

NO **LAWFIRM** MAGAZINE LEFT BEHIND

**Fortune-Making Truths
About Media, Money, And
Your Marketing Process**

No Guts, No Glory (Or Money):
*How To Be Smart About 'Cold-Calling'
To Fuel NEW Appointments With
Qualified Prospects*

**NFL's Hall Of Famer, Emmitt Smith:
12 Principles That
Make A Champion
On And Off The Field**



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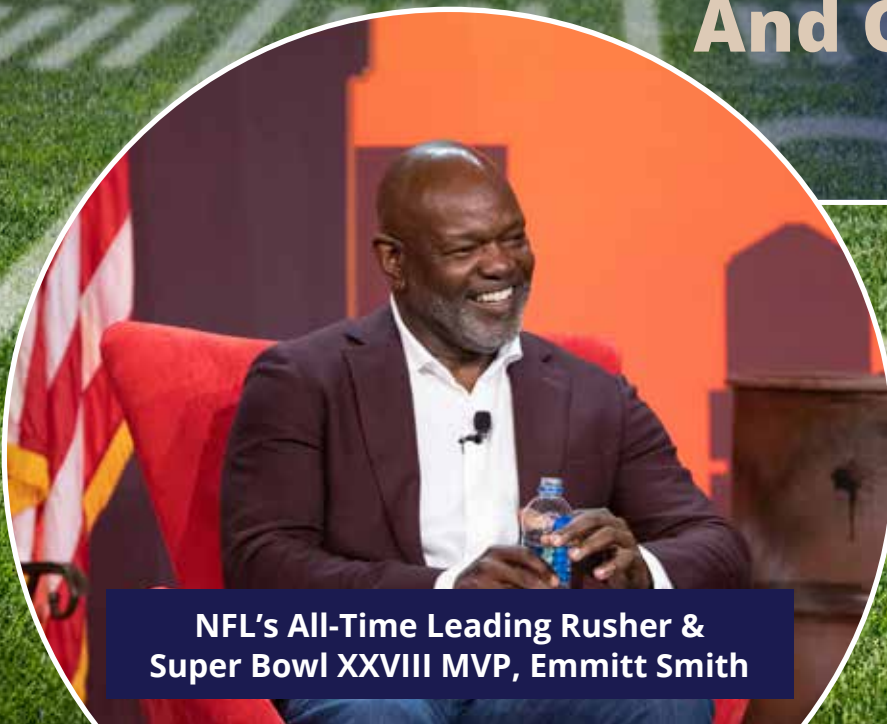
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**NFL's Hall Of Famer,
Emmitt Smith:
12 Principles
That Make A
Champion On
And Off The Field**



**NFL's All-Time Leading Rusher &
Super Bowl XXVIII MVP, Emmitt Smith**



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No One Cares What You Know Until They Know That You Care

Several years ago, I had a personal referral for work. They wanted a systems evaluation and proposal. I took a leisurely four weeks to get back to them. I was complacent; I didn't understand the value of that person saying, "I want to do business with you." It took me so long to get back to them that they appropriately responded, "I wanted to work with you, but if your sales process is representative of your delivery process, why would I want to buy from you?" I learned that no one cares what you know until they know that you care.

Sales and *selling* are often considered "dirty" words in law firms. "We don't *sell* to our clients!" lawyers say to me. They believe they're onboard once a client is in the door. The truth is that you don't have a business until something is sold. Whether or not you realize it, you are selling yourself to clients every day through their customer experience. Client experience can make or break your future. When a client decides to stay (or not), it's because you've sold them on your reputation, prior outcomes, and a picture of what their outcome is going to be. You've sold them because you've shown you care about what happens to them. Clients don't care what you know until they know that you care.

Just the other day, I spoke with a potential client. "I want you to be my customer," I told them. "I really do. I'm selling you my services because I care about your business. I care that you are successful." With this approach, I didn't hide the sales process. I was honest that I wanted to work with them because I care about their outcomes. If they are successful, I'm successful. When you create a customer experience that results in a happy client, they will keep returning (and refer their friends to you).

