

Foreword by Jeffrey Gitomer

New York Times Bestselling Author of *The Little Red Book of Selling* and Seven Other Best-Selling Books

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CUTTING EDGE SALES

**CONFESSIONS OF SUCCESS, INFLUENCE
& SELF-FULFILLMENT FROM THE
WORLD'S FINEST KNIFE DEALERS**

SECRETS & STORIES FROM

Dan Casetta, Carl Drew, Brad Britton,
John Ruhlin, Jon Vroman, Fi Mazanke, Ranjeet
Pawar, Jerry Liu, John Edwin, Dr. Paulette Tucciarone,
John Israel, Adam Stock, Jason Scheckner and Hal Elrod

JON BERGHOFF

Cutting Edge Sales

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From The World's Finest Knife Dealers

Jon Berghoff

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Stories and Secrets from:

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New York

Cutting Edge Sales

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Praise for Jon Berghoff and *Cutting Edge Sales*

“Look at what Jon Berghoff has done here. This is magnificent. Your sales will explode. The sales world will change because of *Cutting Edge Sales*.”

Ivan R. Misner, Ph.D., Founder of BNI and *NY Times* Bestselling Author of *Masters of Sales*

“I started in direct sales: nothing taught me more about the sales process and the importance of continuous learning than that experience. Everybody needs the practical wisdom contained in *Cutting Edge Sales*: it is a historic, revolutionary memoir!”

Brian Tracy, Chairman and CEO Brian Tracy International, Bestselling Author of over 45 books, including *21 Success Secrets of Self Made Millionaires*

“Outstanding! I’ve seen many authors and business owners look for ways to give back, but *Cutting Edge Sales* is truly one of a kind. Your business will transform – as will many lives across borders you may never see – because of this philanthropic book.”

Jay Conrad Levinson, Author of the “*Guerrilla Marketing*” Book Series

“It is rare that a book has this kind of power - before even being opened – because of what it represents. When you buy this book, others will achieve their dreams. When you read this book, you will achieve yours!”

Matthew Kelly, Founder and President, Floyd Consulting, Bestselling Author of *The Rhythm of Life* and *The Dream Manager*

“*Cutting Edge Sales* is guaranteed to send positive Ripples across the market place, and across the globe, in a way that is rarely achieved with just one book!”

Steve Harper, Author of the Bestselling Book, *The Ripple Effect*

“Jon knows what it takes to create instant influence with anyone. More importantly, he knows how to teach YOU how to replicate the same sales results. My organization’s sales went through the roof when Jon came into my life, and I’m forever grateful for the priceless contribution Jon has made to me, my organization, and the people we coach. Every salesperson in my organization will have to read this book.”

Jeffrey T. Sooley, Founder, Coaches Training Blog community

“Jon Berghoff has put together a must read for every business owner looking to STEP UP! and take sales to the next level. *Cutting Edge Sales* is the perfect balance of information and inspiration.”

Daniel Grissom, Author of the National Bestselling Book, *STEP UP!*

“Jon knows that your number one skill in business and in life is your ability to sell. We know that the toughest sell of all is selling your own “Little Voice.” His information is critical to understanding how to control your income and have the lifestyle you want and deserve.”

— **Blair Singer, Bestselling author of *SalesDogs*, *The ABC’s of Building a Business Team that Wins* and *Little Voice Mastery***

“AWESOME! I couldn’t put it down! So many great, real-world stories, so much first-person insight, so many engaging, non-stop interesting tidbits, I was underlining and highlighting all night. CUTTING EDGE SALES reads like an action suspense novel for anyone hungry for the answers to success in selling. Cut yourself some slack – buy it and read it today!”

— **Bill Guertin, Chief Enthusiasm Officer (CEO) of The 800-Pound Gorilla and Author of *The 800-Pound Gorilla of Sales***

“Cutting Edge Sales is sensational! Brilliant, both in its riveting content and the raw and real world accounts of what it takes to succeed. The wisdom in these pages should be required reading for everyone in sales. And the manner in which the contributors ‘stepped up’ to make Cutting Edge Sales a charitable project - priceless!”

— **Ben Gay III, THE CLOSERS, www.BFG3.com**

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Foreword

What Do You Want To Be When You Grow Up?

Jeffrey Gitomer

That's a question that you're asked more than 100 times before you reach your high school graduation. Answers given range anywhere from doctor or lawyer, to teacher or nurse. When you were asked, all kinds of answers were forthcoming - with the exception of one.

No one (including you) ever said, "I want to be a salesman."

But the reality is, within everyone's scholastic career they're asked in one way or another to *go sell something*. Cookies, candy bars, tickets, book covers, wrapping paper - you name it, there's a scout troop or a school fundraiser and stuff to sell.

Most kids just go to their parents and their Aunt Nelly and Uncle John, sell a half-a-dozen items, turn in their money and forget about it until next year's fundraiser.

But some kids, in the spirit of winning, go all out. They don't just sell to their family; they go out in the community, knock on doors, call on merchants and try to win the sales contest.

These contest winners go on to be achievers, not necessarily as salespeople, but with the new found confidence that they got by

interacting successfully with people, persuading those people to buy something and ultimately winning the prize.

When you think about it, children learn the art and the science of persuasion and getting their way at a very early age – crying, asking whining, begging, even throwing a tantrum in order to get what they want. You could almost say they are “naturals” at getting their way – primitive, but effective methods. If you have a child you know exactly what I’m talking about.

