

## ***Selling with Noble Purpose*** ***How to Drive Revenue and Do Work That Makes You Proud***

Lisa Earle McLeod

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Summary by Bob Littell, Chief NetWeaver

### **Introduction**

Six years ago, the author, Lisa McCleod was part of a consulting team working with a major biotech company attempting to identify the behaviors which separated top sales performers from the average ones. When the results were in, to their genuine surprise, the ones who consistently outsold the other salespeople, who were primarily focused on sales goals and money, were more focused on '**making a difference**' with their clients – as Lisa says, a "*pronounced sense of purpose*".

But her real 'aha' moment came in a discussion with a sale rep with whom she had been working. As they were at the airport ready to drop her off, Lisa asked, "*When you go on a sales call, what do you think about? What's in your head.*"

What came out was an emotional story about an old lady who tapped her on her shoulder asking if she was with the company that manufactured a particular drug. When she said she was, the elderly lady responded and described things she had been unable to do prior to being on the medication: "*You gave me back my life.*"

That prompted Lisa to go back through the interviews they had done searching for '**purpose**' in the statements of others, and although it not always jumped out, it was there in almost every case.

Lisa reinforces this point with two other references: data from a 10-year growth study of more than 50,000 brands around the world which showed that companies who put improving people's lives at the center of all they do outperform the market by a huge margin.<sup>1</sup> And Jim Collins and Jerry Porras, co-authors of "***Built to Last***", documented that organizations driven by purpose and values outperformed the market by 15:1 and outperformed comparison companies by 6:1.

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<sup>1</sup> Millward Brown Optimor "Stengel Study of Business Growth"

And as Lisa points out, the changes you make in people's lives don't have to re-shape the globe:

*"You don't have to create world peace. Your noble sales purpose can be about making your customers more successful or about changing your industry."*

*"Selling with Noble Purpose is about igniting the true believer that lurks in the heart of every salesperson. Because as much as salespeople want to make money, they also want to make a difference."*

The book is divided into three (3) parts: **PART I** – *What Noble Purpose Matters and Where to Find Yours*; **PART II** – *How to Live by Your Noble Purpose*, and **PART III** – *A Manager's Blueprint for Creating a Noble Sales Purpose-Inspired Team of True Believers*.

As I usually do, I will do a more thorough summary at the beginning and then will more lightly cover the balance of the book, but with more key points and then page references for you to dig deeper, and hopefully also want to own the book both to reference, as well as an inspiration to occasionally return to it.

One new abbreviation which Lisa has introduced to the world is "**NSP**" – your "Noble Selling Purpose". And if you are managing salesmen and women within any industry, probably one of the key questions you should ask them to repeat at EVERY SALES MEETING is "**What is your NSP?**" And their answer should roll off their tongues.

## **Part I – Why Noble Sales Purpose Matters and Where to Find Yours**

Lisa starts by saying:

*"Making a difference and making a living are not incompatible goals. As a sales leader, you can pursue both. If you want to be truly successful, you **must** pursue both."*

### **Chapter 1 – The Great Sales Disconnect**

I think the one sentence which best exemplifies what this chapter is all about reads:

***"Driving revenue is not the purpose of a sales force; it's the test of its effectiveness"***.

To me, that statement says that the sales force which drives the greatest revenue will also be the one that is applying methods and strategies which are most effective.

So if you hadn't read this chapter, you would probably assume that the 'most effective' sales force would be those who are 'bottom-line' oriented and who best respond to the 'bean-counters' constant questions relating only to figures, and not to questions like, "*How are we making our customer's lives BETTER?*"

*“An NSP is a definitive statement about how you make a difference in the lives of your customers. It speaks to why you are in business in the first place. Used correctly, your NSP drives every decision you make and every action you take. It becomes the underpinning for all your sales activities.”*

As Lisa says:

*“When targets and quotas become the primary organizing element of your business, the result is mediocrity at best. Although profit is of course critical, it’s not the best starting point for driving sales revenue. To do that, you have to start with a Noble Sales Purpose – an NSP.”*

*“Instead of making profit your sole purpose you emphasize the impact you have on customers. Profits are the result of your work, not the sole purpose of your efforts.”*

### Why NSP Makes You Money

In this section Lisa quotes one of my favorite authors, Dan Pink, from his book “**Drive**”: “*The science shows that the secret to high performance isn’t our biological drive, or our reward-and-punishment drive, but our third drive – our deep-seated desire to direct our own lives, to expand and extend our abilities, and to live a life of purpose.*”

So you might ask, why is the title to this chapter – “**The Great Sales Disconnect**”? It’s because what she says on page 8:

***“. . .top performers are driven by purpose but their company leadership almost never discusses any purpose beyond making money”.***

Lisa ends this chapter both by emphasizing, “**What’s Gained From Approaching Sales with NSP**”, as well as with some suggestions on “**How to Use this Book**”.

