



**“Selling to the C-Suite -  
What every Executive wants you to  
know about successfully SELLING  
TO THE TOP”**

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ED.D  
(McGraw-Hill 2010)

Summary by Bob Littell, Chief NetWeaver

**Introduction** – Why I believe this work is so  
significant – **Bob Littell**

Sometimes the best way to point out the significance of a book is to let others tell why they think it is such an important work. The authors have done a magnificent job of drawing out a number of testimonials which point to the book’s value and significance to readers. Here are but a handful of the 30 testimonial recommendations at the front of the book – giving you some glimpses of what you’ll be learning – both from the Summary as well as from one of the co-authors – Steve Bistriz who will be handling the overview part of our in-person book club meeting on April 6.

*“The business world is drowning in a flood of sales books. The trouble is that most of these books are about how to sell, without a clue about how customers buy, and so they do more harm than good. This book is different. It is firmly rooted in how people buy, and so it works. And an added bonus that particularly appeals to me: the book is based on research, which makes it rare and welcome.”*

- Neil Rackham, author of SPIN Selling

*“As an educator on the college level teaching professional selling, I found this book to be invaluable if you are interested in learning how to sell to the top executives. Not only does it help you understand when to engage the executive, it also tells you how to get access. If that was not enough, the book also focuses on how to create value and build credibility with the executives. It is a must read for anyone who interacts with top executives.”*

- Dan C. Weilbaker, Ph.D., McKesson Pharmaceutical Group  
Professor of Sales, Northern Illinois University

*“If Sun Tzu lived today, he would write this book. Chinese executives seek relationships to help their personal agenda and reduce their risk. Selling to the C-Suite is full of sage advice from two master practitioners on how to become a ‘relationship master,’ but most importantly, it is based on the executive’s view. We were honored to partner in China on the research project, and this book brings those secrets to life in exciting ways.”*

- Anne An, Chief Learning Officer  
Hi-Soft Technology International, and former manager of the  
Hewlett-Packard Business School, Beijing, China

*“More and more sales organization are realizing that the most effective means to get ink is to start at the top of the management chain and work your way down to exactly the right office. The trouble is many sales professionals are skittish about making contact with anyone in a position greater than middle management for fear of being rejected. Selling to the C-Suite is a no-nonsense road map for sales pros who are ready to try something highly effective. Steve and Nic have put together a powerful guide that will soon have you aiming for the executive suite with confidence.”*

- Dan Walker, Executive Producer, SalesRepRadio.com

One other personal reason why I believe that this book is so significant and so relevant is that much of what Nic and Steve talk about as ways to gain access to CXO's (Chief Executive Officers) are actually forms of NetWeaving – building trusted relationships.

## **Foreword**

In the Foreword written by Neil Rackham, author of SPIN Selling, he brings out one of those BIG ah-ha's and something to which I hadn't given a thought previously:

*“In the good old days, CEOs could succeed by looking for improvement inside the company. By cutting away fat and by introducing systems, process, TQM, and the like, their organizations became lean, mean, and competitive. Today, with a few endangered exceptions in the much vilified financial and pharmaceutical industries, the fat is gone, and the company runs like clockwork. So how does a CEO make an impact? The fashionable answer has been acquisition. Grow the company by buying your competition. But, in today's environment, raising the capital for acquisition has become next to impossible. What's more, the track record of acquisitions has proved spotty and questionable. With the **traditional growth strategies unavailable or discredited, CEO's are now turning outward. The new role of the CEO is to create value at the organization's boundaries, to radically change relationships with suppliers, customers, and alliance partners.** This creates significant opportunities for the few salespeople who can relate at an enterprise level with their customers”.*

*“Salespeople who still cling to this traditional role (I call them 'walking brochures' – take your pick) are failing everywhere. In their place, the new salespeople are highly skill **value creators**, who live by ingeniously solving customer problems. The measure of these new salespeople is the value they create and, to create maximum value, they must understand the issues and concerns of the C-suite customers. The book is timely and essential reading for them.”*

This last statement also blends very well with the observations of Daniel Pink, in “*A Whole New Mind*”, another book we have reviewed.

