notice how, quite often, they are not edifying each other to themselves nor to other people. Both of my folks are always edifying or bragging about each other. I have to relate an incident, a “Dad story” if you will, to you that is the essence of edification, while displaying incredible tact and diplomacy.

When I was about 10 or 11 years old, we were having a brand new carpet installed in

our home. During the day, we all stayed in one room while the crew boss and his two assistants were laying down the carpet in the rest of the house. The boss was a decent person but one of those stereotypical "rough around the edges", beer-guzzlin', hard-livin' guys, who would probably belong to Ralph Kramden's Raccoon Lodge from the old Honeymooners' TV show—if you know what I mean.

At lunchtime, my folks bought pizza for us and the crew. Dad went upstairs to give pizza to the carpet layers and talk with the crew boss about how things were coming along. Since Dad is a great guy and can relate to practically anybody, the boss naturally wanted to ingratiate himself and begin the male bonding process. While this was going on, I was around the corner listening to the conversation.

The boss began by saying, "This is an expensive job. Boy-oh-boy, those women will really spend your money for you, won't they?"

Dad responded by saying, "Well, I'll tell you, when they were right there with you before you had the money, it's a pleasure to do anything for them you possibly can."

That's not exactly the answer this guy expected. He was looking for this to be a conversation between two guys who could talk negatively about their wives which, to him, was the natural thing for men to do. So, he tried again:

"But, gee, they'll really play off that and want to spend all they can, won't they?"

Dad replied as I knew he would: "Hey, when they're the reason for your success, you really want to know you're doing things they enjoy. There's no greater pleasure."

Strike two. The crew boss tried one more time. "And they'll take that as far as they can, huh?"

Dad responded: "It's just so gratifying to know you've got a wife who's your best friend and you'd do anything within your power to make her happy."

At this point, I was working hard to keep from laughing because I knew the guy wanted my dad to at least give in a little bit and say, "Yeah, yeah, I guess that's true." But I knew that wouldn't happen . . . not in a million years!

Finally, the boss gave up. Maybe he learned something in that transaction about respecting your spouse. Maybe not. It taught a young boy a lot though—about the power of respect and edification.

My mom and dad have a wonderful marriage; they still hold hands, love each other as much as ever and, most importantly, are best friends. After learning about that conversation, would you have any doubt?

WWI Lesson 139 **Family Meetings That Work** (Based on the Wisdom of Mike Burg – Bob’s Dad)

We’ve all watched on television, both sit-coms and dramas, where a family that’s been bickering or trying to deal with problem comes together to discuss it at a *family meeting*. What typically happens? Of course, eventually they all begin talking at once which leads to yelling which leads to chaos. The family meeting, intended to mend fences, practically destroys them instead (at least until after the next commercial break).

Unfortunately, the same can be said for most real-life family meetings as well. I know this is true because, when I suggest to a person that they begin to hold family meetings, they quickly brush off the idea. “Oh no” they’ll often begin, “we’ve tried those before. They don’t work. It only makes the situation worse.”

I understand completely. The reason, though is not because family meetings don’t work. It’s that most families don’t know how to work them. I can state that with confidence. One reason is that my Dad, Mike Burg, has been helping families communicate more effectively by teaching family meetings for years. I’ve seen some of the “magic” he’s worked with families that I never (and *they* never!) would have thought possible. Also, throughout my growing up years, we had family meetings and they were very much a blessing. Since then, aside from seeing the work Dad has done with countless families, I’ve been privileged to run my share of family meetings as well.

To define our terms, a *Family Meeting* is a controlled, supportive, non-emotional (as much as possible) discussion based on positive communication and problem solving.

The ultimate purpose of the family meeting is to resolve conflict. According to psychiatrist, Dr. David Viscott, author of numerous books in the area of communication and conflict-resolution, “Conflict is the language of anger.” Realizing that when you have a conflict anger is involved, you can also understand that if you’re having a family meeting (usually a direct result of conflict) you are going to have to deal with anger. Whether the anger is right, wrong or indifferent, know that this is what you are having to work through and around

When we are angry, we often come to conclusions based, not on logic, but on emotion (see lesson #2) and a belief system that might not be guiding us correctly (see lesson #1). We understand (or misunderstand) someone’s words or actions through our own eyes. This results in our being unhappy. The question is, “What are we going to do about it?”

The success of these meetings is in the following of a system. This happens to be a system Dad constructed over the course of about 30 years. Although his entire system will soon be in book form (finally he’s allowed me to *persuade* him to write this book; yours truly will be the secondary author – the book will feature Dad’s wisdom in this

important area), I'd like to share several of the main concepts right here.

The key to successful family meetings is that they are very structured, with written out rules and regulations. This is for two reasons. One is that a structured meeting is the best under any circumstance. The premise of a structure alone assumes that the very purpose of the meeting to attain a specific, desired result, and not just to say you had a meeting.

Secondly, there needs to be a structured area within which to work so the meeting can be successful without an outside professional having to be there. That was always the key with the families that made Dad's system work so well for them. They were able to incorporate everything Dad taught them so they could effectively communicate in a way that took a problem and brought a solution to it, without his having to be there.

What rules and regulations do for the success of the family meeting is to ensure effective communication instead of confrontation. In a situation such as this, negative emotions and deep feelings are inherent. After all, the meeting has been called in the first place because one or more people are angry or frustrated or looking for some clarification of relationships that they do not currently have. The structure that is provided below by the rules and regulations (although an abridged version) is sort of like a family meetings *Constitution*. It makes it possible for everyone to know what is expected, what is allowed, and what is not allowed.

The following is simply an overview of the meeting structure:

#1 A leader must be chosen.

Anyone in the family can lead the meeting providing they are capable of understanding the rules and regulations, and acting upon them. Although often the mother or father will lead the meeting, this is certainly not mandatory. Sometimes it's one of the children who seems to have the ability not only to learn the rules and regulations, but to be able to lead the meeting as well.

You must have a leader who can control the tempo, the content and the behavior of the participants by setting an appropriate example. Generally speaking, someone in the family who is *not* heavily involved with the current issue is the best one to assume leadership because they're already working out of a much less emotional base.

#2 Everyone must have a piece of paper and a pen or pencil.

Don't be fooled by its simplicity. This is absolutely a must! This is so that during the meeting, instead of someone interrupting when they get emotional, they can write down what they want to say. Then they can express whatever they want when it comes their turn to speak. People intuitively resist this step, but it's extremely important.

A vital principle to the success of these meetings is that everyone has to have the mindset that they can get through the meeting without losing control and becoming emotional. Having the pencil and paper helps accomplish this because if there is something said by the person who has the floor that you disagree with, you don't have to concentrate on remembering it. Instead, you can write it down and know you can access it when it's your turn to speak.

#3 No one should feel time-pressured.

While a meeting shouldn't last longer than 90 minutes, it's also very important that when a meeting is called, there is time allowed for resolution of the challenge at hand. Or, if it's going to take more than one session to work out this particular challenge, there must be at least enough time for certain aspects to be covered.

A problem with this takes place when one or more of those involved is in a rush. They either have another appointment scheduled, it's near dinner time and everyone's getting hungry, or even the fact that it's close to the beginning of a television program you or someone else is intent on watching. There are a variety of other reasons that could come into play as well. If people feel rushed, it simply won't work. Hopefully, resolution of a conflict will take priority but if, for some legitimate reason it cannot, you're much better off simply rescheduling for a time that's more appropriate.

#4 Prioritize. Take one issue, and deal with that issue alone.

There should be one issue, and one issue only that is to be dealt with at this meeting. The reason is that if it's left open-ended, the issue in question will soon begin to veer off into all sorts of related and unrelated issues. All of a sudden people are bringing up past recriminations and resentments. Focus on the current problem becomes lost, and now it goes right back to an emotion-based argument instead of a healthy, unemotional discussion.

Once that happens, argument and emotion-based "You-Messages" tend to go on and on. As the negative, downward spiral continues, it will be more and more difficult to ever get back to – never mind solve – the original problem; why the meeting was actually called in the first place. And what we want to do is take that one problem and deal with it effectively. Once you get that one problem solved, you'll find that a lot of incidents and resentments from the past will be forgotten and forgiven, and you'll be able to deal with challenges in the future much more easily.

#5 All conversation should, as much as possible, be with an "I Message" orientation.

Since a family meeting is typically held because of some type of conflict, people's feelings are already even more sensitive than they would normally be. Although it's always best to be able to speak with an "I Message" (see Lesson #11), during a family

meeting this will prove to be a gigantic help in making the person with whom there is a conflict feel loved and accepted, and more open to an exchange of ideas. Should someone forget this and begin speaking with a “You-Message”, or if they should raise their voice or speak in any other unacceptable manner, it’s the leader’s responsibility to gently and tactfully remind him or her of the accepted way to speak.

The “I Message” really goes hand-in-hand, with the concept of *tact*, “The language of strength.” (see Lesson #8). If you are being tactful, you’re generally using an “I Message” in the very best way possible. Tact is really a way of correcting, admonishing, or teaching someone in a way that is not perceived as offensive or insulting but, is actually appreciated.

There’s nothing you can say to a person that will be taken badly if it comes across in the right way. If you say something in a way that is not threatening to them, but nice; if you proceed your words in a pleasant, gentle tone of voice, you’re really on your way to mastering tact.

Once that happens then you have the basis for incredible family communication. You have within the family a general good feeling about being together and an acceptance of every person. It certainly doesn’t mean you’ll always agree with each other. In fact, far from it. But even if you don’t agree, you know you can accept their feelings, as they can accept yours. The whole situation is good for everybody concerned. It may make you feel especially good, because you know you are part of a problem-solving process. That’s what effective communication is all about.

#6. Opening Statements.

All participants may make an opening statement relative to the problem at hand and, if possible, suggest a course of action to consider or pursue. First, after being called on by the leader, the person who called the meeting makes his or her statement. The leader then goes around the room calling on everyone individually, asking everyone to share their thoughts. Everybody has a chance to say and express what they feel, both regarding the person who called the meeting and about the situation being brought up. No one is allowed to interrupt. Any questions or disagreements should be written down on the paper you have in front of you, and can be discussed during your next chance to speak.

#7. General Discussion.

After all opening statements have been made, the leader invites proper discussion from the group. Now it gets a bit more formal in that anybody who wants to speak must raise their hand. This way there is an element of self-control and allows for a non-emotional setting and exchange of ideas.

This gives each individual who has a concrete feeling about the situation a chance to express himself. During that time – unless there is permission from the speaker do so, there are absolutely no interruptions.

An often-asked question is, “I have to raise my hand? What am I, in school?” Well, yes, sort of, because if you don’t raise your hand it’s a problem of self-discipline. When you come right down to it, this whole process is really one of disciplining ourselves; to be in control, to separate the intellectual from the emotional.

When we raise our hand, it gives us another dimension of having to think in a clear way so that we just don’t jump the gun and say something we’re going to regret. It also gives everybody a chance to either speak or not to speak. If they have something to say, they say it. If they don’t have something to say, it’s their choice.

It’s so important that, at all times, statements and/or questions should be made in a supportive, empathetic manner. Keep in mind the “I Message.” We’re going to do our very best to make everybody feel good about our feelings towards them. Sure, we may be (and very much have a *right* to be) angry at something they did, but we still love them. We may not understand the person’s *truth* (see Lesson #1 – Belief Systems), but we’re going to actively listen so that we can hear their words and feel their feelings. And, we’re going to make it work for everyone involved.

#8. Possible Solutions.

Everyone now gets to offer their opinion as the best solution to the problem at hand. If an absolute solution will not be possible at this time, it may be suggested that intermediary actions are taken until the next meeting, which can be scheduled right then for a time in the near future.

#9. Conclusion.

After the problems have been discussed and hashed out from every person’s point of view, a closing statement is made by everyone individually. Even if no solution acceptable to all is reached within the meeting’s designated time frame, the closing statements are made. The conclusion of the meeting is very important, as it will set the temperature for the feelings afterward and leading up to the next meeting.

Sometimes, either one person, or maybe everyone, will get the feeling that the meeting just didn’t accomplish what was hoped. They may wonder if they should even possibly continue past the one and ½ hour rule. More often than not, however, as you look back on it over the next few days, you’ll find that if you had continued you probably would have been pushing something too fast that wasn’t called for at this time.

Instead, now everyone is given a chance to think it over and reflect on what’s

been said. Feelings about what was discussed will crystallize and if you do decide, whether two weeks or two days from then, to continue with another meeting on this topic, you'll be in a much better starting position.