First, she gives an extensive list on pages 9, 10, and 11 of what you will gain by asking how developing and providing an NSP will make an incredible difference. I’ll only list a few of my favorites. I believe that this list alone – pasted on the wall of a sales organization – will help make a difference. She also emphasizes that although you can gain much from the book if you are a front-line sales person, it is primarily aimed at sales managers who are the sales leaders;

*“An NSP is not a tactic. It’s a strategic shift in the way you approach your business. It’s more than a simple sales technique; it’s a sales leadership approach that turbo-charges all other techniques. It’s the missing ingredient a sales force needs to take their performance to the next level.”*

- Brings the customer voice to the front and center of the conversation.
- Keeps your sales force focused on quotas, AND customers.

- Reinforces the **right** sales behaviors.
- You become more resourceful as a salesperson, since you're always looking for ways to help customers' businesses.
- Clients take you to the higher-level people in their organization because they see you as a resource and not someone with a sales quota
- You have a shorter sales cycle. You ask more robust and second-tier questions, delving into critical customer business issues whereas product –focused people ask low-level manipulative and mechanical questions.

Lisa ends Chapter 1 (pp. 15-16) with some great instructions on how to get the most out of her book. Just one more reason you should buy the book.

## **Chapter 2 – Why Noble Sales Purpose Works**

At the beginning of this chapter, Lisa poses one of the most common questions we are all asked: ***“What do you do for a living?”***

Rather than the standard response, *“I’m a stockbroker”* or *“I’m in manufacturing”*, Lisa suggests that you dig deeper. What she suggests you do to discover a response from the heart. And one way to do that is to reflect upon a situation generated when you did something that made a difference in the life of a customer - like the remark made to Lisa by the sales rep who was dropping her off at the airport: the old woman thanking her - *“You gave me my life back.”*

*Lisa suggests that you think of a situation where you made a difference and you ask yourself these questions:*

- *What was the situation?*
- *How did you make a difference?*
- *What did the other person say?*
- *How did he or she look?*
- *How did you feel afterwards?*

According to Lisa, what happens when you do this exercise, which Lisa does in all her training, is that it engages a different part of the brain:

*“The first time – when you describe your job - you’re using your brain at a very basic level, almost on autopilot. The second time, when you describe making a difference, you likely ignited your frontal lobe. This is the part of the brain associated with reasoning, planning, problem solving, language, and higher-level emotions such as empathy and altruism.”*

## The Two Big Human Needs: Connection and Meaning

Lisa:

*“Beyond basic needs such as food and shelter, human beings have two core emotional needs: connection and meaning. We want to be connected to other people, and we want to know that what we’re doing matters to someone. The need for belonging and significance transcends age, culture, sex, race, and socioeconomic status. . . . Our deepest desire is to make a difference in the world – and our darkest fear is that we won’t.”*

Lisa poses an interesting question about why, when we see the difference in the way people respond to the simple question about what they do and when we see the ‘passion ignited’ when it comes from the difference they’re making, then why don’t all businesses encourage an introductory response to be made that way:

*“Yet for some reason, we all seem to operate according to this bizarre notion that emotions don’t belong in the workplace. This is total bunk. When was the last time you heard a CEO say, ‘I wish my people weren’t so motivated and excited?’ “*

The balance of this chapter gives 10 Sample Noble Selling Purpose examples (pages 22 – 33). You can read this when you buy the book, but two of my favorites were Orange County Court whose NSP is *“We Unclog the Wheels of Justice”*.

My other favorite one is Southwest Airlines – Herb Kelleher – *“To democratize the skies”* – or to make flying available ‘cost-wise’ to everyone. But he goes beyond that:

**Purpose:** *“Southwest Airlines is democratizing the skies”*

**Mission:** How will you do that - *“We democratize the skies by keeping our fares low and spirits high”*

**Vision:** What will the world look like when you’ve done that? – *“I see a world in which everyone in America has the chance to go and see and do things they’ve never dreamed of where everyone has the ability to fly”*.

Actually, I might even suggest altering these somewhat from my current bad flying experiences elsewhere but where Southwest differentiates themselves:

**Purpose:** *“Southwest Airlines is returning the ‘fun’ to flying.”*

**Mission:** *“Safety first, but we make flying ‘fun’ and empower all our people to help make it that way.”*

**Vision:** *“I see a world where people look forward to flying as such a fun experience that when they arrive, they wish it wasn’t over.”*

Lisa, next time you consult with Southwest, you can give them this one.