Young children have a parental closing ratio of somewhere around 100%.

All of this salesmanship and persuasion took place with little or no training - just a natural ability, desire, passion and enthusiasm of a kid on a mission.

I started selling door-to-door when I was seven years old. By the time I went to college, I knew I was going into business for myself, but I had no idea how vital a role salesmanship and selling skills played in becoming a success.

When I was asked to write the foreword for this book, I was eager and elated. Cutco knives and the leadership of the company are dedicated to helping young people gain selling skills and the self-confidence that sales success breeds. Inside are stories of people who cut their teeth (so to speak) in the knife business - selling from kitchen table to kitchen table.

Two of the authors of the book – Jon Berghoff and John Ruhlin – are classic examples of “growing up Cutco.” They started at a young age, invested in themselves (bought the starter kit), learned and studied the science of selling through Cutco training, and became so successful, that they have documented their examples and strategies in this book.

Cutco, for those unfamiliar, is a company dedicated to helping young people succeed by teaching them the science of selling, the art of persuasion, the value of a quality product and the pride of personal achievement. And they’ve done it hundreds of thousands of times.

I met John Ruhlin at a seminar event for a large seed company. John is the founder and CEO of a successful marketing and promotion business that specializes in (what else) Cutco knives. His passion is not only to succeed; it's to influence young people in transition to catch the same fire he caught, the fire to achieve through direct selling.

Jon Berghoff is a rising star in business and life. As a Cutco salesman he broke company records, moved to the health club industry and broke sales records there too – all before the age of 24. Now a successful businessman, ironman marathoner, coach and citizen of humanity, Jon has a passion for helping others, a passion that led him to writing this book.

The other 14 contributing authors are people who HAVE DONE IT. No theory, just the facts from the people who have made the sales, delivered the knives and banked the money. Lots of it.

If you are contemplating selling of any kind – especially direct selling – this is THE book to read, study and implement.

You will learn:

- Why direct selling is the best way to start
- Actual strategies and techniques that you can implement immediately.
- The preparation needed for success – today and tomorrow.
- The persistence, persuasion, presentation skills and the process of procuring a purchase order.
- The self-confidence that's bred by making sales.
- The belief system that goes along with a successful sales career
- The pride of accomplishment

Not only is this book a gem, but the authors have decided to give back by donating the profits to charity. They have learned that by giving, they are rewarded far beyond success. They are fulfilled.

I am speaking to you as an author, a trainer and a very successful salesman who learned my most valuable lessons in sales and life while direct selling in high school and college – baby pictures and encyclopedias – in peoples homes – cold and warm calls – acceptance

and rejection – highs and lows – making my own income based on my own ability to persuade others.

This book is the gateway to that insight in the 21st century. It's cutting edge and realistic. It's eye-opening information that's on the money – your money.

The only variable is your ability to take advantage of this information and slice your own piece of the American dream. (Make sure you use a Cutco knife when you do.)

Jeffrey Gitomer

Author of *The Sales Bible*, *The Little Red Book of Selling*
and seven other best selling books.

Introduction

The Cutting Edge

Jon Berghoff

On a beautiful summer afternoon, twenty-five years ago, two young men who were friends applied for two different sales positions.

They were very much alike, these two young men. Both had never held a sales position before. Both were ready and willing to work hard. Both were personable. And both were enlivened by ambitious goals for the future.

Recently, these two men had lunch to discuss their now 25 years in sales. They were still very much alike. Both were happily married. Both had two children. Both, it turned out, had gone on to sell various products throughout their careers.

But there was a difference.

One of the men was now a local office manager, performing at a frustrating, mediocre level. The other was a successful entrepreneur, fulfilled by his place in the world and flowing with the abundance to now give back on a grand scale.

What Made the Difference?

Have you ever been curious about what makes this kind of difference in people's lives?

It isn't necessarily education, background or motivation. It isn't that one person wants success and the other doesn't.

In the case of the two young men, it was something that most people would never guess - the difference was that one of them began their career selling Cutco Cutlery and the other did not. Let me explain.

Since 1949, a growing culture of Cutco Cutlery salespeople has been quietly grooming our nation's youth to be the next generation of CEO's, philanthropists and entrepreneurial success stories.

Cutco Cutlery has been attracting the attention of universities, text books and is an example of an exceptional training ground for sales professionals, business owners and entrepreneurs.

Why This Book?

For the first time in manuscript form, I've gathered together 14 former and current Cutco Cutlery sales professionals – with over \$300 million combined in Cutco Cutlery sales – to collaborate and share their best insights and ideas. If you are a sales professional, business owner or entrepreneur, the wisdom between your hands is bound to inspire you.

As you will soon read, many of the authors left Cutco to make incredible contributions to our world - some through successful businesses, some through philanthropic efforts and some through different forms of charity and public service.

I hand-selected each contributing author and organized the process of putting this book together, from concept to completion. Each author, through their involvement in this book, acknowledges that selling Cutco was instrumental, if not the number one factor, in their future endeavors and successes.

It should be noted that Cutco Cutlery has no affiliation, influence or involvement in the development of this manuscript. Each of the contributing authors independently chose to deliver the best insights and ideas they could, to motivate, instruct and inspire the current and future generations of sales professionals, business owners and entrepreneurs.

A Unique Philanthropic Twist

This project was inspired largely by a private meeting between myself and Dr. Ivan Misner, founder of BNI, the world's largest referral organization. Dr. Misner founded BNI on the philosophy that when you show up with the intention of giving, you ultimately walk away having gained. The BNI motto is literally "Givers Gain®."