*“The Last few decades have belonged to a certain kind person with certain kind of mind – computer programmers who could crank code, lawyers who could craft contracts, MBA’s who could crunch number. But the keys to the kingdom are changing hands. The future belongs to a very different kind of person with a very different kind of mind- Creators and empathizers, pattern recognizers and meaning makers. These people – **artists, inventors, designers, storytellers, caregivers, consolers, big picture thinkers** – will now reap society’s richest rewards and share its greatest joys. “*

*“We are moving from an economy and a society built on the logical, linear, computerlike capabilities of the Information Age to an economy and a society built on the inventive, empathic, big-picture capabilities of what’s rising in its place, the Conceptual Age.”*

And in much the same way, in the past, many of the most-in-demand CEO’s were the **‘linear and process-oriented thinkers’** Today that’s not enough.

So in line with Nic and Steve’s book, and putting words in their mouths, they might say we are entering the “**How can I add VALUE?**” Age, and those selling to the C-Suite execs who can best help them do just that, will earn a trusted location within the C-Suite.

## **Preface**

In the preface, the authors begin by describing the three most common forms of approaches to C-level execs which fail: 1) you tried and failed to meet the senior exec; 2) you successfully landed a first meeting only to later find yourself frozen out; 3) you’ve made it inside but you find yourself like a ‘deer in the headlights’ lacking skills which the new world that has changed around you demands due to – *globalization, nontraditional hierarchies, and borderless organizations,*

So if you can read this book (remember I don’t summarize the entire book so you have a major incentive to buy it) and answer these questions in practical ways you will ACT UPON, it will change the way you sell, and the way you relate to C-Suite Execs:

- When do executives get involved in the buying process for major decisions?
- How do salespeople gain access to executives?
- How can salespeople establish credibility with executives?
- How can salespeople create value at the executive level?
- Is executive buying behavior consistent across cultures?

As the authors point out, so much of past sales training has been along the lines of selling “*. . .when the guy running a business was the guy who owned the business*”. In this globalized world, “*large companies can represent a labyrinth of global business units where politics, external advisors, and delegated authority affect the decision-making*

*process in ways that were never considered by the collective wisdom of several decades ago.”*

*This is one of the most valuable insights I found in the entire book:*

*”It can cost you the deal if the guy at the top isn’t the **relevant executive**. This relevant executive is the one who **most feels the pain, most owns the problem you can solve, and will most richly reward you for providing a solution**. The relevant executive will be **someone with a combination of rank and political influence, with an internal network** that allows her to **initiate projects, kill projects, intervene in projects, and find funding**, both in her own silo and across departmental boundaries. What the relevant executive wants, she gets. **And the relevant executive isn’t always found at the C-level**. This is why “always sell at the top” can be your fastest ticket out of the race.”*

*“What’s missing from the toolkits of today’s road warriors is a set of simple approaches for identifying the relevant executive, enlisting the support of gatekeepers, getting past the roadblocks, creating interest when you land the first meeting, and continuing to add value so that you establish credibility as a business resource.”*

The Preface concludes with a story example of how a salesperson becomes the Trusted Advisor to the CIO of a large company. It wasn’t by becoming a ‘vendor’ but rather by serving as a valuable resource - someone whose prior experiences working with other companies, could provide insights to problems within the CIO’s organization. For some salespersons, this will require a total upgrade of their sales skills and even more so, of their global knowledge – as the authors stress as necessary – *“to speak on the executive’s terms, discuss the same metrics, and add value to the thought process.”*

At the beginning of the chapter, the authors provide a historical perspective of how the selling process has morphed to where it is today and to a certain extent how the outsourcing phenomenon, triggering demands for savings while preserving margins, became the roots for everything from Supply Chain Management, to Business Process Reengineering, Total Quality Management, and Six Sigma.

And I especially like this quote of theirs,

*“At the same time, customers began to wonder how they could extract even more value from their suppliers, and they woke up to the fact that salespeople who were desperate to make a sale could be given the task of providing free consulting on ways to solve the more complex business problems. All of us who sold in that era needed knowledge of our own products, how they fitted into our customer’s operation, and how to assemble other components of a solution using products and services from third-party suppliers – we had now become solutions architects and partner relationship managers.”*

All of these new roles and responsibilities are what led to the realization that to stand out in a commodity-driven sales world and to get access to Executives, you had to be

someone who could provide ‘**business solutions**’ rather than just being a knowledge ‘**product**’ expert.