### Chapter 3 – Why Profit Is Not a Purpose

Lisa begins this chapter with the story of former Goldman Sachs executive director, Greg Smith who in February of 2012 resigned and did so through a scathing op-ed in the *New York Times*, stating that he was leaving after 12 years because:

*“The interests of the client continue to be sidelined in the way the firm operates and thinks about money”. . . “Not one single minute is spent asking questions about how we can help clients. It’s purely about how we can make the most possible money off of them. If you were an alien from Mars and sat in on one of these meetings, you would believe that a client’s success or progress was not part of the thought process at all.”*

After only a few days, how about a drop in market value to the tune of \$2.15 billion.

Lisa cites other examples where customers/clients are internally referred to in semi-derogatory ways:

*“A Noble Sales Purpose (NSP) keeps your customers from becoming ‘its’. “ A company with a strong NSP would never allow anyone, especially not a senior leader to refer to their customers as Muppets.”*

Lisa’s 6 P’s for Putting Profit Into Perspective:

**Profit:** financial goals and measurements

**Process:** internal productivity standards and measures

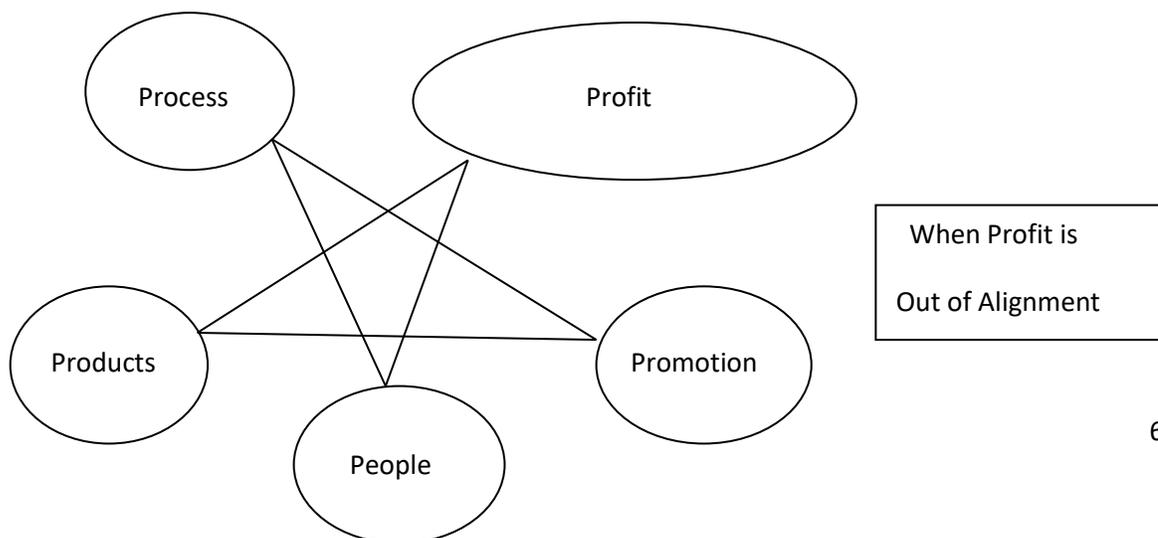
**Products:** innovation and product development goals

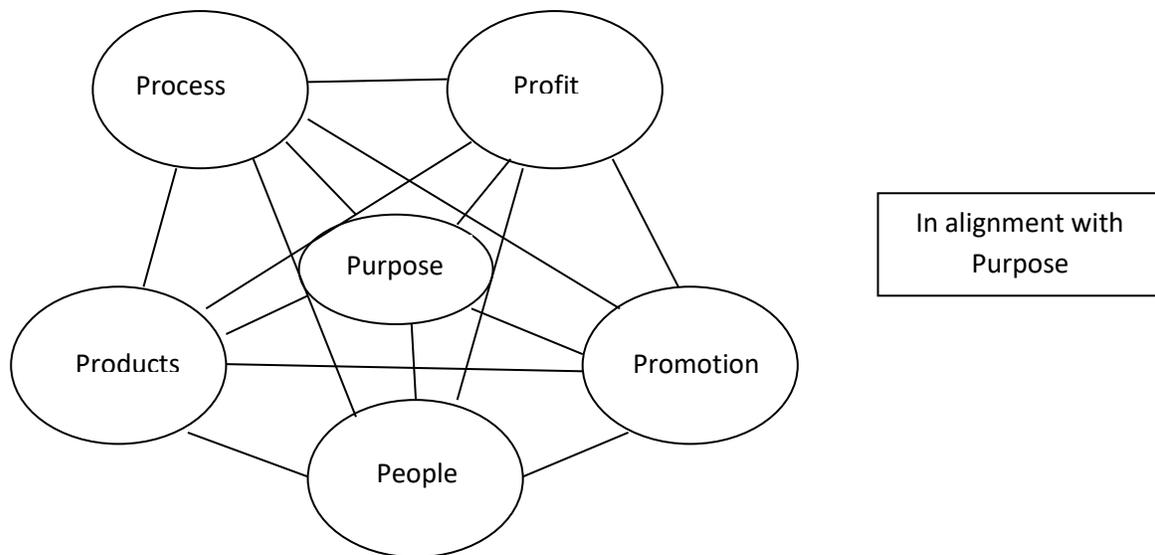
**Promotion:** sales, marketing, and public relations goals and strategy

**People:** employee development metrics and goals

You might guess, the 6<sup>th</sup> “P” is “**Purpose**”.