Following this meeting, I sat in the hotel lobby and thought to myself, how could I create a book project that would not only give back through the powerful lessons that were taught, but also allow the book the ability to give back to charitable causes around the world. I decided that while reaching out to the potential authors for this book, I would ask if they would be willing to donate some portion of their share of the royalties to a charity of their choice.

I'm proud, grateful and moved to share with you what happened. Each contributing author of this book, unanimously, and without knowing what the other authors would agree to, offered to give 100% of their share of royalties, to a charity or cause of their choosing. Each of these authors made it possible for this book to become, in and of itself, a philanthropic project. You will find the charities they are supporting listed in the back of the book.

I'm not sure if anything more needs to be said about the people in this book, who they are, and what they represent. Nevertheless, here is what you can expect from *Cutting Edge Sales*.

- **Dan Casetta**, who was also my first manager with Cutco and a long-time mentor, passes along wisdom that has recently sparked a business partner of mine to call Dan a "Modern Day Dale Carnegie". You will find in his chapter some of the most powerful, precise and practical advice on influencing others. You will instantly see why his office is the most prolific in Cutco sales history.
- **Carl Drew** shares, for the first time in writing, an account of his adventure climbing K2, considered one of the most

dangerous mountains in the world. Carl masterfully connects lessons learned in sales with the application of these lessons in his story. This chapter is guaranteed to leave you riveted.

- With over \$200 million in career sales and 6 of 7 consecutive regional championships, **Brad Britton** was a history-maker and world-shaker in the Cutco world. I personally learned from Brad while he was with Cutco, and his chapter reminds me of why he was, and always will be, a great contributor on this planet. Brad's chapter will inspire you to look inwards. His ability to deliver profound ideas with simplicity is truly enlightening.
- What would it take to go from no one to number one? **John Ruhlin** did it by cracking the code to relationship-building on the highest levels. What will shock you is how easy it is to implement the same ideas that made John the number one all time sales rep for Cutco.
- Very few people have dedicated their lives to a cause the way **Jon Vroman** has dedicated himself to growing and learning. When looking at all the ways Jon changes lives, they stem from his passion to grow and build relationships, which he talks about in his chapter. What is magical about Jon's chapter is his ability to give tangible, easy to implement and instant, yet profound, life-changing ideas.
- There are few skills more helpful than being able to listen to your intuition and using what you hear to attract the results you want. This is especially true of sales people and business owners who often work independently. **Fi Mazanke** has not only taught these skills as a successful leadership coach, but she writes about them from a place of personal experience in her chapter. She will inspire you to ask for and get exactly what you want out of life.

- Do passion and entrepreneurship go together? **Ranjeet Pawar** thinks so and when you see how successful his passion has made him as an entrepreneur, you will want to learn his ways. His chapter will drive you to see and create your life as an artistic masterpiece, to be the best and to reach beyond what you thought was possible.
- Many have wondered what the correlation is between selling and leading. **Jerry Liu** tackles the connection between the two and does so with an unforgettable metaphor that will captivate your attention. The clarity and focus in this chapter makes it no secret why Jerry was a national champion manager for Cutco.
- Goal setting is a topic commonly taught. Learning about goal setting from somebody who has the profound experience of conducting over 13,000 personal training sessions is not as common. **John Edwin** shares his stories and lessons learned from his successful personal training business. His track record alone makes him the expert on this topic.
- I regularly argue that selling is always happening. **Paulette Tucciarone** confirms this in her awe-inspiring accounts of transferring her objection-handling skills to the do or die – literally – in the arena of being a doctor. Paulette also shares a one of a kind perspective on emotional intelligence that will leave you thinking.
- If you were required to pack your bags tonight and move your business to a brand new territory tomorrow, reading **John Israel's** chapter might be the single best action to start up and succeed in business. John presents lessons on starting and building relationships the right way. You will be swimming in referrals when you apply John's advice.
- Our time is worth money and there is no better person to talk about the relationship between the two than **Adam Stock**,

financial planner. Adam's chapter is an engaging, detailed look into the often miscalculated task of delegating. The clarity you receive on what, why and when you should delegate will liberate your business.

- What if your customers and clients sold themselves on your behalf? Value what **Jason Scheckner** shares about consultative selling and this just might happen. The strategies and tips that Jason reveals are precisely what have consistently made him a national sales champion in multiple industries.
- Coming from a top producer who simultaneously doubled his annual sales report, wrote a bestselling book and successfully launched a new career all in the same year, **Hal Elrod's** chapter is full of powerful strategies to transform your business. In addition to laying out an easy to follow step-by-step plan for getting to the next level, Hal also shares unique insights into how to leverage the power of accountability.

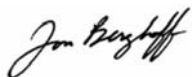
Now, What Should You Do?

As you read through this book, you will find that the main points from each chapter are compiled as Summary Points. Take the lessons to heart, put the summary points to the test and challenge yourself to get to another level. You will also find a Bonus Gift in the back of the book to further your learning, development and success as a sales professional. We hope you enjoy.

Go now to www.cuttingedgesalesbook.com/bonusgifts to claim your FREE Bonus Gifts.

I sincerely hope you enjoy the wisdom between these pages.