What you'll find is that even if the specific issue is not resolved, everyone is happier and feels better. You no longer have a situation where bad and/or uncomfortable feelings are simply "swept under the rug" or yelling and anger is the way the problem is handled. Everyone feels love and respect for one another in realizing that a problem has been approached as a team unit with genuine caring for the feelings of everyone else.

What's great is when it can end without being resolved, and everyone, including the initiator of the meeting, is very comfortable with that happening. It's almost as though he or she is saying, "Well, I'm not quite sure we've found a solution to this, but I'm happy that I had a chance to express myself and feel everyone's support." At this point you know everything's well accepted.

As we near the end this lesson, the following is very important: When you begin to practice having Family Meetings, *don't* start with something very emotional. Not unless you have a person with experience in this area leading the meeting for you. The reason is that, emotionally, these meetings can really test you; especially at the beginning.

Instead, choose an issue that's kind of simple and easy to deal with. Something that could stand to be worked out, but is certainly not a major issue; not an issue filled with any deep resentments or other strong, emotional feelings. Find something in which the chances are just about 100 percent you'll be successful and that afterwards people will feel good about it, and have a sense of victory. In other words, *build on your small successes* and work yourselves up to the more difficult, emotion-based issues. As you (and your family members) gain more confidence in being able to run these meetings successfully, then feel free to go to deeper and deeper stages.

Soon, there is no issue that you'll be afraid to deal with. Eventually, you'll hardly need to because you'll have the language of the Family Meeting System® along with the other communication principles you've learned in this and other books. You'll consistently utilize these in your day-to-day transactions with each other. The principles for successful and loving communication will become part of natural, everyday family interaction. The major problems for which you now need these meetings will be practically non-existent.

A conflict will come up between two people, and a third person will say, "Hey, remember to speak with an "I Message." Or two people will emotionally debate a point when suddenly, one of them asks, "Maybe we're just seeing our own individual versions of the *truth*." Of course, if you ever do need to call a formal meeting because of an uncomfortable situation that doesn't resolve itself, the option to have a family meeting is always open to you.

On those rare occasions that you do need to sort of bring things back together, you know the family meetings are there for you, and that you know how to use them to your family's best advantage.

Another important concept to understand is that being able to admit guilt, admitting you were wrong, is a key factor to the success of these meetings. As you do this more and more, you set a wonderful example for your children, as they see that taking personal responsibility for one's incorrect actions is an admirable trait. Others within the family unit become less intimidated by the prospect of confessing their guilt.

All-in-all, as a result of successful family meetings, an emotional growth, a family maturity begins to arise before your very eyes. When family members have something on their mind, not only are they not intimidated by the prospect of calling for a family meeting, but they see it as a positive experience. This way, feelings are aired on a timely and positive basis, and the family more and more comes together as a team in the area of problem-solving.

No, this is not necessarily an easy process, as the system takes a bit of practice to perfect, but the family who can learn to master the family meeting, will find they now own an extremely valuable tool for positive communication and *Winning Without Intimidation*.

WWI Lesson 140 **Mindreading and Understanding**

One surprising area that occurs from time to time within even the healthiest of family relationships is the unexpected complaint. In other words, Susie is offended by something her brother, Pat, has been doing of late . . . and Pat has absolutely no idea! In fact, when Susie finally explodes, Pat is taken by complete surprise. It's almost as though he feels a surprise attack has just occurred. He had no idea his sister felt that way!

It's important to realize that nobody knows what's going on in another person's mind. We can *think* we know, but we don't. We might also believe that other people can read *our* mind. Susie feels that if her brother loved her, he'd know she was angry. After all, couldn't he *tell* by the way she reacted every time he did or said whatever it was he was doing or saying that bothered her?

Actually, no, he couldn't. Because he can't read Susie's mind anymore than Susie can read his.

This is something that every family member; spouses, children, siblings, as well as extended family needs to keep in mind on a continuous, conscious basis. How often has a husband been angry with his wife, or vice versa, because one of them did or didn't do something . . . and again, the offending person had no idea. In this case, communication obviously breaks down and, until one speaks up, it stays broken.

Remember this rule: "He or she loves you . . . AND he or she can *not* read your mind." You can not read theirs, and they can not read yours. It's as simple as that. If there's something bothering you, you must communicate that, or there is a good chance it will not be recognized. Also, if there's something you specifically want from someone within the family, you must directly – politely, of course – ask for it. If you don't ask and you don't get it, please don't blame them. The chances are, they didn't know. The reason is that they cannot read your mind.

Effective communication comes with understanding. We can ensure understanding by sharing, by informing and by asking. We need to be willing to clarify our thoughts and ask others to clarify theirs.

WWI Lesson 141 **Overcoming the “Power Trap”**

“While you’re living in my house, you’ll do what I say.”

As I write this, I recall a television commercial in which, after demolishing a building, a demolition crew decides that, since they have a whole bunch of explosives still unused, they might as well demolish a few other buildings as well. The reason, explains the boss, is, “Hey, people seem to like watching this stuff.” The narrator closes the commercial by saying, “Just because you *can* do something, doesn’t mean you should.” Although I don’t recall what the commercial was selling, I do recall thinking that was a really good point!

Sometimes, the easiest thing to do (short term) is to use whatever power we have over someone whose actions we’d like to control. In other words, if you can’t persuade your teenage son or daughter with reason, just tell them that while they’re living in your house, they’ll play according to your rules.

While, at times, this might be necessary in order to prevent an immediate catastrophe, it probably won’t accomplish much in persuading that teen in the long run.

Why not?

Because whenever force, threat of force, or any other type of coercion is used to elicit an action, the *victim* of that force will rebel; either now or in the future. You might say, “But I don’t care what they do in the future (i.e., after they leave home for good – though rebellion could come even sooner). That’ll be up to them.”

Is that true? I doubt it. If you love your children, there’s a good chance you’ll care about the decisions they make long after they become adults and have children of their own. In fact, I’d venture to say that, aside from just caring, you’ll most likely do your best to persuade them to do certain things more according to your desires than to theirs.

What will be the result? Will they at least hear you out and *consider* your opinion?

Well, ask yourself: if, when they were living in your house, your method of persuasion was coercion, how do you think they’ll accept your opinions after coercion is no longer an option. The ego doesn’t forget. If they weren’t shown the respect of reason when they didn’t have a choice, they probably won’t respond to it when they do.

So, determine for yourself two things: “Do I want my children to grow up believing that might makes right?” And, “Do I want influence with my children after they no longer *have* to listen to me?”

Again, there is a time and a place for everything. Sometimes, the “While you’re living in my home . . .” approach might be quite appropriate. More often than not, however, if you can overcome the “Power Trap” (which is really *your* trap, not theirs), you’re going to teach your children a valuable lesson, and keep your influence in their lives a lot longer.

WWI Lesson 142 **Dealing With Anger**

(In this lesson we're not going to discuss the causes of anger. There are many excellent books on this specific topic. If anger seems to be a problem in your life that is of a serious, detrimental nature to you, your loved ones and/or others, my suggestion is to seek professional counseling as well as investing in some of the better books of this genre. This lesson will simply explore ways to deal with anger in a positive, win/win fashion.)

“Yes, I often lose my temper. I’m just the type of person who gets angry and has to act upon it by yelling and screaming. I know it comes off as intimidating. That’s just me. There’s nothing I can do about it.”

Is that true? Ask yourself, what if you were feeling extremely angry and about to lose your temper big-time . . . and at that very moment, a man with a gun showed up and said, “One word and your dead!” Well, would you still lose your temper, or would you keep it under control.

Yes, that was a very dramatic and (hopefully) exaggerated example, but it was meant to prove a point: Yes, we can help it. There is something we *can* do about it. It’s called self-control. It’s not necessarily easy, but it is very possible. It is a conscious decision each of us can make. Orison Swett Marden, in his 1909 classic, *Peace, Power and Plenty*, wrote:

“Self-Control is the very essence of character. To be able to look a man straight in the eye, calmly and deliberately, without the slightest ruffle of temper under extreme provocation, gives a sense of power which nothing else can give. To feel that you are always, not sometimes, master of yourself, gives a dignity and strength to character, buttresses it, supports it on every side, as nothing else can. This is the culmination of thought mastery.”

Mr. Marden’s wise statement coincides nicely with that of Talmudist Simeon ben Zoma, quoted at the outset of this book: “A mighty person is one who can control his emotions and make, of an enemy, a friend.”

First, though, let’s look at just a couple of ways we can control our emotions, keep from losing control, and *being controlled by* anger in the first place. The rest of the book hopefully offers an abundance of information that helps with the second part, which is turning that challenging person into a friend.

1. Motivation

In his book, *Guard Your Anger* (Targum Press), Rabbi Moshe Goldberger says something I believe deserves extreme consideration for anyone who desires to win

without intimidation with regards to his or her family: “Anger serves to short-circuit communication in relationships. It blocks our ability to give or receive warmth and friendship.”

How important are the above to you? Certainly you wouldn’t do anything that would intentionally short-circuit communication with those you most love, would you? And, could there be anything much more hurtful than the inability to give or receive warmth or friendship when it comes to your spouse and children?

So, my question to you is, “What would motivate you to change?” What pleasure is so desirable to you, or pain so repugnant to you (see lesson #4) that it would be worth it to you to control your anger, and handle it in a more positive, constructive fashion?

2. Reframing:

Rabbi Goldberger says, “Anger is an emotion common to everyone, but it is triggered by one’s *perception* of an occurrence. Ultimately, anger is the result of a person’s choice. We chose to respond in anger, although we may claim that we ‘lost control.’”

Here is where “reframing” comes into play. In his book, *Frame Games*, Dr. L. Michael Hall defines reframing as “altering a frame-of-reference by presenting an event or idea from a different point of view or with a different meaning ascribed to it.”

What he’s saying is that events happen. We then give meaning to those events. Our meaning does not alter the actual event, it merely provides us with the message as to how we feel about it. This is important to know as practically all of us operate out of frames on a totally unconscious level (see Lesson #1 – Belief Systems).

Dr. Hall says, “The frames that we set, that are set for us, and that we buy into control our whole mind-body experience and usually do so *outside-of-our-awareness*. The more outside of awareness the frame, the more it *plays* us. The more awareness we develop, the more control we have over the game.”

The following are just a few of the many frames Dr. Hall suggests out of which we can see a certain situation (I’ll include mostly positive frames but throw in a couple of “zingers” as well) . . .

Solution Frame: Focusing on solutions rather than problems, difficulties.

The Map Frame: Recognizing thoughts, ideas, beliefs, etc. as just a way of mapping things (see Lesson #1 – Belief Systems).

The Blame Frame: The refusal to own responsibility when things go wrong and seek to accuse others as “causing” all of the problems

Personal Warmth Frame: Recognizing empathy, care, love, etc. as a powerful interpersonal frame.

The Justice Frame: Willing to operate from the attitude of fairness and equity for others.

Endurance Frame: Willing to endure short term challenges and difficulties for long-term benefits.

Enchantment Frame: Attitude of looking at others and the world through eyes of appreciation and wonder.

Flexibility Frame: Willingness to adjust response and vary patterns.

Cheerfulness/Humor Frame: Willingness to look at things through eyes of humor, to find humor in experiences.

Responsiveness Frame: Willingness to be responsive to another person.

Pain Frame: The aversion frame that causes us to move away from something. (See Lesson #4.)

Pleasure Frame: The attraction frame that describes the mindset and feelings involved in moving toward something. (See Lesson #4.)

Committed & Loyal Frame: Willingness to make a decision to be with and for another person.

The Win/Win Frame: Willingness to approach others in a cooperative mode seeking to find ways so that everybody can win. Collaborative Frame Game.

When we reframe, we take a factual incident and *choose* to see it in a certain way instead of the regular way that has been created (probably long ago) by our Belief System (See Lesson #1).

A brief, generic example would be that you are driving with your spouse and are lost in a city far from where you live and without a map. When you were very young, driving with your parents, this happened and both of them panicked. They were very worried, and began arguing, blaming the other for what happened. A frame was set for you that getting lost in a car, far away from home should set off the “Panic Frame”, as well as the Blame Frame. This is what you are tempted to do with your spouse.