Lisa has a great diagram for putting these into the proper perspective as well as showing what happens when they get out of alignment:





As Lisa says:

*“Without an NSP, people start to treat individual or departmental goals as the company goals. The consequences can be disastrous. The most common and ultimately fatal error is the one that Goldman Sachs made: overemphasizing profit at the expense of everything else. That’s why profit isn’t at the center of 6-P wheel. Profit is a measurement of how well you are performing against your NSP. . . . Concentrating solely on profit removes your focus from the customer, stifles innovation, and distorts the entire system.”*

On pages 42 and 43, Lisa explains how an overemphasis on profits can generate the wrong questions. Then she shows how NSP Prompts Better Questions. They really are exceptional. In fact, I couldn’t agree more with Lisa’s comment about asking one or two of these questions about your own customers/clients in your next sales or leadership meeting and how it will *“ignite a different line of thinking that will compel you to come up with innovative ideas.”*

Here are just a couple of my favorites but get the book, read them all and use them.

- *“How do our processes affect our customers? How might we improve our processes to benefit our customers?” “How can we be more effective to better help our customers succeed?”*
- *“What skills do our people need to make our customers more successful? What ideas do our people have for our customers?”*

So why do so many CEO’s and leaders of companies put so much sole emphasis on ‘profit’? Lisa says and the statistics support it:

*“Leaders who tell their teams that profit alone is the only goal wind up with less creative, less innovative organizations. Their people don’t have the internal moti-*

*vation of helping the customer, so they miss opportunities. They fail to find chances for new business.”*

And the reason Lisa explains is,

*“Because profit is concrete and easy to understand, it’s easy for salespeople and managers to focus on it. But focusing on profit alone doesn’t drive innovation, creativity, or customer loyalty. Profitability goals do not touch the human heart or move the human spirit. Focusing on profit alone will not create a sales force of true believers.”*

Lisa quotes an ethics professor, Steven Pyser about what he consistently sees and hears in company board meetings:

*“Anything that cannot be placed on the agenda or quantified on a spreadsheet is often perceived as unimportant and not requiring attention. With pressure to generate higher profits, ethics and soft skills are often dismissed as intangible and touchy-feely. In reality, these matters offer significant value and can be success tools to close gaps in strategy.”* . . . Then the professor adds: *“If you think about it, there’s a line in your business reporting that says goodwill; it’s always been part of accounting practices. A Noble Sales Purpose is goodwill squared.”*

Lisa closes this chapter with a wise observation, and then a suggestion:

*“Focusing too intently on short-term profits is the most common cause for organizations losing their sense of purpose. But it’s hardly the only one. Overemphasizing other areas such as process improvement, promotions, or even misplaced energy on products and people can cause an organization to lose sight of its NSP.”*

Lisa’s suggestion: Using her 6-P model, as you’re making your business decisions, ask, *“Is what we’re doing helping or hindering our NSP?”*

## **Chapter 4 – The Sales Manager Question That Change Everthing**

Lisa begins by relating what she learned from a great mentor of hers – Durwood Snead, formerly with Proctor & Gamble, and who lured Lisa away from P&G to join him.

Rather than the kinds of typical sales question almost all of us have heard from our sales managers like “When are we going to close the deal”, the kinds of questions Durwood would ask when they would have their one-on-one reviews would be questions like, “*Who are they?*” and “*What are their goals and challenges?*” But the key question was “***How they’d be different if they did business with us?***”

So as Lisa reminds herself of those conversations with Durwood from 20 years earlier when she was the sales rep, it should remind us why the way sales managers talk to their people really matters. The two key reasons why the kinds of questions Durwood would pose made a difference:

1. We were **reminding ourselves** about the impact our programs had on customers.
2. We were **preparing me** for the conversations I'd be having with customers.

*“Having these discussions – about how customers’ lives would be different as the result of doing business with us – gave me a different perspective on my sales activity. What you look at not only focuses your mind but translates into your behavior, which shifts people’s perception and experience of you.”*

Lisa suggests that you do this exercise. Pick 4 or 5 of your top sales opportunities. First ask, “*What will it take to close this opportunity?*” and ask yourself how that makes you feel? It’s important to stress that Lisa is not suggesting that you shouldn’t ask these more strategic questions surrounding the revenue potential, the competition, etc. She handles this later in the chapter.