Kind Regards,



Jon Berghoff's interactive trainings have reached over 75,000 students live and over 300 business owners across more than 50 professions, through over 3,500 private coaching calls. Prior to becoming a trainer, coach and consultant, Jon was the youngest and fastest ever inducted into the Cutco Hall of Fame, breaking 17 weekly, monthly and annual records along the way. Jon went on to parallel his success managing sales in the health club and wellness industry, building a championship sales organization from scratch. Jon met the love of his life, his wife Mara, while volunteering for the Front Row Foundation, and he regularly competes as an amateur endurance athlete, running 100 mile ultra marathons to raise money for the Front Row Foundation. Visit Jon at www.geconnection.com.

Influence From The Inside Out

Jon Berghoff

Making History

Wow! A historical election, a once in a millennium economic crisis, housing busts, the energy crisis. Pick your passion, pick your poison; history is being made at every turn, right now. War, going green, Brittany Spears, I-Phones, you name it; we can say with certainty that this period of time will be referred to as a turning point for humanity.

Your reason for opening this book may not have been to make history, but at a time when so many others are finding comfort in standing on the sidelines, placing blame, making excuses, and sharing in the fear inflated rhetoric of today's business economy, I find it even more worthy of a reminder to stand out. Not only does the world need and want business leaders, but the rewards for doing so will rise, while so many others act in fear, during turbulent times.

Here are some of the most important questions to ask yourself right now:

- How are you making your own history right now?
- Are you creating your own defining moments every single day?
- What are you doing that will make this time in your life worth telling your grandchildren about one day?
- How are you rising above mediocrity, the masses and fear-based thinking to create your own rhythm of success?

I want to acknowledge you for picking up this book, because whether intentional or not, the purchase of this book will change history for those whom its royalties are supporting through charitable causes. I honor you for your personal journey, and look forward to learning from you one day soon. From one salesperson, business owner and entrepreneur to another, I sincerely hope the content of this book will provide you with the tools, ideas and inspiration to help you shape your own personal and/or professional history.

Every Master Was Once...

A disaster.

That's what I was. At the age of 17, I was on the verge of getting "permanently uninvited" or as most people know it, expelled from my high school. I allegedly didn't learn the way my teachers taught. I simply didn't value my education at the level I should have.

The story I learned to tell myself was that I couldn't focus, wasn't a good learner and couldn't fit in. Doctors told me it was okay to believe that I had a problem focusing. I was rejected from every university I applied to. It only made sense to keep believing my story. I wasn't destined for anything great.

The true turning point and defining moment came when a friend of mine introduced me to an opportunity selling Cutco kitchen knives. I had never sold anything and knew nothing about kitchen products.

I had no reason to be selling knives. So, of course, I quit my job at the local golf course, and signed up to sell Cutco knives.

During the interview, they presented the pay structure. I would get paid, not based on what I wanted or somebody else's perception of my value, but strictly on what I deserved, or the results I showed.

"This is how life works," I thought to myself.

Life responds to deserve, not want or need. I tuned in.

My first manager and mentor, Dan Casetta (also a contributor to this book), taught me a valuable lesson that tapped into a seed that my parents had been planting for many years.

"Your income will seldom exceed your level of personal development," Dan said to me, one week into the job.

My father always taught me to learn something from everything, and now, I was finally seeing the connection between knowledge and wealth - the connection between learning today and earning tomorrow.

Looking Back

A decade later, I look back at what Dan's wisdom, combined with my Cutco experience, has brought me.

With Cutco, I became the national sales champion my first full year in the business and went on to be the youngest and fastest person to be inducted into the company Hall of Fame. After leaving Cutco, I paralleled my success in two more, completely unrelated industries, and have now taught my life and business lessons to tens of thousands of small business owners and sales professionals across the globe.

As previously mentioned, I've also been told I was an idiot, unable to learn – let alone teach – and not a good learner. Just reminding you that where you have been, where you are, and what others say about you, need not reflect where you are going.

I've had over 5,500 customers, clients and prospects say "yes" after being asked to buy something that I or one of my teams was selling. Every lesson I've learned - whether I was selling kitchen knives, corporate health club memberships, high end furniture, websites, software, real

estate or my own coaching and training services - falls under one very important category: Influence.

Influence Is an “Inside-Out” Job

Beyond my own successes and failures, through the careful observation of the most successful sales professionals in the world, I’ve noticed a commonality in perspective on influence. Great influencers - whether they be the salesperson, manager, leader, entrepreneur, parent, coach, trainer or speaker – place an equal importance on their ability to not only influence others, but also to influence themselves.

In my seminars, I often remind my students that influence – in selling, managing, teaching, leading, attracting customers - is an energy sport. The person with the most powerful energy - certainty, conviction, passion, enthusiasm – usually walks away with the sale. The energy of influence starts from within. Remember, we can’t give what we don’t have.

As great influencers put importance on both the self and others, when they approach influence, neither is more or less important. They both play a role in every success and failure that we create. They both deserve equal attention in our quest to improve as sales professionals, business owners, teachers, trainers, coaches, managers, and leaders - as influencers.

Influencing the Self: Rights, Responsibilities, Realities

Success Is Your Birthright – With a Catch

Life operates in seasons. As people, in our businesses, in the economy, in relationships, in nature, seasons are continually changing. We move from spring through the summer into autumn and winter. When in the winter of life, sometimes we need critical reminders that allow us to influence the self to take action.

Whether you are currently harvesting great success, or working through a personal or professional winter, you might enjoy the following reminder. It has motivated me many times.