However, instead, you *decide* to go into the Solution Frame. You calmly decide what you need to do. This may involve discussion, seeking out someone to ask, stopping at a gas station, or other options. In fact, while you’re at it, you also decide to go into the Appreciation Frame (you appreciate that you have a nice car, whereas so many in the world love to even have one like yours). While you’re at it, how about the flexibility frame (“Hey, so it’s not what we planned but we’ll find a way to make it work”)? Another excellent frame would be the Humor Frame (“Wait until the kids find out how Mom and Dad messed up such simple directions – we’ll have a great laugh out of this).

As an aside, wouldn’t it be a great idea to plant these positive frames in your children right from the outset so they’ll be so well equipped to handle life’s many difficult situations without having to go through the process of reframing on their own? Oh, still teach them to reframe, but give them a great head start as well.

We must ask ourselves how we can do this, and how we can do this on the spur of the moment, *instead* of, before, or opposed to, letting our natural inclination to become

angry take over. Or, should I say, take *us* over? After all, if we give in to our anger we let it control us, or take over our self-operation

One way to do this is to plan for it in advance of the actual event. For example, pretend your spouse (although this could be with any family member) has the habit of using certain expressions that result in your becoming angry. You've attempted to utilize some of the *Winning Without Intimidation* methods in this book, but the habit, although being worked on is, at this point, rather solidified. Whenever it manifests itself you seem unable to control your anger.

Strategy:

1. Plan in advance to *respond* instead of *react*. (see Lesson #9)

This is similar to an astronaut who, by the time he or she ventures up into space, has already been through the space simulator hundreds of times so is quite comfortable when finally confronted with the "real deal." You can do the same. Imagine your spouse performing the action that has resulted in your displaying anger. In your mind, respond instead of react. Now, when it happens for real, great! – you are in the proper mindset.

2. Determine the reframe you will use next time this takes place

Next step is to decide, "After responding, how will I reframe the event in order to make it work for me (as well as my spouse) instead of against me?" Choose your frame. Perhaps you'll decide on the Enchantment Frame, and be appreciate and so grateful for every positive attribute possessed by your spouse. Or, Maybe the "Cheerfulness/Humor Frame, and imagine to yourself how silly it is to be so upset at something such as that when there are people in the world who are starving or otherwise handicapped.

3. Reframe at the appropriate time

Now do it. Don't worry about getting it exactly right at first. In fact, be delightfully surprised if you do. Build on your small successes, taking pleasure in any and every success that you have. This skill is wonderful, and it takes practice. This brings us on to the final step.

4. Practice

Mastering the art of reframing takes constant practice. Fortunately, it's a skill in which you'll improve every time you use it.

5. Teach

Sharpen your Reframing skills by sharing this method with the rest of your family. You'll be providing them with an awesome "coping" tool for their lives. Of course, teach it to anyone else you want outside of your family as well. The reward is twofold: You are helping yourself sharpen this skill, and you are helping others. (That's your Win/Win Frame.)

If you can reframe to such a point that a certain action no longer bothers you (thus persuasion isn't even necessary), then you are definitely a step ahead in the game. This is one way you keep peace in your home.

Finally, another quote from ben zoma truly is germane when it comes to anger:

"Who is honored? One who honors others."

That's right. When we honor our spouse or children, that's incentive for them to do likewise. The opposite is also true. Losing control and becoming angry (outwardly or not) at someone is not a way of showing honor to that person.

Understand that anger, in and of itself is not always a negative response. There are times it serves a positive purpose, which is why our Creator programmed that trait into us in the first place. For instance, if we, or someone we love, is in danger, anger may be a very legitimate course of action. If we feel as though we are not realizing our potential, we may become somewhat angry at ourself in a way that is quite beneficial. In other words, when appropriately channeled, anger can help you to work harder to accomplish a necessary result. By and large, however, it will generally prove to be an action far more hurtful than helpful.

Remember the earlier example we used regarding the possibility of not losing your temper if a man wielding a gun advised that if you did so you'd be shot? Let's now go the opposite route. What if you were about to lose your temper big-time . . . and at that very moment you realized that if you instead controlled your temper and spoke with kindness, you'd receive 10 million dollars? Would you still lose your temper, or would you keep it under control? Yes, I'll bet you would. Well, guess what? – do this consistently when dealing with your family and your reward will be worth a lot more than 10 million dollars.

There's a saying that the words of the wise are spoken gently and peacefully. Master controlling your anger and you are well on your way to *Winning Without Intimidation* with family.

WWI Lesson 143 **Focus on Listening**

This is a tricky area because obviously, we want to listen to our loved ones. We want to hear and understand their point of view and be able to be responsive to it. We desire honoring them by demonstrating that we care about what they have to say. Yet, how often are we so involved in preparing our own response, or just wanting to win our point, that we don't do this effectively.

This is where “active listening” really comes into play in trying to understand what the other person is saying or feeling, and what our role must be in order to help them.

Active listening, in this case, is really nothing more than listening with the total intent of achieving complete understanding. Not to judge, not to determine how we can trump their thought. Just listening for understanding. My friend, Steve Shapiro, author of *Listening for Success*, points out that there's a big difference between “hearing” and “listening.” He explains, “Hearing is a physiological process. Listening is a mental and emotional process.”

Rebecca Shafir, author of *The Zen of Listening* says, “When confidence grows, we are better able to discover our potential and positively influence others. *Mindful listening* has the power to change the direction of our lives and those we come in contact with every day.”

Without question, the listening muscle is one that must be flexed. Entire books, such as Steve's, Rebecca's and others that teach the skills of listening have been written. I own several of them and find they've helped to improve my abilities in this area dramatically. I suggest purchasing some of them for your own home library, learning the various skills, and then practicing them constantly.

The true *Winning Without Intimidation* bonus of being an excellent listener is the following principle: “There is a direct correlation between the way you listen to someone and the way they will listen to you. In other words, if you want to put yourself into a wonderful position to be able to persuade someone you love, do the best possible job of first listening to them that you possibly can.

As Steven Covey says in his book, *The Seven Habits of Highly Effective People*, “Seek first to understand, then to be understood.” Mr. Covey's advice is accomplished most effectively by listening; that mental and emotional process that honors your loved ones in a way that few other things can.

WWI Lesson 144 **The 3 Most Important Words (And They're Not, "I Love You")**

"I was wrong."

Yes, "I was wrong." In an article of the same title as this lesson, Rabbi and psychotherapist Yaakov Salomon quotes Dr. Meir Wikler as saying, "No single phrase can elevate and cultivate a relationship more than the ability to admit one's wrongdoing."

Yet, isn't admitting our mistakes so difficult; ironically, especially when it comes to those whom we love and adore the most? Isn't apologizing just one of the most agonizing tasks we attempt to undertake? How many silent treatments, hurt feelings, and outright *misunderstandings* could be stopped right in their tracks if someone just admitted, "I was wrong."? Not to mention, how much more *respect* would the wronged party(s) have for the person after hearing their admission of guilt? Most likely, plenty.

So, why don't we admit we are wrong . . . especially when we are? Dr. Salomon seems to agree with the premise stated very early in this book. He first asks, "Are our egos so frail and fragile that they cannot endure even the *occasional* admission of fault?"

He then answers, "Yes. Our egos are indeed frail, fragile, flimsy and feeble (See lesson #4). So fearful are we of any exposure of weakness that our defense mechanisms kick into high gear faster than you could say, 'Oops . . . I blew it!'"

"Excuse mechanisms, at times exotically creative, and often bordering on outright lying, are quickly conjured up." He points out the following examples of denials you might hear (or have said):

"I didn't mean it that way." "I did not forget. You told me you preferred if I don't buy you an anniversary present." "I can't believe it! I was just about to call you back."

Dr. Salomon continues, "It is as if our entire sense of self – our emotional equilibrium – is virtually dependent on never being wrong about anything. What's more, often times we end up convincing ourselves that our lies were true or that our excuses were justified. That's how intolerable it is, for so many of us, to accept and admit our imperfections or failings."

These days, we are constantly aware that many of the most public and admired people – from athletes to movie stars to politicians and others – those who've been awarded nearly hero-status by the general populace, are committing illegal or immoral acts. What is possibly equally as disappointing as the acts themselves is the fact that very few of these fallen-heroes will actually stand up and admit they were wrong. They won't take responsibility for their actions. They either deny completely or come up with an excuse for what they did (Remember Lesson #3 – When we *rationalize* we tell ourselves *rational lies*.").

What's interesting is that, as Dr. Salomon points out, on those too-seldom occasions when that very rare person (such as the athlete who had a bad game) actually says, "I blew it. I take full responsibility for our defeat out there today" he once again is perceived as a hero and "fine example of inner strength, fortitude and courage."

Suggestion: Use the fact that those who admit mistakes are admired and respected as a way of gaining personal strength in this area. Determine that the next time you are wrong, the next time you just out and out "blow it" you'll admit it quickly and definitively. You'll feel great, a feeling of relief will sweep through your body, and you'll have earned a newly-found respect from those you love who might not be used to the loving responsibility you are now taking.

Whether between spouse and spouse, parent and child, or sibling and sibling, an apology, an admission that, "I was wrong. I made a mistake and will try my best not to let it happen again" is one of the most loving and thoughtful phrases that can ever be uttered.

WWI Lesson 145 **Silence is Golden . . . and Makes a Great Fence!**

Have you ever reacted to a loved one's words or actions with a caustic, bitter or even sarcastic remark, then immediately wished you could take it back? What's interesting is this . . . you can't. You can't take it back! Can't do it. It won't happen. All you can do at that point is to apologize and try and make a good "save" in order to keep the conflict from getting even more out of hand than it now already is.

My friend, Paul Meyers, says that an angry word is like a bullet – once fired, you can't take it back. A good plan is to think first, before speaking. For most of us, this does not come naturally. We must practice, imagine and prepare ourselves in advance. Sometimes not saying anything at all (at least for a moment or two) is the smartest thing we can do. Very wise indeed. In fact, the Talmud says, "Silence is a fence around wisdom." Once you've had a chance to consider the situation you can now, thoughts in hand, utilize the principles of *Winning Without Intimidation*.

Of course, one of the most effective methods of *Winning Without Intimidation* is to not be involved in the conflict in the first place. However, if one is about to occur, the next best thing you can do is to stop it before it escalates. Often, at the point that someone criticizes or otherwise insults you, you have a choice (you really do!) right then and there to THINK before you speak. Consider carefully, before you fire the verbal bullet that you can't take back. Want to say the right thing? Want to frame a wise, gentle, problem-quelling response? Then give yourself a chance. Say nothing for a moment. You'll come out ahead, because "Silence is a fence around wisdom."

WWI Lesson 146 **Coach Your Children Through Praise For Good Acts**

In the book, *Everyone's A Coach* by Don Shula & Ken Blanchard, Dr. Blanchard made the point that in typical business organizations, the most frequent response people get to their performance is no response at all. He calls this "leave-alone-zap! Management" because usually the employee will be left alone long enough to fail. When that happens, he or she is then "zapped" by their manager. Dr. Blanchard then expertly explained the futility of this approach, using, as an example, a family situation. This example, to me, is also a wonderful lesson in WINNING WITHOUT INTIMIDATION within the family. Here's what he wrote:

Studies show that among teenagers, there are significantly less incidents of drinking, drug use, indiscriminate sex, and fatal traffic accidents occurring before 12:00 midnight than after that hour. Suppose that the parents of a sixteen year old learn about this and say, "We'd better get our son home earlier". They announce to him, in no uncertain terms, that they want him home by 12:00 midnight. The next time he's out with his friends and sees it is 11:30 PM. he says "My parents want me in by twelve, I've got to leave." His peers start shaming him "What are you, man, a momma's boy? Are they going to tuck you in?" He's getting a negative response from his all-important peer group. He's a good kid though, so he bears the negative response and says "No, I've gotta go." But when he walks in the door on time at home, where are his parents? They're either gone or asleep. He's lucky if he gets a lick from the dog. This is a typical no-response.

Now let's see how the "leave-alone" results in a "zap!" First, let's look at the score in terms of who has noticed what: so far, the teenager has one negative response (from his peers) and one no-response (from his parents). Which will have the greater effect? Negative noticing will win, going away. It's no contest. Most people will be impacted more by a negative response than by a no-response. This is why it's so important to be there to praise good behavior. In some companies we give managers a set of buttons that read, "I was caught doing something right" and tell them to give a button to an employee when they notice good performance. The recipients appreciate this.