But then ask a different question: “*How will the customer be different as a result of doing business with us [you]?*” . . .happier. . .more successful. . .bigger share of the market. . .more time with family. . .etc., etc.

But if you’re inside a company and you’re saying to yourself, “*Wow, I love this concept but how in the world am I going to convince my CEO or other key leaders within my company to change our more ‘pure-profit’ orientation to one more in line with this?*”

On pages 51 and 52, Lisa offers a great 4-step process and here are the steps, but read the details of these ‘how-to’s’ underneath each point in her book:

1. *Lead with the business case.*
2. *Choose the right time and place.*
3. *Get respected colleagues on board.*
4. *Appeal to the CEO’s noble instincts.*

Or you might just want to call Lisa and get her involved in making the approach.

Lisa offers a two-part explanation of how to run a coaching session:

### **Part 1: Revenue**

*“Using whatever internal format or tools you use, ask the rep about the total dollar value, the close date, the competitive landscape, and so forth. Having clear financial goals is important.”*

## **Part 2: NSP**

Starting with the key NSP question: “*How will this customer be different as a result of doing business with us [me]?*”, Lisa goes on to list a series of questions which go deeper. You should read all of these on Page 55, but a couple of my favorites include:

- “*How is our solution better than what the customer is doing right now?*”
- “*What are some of the less obvious ways things will change?*”

Lisa concludes the chapter with some ‘real world’ wisdom:

*“Don’t be surprised if they [sales reps] struggle to answer these questions. Most salespeople don’t naturally think this way. That’s why you’re coaching them.”*

It’s also why if YOU are that sales rep but you haven’t been thinking this way, you need to stick with it. From a ‘coaching’ standpoint, Lisa suggests that you give the sales rep ‘concrete examples’ how you or someone you know (remember the little old lady – “*You gave me back my life*”) made a difference for someone which had a major impact on the company. If you’re in business for yourself, there are thousands of examples and stories of how focusing on the needs of the individual or their business, made a huge difference and came back around to benefit the person who helped. Then after getting in this positive frame of mind, focus on YOUR top opportunity; ask some NSP questions, and then put them into action.

## **Chapter 5 – How to Create Your Own Noble Sales Purpose**

In this chapter, Lisa gets down to the nitty gritty of creating your own NSP. She has some tips before you even get started:

1. *Give yourself time*
2. *Don’t edit yourself as you go.*
3. *Don’t worry about supporting data – yet.*
4. *Do it just for you.*

Lisa expands on each of these on page 59 which you should read for more clarity as you’re preparing your own NSP.

Here are a few of the points Lisa makes but once again, here book contains a much more thorough explanation.

### **Part 1: How Do You Make a Difference to Your Customers?**

- Think of compliments you have heard from your customers or clients such as:
  - o *How you helped them make more money?*

- *How you reduced their stress?*
- *The impact you had on their families?*

Now craft your own.

**Part 2: How Are You Different from Competitors?**

Lisa suggests you start out – *no holds barred* – sayings: “*We’re different than the competition because we*”:\_\_\_\_\_.

**Part 3: On Your Best Day, What Do You Love about Your Job?**

Lisa starts by reminding us that EVERY jobs has good days and bad days so focus only on that day that really extraordinary. She says to list those things that really excited you about your job that day.

After completing each of these three, Lisa suggests that some ‘themes’ should jump out – *key words, elements which are inspiring?* She calls these: “*Words. . .Themes. . .Examples*”.

In crafting it, here are Lisa suggestions:

*“Your ideal NSP is both compelling and concrete. It speaks to your most noble calling as a sales organization. It should be easy understand and repeat. It’s an action-oriented statement that will inform your sales activities. Your NSP announces your intentions to the world.”*

She concludes this chapter and Part 1. Here are a couple of my favorites:

- *“We make transportation safer, faster, and more reliable”* (Graham-White Manufacturing)
- *“We create passionate, purpose-driven sales forces”* (McLeod & More, Inc.). Hmm, wonder if they’re related to Lisa?



From this point on in the summary, I will simply pick some of my favorite points from each chapter but you’ll want to buy the book and fill in the detail.

**PART II – How to Live by Your Noble Sales Purpose**

Lisa explains Part II deals with “some of the distractions and stumbling blocks that threaten to derail you from your Noble Sales Purpose (NSP). That includes ‘fear’ and I can see how that can sometime cause you to abandon your NSP in favor of something which looks to off more ‘immediate’ results, but which most often doesn’t.

Lisa also covers some innovative coaching techniques in Part II, as well as how you can use NSP to “*avoid the turf wars and silos that stymie so many organizations*”.