One essential component of a great customer experience — where many law practices fail — is technology. Perfected technology-enabled processes improve your customer experience (and thus your sales) because

clients won't complain that they can't get ahold of their lawyer or paralegal, a deadline was missed, or bills are wrong. If your systems are working correctly, you know the status of every case. You have all the information at your fingertips because it's been documented in your systems, you don't miss court dates or deadlines, you communicate regularly, and your clients and staff don't get stressed out because your systems *work*.

Why am I talking to you about *sales* in this issue of *No Law Firm Left Behind*? You may have caught on by now; I'm selling to you. I'm here to sell you those services because it's important to me that you can keep your practice running and continue to sell and serve more clients. If you have any concerns about your technology, if you are tired of downtime impacting you and your clients' experience, then give me a call so I can help you fix the technologies giving you a problem and create the best possible experience for your clients and success for your firm.

Sincerely,



Jim Gast,
CEO Of SpliceNet Consulting



FORTUNE

MAKING TRUTHS

About Media, Money, And Your Marketing Process

By Robin Robins, Founder And CEO Of Technology Marketing Toolkit



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Here's a core principle of success in marketing many businesses DON'T want to embrace, much less give recognition to: The more marketing media you can use simultaneously to a given market, the more response you'll get overall and the more money you'll make.

Knowing how to use multiple media sources to get a customer in the door consistently, profitably, and cost-effectively also makes you a lot less fragile and vulnerable to a serious competitor, an economic downturn, and/or media disruption such as the no-call list, Canada's irrational anti-spam laws toward businesses, Apple's new privacy protection for its users, etc.

So, why don't more businesses work to figure out how to use multimedia (also called multichannel) marketing? **Because everyone — and I do mean everyone — wants cheap and simple marketing:** the email list they can buy for 2 cents and spam to get clients. The \$5 referral incentive plan that gets clients to refer like crazy. The "one thing" that is more important than everything else. Gimme an EASY BUTTON, for goodness' sake!

But the reality is that no business gets rich depending on ONE media, ONE strategy, ONE anything. There is power and stability in diversity and complexity. Sure, you have to start somewhere, and often "one thing" done is better than doing nothing. But as quickly as you can, you have to move beyond simple to complex, from one-shot messaging to multiple media, all interwoven, all supporting the other, all driving toward the





same outcome. So, let's break this down and start by explaining how media plays into your overall marketing strategy.

The Four M's Of Marketing For New Clients

If you send out any marketing campaign, it must have the following four strategies correct to succeed: **Market**, **Message**, **Media**, and **Math**.



Market is the list or target audience you plan on sending your message to — the specific client you want to attract. With email, direct mail, telemarketing, etc., it's (obviously) the list you're directing your campaign to. On Facebook, it's the custom audience you direct your ad to. With SEO, it's people who search on a particular keyword. It's the attendees at a trade show you're sponsoring. Obviously, you have to be selective in who or where you are marketing or you'll end up with no response OR a group of low-quality, no-fit prospects, wasting your time and money.



Message — what will your ad, email, letter, landing page, or postcard SAY? What hot buttons are you going to hit on? How will your message stop your prospect in their tracks and compel them to respond? What will the offer be? If your message falls flat and your offer is uninteresting, unconvincing, or a "leap too far" (meaning no offer other than to call your office or visit your website to buy), your response will be extremely low or nonexistent.



Media is the means by which you will communicate your message (more on this in a minute, as it's the subject of this article).



Math is the backward planning from a goal you need to hit to ensure you are doing sufficient activity. For example, if I want two appointments with new prospects this week, I need to be marketing to roughly 200–300 prospects IF the response rate is going to be 1% to 0.5%. (This is another topic of high importance and worthy of deep discussion, but not for today.)

Within each of these categories, there is a lot to know and MANY ways to screw something up. The list is long. Lots to do. **But when done right, any one of these can deliver results — but when done simultaneously, the results are exponential.** One of the reasons is due to the fact that there is no one place where "everybody" is (meaning your prospects). Despite what Mr. Zuckerberg will tell you, there are still a lot of people who aren't on Facebook. Many are, but not all the prospects you could potentially sell to. If you ONLY do marketing on Facebook, you're limiting yourself to only that segment of the marketplace that uses it regularly enough to see your ads and posts to engage.