If this is a typical no-response case, what happens when the boy goes out the next night? At 11:30 when he makes his announcement that he needs to be home by midnight, his friends start in on him again. This time he thinks to himself, "Am I crazy? I got home last night on time and nobody noticed. Why should I take this grief from my buddies? Tonight he arrives home at 1:00 AM. Where are his parents this time? They're at the door yelling at him. "We told you to be home by twelve! We're sick and tired of your lousy attitude." . . . This puts the kid in a lose-lose situation: if he does what his parents want, he gets beat up by his friends; if he does what his friends wants, he gets grief from his folks.

This is the kind of bind that people in organization get caught in all the time. Their managers don't pay attention to what they do until they foul up. If they do what their boss says, their coworkers are upset. If they do what their coworkers want, their boss is upset. The only way to turn this game around is for their managers to start to accentuate the positive and catch them doing something right.

And of course, accenting the positive works best of all, because a positive noticing usually beats a negative noticing, hands down. Again, its no contest. It's important to be there to praise the good behavior so that you send some points up against the negative ones that the peers are bestowing. And if you want your children to be home by a certain hour, do whatever it takes to be there to reward their good behavior. If you're asleep, set an alarm. If you're out with friends, announce to them by 11:30, "We told our son to be home by midnight, and we want to be there when he comes home." When the kid walks in, make a big fuss over him, hugging and kissing him and making a big show of celebration. Sound corny? Guess what -- it works. My sister and I never stayed out late because the moment we left the house my mother would start baking things for our return. We came early because it was a good deal! There were all kinds of goodies waiting for us. Old fashioned? Sure, but our friends loved to come to our house, not only because the food was great, but because my mother would play the piano and everyone would sing and dance.

I can't say enough about praising. If people know that their good performance will be noticed and rewarded, it's a tremendous motivator. Positive consequences encourage people to repeat good behavior, And if you're not involved with your people, you won't notice their good work. Like (Coach Don) Shula says, you can't manage from the press box.

What a great lesson! Now, you might find a few challenges with the above. Number one, you might not want to wake up when Jimmy or Jane come home. Number two, you might not want to leave your fun event in order to get home at the prescribed time. Number three, you might not want to bake cookies and/or entertain.

I don't think that is the point, however. I believe the essence of Dr. Blanchard's advice is to continually keep in mind that if you reward the good behavior (typically, by effusive praise) you will outdo the constant peer pressure that is being applied. This is truly Winning Without Intimidation.

WWI Nugget **Quick tip-Attitude**

When you're about to solicit someone's help, assume that person will be helpful instead of obstructive. Whichever attitude you expect *him* to take will show up in *your* attitude toward him and he will usually respond according to your attitude. It's just another case of getting what you expect.

Chapter 6 Winning Without Intimidation When Negotiating

Yes, it's true; much of life is a negotiation of one sort or another. Certainly that's true for everything we've discussed thus far in the book. The fact is, anytime, and to whatever degree, we want something that someone else would rather not give us, we are negotiating. This might include, but is certainly not limited to, more money, an act of kindness, a lower price/better terms on a product or anything else. As long as it's done with respect, consideration, and an attitude of win/win, that's fine.

So, why a separate chapter on negotiating? Because some negotiations are more formal than others. While trying to persuade a customer service representative to take that extra step for you can certainly be determined as a negotiation, as can persuading your spouse to go to dinner where *you* want to go, this chapter will have a different focus.

Now we'll look at instances and situations where both side are consciously aware that they are trying to *get* something from the other, while the other tries to do the same, or at least resist the first person's attempts to do so. You'll still use class, diplomacy and tact, but will without a doubt do so as an effective negotiator.

The information in this chapter, by the way, is not a *substitute* for books that focus primarily on the art and science of negotiation. Many books, such as those by negotiating authorities such as Herb Cohen, Gerard Nierenberg, Roger Dawson, etc., focus on win/win negotiation. I suggest purchasing those books as well in order to learn specific techniques to make you an even more effective negotiator. What you will learn in this chapter, however, is a *Winning Without Intimidation* twist to this life-enhancing topic.

WWI Lesson 147 **Negotiate to Win/Win Without Intimidation**

One division of my company is a mail order seller of items containing my favorite motivational saying written on top of a picture of a beautiful diamond. The inspirational poem, part of a longer poem by Edmund Vance Cooke, has to do with persistence, staying the course, being able to get knocked on your rear end but continuing to get back up until you attain your goal and win your prize. The saying goes:

You are beaten to Earth, well well, what's that?

Come up with a smiling face.

It's nothing against you to fall down flat,

But to lie there, that's disgrace.

The harder you're thrown, why the higher you'll bounce

Be proud of your blackened eye.

It isn't the fact that you're licked that counts,

It's how did you fight, and why...?

When reciting that at my live presentations, people would come up to me in droves afterwards, take out their pen and paper, and ask me to repeat that saying. Then, after one program, someone asked my why I had never put that saying on tee-shirts and sweatshirts and made them available for sale? I told them I didn't know why.

So, I did it. Listening to the wants of our customers is a very profitable idea.

First, I produced the tee-shirts, then I developed a catalog full of items such as mugs, greeting cards, pocket calendars, framable posters, all with this saying. It's been very successful, but the flagship product of this series is still the tee-shirt. I first began selling them right after my seminars along with my books and tapes. The first thing I had to do to get to that point was to negotiate the best price I could from the tee-shirt company.

The people at the tee-shirt company were good people and charged a price per unit that was probably very fair. The challenge was that it didn't give me the markup I needed to make the sale of the tee-shirts profitable enough to make the venture worthwhile for me.

Both the owner and I discussed the situation as gentlemen. I complimented him on the obviously fine quality of his shirts and his excellent reputation within the industry and community.

Have you ever heard someone in the negotiating process act as though she wanted to just beat the other person down? As if the only way to win the negotiation was to totally ruin that person financially and leave him lying on the floor—a puddle of limp, lifeless, money-losing mush? She speaks as though the quality of the person's product is less than

acceptable and as though she would rather do anything in the world but buy from him...unless, of course, she can get the right price. She'll use phrases such as, "Take it or leave it!"

Why do people act like that? Those people do win their share of battles but very rarely win the game . . . of life or of work.

You can't build yourself up by knocking someone else down—except in certain sports where that is literally the point of the game. But that isn't the idea of life or work and it certainly isn't the idea of *Winning Without Intimidation*.

By the way, you know what is fundamentally wrong with saying "Take it or leave it?"

When you say that to someone, you are directly challenging his ego. And you know that people buy emotionally—correct? Would you agree with me that many people would turn down a very good offer just to protect their egos? I've seen it happen many times.

Back to the tee-shirts:

After negotiating our best respective deals, each in our own minds, he and I were at a standstill. His final price was 50 cents per unit higher than I was willing to go. He told me that the price would be difficult to lower even though he'd really like my business.

I told him again, very politely, that although I'd love to be able to give him my business, I just couldn't do it. I'd have to continue to shop other places, even out of state, though I'd sure rather keep my money circulating within my own local community.

He came back with one more offer: 25 cents lower. I told him I appreciated his consideration so very much but that any way I cut it, I just couldn't go over the mark I had set down which was still 25 cents lower than that. I said if it would help him justify his price, I'd order several hundred more tee-shirts than I was going to order originally. He stood there silently . . . not saying a word . . . thinking.

It was time to put the deal in his hands, politely letting him know I *would* walk away if I had to but attempting to phrase it in just such a way that he would consider doing something he ordinarily would not do.

"Jim," I said, "I totally understand your situation and wouldn't feel slighted a bit if you couldn't justify coming down to this price. I have a feeling, though, that we could be doing business with each other for a long time. Why don't you take some time and think about it awhile. You know my number; give me a call when you decide. I've really enjoyed meeting with you. You're a talented, good guy." And I went back to my office not sure of what his answer would be.

My office manager didn't think it would fly. She called a friend of hers who often bought shirts for local sports teams and other community events. She didn't think we had a chance of getting that price. Thirty minutes later, we got the phone call and Jim's agreement on the deal. They turned out to be great people to deal with, even loading up a bunch of boxes of tee-shirts and delivering them right to the office for us.

To this day, I genuinely believe that a part of getting that agreement for what was really an outstanding price was the fact that I showed the owner the proper respect and appreciation for his position and his circumstances. When you negotiate in good faith and with the proper attitude, more often than not you're going to find yourself *Winning Without Intimidation*. And remember this key point:

For you to win, the other person has to win as well.

I'm sure Jim made a profit, but more than that, I know he felt good about landing his new *life-long* customer.

WWI Lesson 148 **How to Decline An Offer And Still Win Without Intimidation**

The following story hits on an interesting point, once again dealing with showing respect—especially in a situation where many people wouldn't.

When you're involved in a negotiation and a person offers you a deal that you are simply not interested in, remain respectful no matter what. By declining an offer respectfully, you're positioned to receive "a benefit of a miscommunication."

Often companies buy a large quantity of my cassette tape program entitled, *HOW TO CULTIVATE A NETWORK OF ENDLESS REFERRALS*, to be used either as resale items or tools for continuing training for their salespeople. One particular company's representative asked me if they could make a duplicate of the recording master and produce the tapes themselves. They would then give me a royalty per tape program sold. They asked this because my tapes retailed at a higher price than they were willing to pay.

Talk about something that didn't interest me at all! There was no way I'd ever do that.

But instead of laughing condescendingly or putting the representative down, which would have offended him or embarrassed him or hurt his ego, I simply declined by saying, "Mr. Sanders, I appreciate your kind offer and I feel honored you'd want to share my information with your people, but if I did that it would be unfair to all the people who distribute these and get such a substantial discount for doing so."

He seemed very surprised.

Not surprised that I declined his offer, but because he didn't realize I gave distributors and quantity buyers such a major discount. He'd never thought to ask and I just figured he knew. I was wrong, he didn't know. When I told him the discounted price, he was delighted, and we agreed on the transaction right there. He became a good client. In fact, one of the longest-lasting clients in this particular form of doing business I've ever had.

Had I put him down—which would have been quite natural for most of us because his offer was almost insulting—do you think we would have ever gotten to the point of understanding? Even if we had, would offending him have helped or hurt my chances of our coming to an agreement?

Declining an offer respectfully (and you could substitute the word *responsibly*) will dramatically increase your chances of *Winning Without Intimidation*.

I have, many times, after telling a prospect what I charge for a speaking engagement, been talked to as if I was committing highway robbery. I've actually been laughed at! "Ha! You're kidding! I'd *never* pay a speaker *that much!*"

I have an ego, too, so when someone does that and then later decides they want me to speak at their event, they can no longer have me at the former price. Their price goes up.

But if they say, "Bob, I'd love to have you come in for us but I just couldn't possibly pay you that kind of money," that's different. We still might not be able to work anything out together but maybe we would. Possibly, we could arrange a slightly lesser fee with a trade-out for one of their company's products or design a combination of a fee with guaranteed or advance product sales. I would at least—and I have often done this in these circumstances—go out of my way to find them another speaker who would do them well at a lower fee level.

It's important to decline with respect and make the other person feel good about herself. Then, if there is any chance for a positive outcome to result, the odds are far greater that's what will happen

WWI Lesson 149 **Doing Business for This Price Is An Insurance Policy**

During a negotiation, another way of warning someone without actually threatening him (remember Lesson #28, The Nice But Implied Threat?) is what I call the "insurance policy technique." For instance, one time, while negotiating the price of a car, I told the car salesperson the following (with tact, of course):

"Mr. Kennedy, if we can't agree on this particular price, I can't *justify* making the purchase right now without investigating further."

"I'm not saying that I won't eventually come back here. I enjoy doing business with you, but I'd have to visit several other dealerships to see if I could get the price I feel I need. In a sense, your coming down xx amount of dollars right now is sort of like"—this is said with a sincere smile—"your buying an insurance policy that I *won't* buy a car from someone else. Of course, I'll understand if you just can't do that."

As I began, I said what I needed to say with a look of kindness, not a scowl. And I told him I couldn't "*justify*" making the purchase now—not that I *won't*. I wanted to help him save face and have him want to help me get what I wanted.

What was the result?

I got my price. And it was a win/win. The dealership and the salesperson still made a nice profit and that sale has resulted in several referrals from me to that salesperson. The transaction was handled in a professional way and that scenario positively set up my next visit. He knows that if I don't get the price I feel I need, I won't be able to *justify* making the purchase now.

WWI Lesson 150 **Defense Without Intimidation**

The following incident took place at the local county's unemployment compensation department. I was to present the case of a young lady whom I had reason to believe was fired unfairly from her job and whose former employer was contesting her right to collect unemployment compensation. The man I'll refer to here as "the judge" was actually the head of that particular department. His decision would be final. In a sense, he would actually be the judge *and* jury.