## **Chapter 6 – How Fear Flatlines Sales Calls**

I haven't mentioned it up to this point but the beginning of each chapter of Lisa's book is preceded in the heading with a great quotation. This one really resonated with me by Martin Luther King, Jr. – “***We must build dykes of courage to hold back the flood of fear.***”

- “*Your NSP ignites your brain’s frontal lobes, thereby giving you access to higher-level decision making, creativity, and thought processes*. . . .”***Fear does just the opposite. Fear ignites your amygdala, often refer to as the lizard brain. The lizard brain is a holdover from our more prehistoric ancestors. It has two responses: fight or flight.***” (page 68)
- “*When salespeople are afraid, they stop trying to make a difference to the customer. All they think about is trying to alleviate their fear.*”(page 69)
- Learn on pages 69 and 70 how ‘**training**’ and ‘**commitment to a team**’ – such as taught in the military – helps to overcome fear.
- Pages 71-75, Lisa tells a personal story of ‘fear’ generated by a Big Boss who belittled her manager in front of her after a sales call for not selling more; never once mentioning what was good for the customer. Read the lessons that taught Lisa.
- On pages 75 & 76, you learn a list of damages you cause when you invoke ‘**fear-based leadership**’ – stifling innovation, creativity, your image with your client, a correct read on the market, and other advantages you might have had if your NPS had been the driving force rather than fear.
- On pages 77-79, Lisa pours out her and husband’s ‘riches to rags’ and ‘back to riches’ (well at least successful comfortability) story, relating how difficult it was focus on her NSP after they had must announced to their daughter that to survive, they had had to spend the money they had saved for her college education. But then facing ‘fear’ and as Lisa’s husband “Bob” said, “*You have to decide that you’re not going to let a failure define you. The measure of a man is not in winning or failing; it’s how you respond. You need to respond well to both.*”
- On page 79, read why “fear-based” salespeople aren’t as effective as those who sell with NSP. On page 80, why just the opposite is true about those selling WITH NSP. Two of my favorites why selling with NSP helps overcome fear include: “*They’re willing to tell the boss what they need to hear*” and “*They are willing to manage unknowns*”.

## **Chapter 7 – The Dirty Little Secret about Sales Training**

Here’s another powerful quote to begin this chapter: “*Nothing contributes so much to tranquilize the mind as a steady purpose – a point on which the soul may fix its intellectual eye.*” Mary Shelley

- On page 82, Lisa shares a study from a book, “**Silent Messages**” by Albert Mehrabian, professor emeritus of psychology at UCLA. He found that, “*the believability of someone’s message was influenced **7 percent** by content; **38 percent** by voice tone and tempo (the way the words are said), and **55 percent** by body language and facial expressions.*”
- As Lisa points out, “*Organizations spend millions of dollars teaching salespeople skills and behaviors, while paying very little attention to mindset.*” . . . “*The mindset salespeople bring into their customer interactions sets the stage for everything they do. Mindset drives behavior. It’s the centerpiece for the actions salespeople take. The way you think about a situation determines your approach and directs your actions.*” . . . “*Salespeople who sell with noble purpose – the top performers – don’t have to worry too much about their body language or tone because when their internal thoughts leak out, it has a positive impact on the customers.*”
- On pages 84-86, Lisa provides us with “*Five NSP Mindsets that Differentiate Top Performers*”. My favorite of the five is “**NSP reps create success for everyone.**” – Sounds a little bit like “NetWeaving” doesn’t it. These Five should also be printed out pasted on your wall. That’s what I’m doing.
- As I read Lisa’s lament on pages 87-90 about how disappointed she was when she went from ‘inside’ training to ‘field training’ and saw how few of her sales reps were actually using almost any of the skills she taught in the classroom, I could really identify with it. But luckily she also noticed the ‘top performers’ were the ones who were putting many of these concepts into practice and in many ways were ‘selling with one or more of the 5 Mindsets of Noble Purpose’ in mind.
- Read pages 90-101 and you will benefit from reading one of the most important parts of the book since it contains tips on how to get those ‘average’ performers to put into action the Five NSP Mindsets that the ‘top performers’ already have. But, the top performers may benefit the most by reading these; seeing some of what they were already doing, but expanding and improving on each of them.

## **Chapter 8 – Creating a Powerful Sales Narrative without Sanitizing Your Stories**

Lisa uses the word ‘sanitize’ in this chapter to describe what too many companies do in telling a story about their company. As powerful and memorable as stories are, she points how much better they are when some **emotion** is infused rather than just technical jargon.