In 1910, Wallace Wattles reminded us in “The Science of Getting Rich” that we not only have the right to be successful, but that the world wants us to be successful. How do we know this?

It's simple.

If you were to envision yourself successful, prosperous and wealthy beyond your wildest imagination as a result of running a successful business, think about how you got there. To be really successful, what would you have done along the way? Do you see it yet? Do you see why the world wants you to be wealthy?

If you were to walk backwards from your future vision of wild success, notice that in order to get there, you had to have helped many others along the way, by creating immense value, whether it be through your product, ideas, leadership, teachings or services.

As Zig Ziglar taught long ago, “If you help enough people get what they want, you'll have whatever you want.” Success – wealth, riches, prosperity – is not only your birthright, but the world wants it for you.

This is why it's simple - your personal success will always be in proportion to the value that you provide to the world, and that's the catch. You have the right to be successful, if you give something in return.

The Responsibility Choice:

None, Some or Total Ownership

The fact that you are reading this book says that you, an influencer – salesperson, business owner, entrepreneur, coach or leader - are likely NOT in the category of 'no ownership,' meaning you take no responsibility for your results. That leaves two choices: 'Some ownership' or 'total ownership.'

Most of us have been conditioned to only take “some ownership” over our results. You may notice that whenever a controversial political, economic or social issue crops up, people are quick to place blame. But remember, fault is a low intelligence concept.

Earl Nightingale said in the 1950s, “To be successful, we must look at what everybody else is doing and consider doing the opposite.” Look at those who blame others. Look at those who blame the economy. Look at those who blame their product, their circumstances, their family, their background, their shortcomings, the weather, Paris Hilton and everything else they can think up, for poor results.

Consider doing the opposite. Consider joining the few who really do choose to take total ownership over their results. You will be given the riches that the many who only take “some ownership” will never find.

Be willing to own ALL your results, good and bad. Great presenters succeed by intentionally crafting their messages and when they fail, they convert objection and rejection into the perfect opportunity to redraft their message. They own the result.

Be willing to own ALL the results of your team, as a leader, good and bad. Great leaders look across the hall when things go well and say “you did it” and look inside when things don’t go well and say “I did it.” They own the result, especially when things don’t go well.

Bottom line, as my good friend Hal Elrod (also a contributor to this book) taught me, to the degree that you take responsibility for everything in your life, you will be able to change anything in your life.

Great influencers settle for nothing but total responsibility.

Lessons about Reality:

Learned At Extreme Angles

I’m a fanatical motorcyclist, so much so that I’ve hired, on more than one occasion, the best advanced riding instructor my money could find: Jim Ford, the Zen Motorcycle Man.

Why does this matter to you?

I've found, with great appreciation, that many of the lessons Jim teaches me about high performance motorcycling, while we wind through the beautiful, yet technical twists and curves of our classroom – the roads of the Appalachian mountains – seem to remind me of the lessons that I've found critical to selling and business success.

At high speeds and tight lean angles, trying to fly a 500-plus pound machine along the perfect line of a twisty curve, at precisely the right RPM, while also being fully present to the conditions, risks and dangers of the environment, can be stimulating beyond what words can describe. The need for constant mental focus combined with the battle between the little voices in my head when things get challenging, bring me back to the lessons I learned selling.

One of the most profound, yet simple lessons, is the following idea: we go where we look.

When Jim reminds me through our in-helmet, wireless communication system, that I simply need to look where I want to go, I know that this simple advice has saved my butt from allowing fear – False Expectation Appearing Real – to overcome my ability to stay focused and not bail out of a tight turn.

It is true in motorcycling, as it is in sales and in business, that we run the risk of getting tense, losing focus and imagining what we don't want, whenever we sense we are heading into danger.

You've probably heard the idea that what we focus on expands. What we appreciate will appreciate. It's all the same lesson.

Here is the bottom line: In sales and in business – and motorcycling – there are challenges. They are inevitable. If you are on a path with no challenges, the rewards probably won't be very exciting either. The greatest distinction between those who grow from the challenges and those who shrink – or those who crash vs. those who glide through them – is where they are looking while they are in the middle of it all. This is influencing the Self at its greatest.

Where do you look? Do you look at the opportunity or the challenge? Do you see how you can grow, learn, and expand from each set back? Challenges never leave us in the same place. We either move forward or backward – but never stay the same. The difference between which direction you go... is where you look.

Another Application of Jim's Lesson

I would go out on a limb and say that Jim's teaching – you go where you look – could even be used to predict your likelihood of succeeding in the “new economy” in less than two minutes. This is a great self-study in how you regularly influence yourself. All you have to do is pay attention to how you feel when I make the following statement: “In this book you will be given one idea that will absolutely change your life or your business forever.”

How did you respond to this statement? Did you “move away from it” with doubt, hesitation, skepticism or pessimism? Or...

Did you “move towards it” with proactive anticipation, energy to take action, anticipation and enthusiasm? (I'm hoping this is the more likely option.)

The reason I ask is because of one simple Life Principle: How you do one thing is often how you do everything. How does this apply to the above statement that I made?

The above statement is a reflection of how you approach potential opportunities. I said that you will be given one idea in this book that will change your life, which was nothing more than an example of a potential opportunity. Regardless of what is in this book, your conditioned response to the statement (moving towards or away from), is generally reflective of how you approach any and every new opportunity.

Why does all this matter? In the “new economy” (down economy, recession, depression... whatever you want to call it), only those who seek – move towards, embrace and get excited about- the opportunities within the challenges, will actually thrive, let alone survive.