A friend of mine sells catering software to restaurant owners. His best platform for scraping leads is Yelp. Second is Facebook. But a very distant third is LinkedIn. For whatever reason, most restaurant owners are not on LinkedIn, and if they have a profile, they haven't touched it in years. Does that mean he should abandon using LinkedIn altogether? No. In fact, he can get leads from LinkedIn very successfully, but it's not in the quantity that Yelp provides.



Here's the rule of thumb:

As long as a media provides leads and new customers at a cost you can live with, you should be using it.

If you look at the most successful companies, they aren't using just ONE media to sell. They are using ALL of the above media, or at least most of them. Look at Google as an example. Despite the fact that they own search, they frequently use direct mail, trade show advertising, HUMAN marketing (call centers that are essentially sales departments as well as sales executives who sell AdWords to major accounts), distribution channels (via social media marketing companies and ad agencies), and print advertising to sell digital marketing (pay-per-click). They ARE the social media platform, and they still use these methods of marketing.

What I do for my own company — and for my members — is create integrated campaigns that use multimedia to lift response. Offline driving to online, to then follow up with email, retargeting, and sales calls. Or online leads generated then followed up with direct mail and telephone calls and emails. Essentially taking multiple lines of twine, weaving them into a strong rope. **And in today's grossly DISTRACTED environment, it is becoming more and more critical to utilize multistep, multimedia marketing to even get someone's attention and generate reasonable results.**

It used to be we could send out a letter with a fax-back form and get responses. NOT TODAY. Even in my own business, I've had to create a far more complicated, sophisticated approach to selling than sending out a single letter or postcard as I've done in the past. This is happening to ALL of us, all marketers, all businesses. We live in a highly distracted, highly saturated marketplace that is not in NEED of your services, with MORE distractions and interesting things to read, look at, listen to, and watch than the ad you're sending. If you want more clients, the bar has been raised, the level of difficulty multiplied.

That's why most marketing fails: It's ONE channel, ONE step. Direct mail without phone follow-up. Email sent without a phone call. Also, TOO FEW sent. A client recently complained because he "wasn't getting results" with the marketing. When pressed, he sheepishly admitted that all he had done was send out 10 prospecting letters to an ice-cold list over a three-month period with no follow-up in any other media (LinkedIn messages or phone). Yes, that's an extreme example, but even if he had sent out 300 *without* some additional follow-up, results would be poor to nonexistent.

How To Instantly Lift Results

In summary, one instant action you can take is adding on at least one additional MEDIA touch to every campaign you send out and definitely to the follow-up of leads generated. For example, if you're emailing your list regarding a webinar, add a couple of phone calls to the people who clicked the link but didn't register (first), then calls to everyone who never clicked. Doing so will instantly lift results and registrations.

If you're sending out a postcard, follow up with a phone call within 24 hours of it landing on their desk and an email that mentions the card (and, more importantly, the offer) to

The 7 Types Of Media You Can Use

So, let's talk about MEDIA. There are basically seven types of media:

- 1. "Authoritative" Print:** Magazines, newspapers, books, and industry research
- 2. Broadcast:** "Real" TV and radio, NOT YouTube or podcasts
- 3. Social Media:** Facebook, YouTube, Twitter, LinkedIn, etc.
- 4. Direct Mail**
- 5. Digital Media:** Email, texting, retargeting ads, organic search, pay-per-click, bloggers, etc.
- 6. Phone Calls**
- 7. Human:** Networking events, trade shows, referrals, canvassing, salespeople, etc.

lift overall response. I can tell you that adding 3-5 follow-up phone calls to a postcard or letter will often double the response of a campaign.

So, the question is, how many steps or media touches are enough? The answer is as many as it takes to get the result. It's impossible to get a simple answer due to variables that come into play: 1. quality and relationship with the list. The offer and copy. TIMING. Who else is talking to them ... who the incumbent provider is.

Next question in line: How MANY is enough? Again, same variables apply. It should be determined by working backward from a goal. Two new clients a month will require eight appointments if the close rate is 25%. Eight appointments will (most likely) require at least 16 leads generated. Generating 16 leads from a list of warm, prequalified UNCONVERTED LEADS may take a list of only 500 to 550 (3% response) IF the copy is powerful, the offer irresistible, and the message actually delivered and read. To an ice-cold list, 16 appointments may require a reach of 3,000 (0.5% response) due to the lack of relationship.