There’s some very interesting history in this chapter concerning the research in which both of the authors were engaged which helped them understand what CXO-level executives were doing on the internet and most importantly how the best ones were NOT focused on ‘solutions’ but instead were spending more of their time trying to understand the problem. This also allowed Nic and Steve to have a much better understanding of when and why Executives get involved in the Buying Cycle,

They have a great chart (Figure 1.1 “*Executive Involvement in the Buying Cycle*” on page 9 showing how the Senior level executives tend to be very involved up front: “80% of executives get involved early in their buyer’s journey to prioritize projects and set the vision”. Then during the middle phase, “. . .executives tend to reduce their involvement and delegate decisions to subordinates or committees. . . it’s time to empower the people below them”. Then all their research showed that their involvement picked up again late in the buying cycle “. . .to evaluate whether the vendors can really deliver the original vision and to measure the results of the implementation.”

That leads to one of the book’s most important points:

*“The middle to late phase of the buying cycle is the period when senior executives in medium-size to large companies are least likely to open their calendar to a salesperson. But, this is when most invitations to quote and submit proposals happen. Salespeople who get their first scent of a deal at this stage and expect to ‘meet the boss’ are usually frustrated by the difficulty of doing so.”*

Here’s where it comes back to the difference between salespeople who are focusing their internet research time on “**solutions**” – CRM or specific product or system solutions – whereas the executives have spent most of their time researching the “**problem**”. Unless the sales person can get involved at the beginning, chances are it’s too late.

The authors give an example of using search engines to research two problems: “**customer growth**” and “**declining revenue**”. Under **customer growth**, there were 301,000 hits and under **declining revenue**, there were 76,900.

That’s where they spent their time and who knows, they might even have come up with some of their own ideas as creative solutions.

On the other hand, the salespeople were focusing on ‘**solutions**’ because most of their training get them to the ‘knee-jerk’ conclusions for the best solutions to these problems being either better **CRM** or better ‘**account management**’. So if you concluded that the best solutions lie in better “Customer Relationship Management”, you got 14,500,000 hits or with “account management”, you got 8,520,000 hits. But at this ‘middle’ phase, where the executive has delegated reviewing options and talking with vendors, and isn’t involved, gaining access for a discussion is difficult if not impossible.

The rest of the Chapter outlines the four stages of **Sales Proficiency**: 1) **Commodity Supplier** (necessary at some stages which are defined on pages 16-17) ; 2) **Emerging**

**Resource** where they begin selling themselves as a ‘**resource**’ in addition to just being a product provider; 3) **Problem Solver** where there’s a shift from an internal focus on product to an external focus on the *customer’s wider world*; 4) **Trusted Advisor** – in addition to being accepted as a valued, problem-solver, the focus is now on developing a ‘**personal relationship**’ with the Executives to become part of his or her ‘**inner circle**’ for most decisions of any kind.

Here’s one of those aha’s which should not surprise you:

*“Salespeople who operate at the Trusted Advisor level of a business relationship **with multiple executives in several organizations** quickly develop skills that can be transferred from customer to customer. Senior-level executives in those organizations immediately recognize the salespeople who regularly connect with executives at their level because they can sense the business knowledge, confidence, and competence that those salespeople demonstrate. It’s as if the executives have a sixth sense, and can spot the salespeople who are continually dealing with their peers in other organizations.”*

Ever wonder why the most successful salespeople seem to succeed so effortlessly? That’s why. They have achieved Trusted Advisor status and their reputation has been spread among multiple C-Level individuals.

Every Chapter ends with a Summary and some excellent suggested plans of action. I’ll use this one as an example, but Chapters 2-7, you’ll need to buy the book and read them for yourself.

The Three Suggestions for the Summary of this Chapter:

1. **Get in early.** Because the Executives get involved early in purchasing decisions *“when the original vision is being set and before the task of finding suppliers is delegated. Your marketing department might send out problem-focused messages that attract the executives who face those problems , and sends a series of repetitive wake-up calls to help them recognize that: a) they have a problem, and b) you can solve that problem, then your ability to plug into the start of the executive decision process will improve.”*
2. **Focus on their breakthrough initiative.** Identify the single most important problem or opportunity on your Executive’s radar where investing in your products or services can make a demonstrable difference. Those below the C-Level Exec may not even be aware of these. Demonstrate “**thought leadership**” from the start.
3. **Meet with executives to measure the results of the implementation.** Ironically the author’s research shows that senior-level executives DO want to meet with salespeople after the fact to review the value that their solutions have delivered to their organization. Take advantage of that opportunity. And DON’T assume that executives always have a clear understanding of the value you delivered – make certain you communicate that value directly to them in a succinct manner.

In addition, consider conducting annual meetings with senior-level executives to review the value you deliver to them on a recurring basis.