Lisa gives the components of a compelling NSP story on pages 110-111 and you should read for more detail, but here are her main suggested features:

- It’s 100% true.
- It’s short
- It describes the impact on the customer
- It includes vivid detail
- It touches emotions
- It supports your NSP

## **Chapter 9 – How Sales Coaching Drives Better Customer Intelligence**

Lisa begins this chapter by sharing what she hears from Sales Reps about why they couldn't close a sale – **Price** and **Competition**. From Sales Managers, she hears, “**lack of sales closing skills**”. Lisa describes both as ‘**symptoms**’, but not the root causes. Her explanation:

*“They haven’t established a clear link between solution and the customer’s most compelling goals and challenges.” . . . “Selling with noble purpose requires you to develop a deeper understanding of your customers. You have to know the customer to understand how you can make a difference to that client.”*

On pages 116 and 117, Lisa provides “**Five Categories of Critical Customer Information**” and you will benefit by reading the questions she provides under each of these which truly will allow you dig deeper and get to know your customer/client better:

1. Customer environment
2. Customer goals
3. Customer challenges
4. What success looks like for the customer
5. What lack of success looks like for the customer

On pages 123 and 124, Lisa lists ten additional questions which can help you zero in on the Five Categories. Here are two of my favorites:

*“If you could change anything about (a current pressing situation), what would it be?”*

*“How is this (change, event, or situation) affecting you?”*

## **Chapter 10 – How to Keep Your Sales Force from Being Sabotaged by Your CRM**

Lisa explains why most Customer Relationship Management system capture plenty of the information that mattered to the Sales Rep and Sales Leadership, “*But nowhere was there a space to record the information that mattered to the customer.*” In other words, what are THEIR goals, challenges, etc. and then how could we make a difference?

If you do as Lisa suggests and do your homework ahead of time by first uncovering the FIVE Categories of Critical Customer Information: Environment, Goals, Challenges, What Success looks like, and What lack of success looks like, you will be prepared to “*discuss the customer’s most pertinent business issues.*”

Which kinds of information does YOUR CRM system capture?

Lisa concludes this chapter by stressing that ‘sales training’ will be so much more powerful when sales training is accompanied by sales coaching (50% more retained than training alone), but if the sales training and coaching is also accompanied by daily CRM reinforcement of the NSP variety, it embeds the new behavior in the company culture.

## **Chapter 11 – The Trojan Horse Using Case Studies to Grab New Markets**

Lisa begins, “*Capturing the right information about customers drives revenue. Capturing the right information about sales success can drive revenue through the roof.*”

According to Lisa, a system that Citrix, an early pioneer of cloud computing, instituted is a perfect example of this. They instituted a one-page template to highlight a sales success.

But as Lisa points out, it not only gave salespeople the opportunity to brag about their latest big sale:

*“It socialized the information. It gave the sales force concrete examples of how they actualized their NSP. It took the concept of storytelling one step further. The one-page documents included why the customer chose Citrix, the value story, the things that made a difference, and the impact the sale had on the customer.”*

And doing what Citrix’s former chief strategist – Traver Gruen-Kennedy explained, “*It’s a way of validating customer wins and keeping sales, marketing, and product development connected to the customer*”. . . “*It’s like a ‘Trojan horse’. Once you opened it, you could go everywhere.*”

## **Chapter 12 – How to Keep Your Noble Sales Purpose from Being a Mere Tagline**

This chapter requires some fairly deep thinking and understanding for why your NSP cannot be the basis for a marketing campaign or a sales script.

Lisa distinguishes between how it can be a perfect ‘**tagline to put on your website**’ and in your marketing literature and ads, but not for sales people to use as part of their sales approach. She uses a great analogy distinguishing a resume from a job interview. When you’re applying for a job, the resume is about ‘you’ and hopefully attracts the attention of a potential hiring company. But once in the interview, the best salespeople (i.e. selling themselves) are asking questions about the company so they can apply information about how they might “*achieve the goals they shared with you.*”

On pages 138-148, Lisa details the four common mistakes organizations make in line with this distinction between what to do with your ‘marketing’ efforts, vs. ‘sales’ execution. This is really great information which you can really benefit reading and sharing with your sales AND marketing departments. And if YOU are in both roles, understand why you can’t mix the two.

The chapter is concluded with a paragraph I really like, “Great **marketing** organizations create compelling messages to attract a lot of customers. Great **sales** organizations tailor their message for every single individual customer. NSP salespeople move and flex accordingly.”

### **Chapter 13 – Using Purpose to Eliminate Turf Wars and Silos**

Anyone who has ever worked inside a large company, or even in some cases, a smaller company, has experienced Turf Wars and Silos. In this chapter Lisa explains how focusing on an NSP and giving the ‘customer a voice’ can not only help a ‘silo’ situation (different departments with different goals) from turning into a ‘turf war’, but it can help diffuse a turf war by refocusing on the 6 P’s.

Pages 156-162 goes into detail about how overemphasis in the 6 P areas be detrimental and what to do to prevent that.