As I shared with a client recently, if people are jumping out of the window because the economy is freaking them out, I simply need to influence myself to focus on being the guy who sells the mattresses that they land on. Get it yet?

Remember, where you look, you will go.

Influencing Others:

Lessons from Fiji Water, Late Night Television, My Wife

Every Book is Judged By its Cover

If I took a bottle of Fiji water and I asked you how much somebody would pay for the water, you would have to answer somewhere between \$2 and \$3. If I took the same water, poured it into a generic, Styrofoam cup and asked you, “How much would somebody pay for this water?”, the answer now shifts, likely to free.

Here is the critical question: What determines the value? Is it the content or the packaging of the content - the context - that determines the “perceived value” of the water? This is a big picture lesson on influence that I apply to every type of communication.

As a leader or manager, for example, the end value of every important conversation you want to have will be determined not only by the content of the conversation, but by the context that you set, as you bring somebody into the conversation.

Do you prepare ahead of time? Are you sending out an agenda before the meeting? Do you have your critical points in writing to hand out during the meeting? Do you take interruptions during the meeting? Do you acknowledge the thoughts, feelings, experiences of your audience before you start the meeting?

Your answers to these questions are all about the kind of context you set. Everything you do and/or communicate before and at the beginning of every conversation sets up the context for the rest of the conversation. Being prepared, not allowing interruptions, looking somebody in the

eyes, creating ways for ideas to be documented and tracked, are all examples of strengthening the value of your conversations.

You sell an expensive, high dollar service or product. Are you waiting until your prospect objects or are you conscientiously building into your conversation – at the very beginning – why your price is actually appreciated by your current customers? Are you allowing your prospect to mention your competitors, or do you intentionally bring up your competitors – before the prospect – and talk about why they are great, and also why your customers appreciate you above your competitors. Do you see the difference when you set the right context? This is influence in action.

In a selling situation, look at every objection as a learning experience. A consistent objection is a symptom of a presentation that should be adjusted. View the adjustment as a way of setting the context, through which your customer will see the content – your product – a little differently. Dan Casetta does a fantastic job in his chapter of talking about “framing,” which is an example of setting the context.

How you bring somebody into a conversation – regardless of setting - determines the value of and perception of the rest of the conversation. Think carefully about the way you package your every communication. People do judge books by their covers.

Why People Buy

Turn on the television late at night; what do you see?

That’s right, you’ll see infomercials. Often these infomercials fall into one of two categories: health products or money-making schemes. You know the ones I’m talking about.

Let’s talk about the money-making schemes.

You’ve seen them. Bob the plumber comes on to give a testimonial about how he went from rags to riches. Photos of fancy cars, swimming pools and people with great tans rotate in the background. This is a billion dollar industry. But what is the industry?

When you look at the money-making schemes, do you actually know what it is that they are selling? No, you don't. They rarely, if ever, actually reveal what it is that they are selling. So what is the lesson here?

People don't buy because they understand what the infomercials are selling. They buy because they feel understood.

Think about it. Whether you are selling insurance, cleaning products, homes, technology, ideas, an opportunity, lemonade or companies - people and businesses are the same. They want to be understood. Some questions to consider:

1. Do you understand your prospects? What do they really want? Do they want your product or do they want all the benefits that come with your product? Do they want the features of your product or the emotional benefits? Do you really know your prospects, your target market, inside and out?

This is a critical lesson in influence. Know more about your prospects than anybody else. Read what they read, eat what they eat, talk the way they talk, hang out where they hang out. Enter their world, both mentally, and physically, and your ability to sell will skyrocket.

2. Are you proving to your prospects that you know what it is like to be them? Just knowing them is only half the battle. Now you must prove that you know them. It is okay if you can articulate, even better than your prospect, what it is like to be them. They will appreciate it.

Bottom line: Begin every conversation, relationship, presentation by making sure those in front of you feel understood. Acknowledge what they are thinking, how they feel, what they fear, believe, get frustrated by and what they deeply want.

I have studied the highest paid public speakers and trainers in the world. Their ability to acknowledge their audience, align with them, and show they understand them is always their first priority.

Back when President Obama was in a heated race with Hillary Clinton for the Democratic nomination, I was standing in line at a local pizza place, watching the television screen during the opening of one of their debates. At the time, they were practically neck and neck and John Edwards had just bowed out of the race.

Obama made a single comment and I immediately sent an email to my buddy Hal and my wife Mara, reading, “Barack is our next president.”

I saw him implementing, with perfection, the topic we just talked about. Here is what happened:

Obama opened his comments by first acknowledging the supporters of John Edwards. This was brilliant because Obama knew that with Edwards out of the race, many of his supporters would now be up for grabs. It was his very first public comment since Edwards ducked out and it was aimed directly at those supporters.

They were acknowledged. They were understood. They were respected. Barack knew Edward’s supporters wanted to be understood before they needed to understand him. He won the nomination, and ultimately a historic bid for presidency.

Influence Lessons from My Wife

My wife Mara, who also worked for Cutco, is one of the greatest developers of people I have ever met. She is a great leader, and an incredible person of influence.

Mara was known in the company for her magical ability to lead, inspire and attract great people and it is no surprise she is a member of the Cutco Hall of Fame as a manager. The value in what Mara knows about influence transcends sales management and applies to any and every area of influence.

So, what is Mara’s secret?