## Chapter 2 – A Brave New World for Sales and Marketing

Much of this chapter deals with the change which has occurred since the early '50's, in consumer goods marketing and selling - from a '**problem-based**' approach to one dominated by '**positive messages**'. In problem-based marketing, the consumer was first made aware there was a problem. Then in order to motivate the consumer to action, the '**pain**' was reinforced where it hurt the most. Then the stage was set to ride in on their white horse with the solution, often aided by commercials, or a salesman at the point of sale.

But with the internet's arrival and now dominance, consumers have first, been educated, and now, empowered. As the authors point out, the 'negative' messaging of the 50's, 60's and 70's has been mostly replaced by ones aimed at getting consumers who already know what they're looking for within categories to "*defect from one brand and go to another, stay true to your brand, and buy more.*" And as they agree, "*For the marketing of consumer products to households, this was the right approach to take.*" . . . But as the authors conclude, "*. . . this is where almost every company and almost every advertising agency in the world made a critical marketing gaffe. Cutting back on problem-based marketing was entirely the wrong thing to do in B2B.*"

They make that bold statement based upon several key points. With a revolving door of personnel both within companies and even more so when a key person leaves a company, "*knowledge leaves the organization.*" And much of that '**knowledge**' was understanding the nature of the problems which the company was experiencing.

*"So while there are very bright and creative people running marketing departments, chances are that, through no fault of their own, their college classes taught them only **generic marketing** and missed the most important aspects of B2B demand creation through problem-based marketing, which ironically was the original foundation of all marketing at the end fo the nineteenth century."*

*"So it's really not surprising that when we ask marketing directors at B2B organizations to explain their marketing mix, we learn they are technically proficient as segmentation, database scrubbing, and targeting, as well as in using a multichannel print, online, and digital media strategy. The names in the database are usually the right business contacts."*

One pages 34 and 35, Steve and Nic propose a series of 10 questions which they suggest could be asked to the director of marketing within a B2B company to measure their understanding of a '**problem-based**' approach rather than a '**retail consumer goods strategy**'. Some of these correlate to what they've talked about in the last chapter such as "*How many of those leads (C-level execs) won't give a first meeting?*" . . . "*How many executives who give a first meeting will progress to a proposal? How long does it take?*"

*“So **Selling to the C-Suite** really begins with the tenet that if marketers continue to flood the Internet with free information about their company and its products, they’re contributing to the ‘democratization of information’ that pushes salespeople down to the level of Commodity Suppliers instead of Trusted Advisors.” . . . “we declare B2B marketing to be fundamentally broken in most companies around the world.”*

And with some convincing research, they back this statement up with thousands of interviews, first with sales reps who largely consider the marketing departments as *“brand police who patrol the beat of breakfasts and brochures, but rarely produce anything that leads to revenue.”*

Then interviews with marketers who they find often *“don’t really know how their work affects revenue.”*

And third, they point to a 2007 Ernst & Young research study into the drivers of sustainable revenue growth which revealed that *“across more than 2,400 companies, for every 100 prospects that marketing finds, an average of only 2.3 progress to a contract with sales.”*

So their findings and recommendations for what needs to be fixed in order for marketing to understand its new role require *“rethinking sales and marketing from the ground up”*:

*“The emerging best practice is to focus both departments [sales and marketing] on what’s called the ‘**Buyer’s Journey**,’ a term first coined by Hugh Macfarlane in his book, “**The Leaky Funnel**”. Have both departments concentrate on their roles of creating demand (marketing) and then creating value (sales) in a way that leads the buyer down a cognitive journey of discovery and decision.”*

The chapter ends with a mention of some other good resources and a conclusion that, *“The only remaining part of the puzzle is for salespeople to learn the latest approaches for gaining access to executives and creating value at the C-suite.”*

As mentioned previously, in the Chapter summary on pages 44 -45 suggests three key messages and actions to take in line with these.

### **Chapter 3 – Understanding What Executives Want**

In my opinion, there are probably a good number of people who will start reading this chapter and will then put the book down and go no farther. That’s because this is where **the real work** begins. You see, as they point out over and over again, in order to add value to a C-suite executive, you have to be prepared to do a great deal of homework which can include everything from doing extensive research about the company on the internet; interviewing lower level employees to get familiar with their perspectives; research on their key competitors, and other data and fact gathering.

