

# Inside BUSINESS

This is a publication of The Gateway Regional Chamber of Commerce.  
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Volume Seventeen, Number Eleven  
November 2014

## The Canterbury Sales®

**Three ways to motivate improved sales behavior and performance -  
Many business executives conclude: culture trumps strategy**

By Andy Gole

Many business executives conclude: culture trumps strategy. At a minimum, culture is a strong multiplier of business strategy. Here are three ways to improve sales culture:

1. The Theory of the Hero 2. The Great Souled Person 3. The Theory of Emotional Intoxication

### *The Theory of the Hero*

The salesperson is battling a society-wide pejorative image of all salespeople – as Willy Loman, the slimy loser in *Death of a Salesman*. What makes this worse is many, if not most, salespeople see their business development work through this prism.

With the society stereotype and the negative self-image of the profession, most salespeople won't sustain the business development effort. They will avoid the behavior, or burn out.

By contrast, if salespeople see themselves as heroes, this self-image can sustain them for a lifetime of business development.

Joseph Campbell studies hero myths in hundreds of cultures over thousands of years. Campbell discovered these consistent themes in hero myths:

1. We become a hero when we leave the village – when we face uncertainty. Salespeople constantly face uncertainty. Further, to develop new accounts the

salesperson must typically oscillate from social selling (I want you to be my friend) to business selling (I want to earn the right to profitable customers).

2. The hero usually meets an ally who offers him/her powerful tools or weapons. Companies support their sales team members by developing powerful selling tools and a powerful standard sales call.

We need to create an environment to support and celebrate the heroic salesperson.

**Mini Case History:** With a current client, a 25-year veteran salesperson has twice thanked me – after seminars – for my theory of the salesperson as hero. He loves hearing this. He is embracing the program and behaving in radically different and more effective ways.

### *The Salesperson as the Great Souled Person*

In the *Nicomachean Ethics*, Aristotle presented the “great souled person” as the epitome of human accomplishment – to be so respected by everyone you command their serious attention when you speak.

A proper selling system promotes the great souled person, by earning the right to this recognition. Sales teams embrace the system, as they want to be respected. It's a fundamental human need.

Some selling systems have contempt for the prospect. This leads ultimately to salesperson self-contempt. No salesperson can be nourished on a diet of self-contempt. But a diet of mutual respect will fuel a salesperson's soul for a life time.

I have had many salespeople tell me their favorite part of their selling program is the PIK, the payment in kind – because the prospect is showing respect.

### *Theory of Emotional Intoxication*

Nietzsche hinted at the method in *Twilight of the Idols*: “The essential thing about intoxication is the feeling of increased power and plentitude.”

Emotional intoxication has this revolutionary quality – as both means and ends. As an end it can be the ultimate, positive psychological state. As a means it provides the fuel to be self-renewing and generates creative output in productive work (including selling), as well as art.

In effect, emotional intoxication makes possible perpetual selling success.

What if there were a selling system which included all three motivational schemas? There is such a system – Urgency Based Selling®.



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Andy Gole has taught selling skills for 16 years. He started three businesses and has made approximately 4,000 sales calls, selling both B2B and B2C. He invented a selling process, Urgency Based Selling®, with which he can typically help companies double their closing or conversion ratio. Learn more about Andy's method at [www.bombadilc.com](http://www.bombadilc.com) or by calling him at 201.415.3447.