When I ask Mara why was she able to attract, retain and develop leaders at the highest levels of performance, she always replies with one simple answer, “People want to feel good.”

Do people feel good around you? Do you make others smile? Do others want to be around you? This might sound like a step backward from “high level” sales training, but at the very core, this is as important as it gets.

At the end of the day, people don't buy products, they buy people. They buy you. They buy how they feel around you

People are starving for recognition, a compliment, a laugh or somebody who can sincerely make them feel good. Don't overlook the power of this. I would go as far as saying that whether you sell a product, service, idea or opportunity, your mission should revolve around making others feel good. Thank people in as many ways as possible. Do it verbally, in writing, in private and in public. My good friend Jon Vroman (also a contributor to this book) is a master at thanking others, and talks about it in his chapter.

It sounds simple, but it isn't always easy.

What is the secret? It starts with making sure that you feel good yourself.

Remember, influence is the process of transformation. You can only transform others to the degree that you can transform yourself. You can't give what you don't have. They will only feel good about you, what you are selling or just life, to the degree they see you feel good about yourself, your product or even life in general.

If you find yourself in a winter of life, ask what you can be grateful for. What you appreciate appreciates. As you focus on what you do have, instead of what you don't have, you will find a joy that will end up reflecting in those around you.

Putting It Together:

Balance Isn't the Answer

As a coach, teacher, trainer, speaker, salesperson, manager, business owner, I wear many hats of influence. I know what it's like to win, and I know what it's like to struggle. I've been the person at the top, and

I've been the person with a total lack of confidence in what I was doing. Would it surprise you if I told you that I was both of those people at the same time?

The big problem isn't learning how to influence ourselves to be more successful, or discovering the newest ways to influence our team, our customers, or the people around us. The greatest challenge we all face is in succeeding without sacrificing other areas of our lives - succeeding without giving up being fulfilled.

Have you ever had this happen? You are working, but thinking about playing? Then you are playing, but thinking about working? That's the worst feeling in the world. Regardless of success, that's not fulfillment.

The problem isn't in finding balance in our lives. I'm a big believer that if you pay attention to great achievers, they often have *intentional imbalance*. Even those who are fulfilled experience this. They spend completely disproportionate periods of time to build a business, follow a passion, or learn their craft. So if balance isn't the answer, than what is?

Being present. If you want to get more out of each experience, deepen your relationships, multiply your effectiveness, increase your ability to influence others, and find more joy in each moment, then be there. Turn off the phones, shut the door, quiet the noise. Look at whatever is in front of you – the person, the meeting, the speech, the phone call, the task at hand – and be one hundred percent present.

This is the ultimate tool of influence, the secret to understanding what each moment calls for, the pathway to really listening, deeply, to the problems, needs, and desires of your customers, your team, your family, and yourself. Be here, right now. Influence happens by understanding what you can give, by owning your results, by looking where you want to go, by setting the context, through understanding whoever is in front of you, and feeling what those around you feel. And all of this happens, in the present moment.

Summary Points

- Make history by rising above mediocrity.
- Being a person of influence requires focus on influencing both the Self and Others.
- Claim your birthright to success by providing value to the world.
- Take ownership over everything around you, without exception.
- You go in the direction where you look.
- Set the context to control the value of the content of your conversations.
- People don't buy because they understand what you are selling, but because they feel understood.
- People want to buy from and be around people who make them feel good.
- Rather than trying to be perfectly balanced, focus on being present, to get the most out of every moment.

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Dan Casetta has been one of the most successful members of the Cutco/Vector organization for the past 20 years. He has won five Silver Cups for being the #1 manager in the company for the year. His San Jose sales office is the most prolific sales team in the history of the company and Dan has become one of the most sought-after speakers at company events across the nation. He has produced more than \$63 million of sales for the company and is a member of the Cutco/Vector Hall of Fame. Dan is a huge sports fan, loves to travel and also enjoys playing poker.

Precision Language Great Influencers Know What to Say

Dan Casetta

Have you ever been around someone who always seemed like they knew what to say?

Some people just seem to have an innate ability to think on their feet and come up with the right words at the right time. This is more a function of understanding human psychology and being quick-witted than anything I can teach in a brief chapter on verbal skills.

However, there are some basic verbal skills that help make more of a connection with others, and open up their ears so that we can have more influence. In the pages that follow, I will share some of the most important verbal skills I have ever learned. Some of these are basic. Others will be more advanced. But ALL of these are truly valuable skills that can help you have a powerful influence on the people in your circle of friends and associates.

Why You Should Pay Attention to This Stuff

During my career as a sales manager with the Cutco organization, I had a 10-year stretch in which my sales team broke over 100 company records. At one point, we held the national records for one week, one month, one campaign (4 months), and one year in team sales. I became the highest-producing Division Manager in the history of the company in terms of total sales from a single division.

In addition, I developed a number of other people who achieved national champion status in the company, including one young man who, at 18-years old, set national records for one week, one month, one campaign, and one year in sales for an individual. That young man is Jon Berghoff, co-author and mastermind behind this project.

I know how to sell. I know how to influence people. And I have developed these skills in a wide range of other people over the years. Those who have a profound ability to move the world around them all display certain characteristics.

I call these characteristics the Skills of Influence. I have identified five key factors that contribute to one's ability to influence. In my upcoming book entitled, *5 Critical Skills of Influence*, I will share these five factors and go into detail on the development and use of each of the skills.

In this chapter, I will discuss the most obvious and prevalent skill of the master influencer, that being precision language.