Without going into too great detail, I decided to take her "case" for two reasons. Number one, I was familiar first-hand with the employer's reputation for dealing unethically with independent contractors and employees. Based on my personal experiences with him, the young lady's story was not particularly hard to believe.

Number two, during the first meeting between the young lady, the judge, and the employer's two representatives—one of whom I knew to be a tough cookie—our young lady (whom I'll call Jill) seemed to have gotten "railroaded."

I didn't feel comfortable with that. Jill was a friend of a friend of mine, and I felt a certain loyalty toward her. She seemed like a sparrow up against a couple of vultures, so Bob "Just Call Me Perry Mason" Burg stepped in.

When Jill came out of that first session all teary-eyed, I didn't realize my friend was going to ask me to represent her or that it was even allowed, but I did ask her to tell me everything that happened. Jill said the employer's ruthless representative, instead of asking single questions as she was instructed to in order to determine "facts," just kept unleashing accusation after accusation which the judge did not correct. This intimidated Jill.

Fortunately, before the session's conclusion, the judge suddenly got called to another meeting and had to cut that hearing short and reschedule it. According to Jill, he even suggested she ought to just forget about the whole thing because she didn't have a chance of winning.

Well, we would soon see how the vultures—and the judge—would stand up to the principles of *Winning Without Intimidation*.

As in any negotiation, I researched all the facts I could but there wasn't much to go on. According to Jill, she and Karen, the office manager – the one I earlier referred to as a tough cookie, didn't get along. According to Karen, the reason Jill was fired and the reason they were trying to deny her unemployment compensation was that she had done something against the employer's wishes about a year before.

What she did—which I won't explain, as it isn't relevant but may be recognized by

certain people reading this—was wrong. Definitely. It wasn't public-enemy crime number one, but it was wrong. She had been soundly admonished for it and then it—the act—and Jill were forgiven by the owner. Over time some very negative personal feelings, unrelated to the mistake in judgment she made and for which she was forgiven, developed between her and Karen and the employer.

According to Jill, the reason she was fired was the negative personal feelings and they were fighting her unemployment compensation for nothing more than spite.

With that in mind, I stepped into the office, met the judge, and sat down at the table along with Jill, Karen and Karen's witness, a former co-worker of Jill's still working for the employer. With no courtroom experience, I could depend only on the skills we are talking about in this book.

My plan was to first establish myself to the judge as someone capable of representing a person because I'm sure he's had many a screamer or arguer come in and try to play big-time lawyer. I also felt the need to politely let him know that I wouldn't accept the intimidation that had apparently happened on the first go-round.

The judge asked if I had any comments or questions before we began and I told him did. I began by respectfully laying the foundation.

"Mr. Johnson, first allow me to express my appreciation to you in allowing me to represent Ms. Alexander. I believe we can, all of us (gesturing to the opposition), provide enough information to allow you to reach a fair and just decision."

That done, it was time to make the polite, implied threat (Lesson #28). This is intended to put some fear into the other person's heart, but showing so much respect that he does not lose face and could not be mad at me and therefore want to get even. (We could let sleeping egos lie.)

"Mr. Johnson," I said, "I'm sure this was simply a misunderstanding, but I feel it must be mentioned. I was made aware by Ms. Alexander that after the first session she was advised to not bother pursuing this issue any more because the case was already decided. I know that's not true. You would never do that. In this day and age, all that does is get the investigative reporters from the local newspaper going and none of us needs to be bothered with that."

I could see that he got the point and he made a point—with his mouth pointed even a little bit more towards the tape recorder he turned on—that such a thing did *not* happen and never would happen during one of *his* hearings.

I replied, "I knew it wouldn't," implying that I never had any doubts.

Here is a point worth noting: There are times when, in order to get a point across or have someone take action, you must—now here's the key word—*imply* a threat. Never threaten. Imply a threat. If you come right out and threaten, you paint the other person into a corner along with his fragile ego. In order to save face, he must argue with you and show you who's boss. That's ego talking, and ego is a big factor in a person's emotional decision to avoid pain. You want to get your point across without making him angry or vengeful. That takes practice but it's a skill worth perfecting.

Asking Jill the direct questions was fairly easy and straightforward; the challenge came when Karen got her opportunity to "cross-examine." Although the judge had advised each of us to ask the witnesses questions and not make statements or give opinions, Karen began to do exactly what Jill said she did last time—loudly voice a tirade of accusations.

This provided me with an opportunity to verbally object, and I did so very politely. "Mr. Johnson, I'm sure Ms. Patterson is not doing this on purpose but it seems that rather than asking questions—as you had instructed—she's making statements."

He agreed and gently admonished her. She was not happy.

A nice break for our side was the fact that she had not been called on this ever before and that was how she felt comfortable expressing herself. As she, again and again, began to make accusations, I, again and again, politely objected:

"Mr. Johnson, I believe that's not a question." He, a bit more strongly now, urged her to phrase her questions as such—questions! This totally broke Karen's pattern and she began losing her train of thought regarding what she was going to ask.

The one touchy spot was when Karen brought up the incident where Jill was clearly wrong. When it was my turn to re-examine, I re-established the act and had Jill admit that she knew she had been wrong. In fact, I made no bones about the fact that I agreed—as would anybody—with the fact that she was wrong to have done what she did.

This is a variation of a tactic Abraham Lincoln used as an attorney that we touched upon earlier in the book (See Lesson #34). He would begin his opening statement by reviewing the opposition's case in a positive way. He'd touch upon a few obvious points that he knew they would bring up anyway. He'd phrase his statements in such a way that you might think he was actually representing the other party. This established his honesty, integrity and sense of fair play and justice with the jury.

Today, "Honest Abe" might be called *Winning Without Intimidation Abe!*

Do you understand what he was doing? He was, in essence, saying, "Hey, there are two sides to every story; the other side in this one, they're good people." He was simply

demonstrating, "I'm presenting this out of fairness and honesty."

Very powerful. And you can apply that, too, whenever you're making your case through the techniques of *Winning Without Intimidation*.

When applying for a raise, let the boss know, "Hey, I understand where you're coming from. The budget is tough, sales are down, there isn't a lot of discretionary monies." Right from the beginning you've established yourself, your understanding of your boss's situation, and your own base of honesty. Now you're in a position to give him or her your side of the story.

When you need to speak to the supervisor or manager of a person who somehow wronged you, resist jumping in with a barrage of accusations against the person. The supervisor gets that all the time. Be more effective by being different.

First, let her know you understand that employee probably has many challenges to deal with during the day and they are probably just having a bad day today—that you don't blame them personally. I guarantee you that has just given you more credibility in the supervisor's mind than a hundred people complaining and being nasty. It works . . . please believe that. Remember, this is another opportunity to use the Three P's: Politeness, Patience and Persistence.

So, back to our case.

I made a definite point of the fact that Jill was wrong and then I asked if she was fired as a result.

No? . . . Why not? Oh, your employer forgave you and simply warned you not to make the same mistake again?

And did you make the same mistake again? No . . . And so you weren't fired for that?

No.

And, I must admit, I received a particular personal thrill by adding, "No further questions." (I felt like a real, *live* television lawyer!)

The rest is somewhat anticlimactic and repetitive regarding how the handling of this situation relates to the techniques we're discussing.

Karen was left at the end with the sole closing argument that Jill had been fired due to the incident in question and that's why she shouldn't receive unemployment compensation. Upon my closing, I politely brought up the fact that it had been established that wasn't the case, so, unless another reason could be brought forth, I felt

confident that Mr. Johnson "Would rule in the way he saw fit."

Notice what I said, not that he would "rule in our favor," but "in the way he saw fit." That gave him credit for being able to make a fair, just and intelligent decision.

After the hearing was officially over and he had made his ruling, *he thanked me for my time!* Oh yes, he ruled in Jill's favor. *Winning Without Intimidation* wins again!!!

WWI Lesson 151 **Allow Them to Decide Your Fate – You'll Probably Get the Best Deal**

This is another one of those techniques that works most of the time as long as you've set up the situation correctly and won the person happily over to your side.

Let's say you're negotiating out of a position of weakness instead of strength. Not exactly the ideal situation. If you read any good book on negotiation, the very first thing it'll tell you is the best way to negotiate is out of strength. That strength may be in the way of superior knowledge or the ability to walk away from the deal, even if you're disappointed.

Yet, as true as that is, it isn't always feasible—not in the real world.

Let's say you need something repaired on your car. You're in a hurry, or like me, you're "mechanically impaired." (I definitely have five left thumbs and know practically nothing about cars.) Or, let's say immediate repair is needed on a part of your home or you need a copying machine for your office right away.

The best way to handle these situations—since you have the need to take immediate action without the knowledge to negotiate the best price—is to employ the technique of "putting your fate in the other person's hands."

Here's how to do it:

First, we let him know how much we believe in him as a human being. Even if you just met him, you can just feel it in your gut and express that. "Joe, I know absolutely nothing about this particular situation. My ignorance in this area astounds me. I feel comfortable about you though. I don't know many things, but I happen to be an excellent judge of character. If I'm right about you—and I think I am—you're a business person and you're also honest, ethical and fair. I'd like to just leave it up to you. I know you'll give me the lowest possible price which will be fair to both of us and will allow me to feel good about referring everyone I know to you."

As far back as I can remember, only one time did I ever feel as though the person I did business with in this way wasn't as fair as he could possibly be. Everyone else treated me either fairly or better.

What are some of the key ideas we used in that situation?

You showed him respect. You showed belief in him. You know he's fair, ethical and honest—and said so. People generally act according to the way they feel you *think* they're going to act.

You let him know you respect his business savvy (we all like to feel as though we're sharp business people, don't we?) and you wanted and expected him to make a profit. You also mentioned referrals, which handles the "What's in it for me factor." You also—very subtly—let him know that if he didn't treat you right there probably would never be any more business from you nor any referrals.

Yes, with this technique you'll find yourself consistently *Winning Without Intimidation* and you'll need to do very little for it.

WWI Lesson 152 **Declining An Offer Graciously**

When you're involved in a negotiation and you're offered something you feel is worthless – or at least to the point that it isn't something you'd ever seriously consider accepting, offer *lavish appreciation* for their *consideration* anyway. "I'm grateful for your consideration in making an offer, yet it wouldn't be feasible in this case." Those offering will understand they are way off base as far as any chance of making a deal with you but you haven't offended them with your response. This leaves their ego unblemished, elicits no defensiveness on their part, and keeps the door open for another offer.

So many people offend the other person when turning down an offer—and it just closes doors and makes for an all-around loss. If you employ tact, you let others save face and they'll come back with a more realistic offer—if it's at all possible.

WWI Lesson 153 **Keeping The Door Open without Being At All Committal**

Recently, I was referred to a rather large company for my program on business networking. In negotiations, the key decision maker and I had a definite challenge coming to terms regarding my fee. After a somewhat lengthy conversation, we came to the mutual agreement that we were just too far apart. His last comment to me was to feel free to call him if I decided I could do their program for the final fee he offered.

Immediately after the conversation, I wrote a Thank You letter, as I always do. In this short, handwritten note, I thanked him for his time but said absolutely nothing of substance in the letter. I basically said "No", while in no way closing the door to further discussion.

This nice but non-committal note left the door open for him to call me if he decided he could pay me the final fee I offered. He could feel comfortable in calling me knowing he wouldn't have to eat humble pie.

Did he call? Not yet, but this is one of those instances where there's plenty of time for *Winning Without Intimidation*.

WWI Lesson 154 **It's Not Negotiable? Sure It Is**

Earlier, I mentioned that every time you attempt to get something from someone he or she was originally not about to give, including cooperation, you're negotiating. Different situations call for different tactics. One situation, or challenge, may be when someone has just a little bit of power, and since that's all he has, he does his best to use it as much as possible in order to satisfy his ego.

In *Winning Without Intimidation*, we'll again put into action the Three P's-Politeness, Patience and Persistence, as well as give that person the power they already have anyway.

I was in Toledo, Ohio, about to speak a few hours later at a sales rally. We were setting up the tables where, after the program, people would have the opportunity to purchase my books and tapes. One important aspect of merchandising learning resources after a program such as this is having the tables set up in a prime space.

As people exit to the restrooms or the concession stands or to stretch their legs in the hallway, they'll be close enough to the table to remind them of the merchandise for sale. They can see the tape sets and books, pick them up, etc. Table positioning is very important.