Of course, the right answer to all of this is to test. If you have a process that is already producing results — be it a lead generation campaign or a follow-up sales process — then add on a few additional touches with media you're currently not using and see how it impacts the overall effectiveness of the campaign. If positively, then you build that into the system overall, and it becomes the new control, or system — but I will say you don't want to just add more touches of the same media (sending five emails instead of three, for example), but more touches with an entirely different media altogether, to get the best lift in response. ■



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12 Principles That Make A Champion On And Off The Field



Emmitt Smith is best known as the NFL's all-time leading rusher, a Pro Football Hall of Famer, and a "Dancing with the Stars" champion. But he's also a respected entrepreneur, sought-after speaker, best-selling author, and one of the most valuable personal brands in the sports-entertainment field. As chairman of E. Smith Legacy Holdings, a successful real estate development firm that is recognized as a leading bridge builder in Texas, he oversees real estate, construction, development, and investments. He also leads a team of talented individuals who oversee other ventures including authentication technology, a marketing firm, a nonprofit, and an entertainment platform.

The world-famous NFL Hall of Fame running back and serial entrepreneur was a guest speaker at the 2022 IT Sales and Marketing Boot Camp. Emmitt spoke with the audience and did a Q&A with Robin Robins about his football and entrepreneurial journey and everything he's done to achieve success.

Read on to discover the principles Emmitt revealed, the secrets he attributes to his success, and what drives him as an entrepreneur and a human being.

1 Dare To Dream And Turn Those Dreams Into Goals.

When Emmitt was just 7 years old, he watched a Dallas Cowboys football game with his father. That day, he turned to his father and said, "Pop, one day, I'm going to play professional football, and I'm going to play for the Dallas Cowboys." He also dreamed of one day living in a home very different from where he grew up and building homes for people so they could have nice homes, too. Those early visions were the catalysts that fueled his dreams. But Emmitt stressed, "A dream is only a dream until you write it down. Then it's a goal. Goal setting is important because it helps you map out your life."

2 Don't Let Fear Cripple You.

As entrepreneurs, we all experience fear, especially the first time something happens. Don't let it paralyze you. Get back up IMMEDIATELY, be courageous, and meet your fear head-on. Emmitt recalled when he was 10, during his first day of practice, playing up with kids who were two years older than him. The kids were bigger, faster, and stronger and hit a lot harder. During his first drill,

he was hit so hard by a kid named Billy that he was in pain and afraid to continue. He said to his coach, "No, Coach. I don't want to do it again. I'm thinking about quitting." But his coach wouldn't allow him to sit in fear, telling him to do it again. By immediately getting back in the saddle, he was able to make a course correction, which allowed him to have a better experience the next time and avoid getting hit. "I reluctantly got back in line and over there, Billy is smiling at me," Emmitt recalled. "My lips started to quiver a little bit. Fear overcame me for the first time in my life. I'd never been hit that hard before. As young entrepreneurs, sometimes we step into things we've never experienced before, and if we don't have that type of experience or know someone who has that experience, guess what? We're still on the sideline. We find ourselves at the back of the line trying to avoid Billy because he hits very hard instead of facing Billy and facing your fears. Don't ever let fear paralyze you. The beautiful thing about getting back up and getting back in line right then and there, I didn't have a whole lot of time to think about it, and so I was able to learn a valuable lesson — to avoid all contact."

3 Adapt And Change.

During his career, he had to overcome adversity and learn to adapt. As a kid, everything he saw on television was about the quarterback, so he wanted to be a quarterback, but his coaches thought differently. "I went out for football when I turned 8 years old, my very first day of practice. I come out, and the coach says, what position do you want to play? I said, 'I want to play



quarterback.' He said, 'Why?' I said, 'I want to be just like Roger Staubach. I want to wear number 12. A quarterback touches the ball more than everybody on the football field. He gets paid more than everybody on the football field, and all the ladies love the quarterback.' The next year, another coach asked me the same question. I answered it the same way. He asked me this one thing. He said, 'Have you ever thought about playing another position?' I said, 'No, why would I even think about playing another position? Did you not see me play quarterback last year?' He said, 'Yes, that's the reason why I want to put you back here and let you run the football because you cannot throw.' I learned the word *change*. Change is going to happen in everybody's life. That was my first time being introduced to change. I could have resisted the change, but I was focused on just playing the game. I had my whole life ahead of me, so my mind was open to the possibility of something else."