### **Chapter 14 – How to Keep Internal Projects from Sucking the Soul Out of Your Sales Force**

Can you identify with Lisa’s opening question in this chapter:

*“How many times have you seen an organization adopt a rigorous process improvement, lean initiative, or accountability program that starts out with a bang but winds up as nothing more than a meaningless, draining exercise of going through the motions for senior leadership?”*

And Lisa supports this with some more ‘human’ examples such as when:

*“We renovate our home to create a more inviting space but wind up fighting over carpet colors.”*

Or how about,

*“We volunteer for a worthy cause because we want to make a difference but become easily frustrated with all the committee work.”*

Her point is, “It’s human nature get bogged down in the process and forget the purpose. We become so focused on **how** we do the task that we forget **why** we’re doing the task.”

On pages 165-168, Lisa describes an actual Six Sigma project that went bad and how it was a perfect example of focusing on the project itself instead of the impact that it was going to have on the customer.

## **Chapter 15 – Reframe Your Team’s Internal Talk Track with One Pivotal Behavior**

You are new to the campus of Boston University with your daughter who will be attending there, and you are trying to get your bearings but are confused. Someone who sees you looking lost and studying a map comes up and offers help. It just happens to be the Dean of Students. That’s what happened with Lisa and her daughter.

But it wasn’t just the Dean who would have done that. Any person with BU is ‘expected’ to look for anyone studying a map and offer their help. That is a ‘**pivotal behavior**’ that is perfectly aligned with BU’s purpose of “*Educating students to be reflective, resourceful individuals ready to live, adapt, and lead in an interconnected world.*”

Lisa gives some great examples in this chapter of other “Pivotal Behaviors” that support an NSP and here are the criteria she gives for creating one for YOUR NSP:

- It should take less than a minute
- Everyone in the company should be able to do it.
- You must hold each other accountable for it.
- There are no excuses for NOT doing it.

## **PART III – A Manager’s Blueprint for Creating a Noble Sales Purpose-Inspired Team of Believers**

Lisa completes her great book by offering some action steps to make sure that your NSP is not just a ‘technique’, but rather a ‘way of life’.

In these last three chapters which you should read for yourself.

You’ll learn in **Chapter 16**, how to “**Lose the Boring Slides – Sales Meetings That Inspire Action**”.

In **Chapter 17**, “**Inspiring the Many Instead of the Few – Adding Purpose to Your Incentive Programs**”.

In **Chapter 18**, “**The Ultimate Litmus Test – Using Purpose in Interviews to Eliminate Nonperformers**”.

In **Chapter 19**, “**Using Noble Sales Purpose to Demonstrate Value in Proposals and Presentations**”.

In **Chapter 20**, “**Acronyms Are Not Enough – Breathing New Life into Sales Training**”.

In **Chapter 21, “The Most Critical 10 Minutes – Precall and Postcall Sales Coaching”**. Pay special attention to this one if you are involved at all in sales training and/or coaching.

In **Chapter 22, “Using Your Noble Sales Purpose in Tough Negotiations”**. Don’t just use your NSP in generalities. Be specific. Lisa gives a great example of this. You’re approaching a hospital leader with your solution. A ‘vague’ NSP would be, “*We improve patient outcomes*”. Instead, “*Our product improves patient outcomes by 20 percent, which impacts turnaround time by 10 percent, which improves reimbursement by 8 percent.*”

## **Conclusion**

Lisa’s concluding chapter rang very true for me personally. Her early career was all about ‘**achievement**’. Then when her mother died and Lisa was 7 months pregnant, she had one of those aha moments. At her mother’s funeral, she listened to former students eulogize her mother who had been a math and science teacher and how she had inspired them to go into medicine or biology, or neighbors talking about how she championed putting in parks and bike trails. Her parents took in two foster children after Lisa and her brother left home, and a letter was read from the mother who eventually adopted the two foster girls and the impact living with her mother had had on them.

As Lisa said, “*Since my mother’s death, I’ve made a conscious effort to bring more purpose and meaning into my own life and to help others do the same. I make a point to do for friends and colleagues what I wish I had done for my mom – remind them that they make a difference when things get hard. The lens of noble purpose has helped me be a better friend, spouse, and parent, and it’s also contributed to my professional success.*”

And this is Lisa’s parting admonition:

## **DON’T WAIT**

*Don’t wait until your business is failing.*

*Don’t wait until you lose someone you love.*

*Don’t wait until you get comfortable enough to talk to your boss.*

*Don’t wait until it’s convenient, safe, or easy.*

*And above all, don’t wait until you think everybody else is ready.*

**“Somebody has to start. You can be one of the people who holds backs waiting to see what everyone else is going to do. Or you can be one of the people who has the courage to step into a more powerful model of work and life.” . . . “When you create a team of true believers who do work that matters, you begin to change the trajectory of the human race.”**