Obviously, the positioning of our table is much more important to my staff and me than it is to the convention arena personnel. Understandably, they just want to see things run smoothly with no major hassles to make them work even harder than they already have to.

Upon noticing our table further away from the main door then was beneficial to our cause, we had the table moved to a more advantageous spot. Since the space right next to the door was already taken, the spot we chose was against a wall directly opposite the door. This was actually even better. People would be facing us directly whenever they left the main room and would almost bump right into us upon re-entering. I wondered, in fact, why hadn't any of the other speakers, entertainers, or exhibitors thought of that?

I soon found the answer. Mr. Anderson, one of the arena officials, quickly made his way over to our table and informed us we'd have to move. "You can't set up there" he informed us. He was most definitely poised for a knock-down, drag-out argument.

I don't blame him. I'm sure he has at least one of those at every program held at his arena . . . regarding this very same space. A bitter argument ensues and then the person ends up moving, leaving both parties angry and resentful.

He wasn't going to get either of those from me as far as I was concerned; neither an argument nor a moved table. The first step I'd take, as you know by now, is to con-

sciously make the decision to respond, not react. *Respond, not react.*

I extended my hand and said, "I'm Bob Burg." He told me his name was Scott Anderson. He was just a bit disarmed now and a little nicer when he said, "You're gonna have to remove the table and set it up down the hall; it's against the rules for a table to be set up here and unfortunately it's non-negotiable."

"Oh, I understand that," I replied.

I continued, respectfully using his surname, "Mr. Anderson, what could we do to work out a special arrangement—setting up down the hall will absolutely kill my sales and I'm wondering if you could use your influence in making a special exception?"

What I just did was to affirm in his mind the fact that I respected him and the power he had. By using the phrase "special exception," I was helping him to think of an answer that he could use *and* take credit for too.

It wouldn't be quite that easy, however, and patience and persistence would be necessary. He replied, "There is no special exception. As I said, Mr. Burg, there is no negotiating on this."

"Oh, I agree," I replied. I learned the power of agreement from a "gazillionaire" by the name of Tim Foley, a former All-Pro football player with the Miami Dolphins who has made a fortune in the business world—mainly because he has an incredible skill with people, diplomacy being his forte. Rumor has it that Tim reads the book, *How to Win Friends and Influence People* every few months in order to keep his skills sharp in that area. I'd say that was good advice. He also works hard, is consistent in his efforts and a real giver of himself to others. That's a recipe for both business and personal success.

"Oh, I agree," I told Mr. Anderson. "Obviously there's a reason for this rule. It must be a protection of some kind, but you know what, I can't figure out what it is—I only know that if I don't have this space I'm in big trouble. I can tell you're the type of person who seeks solutions to challenges. Do you have any advice on how we could pull this off?"

He was getting a bit flustered now for a couple of reasons: One, I wasn't giving up. That probably isn't too uncommon. I'm sure he's used to exhibitors violently arguing with him for the longest time. The difference is that there's no argument here. Just a very respectful guy—totally respectful—massaging his ego and gently challenging his wisdom and expertise by asking him to come up with a solution.

"The problem is, Mr. Burg, that with your tables here, it's still too close to the door. With your tapes and books set up before the program starts, people will be crowding around your table to shop. It will make it hard for people wanting to get in and get seats to get past the crowd. That's why, unfortunately, as much as I'd like to help it's still

non-negotiable."

Finally, good news, I thought to myself.

You might be thinking, Bob, are you crazy!?! He just gave you awful news! Nnnoooo, he didn't. He just supplied me with the answer—an answer that would allow him to let us stay there while emotionally satisfying him and logically giving him the loophole he needed so he wouldn't stop from doing the right thing just for the sake of protecting his ego.

So you know where I'm coming from, remember that he talked about the challenge being people crowding around the table *before* the program, not allowing the rush of people wanting to take their seats to get by. Well, we *never* open our table before the program. We find we do much better by not opening it until I've presented my program on stage. Then people have more of an interest in checking out the materials, books and tapes at the table. The challenge Mr. Anderson spoke about would never happen. Of course, that's logical, but his ego, like anyone's, wouldn't make decisions based on logic. So I phrased it to him this way:

"Mr. Anderson, you just came up with the answer. I will give you my word that we will not open up the table until *after* I speak on stage. In fact, we'll cover it with the sheets over here and no one will even be able to see anything. You figured out the solution we would need to have, and I can live with not opening my table until after I speak. I'm only concerned about being here after the actual speech."

It worked. He got the credit. I got the solution. We had one of our best sales nights ever. The positioning of the table was about the best I've ever had.

Here's the funny part: In order to save face, and his power position even more, he made us agree to one other provision. The next morning, we would have to set up in our original spot. This made absolutely no logical sense. None at all. The only challenge with our being in the spot we wanted was the opening crowd needing to get to their seats and that had been worked out. But his ego needed that concession from me in front of everyone else to make sure we all knew he was still the boss.

I knew that tomorrow didn't matter. The majority of business is done immediately after my live presentation. By tomorrow, those who still wanted my materials would find my table 20 yards away. They weren't the ones who needed it right in front of them. So I "grudgingly" agreed and we had our spot.

I figured that by the next morning he would have forgotten all about the final concession since his point was made. But guess what? The next morning our table had been moved.

Do people make decisions logically or emotionally?

Remember the Three P's—Politeness, which is also respect, Patience and Persistence.

Let that person feel their power, want to help you, and think the solution was theirs.

If necessary, concede a minor point to make them feel you didn't totally get what you wanted. Sometimes, losing a little bit of nothing is a very worthwhile trade-off to come out *Winning Without Intimidation*.

WWI Lesson 155 **Handling Threats By Phone and Clearing up Credit Challenges**

Several years ago, a woman who was working for me related a challenge she was having. Apparently, the owners of a start-up company she went to work for a year or so earlier had asked her to put her name on their cellular phone application. Although most of us would wonder why an employer would make such a request and immediately suspect something wrong, Sue, in good faith, did them this courtesy.

As you might expect, they turned out to be less than honorable people, and when they went out of business soon after, they left her stuck with about a \$1500 phone bill. Sue explained the situation to the cellular phone company but they insisted that the responsibility for the phone bill was hers and hers alone. They were not concerned at all about the men who owned the company who did not honor their obligation. In other words, it wasn't their problem. Knowing her as I did, I could easily believe that she did not make that story up.

Over the course of the year, she would get bills and pay as much as she could. She was not in great shape financially, however, and soon began getting collection letters from the phone company. Finally, a man claiming to be the head of collections called and "urged" her to pay the bill in full or he would have the local sheriff subpoena her to appear in court. According to this man, she would then have to explain to the judge why she wasn't honoring her debt.

Knowing my belief in Winning Without Intimidation, Sue asked me to help her out, which I was only too glad to do. First, I called the company to see if a simple explanation of the predicament might be enough to have them "call off the dogs." Although the service woman with whom I spoke was very understanding and sympathetic, she explained that many secretaries seem to get victimized by that same scam—there was nothing she could do about it and the bill would have to be paid. Apparently, the man who called Sue earlier was the man who made that decision. I thanked her very much for her time and understanding and asked to speak to "Mr. Gregory."

I introduced myself as Sue's current employer and explained that she was a victim. Would the company he worked for be willing to write this off or even reduce her debt? Well, he came on a little strong with me, of course, because that's just how he's used to operating. He said he would need all the money now or he would send the sheriff of our county to visit Sue with the subpoena. I guess the "sheriff thing" is his usual vehicle of threat.

I replied, "I appreciate your wanting to bring this to closure right away. Since Sue doesn't have the money, and you know you can't get blood from a stone, why don't we do this: I will write you out a company check for \$400 if, at that point, you'll drop the entire issue. Naturally, I need to have a signed letter from you stating that to be our

agreement."

As you already know, what I was doing was, with politeness and respect, establishing with him that he was now dealing with someone he wasn't going to be able to bully but someone who would still work with him. (After all, I didn't blame the company for wanting their money and I was even willing to help out in order to get Sue off the hook). His initial threat and tone I just ignored. Many people would have reacted to it, but that would have accomplished nothing. I would let my actions help win without intimidation.

The \$400 I offered him was way below what he would be willing to settle for and I knew that, but I wanted to see where he was. One rule of negotiation is to shoot as low as you can (or as high, depending upon your unique situation) because, first of all, you never know, you just might get it. Secondly, he might come back with another offer. And, if he'll come down once, there's a really good shot he'll come down again. He said, "If you'll make it \$1200 and send me a certified check, we'll call it even."

I replied, "Oh, thank you for the offer, I appreciate it . . . unfortunately, I'd have to decline that because it's still way too much money. In fact, I know that you know Sue was coerced into putting her name on the agreement even though it was her company who took the service. Her former employer apparently has some challenge with ethics. Maybe you should go after him; it might be a little easier to collect the money from him."

Mr. Gregory replied, "That's not our policy." I responded by saying, "I appreciate that. You know, Mr. Gregory, it's not my policy to pay even a portion of my secretary's former employer's cellular phone bills either but I'll stretch a bit if you will. I'll tell you what; let me think on this for a day and I'll call you back tomorrow. Thank you so much for your time. I know you want to work this out to everyone's benefit and I appreciate that."

I called my lawyer and asked him what to expect. He told me this guy was "no different from any other collections person and would bully whomever was easiest." (Note: certainly not every collections professional does this. Unfortunately, because of those who do, the industry has been saddled with that reputation. Most collection agencies adhere to proper guidelines and go about their job in a legal and ethical manner.) He probably could get the money, but he'd have to decide if the effort and money involved was worth it. Also the time, since he was more than three hours outside of our county.

Mr. Gregory called before I did but he asked to speak to Sue. The receptionist had been instructed to transfer his call to me if that happened (call it a hunch) and I answered, ignoring his indiscretion. "Hi Mr. Gregory, Bob Burg, how are you?"

"Uh, fine Mr. Burg. I came up with a decision. Send me a check for \$900 and we'll close this account." I'm thinking, where did this guy come up with the figure \$900? A better tactic would have been something like \$937. A number such as that gives the

perception of a specific reason; that calculations of various costs and other factors had to

have been involved. An even number like \$900 suggests it was a number grabbed out of thin air. It didn't matter now though. He should have taken my original offer of \$400, which *was* a number grabbed out of thin air.

"Mr. Gregory, again, thank you so much for your time. I appreciate your win/win attitude. Here's what I think we should do." (Now, let's pause so I can explain that what I'm going to do right here is a combination of my technique, which I call the "implied threat," and a very common negotiating technique called the "higher authority.")

You've heard me use the implied threat before. That's when we very nicely, without painting the person into a defensive corner where his ego is at stake, let him know that if he doesn't give in to what we're asking for his life won't be made any easier. An example of this might be (in a pleasant, sincere voice), "Bill, I've enjoyed doing business with you for so long and would like to continue to do so—I'd hate to feel as though my business isn't worth the extra whatchamacallit I'm asking for." Again, you didn't actually threaten but your intent was made clear, albeit very nicely.

With the "Higher Authority" technique, you give up your power or authority to make the final decision to someone else; either someone of a higher position in your company, family, etc., or someone of greater knowledge. For instance, "I can't possibly make a decision on that without consulting with my lawyer." Or, "Let me run your offer past my (wife, brother-in-law, business partner, choose anyone else you can think of) and I'll let you know!"

There are several benefits of this technique—one being that you can always come back with another offer without coming off as the bad guy. Not to mention, the person with whom you're negotiating is put in a position of never exactly knowing where your side stands. Back to our conversation with Mr. Gregory. Let's hear how the combination of these techniques sounds.

"Mr. Gregory, again, thank you so much for your time. I appreciate your win/win attitude. Here's what I think we should do. After consulting with my company lawyer, who certainly knows a lot more about the law than I do, he suggested very strongly my not paying any of this bill and suggested the same for Sue. You represent a fine company with an excellent reputation. The fact is, we all know that the people who ran up the bill should be the people responsible for paying the bill. Here's what I will do for you."

"I'll give you my lawyer's phone number. He said he'll be delighted to speak with you. Unfortunately, Mr. Gregory, he doesn't have the win/win attitude you and I have. He's one of these guys who'd rather fight than work things out as gentlemen as you and I believe in doing. Man, I've seen him tie things up, write letters to company presidents, better business bureaus, newspapers, etc."

"Frankly, he can be a real pain. But you might enjoy speaking with him and finding out where he stands on this issue. I'll call him for you if you like and ask him to call you right now." Mr. Gregory told me that wouldn't be necessary—he'd get with him himself if he felt he needed to (somehow I doubted he'd feel the need to).