The authors cite four (4) things which they have found that top sales people around the world do consistently: 1) **Get into the Game** – they are VERY proactive in researching the client and in bringing new ideas to potential clients; 2) **Work Backward** – through

their research they ‘begin with the customer’s destination and work backward’ visualizing where the client wants to go then figuring how to help them get there; 3) **Adopt a Routine** – they recognize that this IS hard work and they appropriate a set of amount of time to do the research, not depending upon anyone else to do it for them; 4) **Ask Lots of Questions** – *“Understand the customer. Ask questions based on our research so that you can lead the discussion where you want it to go.”*

In Appendix 1, there’s a terrific step-by-step **“Guide to Customer Research”** which makes having this book your best reference for how to begin your research on a client or potential client.

There is a fascinating real life story and example (pages 54-55) in which the authors were engaged just as the time of the final editing of the book. It demonstrates the power of what can be accomplished through the kind of in-depth research they recommend.

On page 55, there’s a diagram showing the key driver’s of executive decision making. These are *“the drivers that are most likely to be behind your customer’s thought process when it comes to making investments with suppliers.”*

They offer a great analogy with a cross-section of your arm with the **‘bone’** in the center. These are the structural **‘internal’** elements (*operational and financial resources – money, talent, infrastructure, procedures, culture, systems, and measurement*). These are surrounded the **‘muscles’** – *the external factors: supply chain drivers of suppliers, business partners, and customers, and the marketplace drivers of competitors, globalization, and regulatory issues.*

What the authors recommend is that *“In most sales situations, if you ask questions about and do research on the ways in which these six external drivers affect your prospect, it will serve as a trail of bread crumbs to the people inside the company who are most affected by those drivers – those with the most to gain or most to lose. . .Do the drivers create opportunities or threats? How does the company plan to flex its corporate ‘muscles’ to respond? Hwat is the executives’ sense of urgency and priority? Then show how you can help.*

The Chapter concludes with a great diagram of **“Role-Specific Issues Affecting Each CXO”** (page 64). Although there are no surprises, this provides a great checklist of reminders if you are approaching the CEO, the CFO, or the CIO.

In the Chapter Summary, there are some tips on motivating the executive to action (pps 65-67).

## **Chapter 4 – How to Gain Access to the Executive Level**

As Nic and Steve point out at the beginning of the chapter, gaining access to a senior-level executive the first time is not really the challenge: *“However, gaining return access to those same executives again and again is the real art.”*

Understanding the players is one of the real keys according to the authors, and also understanding their real roles.

They stress the importance of the administrative assistant to the CXO as a very key person with whom credibility should be established and nurtured over time.

They define three additional important roles:

**The decision maker** – “. . .*the person who analyzes the results of a formal team of evaluators, listens to recommendations, and then makes the final commitment to a vendor or to a certain course of action. There is usually one decision-maker who makes that commitment.*”

**The approver** – “. . .*usually a more senior person who reserves the right to review and approve or veto the decisions made by the decision maker.*” They point out that usually this is a ‘**rubber stamp**’ approval but, “*if the decision maker is new, under scrutiny, or about to leave the company, the approver’s role becomes more active to safeguard the right decision.*”

**The relevant executive** - We mentioned this term previously. It is the executive who *holds the highest rank and greatest influence regarding a particular project.* And as they so correctly stress, “***Influence is the informal, political power that people wield.***” Look only at the company’s formal organization chart and you’ll usually be wrong.

Pages 75 – 84 provide great insights into what makes people possess, maintain, or lose their position of influence. You should read these to better be able to judge where the person stands as you learn more about the history – past and current of the company. For example, they might have been a strong influencer. . .until their pet project with their name on it, went south.

On page 84, there’s a very important chart showing how ‘**door opening**’ access to senior executives actually takes place. Of greatest importance is to understand that “*84% of executives said that they would usually or always grant a meeting with a salesperson who was recommended internally.*” Incidentally that was 87% in China.

Only 4% responded that they *always* granted a meeting to a salesperson who wrote a letter followed by a phone call (20% said *usually*).

A surprising 44% responded they would *usually* grant a meeting with a salesperson whom they had made contact with at an off-site event.

For those dealing with the Chinese where the authors have extensive experience, pages 85 – 89 should be read and studied for important lessons they’ve learned in their research and by their actual experience.

I would consider the last part of this chapter to contain some of the most valuable information – first on understanding what are the ‘**roadblocks**’ standing in the way of your access to CXO’s, and secondly strategies to get around them, or sometimes, through them.

First, the authors point out that roadblocks are “*a legitimate mechanism that has been put in place to help the executive focus on important tasks rather than distractions.*”

Page 91 contains five practical ways for bypassing the roadblocks which high-level sales professionals should follow.