4 **Build A Team Of Role Models, Mentors, And Coaches.**

Never be afraid to seek guidance. Find people who are a level up from where you are now to help you through challenges. And seek out coaches to help you see what you can't see yourself.

One of Emmitt's mentors is Roger Staubach, former quarterback for the Dallas Cowboys, who started a real estate company during the off-season. Emmitt received guidance from Staubach about starting a business. "We want things to be natural and as easy as possible, but when faced with a challenge head-on, surround yourself with people who have experience of where you want to go," he said.

Emmitt credits his coach for helping him realize he was better suited to play running back. "I absolutely love coaches," Emmitt said. "They see the best in all of us, even when we don't see it in ourselves. When you have great coaches, they bring out the best in you."

5 **Seize Opportunities That Line Up With Your Passions And Principles.**

When it comes to deciding which new business challenges to put his energy into, Emmitt said his main criteria are whether he's passionate about it and whether there is an opportunity for him to affect change in the most positive way. "For me, it's about what I've been called to do," Emmitt said. "If there's an opportunity to affect change in an area that's lacking, that I'm passionate about, I absolutely go all-in on it. Because when

you go all-in on something you're passionate about, that means you go at it relentlessly, and at the first bit of challenge, you're not going to let it push you down. You're going to keep fighting. If I have the resources around me to address it, then I would attack it. If I don't, then I'm going to wait and be patient until I do run across the resources. That's why I say you just keep moving instead of being on the sideline. You keep doing what you're doing and keep your eyes open and ears open to those types of opportunities."

6 **Take Responsibility And Stay Sharp.**

To manage the intense pressure of having people depending on him, Emmitt focuses on creating quality habits. "To earn the trust of your teammates and your peers, that's when it's truly rewarding," Emmitt said. "And the work you're putting in pays off. You don't stay out all night knowing others are counting on you. You make those personal sacrifices of yourself for the benefit of the entire team. That's why the quarterbacks get the credit. When they win games, they get the credit. The bad part of it is when they don't win, they also get the credit. Quarterbacks take on that responsibility. It is my job to do the same thing as a player and as a leader to make sure I'm doing my part and trying to help others do their part as well."

7 **Don't Become Complacent. Stay Committed To Your Goals.**

To maximize his potential, Emmitt never lets himself be satisfied. He stays focused on constantly improving himself and his performance. It's this wholehearted commitment to his goals and performing consistently day after day that has made it possible for him to turn his dreams into reality. "When you win and you are successful at whatever it is you're trying to do, you want to be selfish about it because you want to stay at the pinnacle," Emmitt said. "You want to remain hungry because Dwight Thomas [his high school football coach] told us, 'Never become satisfied with anything. Because the day you do, the growing stops.' And that's been my philosophy ever since. People asked me, 'How did you become an all-time leading rusher?' Well, you've got to be consistent. You've got to be available. You can't be missing work. You can't be cutting things and taking shortcuts. There aren't any shortcuts cuts in life. Either you're going to get on the grind or you're not. And before you know it, it's no longer a grind. It becomes fun because you're building things that are sustainable. The things I'm talking about right now were the building blocks to where my life was taking me without my even knowing it. They talk about 10,000 hours. Well, I have 10,000 hours in sports, and I'm working on another 20,000 hours in business. And I'm going to do it until I go into the grave because I'm going to maximize every ounce of talent I have to be the very best version of myself."