Sue received a letter from the company shortly after informing her that the approximately \$1500 she owed had been removed from their computers.

Folks, these principles and techniques, if applied correctly and persistently, will come through for you more times than not. Frankly, I'd have been more than willing to pay the \$400 I originally offered just to help out Sue, but instead, we really ended up *Winning Without Intimidation*.

WWI Lesson 156 **Lose the Battle – Win The War**

Sometimes it's okay to lose a small battle in order to win the war. When negotiating or attempting to win your point without intimidation, don't be afraid to make some minor concessions here and there to get what you're *really* after. You've got to be able to see the big picture.

I wrote earlier about the fact that people who have only a certain amount of power don't like to have that power undermined. Even if you convince them you're right, their ego may keep you from persuading them to change. Let them save face by winning a couple of unimportant points that really don't matter much to you. This will allow them to feel as though they didn't get beaten into the ground—gives them a win.

You may even have to invent those small points for them to win. When you do, you must make the other person feel that point was *their* brainchild, their victory. With a little imagination it's easy to do and the dividends will be well worth it.

WWI Nugget **A Good Test**

When you feel good about yourself—knowing you're acting out of fairness and justice—it shows up in your general demeanor and goes a long way towards both short and long-term *Winning Without Intimidation*.

As a personal test, to make sure you're staying on the right track, ask yourself, "Is what I'm doing serving the other person—as well as myself?"

**** Bonus Chapter – Getting the “Big Boys” to Respond to Your Needs**

From a distance, they can seem scary. Maybe even frightening. Certainly, intimidating. Yes, it’s those huge corporations and others with whom you do business, but certainly not enough to matter to them. Not enough to make them go out of their way to correct their mistakes and determine to please you. Or, is that assessment actually true? Do these huge corporations actually care about keeping you as a happy, steady, referring customer? You bet they do!

If you have a complaint, they need to hear about that. And, the good ones actually *want* to. Of course, the seemingly nameless and faceless people who first hear your complaints, as well as those at the top, want to be treated with kindness and respect as they seek to understand and resolve the challenge.

In fact, you’ll find the respect and courtesy you show them is what will separate you from everyone else who ends up feeling frustrated and discouraged when trying to get the “big boys” to listen and respond to them. Once you successfully “have their ear” the Winning Without Intimidation techniques will get you the results.

The key is, you must know how to separate yourself from the crowd, get their attention, give them reason to listen, then provide the correct language. That’s what we’ll cover in this chapter.

WWI Lesson #157 **Complaints with Humility Get Better Responses**

When writing a letter of complaint or leaving a complaint on an answering machine or voice mail, state the facts with humility. If possible, begin your communication with praise. Mention that you certainly don't know nearly as much about that person's position or business as do they. Then, when you mention something that is "right on the mark" – even if it's not positive – your credibility with that person increases even more.

After visiting several different stores of a particular franchise operation and receiving absolutely terrible service at each and every one, I decided to call the company headquarters and voice my displeasure to the CEO herself. She wasn't in, but I did reach her voice mail and decided to simply leave a message.

Since this event took place several years ago, and I didn't realize then there might be a need to remember my words verbatim for use in a book, I can only give you a paraphrasing of my message. I know I can get close to the original words, though, because I would use this same method any time I was in a similar situation. The message went something like this:

“Hi Ms. Smith. This is Bob Burg calling from Jupiter, Florida, If you'd like to call me after hearing this message you're welcome to, but it certainly isn't necessary. I'm a fellow entrepreneur and a very loyal and usually quite satisfied customer who has enjoyed using and referring your products for years. I thought you might be interested in a few incidents at your Florida stores.

Unfortunately--and very unlike my usual experience with your company's excellent customer service people--I was put in a very challenging situation which didn't work to the advantage of your store, myself, or the other customers. Had this event happened once, even twice, I'd have shrugged it off, knowing your company's dedication to the happiness of your customers. After three separate occurrences – although I don't pretend to know your business – quite frankly, I thought you might want to know. If you'd like to speak with me further, my name is Bob Burg and I'm at 561-575-2114. Thank you for your time. Make it a great day.”

Do you think I received a response from this huge corporation?

Absolutely. Not from the CEO herself, but from her personal, right hand man. We spoke on the phone, and not only was he very apologetic, he was very grateful that I called and made him aware of the situation.

People in that position place a lot more importance on a complaint made by someone who acts humbly, logically and civilly. Troubleshooters have to deal with ranters, ravers and screamers all day long. They are a dime a dozen--more like a penny.

By positioning yourself politely apart from the negative crowd, you increase your chances dramatically of *Winning Without Intimidation*.

* WWI Lesson #158 *Winning Without Intimidation with the Friendly Skies*

I'm often asked how to write letters to giant corporations when displeased with their service, or other satisfaction is desired. Most people apparently feel that the bigger the company, the less they care. I've always felt the opposite, and maintained (and, I believe, proven) that if you write the letter correctly, in a way that separates you from everyone else, applying true *Winning Without Intimidation* principles, you will in fact get very specific, personal attention and responses. And, more often than not, satisfaction.

Most people believe it just won't work, and that you'll never receive a personal response. Well, I'll tell you, 95 percent of the time it does, and you will. The following is an example. I use it not to impress you, but to impress "upon" you that you can in fact get what you want, and have everyone come out a winner.

An airline I had recently flown lost my luggage. Although they were diligent in looking, they never did recover it and finally asked me to fill out a claims form. Despite my conservative claim for a certain figure, I received a form letter with a check for a fairly minuscule amount. I sent a letter to the Claims Manager, politely voicing my feelings and asking them for a more reasonable reimbursement.

The following is the letter I sent. Please understand that this is not the airline upon which I have all my frequent flyer miles, so "keeping" my business absolutely did not enter into the picture.

August 31, 2000

Ms. xxxxxx xxxxxxxxxxxx
Claims Manager
xxxxxxxxxx Airlines, Inc.
5555 xxxxxxxx Avenue
xxxxxxxx, xx 55555

Dear Ms. xxxxxxxxxxx,

Thank you for your correspondence of August 14, 2000. That is when your check in the amount of \$420.00 (copy enclosed) arrived.

I was a bit surprised by the amount. As you'll recall, my claim (copy enclosed) was for quite a bit more than that figure. In your letter you acknowledged that fact, and claimed that, "... in the absence of sales receipts or other substantiation, we have no valid basis for increasing the amount of the settlement."

Ms. xxxxxxxxxxx, I can certainly appreciate the fact that there are people in this world who will - well, let's call it as it is - lie, and claim to have lost more than the actual figure. That is actually nothing more or less than theft. It's understandable that you and your company must guard against that, and use common sense in making that determination.

Admittedly, I don't keep most receipts for my clothing, including those from a couple of years back. I assure you, however, that I made, if anything, a conservative estimate of what was lost by {your airline}. This was on a flight from Newark, NJ to Miami, FL, without a stop or change along the way. I'll

certainly be glad to give you the number of the place where I buy my suits. The name of the store is Jacobson's; (555-555-5555) a high quality, somewhat pricey store. I can also have sent a list of charges made over the past two years just to prove that's where I buy my suits, however, I don't know which of those charges are for the clothes I had with me.

I did not ask to be reimbursed for everything lost, because I could not remember everything I brought for the four day trip I was on. But everything I claimed was, in fact, lost by your airline. By the way, the \$420.00 you sent might have paid for my luggage alone, although that is quite doubtful. It definitely did not cover the rest.

Please do the right thing and resend a check for the proper amount.

Sincerely yours,
Bob Burg

P.S. I must add, with respect, that these are the things customer "dis"service stories are made of.

cc: Mr. xxxxxx xxxxxxxx, C.E.O.

Now, here's the body of the letter I just received.

Dear Mr. Burg:

Enclosed is the check for \$1080.00 of the balance of your claim. Thank you for the opportunity to resolve your claim to our mutual satisfaction.

Despite the impression you may have of us a result of your baggage problem, we do value your business. I hope that you'll give us a chance to rebuild your trust in xxxxxxxxxx by choosing to fly with us again soon.

Sincerely yours,

xxxxxxx xxxxxxxxxxxxxx

Every letter I write of this genre have the following in common: Politeness, understanding, and a call for positive action. One thing missing in this letter was the usual compliment regarding how much I typically enjoy doing business with them. I really hadn't used them previously, so I didn't write it. And I usually wouldn't have added the P.S. that I did - it's just that in this particular case I felt it hit the spot.

So, please don't ever feel you can't write to anyone, no matter how big, with the expectation of complete satisfaction, so long as you do it in a polite and respectful way, with positive expectation.

WWI Lesson 159 How to Write A Request to Get Action and Get What You Want

Sometimes the “big boys” we’ve been discussing are not even companies with whom you have a relationship as a consumer, but as a vendor. They owe you money, haven’t paid it and don’t seem to be in a rush to do so. They are big enough that collecting against their wishes could take time and money you can’t readily afford. Plus, you don’t want to stop doing business with them; you just want to be paid what you are owed.

The fact is, for whatever reason, people are not always quick to take the action necessary to live up to their responsibilities. At one time or another, we've all had to chase people for money they owed us and promised to pay or something similar. Others don't plan to pay at all. You write a nice letter of request. It doesn't get answered. You write another. Again no answer. You begin to write more sternly, then threateningly, and it goes downhill from there.

It's actually much easier and more cost effective to write one letter that gets the results you want. In the following scenario, I'll show you just one example. There are many.

I believe the principle will come through as to what really seems to work. Not that it will work every time and with every person and/or company. Some people are just the type who live life by not fulfilling their obligations. Typically, this *will* work if the person has even a fair amount of pride, self-respect and humanity. In this example of *Winning Without Intimidation*, I'm going to play upon that sense of pride, self-respect and humanity—*totally*.

I had shot a commercial for a production company, and that evening I discovered that sometime during the day of taping a suit, two shirts and several of my ties mysteriously "disappeared." There was a slight chance that the other spokesperson involved had taken them by mistake, which could easily be discovered, but the odds of that were slim.

The company and I disagreed on whose responsibility it was to protect my suits from being "borrowed forever." After some discussion, we agreed that if the other spokesperson did not have them, the company and I would each assume half the responsibility. They would send me a check for half the amount of the clothes right away.

The person who was my liaison to the owners seemed to be slow in sending the money. I had hoped to do further business with that company so I didn't want to offend them by nagging for payment.

But after a couple of months, my feelings began to change. My liaison wasn't

returning my calls and that really bothered me. Not returning my telephone calls is a sure way to get my goat. To me it's a sign of disrespect and outright lack of acknowledgment.

The issue truly wasn't the money. Suits can be replaced. As corny as this may sound to you, it was, in fact, the principle of the thing. They are a good company, comprised of people I very much enjoyed knowing and working with, and I felt they had reneged on a promise. Maybe this is my "old fashioned" thinking, but a promise IS a promise.

I sent the following letter which I believe incorporates many of the principles we've discussed thus far in the book. It focuses on respect for the other person and allowing them to do the right thing while saving face. (So that the company involved in this example cannot possibly be recognized, I've altered the facts and names. The content, however, is totally representative of the situation and my letter.)

Dear Mr. Renfro,

It was a pleasure meeting you during the commercials we did for _____. I appreciate the opportunity to work with your company and the professionalism your company exhibited.

It is with regret that I must bring up an issue that I would have hoped to have been resolved months ago, and I won't assume you are even aware of the situation. May I explain?

On the evening of our shoot it was discovered that one of my suits, two shirts and several ties had been inadvertently taken by someone during the day's taping. There was an extra suit left, however, which we assumed belonged to Mr. Ken Matlin, the other spokesperson. John, my liaison, and I thought that possibly Ken mistakenly took my suit and left me with his, as he had to leave in a hurry during the afternoon to catch a flight. I promised to send the suit to Ken, which I did immediately upon returning to Florida. Unfortunately, Ken did not have my suit, so no one ever found out what happened.

Although over the following months I often reminded John of this challenge, he was vague in his response as to my requests for payment. Throughout the planning and taping of the commercial, John had been wonderful to work with, a true professional, so I'm sure that the vagueness of his responses was because, despite trying diligently, he had not been able to coordinate all parties necessary.

I reminded John several times that I would be willing to go 50/50 on the reimbursement from your company. (Although I don't feel that guarding my clothes during taping should have been my responsibility, I was still willing to split the cost.)