Pages 92 -94 offer insights on ways to gain access:

1. **Overt** – making a phone call preceded by a letter or email; 2. Through a ‘**sponsor**’ (credible person within the organization); 3. Through a ‘**referral**’ – someone outside the organization such as a consultant, business associate or friend; 4. Through the ‘**gatekeeper**’ – accomplished through cultivating a relationship with her or him who then provides access.

The chapter concludes with a simple 5 step process (also see the Appendix 2 for the initial telephone call to set up the meeting) for setting and holding the initial meeting with the CXO:

1. **Preparing your Approach** – be succinct and try to know their personal agenda to pay respect to it; 2. **Introduction** – who you are and why you’re contacting them – show you did preparation prior to the meeting; 3. **Purpose** – explain it and listen; 4. **Credibility** – review value you already provided if current client, and if prospect, relate value you provided other companies addressing similar challenges; 5. **Commitment to Action** – Propose a clear and specific action or next step whether that’s a meeting or a set of next steps.

## Chapter 5 – How to Establish Credibility at the Executive Level

Here is what you’ll learn in this chapter:

What are the specific questions a CXO is looking to get answered in a first meeting with a sales person?

What are the top four ingredients for building credibility with CXO’s, and what do each of them mean and why are they important? Here are four but you need to read how and why they are important: 1. Ability to Marshal Resources; 2. Understands Business Goals and Objectives; 3. Responsive to Requests; 4. Willingness to be Held Accountable.(pp’s 106-108).

The authors say that credibility is developed over the long term by demonstrating both capability and integrity. How do they say are the ways you do this and how can you tell when you have it?(pp’s 108 – 112).

What are the ways to impress an executive? (pp’s 112 – 120).

## Chapter 6 – How to Create Value at the Executive Level

Here's what you'll learn in this chapter:

More advice on structuring your initial meeting (pp's 124 – 129)

The three stages in selling 'value' to the client:

1. **Value Hypothesis;**
2. **Value Proposition** – the most important and yet what few do;
3. **Value Statement** – after the sale. (pp. 129 – 138).

## Chapter 7 – Cultivating Loyalty at the C-Suite

Here's what you'll learn in this chapter:

What's the difference in expectations at Executive Level, versus the Middle Management Level, vs. the Operations Level and how do you develop credibility at each one? (Page 142)

According to Frederick Reichheld in "*The Loyalty Effect: The Hidden Force behind Growth, Profits, and Lasting Value*" (Harvard Business Press, 2001), customer loyalty is what actually builds lasting value and profitability. Why is this and why is there often a 'gap' according to the authors between the value a salesperson delivers and what executives think they actually delivered? (142-145)

The authors describe these 5 steps to "*Cultivate Client Loyalty*". Here they are but what do they mean and how best to achieve them? 1. Explore Common Ground; 2. Create the Initial Relationship; 3. Continually Expand the Relationship; 4. Form Long-Term Loyalty; 5. Continually Seek Ways to Excel. (pp. 146 – 154).

After reading this Summary, it would be a great exercise to read the Author's "*Afterword*" (pp's. 157 – 163). In "*A Final Word*", they propose an analogy between learning to play golf and calling on senior-level executives:

*"Calling at the executive level is a learned skill; it's not something you're born with, and like golf, it usually improves only with a lot of constant practice. The more times you make a certain type of shot in golf or make a key call at the executive level, the more proficient and, perhaps even more important, the more comfortable you become."*

This book provides a great set of lessons and techniques to learn but it will all be for naught if you don't get out on the practice range, and then have the courage to go test your new skills on the actual course.

A parting comment. One selfish reason why I wanted to summarize this book after having just quickly read the testimonials and spoken with Steve was that I believe – Steve agrees – that one of the best ways to build ‘**trusted relationships**’ with senior level execs and to become a ‘**trusted advisor**’ is through “**NetWeaving**”.

Setting up a meeting to introduce a high-level executive to someone whom you have identified as a person he or she would really benefit meeting and knowing, is not only one of the best ways to get in the door, but it also offers ways to work with and get around gatekeepers who wouldn’t risk NOT allowing such a connection to at LEAST be offered.

Finally, you simply must own this book if you are already at the stage in your sales career where you are calling upon C-level executives, or if you are intending to do so in the future. The Appendices in the back of the book are worth the price of the book by themselves, even if you didn’t do anything more than read this summary and fill in the parts which I have referenced by page numbers.

Thanks Steve for allowing me to do this. It’s been a great learning experience for me as well.