Something You Know But Don't Do

The first verbal skill of great influencers is the use of people's names. Dale Carnegie wrote "The sweetest sound in any language is the sound of one's own name."

When a leader in your life knows and uses your name, you immediately feel better around them. This feeling opens your mind and your ears to what they have to say. So, it's important for all of us to learn to use the names of the people with whom we are surrounded on a daily basis. This requires that we become sincerely interested in people.

If you are sincerely interested in someone, then you WANT to know their name. You pay attention when they offer it, fully intending to remember them so that you can use their name later in the conversation, when parting ways or at a future meeting.

*When a leader in your life knows and uses your name, you immediately feel better around them.
This feeling opens your mind and your ears to what they have to say.*

Applications of this concept:

1. Salespeople dealing with a customer

While dealing with a potential customer, a salesperson should develop the habit of frequently dropping the prospect's name into the conversation. Using their name personalizes your presentation and also grabs and/or holds attention. The customer might be drifting off thinking of their next objection or something completely un-related to what you are discussing. When you drop their name into the conversation, it immediately grabs them.

2. Managers working with subordinates

If you are a manager of any sort, knowing the names of everyone under your guidance is critical to your relationship-building. Any time you greet someone by name, it deepens your connection and immediately grabs them. Some people will feel good, just because you know their name. People who feel good about themselves (as we will discuss later) perform better in your organization.

3. Teachers or coaches

We've all had teachers who just pointed at someone and others who took great pains to learn everyone's name as quickly as possible. Which did you like better and respect more? Learning the names of as

many pupils as possible garners immediate respect and attention and recognizing them by name for excellent participation increases rapport and makes the pupils more open to the leader's influence.

Sometimes, I'll run training classes with 50 or more people. During introductions, I'll make a seating chart to help me learn names. By the end of one day, I'll usually have them all down. Believe me, it matters.

4. Day to day dealings with people

Everywhere I go, I make an effort to learn the names of the people I deal with. Whether it be a customer service representative on the phone who offers their name in opening the conversation, a sales clerk in a store wearing (or not wearing) a name tag or the waiter or waitress serving me in a restaurant, I pay attention and remember their name. So few of the people they deal with use their name in conversation that doing so sets you apart from the crowd. Rapport is deepened and your influence is increased.

This added level of influence can often be to your benefit and at least makes for a more satisfying interaction for you and the people around you. When it's appropriate (and it almost always is) ask to know the name of the people you deal with and call them by name during your interaction.

Dale Carnegie Didn't Mention This

Another tool of language we can utilize to more powerfully affect others is a compliment. Everyone likes to receive a compliment, whether it be for a job well done, a nice car, a new haircut, a sharp outfit or anything you see that you like about them.

Several things are important about giving compliments.

First, a compliment must be sincere. Don't try offering up compliments that you don't feel are sincere. People will see through that and then wonder what else you will lie about. Thus, your influence would be compromised severely.

But if you do recognize something you like about someone, tell them. Learn to offer compliments in a manner that conveys sincerity and interest. After stating a compliment, it's always a good idea to offer up a reason supporting the compliment and then ask a relevant question that gets the other person talking.

For example, the following:

- That's a really nice car. I really love the way the interior looks. What made you decide to get this model?
- You always wear such nice outfits for these events. Your sport coat and slacks are very professional; yet they show off your personality better than a plain suit. I've never seen you in this coat; is it new?
- You did a great job last week. I really admire your consistency. It's great to have someone on the team that I know I can always count on. What's something you have been doing each week that has helped you succeed at such a high level recently?

Practice this method whenever you offer up a compliment to someone.

You'll Thank Me For This Tip

Another verbal tool we can use to enhance our influence is the tool of appreciation. Merely saying thank you for all the little things people do around us, makes others feel good about us. And the better they feel about us, the more they like us, the greater our connection with them. This makes the things we say and do have more power in their eyes.

William James once wrote, "The deepest principle in human nature is the craving to be appreciated." Note that he used the word "craving." Humans have a deep desire to feel appreciated. When you meet this need in another person, you are strengthening your connection with them.

Any time I have any transaction with another person, I take a moment to smile and sincerely thank them for their efforts. Again, this

is something that so few people are used to that it really sets you apart from the crowd. Anything that makes your interaction with others more memorable will certainly serve to benefit you in the future.

But even without any sort of self-serving thoughts of the future, making people feel good about meeting you and dealing with you is just a better way to live! Smile and thank the grocery store clerk, the bank teller, the flight attendants as you step off the plane and anyone else who serves you, even for a moment.

You'll make them feel better and you'll feel better about yourself. Anything we do to build up others ends up building us as well.

*The deepest principle in human nature
is the craving to be appreciated.*

-- William James

Teach this philosophy to all employees and you can build a better business. I am often amazed how few people actually take the time to express a sincere thank you to someone patronizing their place of business. Naturally, most employees are just there for their hourly paycheck and don't care that much about the long-term success of the enterprise. But if their employer knew their name and connected with them better, they might care more about the enterprise. (Creating that feeling in your organization is another whole book I could write).

The more you set an example and personally express your gratitude, the more the people around you will do the same.

I often play poker, a great game of skill, and every 60-90 seconds, I get a chance to see this dynamic at work. After most hands, the winning player provides the dealer with a tip, often just \$1, sometimes more. Some dealers, recognizing that this is truly an optional gratuity, show appreciation EVERY TIME. I believe their expressions of gratitude