8 **Give Freely To Others.**

As you grow more successful, share your success and knowledge with others. After being named the Gatorade National Football Player of the Year his senior year in high school, Emmitt was awarded an all-expense-paid trip and two tickets to watch his first Super Bowl at the Rose Bowl in California. He took his best friend, Johnny Nichols. While at the game, he told Johnny that one day he was going to play at the Rose Bowl. Six years later, he played his first Super Bowl at the Rose Bowl, and his friend Johnny was in the stands



Legendary NFL MVP, Emmitt Smith, Presenting On Main Stage At The 2022 IT Sales And Marketing Bootcamp

watching him. "Success is there to be shared, not to be reserved for just you," Emmitt said. "It's enjoyable when you have others to share it with. Knowledge is to be shared, not just remain in your head, but to be taken out and given to others freely. The reason why is because what you know, the nuances, others might not get it. And what's for you is for you. And what's for someone else to do with that information is for them. They'll figure it out. But to help another one move along their path is all we've been called to do."



Maintain An Attitude Of Humility.

Remember your humble beginnings and, despite your success, never see yourself as better than others. Also, command attention and respect not by demanding it, but by earning it. "My mother always told me, 'Son, treat people with respect and command respect at the same time,'" Emmitt said. "Humility is one thing I've been able to home in on throughout the entire process. I try not to project myself upon others and try to carry myself as a normal approachable person versus walking around with this halo. I allow people to treat me the way they want to treat me or the way they believe I should be treated. I don't walk around with this expectation that someone is going to treat me special because of what I've done."



Never Forget It Takes A Team To Be Successful.

No one becomes successful alone. Never forget the importance of recognizing your team. After a game in his freshman year in high school in which Emmitt had eight carries, rushed for 245 yards, and scored two touchdowns

— all in the first half — his coach allowed him to speak to the press. As Emmitt answered the press's questions about the game, his answers were all focused on what he had contributed to the game without mentioning his teammates. "Afterward, the coach put his arm around me, walked me back into the locker room, and he said, 'Listen son, every chance you get, you share the spotlight with those five guys up front. You didn't block for yourself. You didn't hand the ball to yourself. And you definitely didn't throw the ball to yourself.'"

The next practice, when Emmitt took off running to the line of scrimmage, his entire offensive line laid down and he got hit by the entire defensive line. "I got up saying, 'Coach, I got it, I got it, I got it,'" Emmitt said. "It was a lesson in humility. No one, I repeat, no one becomes successful by themselves. It takes everybody to be successful in every organization. Even at home, nobody can shoulder all this weight by themselves. I could not have become the all-time leader in rushing without the great wall of Dallas in front of me ... I don't care what anybody says, no one is successful by themselves. The people who are not the most recognizable in the organization are the ones who are doing a lot of the grunt work behind the scenes to make you and me look good. Our marketing teams are taking the skill sets we offer and the service we offer and make it and prop it up and sell it to the community."



Engage In Self-Reflection To Get Better.

To get to the level of success you want to get to, take time to analyze everything after losses, setbacks, or mistakes. Look at what is working and what isn't working. Ask hard questions such as if you executed your game plan and whether your competition is in better shape than your

organization. When Emmitt was a freshman in high school, he was one of two freshmen allowed to play varsity. On his first day of practice, when they handed him the ball, he fumbled three straight times in a row. The offense coordinator grabbed him by the face mask, shook his mask, and told him he would never amount to anything if he couldn't take care of the football because the football was the most important thing on the field. "He made me feel small," Emmitt said. "I was so mad and hot the next time I ran through the cornerback so bad, I think I broke his collarbone. I was mad, but I was challenged to a level that made me start to focus on the things that were most important ... If you want to become better at whatever it is you're trying to do as an organization, you must do self-reflection. You have to be able to analyze not only the good but also the bad. As a team, as football players, and as business owners, when we win, everybody is excited, and everybody is giving high-fives. But when we lose, everybody's disappointed. Are you taking time to analyze the things that cost the game?"



Design Your Environment To Dissuade Negativity.

Pessimists are all around you. Protect your environment from negativity by hanging around positive people. Avoid people who have not experienced the success you're looking to achieve and don't understand your journey. While everybody has an opinion, they don't necessarily have a clue about what you're experiencing in your business. Emmitt likened it to asking a high school coach who doesn't have any experience with pro football. Instead, find someone who has achieved what you want to achieve and is willing to share their knowledge with you.