Unfortunately, although I have continued to leave messages both on his voice mail and with Diane, his assistant, I'm now finding that to my surprise, John is not even returning my calls.

Can we work this challenge out to our mutual satisfaction? I hope you feel, as do I, that the best situation is that of the win/win variety. I will hope to hear from you soon. Please feel free to call me at 1-800-726-3667 or fax me at (561)575-2304.

Thank You for your consideration.

Bob Burg

If you enjoyed the way that was handled, you might want to read the letter several more times. Please note how his company was complimented, his sense of fair play and

honor was pointed out generously, yet, what I wanted from them is clear. Even John the liaison, who really is a good guy, was treated very well, although I definitely let the boss

know about his not returning my calls. That really is a big bugaboo with me.

How did the letter work?

The very next day, at 10:30 AM, Federal Express delivered my check.

*** WWI Lesson 160 Winning Without Intimidation with the Big Three (At Least One of Them)**

While in ongoing recovery from an operation, my dad had a negative experience with an area Car dealership. My own dad treated less-than-fairly, and unable to attain satisfaction. What a shame. Isn't that an awful feeling? And when they wouldn't make things right, what was he to do . . . write a letter to the automobile's headquarters in Michigan?

Please understand, Dad is the *master* of *Winning Without Intimidation* and, through example, taught me most of what I know about it. More often than not, when I'm faced with a difficult situation, I automatically ask myself how Dad would handle it and, at times, I even make believe I'm him while I'm doing it. But Dad was taking a long time to recover and I felt the need to straighten this out. He'd "been through the wringer" (without my knowing) with the local dealership and, after finding that out, I decided to go right to the top . . . or pretty close to it, anyway.

I decided to ghost write a letter for Dad to Mr. John Hayden (not his real name), Vice President of that company's particular division. The letter is below. To their credit, they came through. And, although my folks would never again do business with the dealership in West Palm Beach, they now own from *another* similar dealership just a bit north of them.

This is a letter that everyone who knew about it told me would *never, ever* receive a response. Well, it did. I tell you this not to impress you, but to impress *upon* you that using the principles and techniques of *Winning Without Intimidation*, you can derive the same sense of satisfaction; the type that few too many actually receive.

Here is my letter:

May 4, 1998

Mr. John T. Hayden
Vice President & General Manager of XXXXX
Street Address
Detroit, MI xxxxx

Dear Mr. Hayden,

As a former and present XXXXX Lessee, I'm pleased to once again be happy with my car.

This is due to choosing to do business with a dealership different from the first. Although I'm much more inclined to write for positive reasons, the experience with the previous dealership has left such bad and long-lasting feelings, I felt I just had to write you. Being a business owner for 38 years (now retired), I know I would want someone with the same feelings about their experience with my company to let me

know, so that future dealings with new prospects and customers would not be similar, and that all testimonials of reference were positive and not negative.

I had always been impressed with the fine commercials of Mr. xxxxx xxxxx of xxxxx Automobile Dealership in West Palm Beach. He presents himself very well, with a message of guarantee that there is "no risk." That means a lot to me as I feel customer service is one of the determining factors as to the long-term success of a business enterprise, and those I choose to deal with and refer to others.

In fact, the entire process of sales and service started off on a wonderful note. My salesman, Mike Marshall did a terrific job, and while he was there, took better care of me than any previous salesperson with whom I had ever done business. Several times early on he had me use his personal loaner car when mine had trouble or during my 3000 mile check. As it became obvious that my car was potentially a lemon with one problem after the other, he continually -- as my son calls it -- "lived in the solution" and saw to it that the work got done and I was treated right.

The major challenges began after I went through a rather difficult neck surgery. At around that same time, Mike also had to undergo major surgery and would not be able to return to the dealership for awhile. From then on, it was as though I was all alone in my dealings with xxxxx, with no representation. Based on Mr. xxxxx's fine commercials and guarantee of no-risk, I was not prepared for the eventual negative experiences with his dealership which subsequently occurred.

The car was in fact a lemon. I realize that this happens and don't hold it against anyone. What concerned me greatly was the -- I hope unintentional -- run-around I began to get and the patronizing, (although never outright disrespectful) attitude given to me by those in the Service and Body department. If you'd like, I'd certainly be happy to send an itemized listing of some of the problems with the car itself just so you'll be assured that I'm not the "complaining old man" I believe I was possibly categorized as being, but a reasonable customer with legitimate concerns, seeking a satisfactory outcome.

What really upset me was the manner in which the situations were, I believe, mishandled, the (what I perceive as) lack of active listening to my concerns, and the ensuing frustration I felt as the gentlemen involved meant well, but were seemingly lacking in quality control experience, which made for a redundancy in repairs. In one case, more expensive than was justified.

At one point I called Mr. {the owner} and he agreed to speak with me on the telephone. After explaining some of the problems I was having, he referred me to his agency Troubleshooter, Mr. Wayne Whitfield. Mr. Whitfield called me upon returning from vacation, and was an absolute pleasure to deal with. He handled me and the situation in a very professional, personal, and empathetic manner. He assured me that dealing with the dealership would be a more pleasurable experience; the type I had not experienced since Mike Marshall had to leave.

For the couple of months that Mr. Whitfield remained with xxxxx, I felt much more confident with the situation, again considering the fact that I was still, at 73 years old, recovering from an operation that left me feeling not as "on top of things" as I like to think I usually would be. Mr. Whitfield, however, did in fact sever ties with the dealership and has gone to work in another industry. From that time on, I once again experienced frustration with the lack of accountability from those whose accountability I would need.

Now I was introduced, via telephone, to Mr. xxxxx xxxxx, the Service Manager. After learning of the particular challenges I had experienced, he asked if we could "start fresh." He explained that he's been in this business for 25 years, and that he would be happy to handle any of the problems associated with the car.

Around that time a heavy tree branch fell and hit our car as it was parked. As a result, the left fender needed repair, which my Home-Owners Association agreed to pay for. At the same time, having had some damage to the right fender (a result of a recent minor accident, possibly due in part to a faulty, non-working direction signal light I was not aware of -- which was another ongoing problem and once again not

successfully repaired), I decided to ask for an estimate on that side. Repair of the right fender would be my financial responsibility.

Upon bringing in the car, xxxxx immediately discovered there was also a shake, or surge, in the car. He recognized it and had it fixed. At the same time, he recommended that I have my front two tires replaced. I appreciated his concern. I asked Mr. xxxxx to be there with me in front of the Body Shop Manager, Mr. xxxxx xxxxx, to qualify that I only wanted one side repaired, and simply an estimate for the other side. Also, at this time I gave Mr. Smith a verbal and written list of the things that were wrong with the car, for his own clarification.

Their attitude impressed me so much that I sent Mr. {the owner} a letter complimenting him on this (again, I'm much more apt to write a letter of commendation than of complaint). Now, the following is something I very much resent. Apparently, Mr. xxxxx had both sides repaired and charged me for both, even though I asked just for an estimate of the second side. Here's the crux. Apparently, I did in fact sign the paper! And I accept responsibility for not reading the paper with a fine-toothed comb. But I most definitely did ask only for an estimate on that other side, and was assured that would be the case. Again, I accept responsibility, and still I think they should have told me that's what I was signing. Upon my questioning Mr. xxxxx and Mr. xxxxx, they collaborated that *I misinformed them* (which I truly believe I did not). This made it not only more expensive for me, but uncomfortable emotionally as well.

In the owner's manual it says that when you have problems, to speak with the owner. I once again felt I needed to call Mr. {the owner} and speak with him personally. This time, Mr. {the owner} never returned my call. At this point, I felt my relationship with {the dealership} was at an end. (For clarification, I called the operator, Mary, and asked if Mr. {the owner} had received my message. She confirmed that he had, so I asked her to please have him call, which he did not.) This was the second time he ignored my call.

Mr. Hayden, I'd like to make one point in which I feel the need to accept part of the responsibility for some of the negative service I experienced. After being sent the first questionnaire regarding satisfaction pertaining to my purchase, I filled out everything in a very positive manner despite the fact that already the car was having problems. This I did in order to be a positive encouragement to the dealership, and feeling as though they would, without question, make sure the problems would be remedied. They didn't, but I do take responsibility for not -- right from the start -- being direct with the necessary critique. I'm the type that tends to be an "encourager", although I now give myself the blame for not being more direct regarding the obvious problems.

As an aside, as much trouble as I was having with the car from the outset, just driving Mike Marshall's loaner car affirmed to me the fact that I would enjoy driving a xxxxx that ran well. With this in mind, I asked him if the dealership would do an exchange and let me turn in my car for one that worked. I felt that I would certainly feel more comfortable with a car that worked and I could drive with more confidence, not having to worry if it would again break down in the middle of a drive, posing a potential danger to my wife and me. Unfortunately, Mike had to report back to me that the answer from the dealership was "No -- that the car was now owned by {the leasing company}, and was no longer {the dealership's} responsibility." Needless to say, as a consumer sold on the "No-Risk" guarantee offered on {the owner's} commercials, I was disappointed.

My neighbor recommended {another dealership of the same type of car} to me so enthusiastically, I decided to visit the dealership even though I had been advised to look at a different luxury car in a similar price range. After dealing with Fred Fischer, The Sales Manager, and salesman, Dennis Rafferty, we decided to buy a vehicle and it has been a pleasure to do business with them.

The Burg family is a referral family. Always have been. My son, Bob, says that "all things being equal, people will do business with and refer business to, those people they know, like and trust." As you know from this letter, and that I've since leased another {vehicle name}, the fact that the car from

{previous dealership} was a lemon was not the main issue. It's how they went about their business. It was not a positive experience, and that is what I felt I had to communicate to you.

Mr. Hayden, I don't know if you will actually read this letter yourself; I realize you are extremely busy. And, just so you know, in sending you this letter, there is nothing I'm looking for; only that it feels like the right thing to do, and will allow me to put this most frustrating experience behind me once and for all.

I'm happy to say that the people at {new dealership} have thus far treated me wonderfully, and I'm deriving a new-found pleasure from driving a {type of car} and feeling appreciated by the dealership I'm doing business with. Although I cannot, at this time, justify referring business to {former dealership}, it is my absolute pleasure to recommend {new dealership} to everyone I know.

In conclusion, I guess my feelings are that in the same way that the {previous vehicle} I had was a cosmetically beautiful car but in actuality a lemon, the same could be said about the {former} dealership. Cosmetically, it's a beautiful building with a beautiful guarantee (no-risk), but inside, it too appears to be less than what its exterior suggests.

Thank you for your time in reading this letter. I hope that it can in some way be of benefit to your operation.

Best Always,

S. Mike Burg

Mr. "Hayden" personally called Dad to apologize, and to let him know how sorry they were. He also assured Dad that he would personally get to the bottom of the situation with the other dealership. Dad even received a call from the local regional person who assured Dad that should the need arise, he could call him personally any time. To top it off, another executive, who works for Mr. "Hayden" sent my parents a gift certificate for dinner for two at a local restaurant.

Again, all it takes is, not just a letter, but a letter written in such a way that separates you from everyone else and makes that person *want* to help you.

WWI Nugget **Obvious . . . But Utilized?**

Treat a person nicely and they'll go out of their way for you a lot quicker and a lot more strongly than if you yell at them insult them and threaten them.

Isn't that obvious? Then why do we see so many people yelling, insulting and threatening people?

Please, think about that the next time you are about to "react" to someone's actions or inactions. How much better could you make your chances of *Winning Without Intimidation* by simply "responding" with kindness, compassion, and respect?

WWI Nugget **Quick Tip-Understanding**

You've seen throughout this book how people like to feel as though they are heard and understood. Regardless of the situation, people will make more of an effort on your behalf when they feel you understand their personal challenges regarding a situation.

Make it a point not only to understand that person but to understand in such a way that the person *knows* you understand. That can make all the difference in the world in your attempts at *Winning Without Intimidation*.

WWI Nugget **Seven Words That Will Come Back to Haunt You**

There are seven words that will eventually come back to haunt you sooner or later—especially if said often enough after not treating a person with the proper respect and sense of human dignity. Here are those seven words:

"I'll never need him for anything anyway."

WWI Nugget **The Key Thought**

Please keep this thought in mind continually. In essence, it's what this book is all about and why it's so very possible to consistently find yourself *Winning Without Intimidation*. Here's the thought:

Make people feel good about themselves!!!!!!!!!!

This is so important, I want to repeat it.

**Make people feel good about
themselves!!!!!!!!!!**