"You are a product of your environment," Emmitt said. "You absolutely must set up boundaries in every aspect of life. Positive-thinking people inspire others to be positive-thinking people, too. That's not to say we all have to think the same, but if you challenge me on a thought so I can find revelation within that thought, and it works both ways, we are going to be cool all day, every day, because you have something to give me and I have something to give you instead of someone just sucking all the energy out of you. Also, find people who have gone places you have not gone and speak to those folks who understand what it's like to go through that process. Naysayers are everywhere ... Twitter, Instagram, and Facebook have naysayers all over them. If you really want someone who's been there, done it, and got a T-shirt for it, you find that person and then you ask all the questions you want to ask. If they're willing to share it, they're willing to share. If they're not, find somebody else who's been there because someone on this planet has been where you are trying to go."

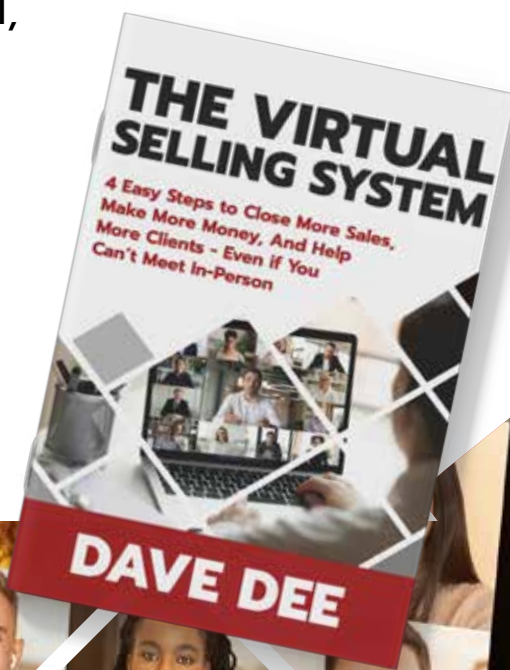
These principles are something Emmitt lives day in, day out. He says when you are doing things on a repetitive basis, it becomes ingrained in you. "Make whatever it is that you're doing become your lifestyle. Make your habits, quality habits, not just any habit. And at the end of the day, when you get done, you will look up and you will look back on your journey, and you will see the process and the things you put into becoming successful. As legendary coach Paul Bryant said, 'If you believe in yourself and have dedication and pride, you will be a winner.' The price of victory is high, but so are the rewards." ■

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John Dijulius:

The Top 9 Foolproof Ways To Create A Customer Experience Revolution

Successful entrepreneur and international customer experience expert John Dijulius refuses to compete on price. Instead, he competes in “experience wars,” where his customer service is so superior that customers don’t think about what they pay.

Dijulius has been winning experience wars for decades. Years ago, at one of his John Robert’s Spas, a chain of upscale salons repeatedly named one of the top 20 salons in America, a new salon moved in a few doors down. While his salon charged between \$100–\$150 for a haircut, the new salon put a sign up that said, “We do \$10 haircuts.” After his worried staff wanted to offer discounts, Dijulius said no. He told his team to focus on their customer experience and non-negotiables and said, “Make sure you are brilliant at the basics.” Then he put a sign in his salon window that said, “We fix \$10 haircuts.”

Dijulius is also the founder of Dijulius Group, a customer experience firm that provides consulting, training, and executive education to help simplify, systematize, and create accountability for the experiences companies deliver. Working with Fortune 500 companies including Starbucks, the Ritz-Carlton, and Nordstrom, Dijulius maintains that customer service is the place to compete. “There are a lot less people who don’t know how to do it as well,” he said.

Dijulius taught businesses how to create a customer experience revolution, which he defines as a radical overthrow of conventional business mentality designed to transform what employees and customers experience. “This shift produces a culture that permeates into people’s personal lives at home and in the community, which in turn provides the business with higher sales, morale, and brand loyalty,” he said. “This is our value proposition, thus making price irrelevant.”

Dijulius explained that your perception is flawed when it comes to how good your customer experience is. Citing a survey where 300 leaders from 300 different organizations were asked if they thought their company provided superior customer service, he revealed that 80% of the leaders said they believed they did a good job. But after sending the survey to their customers, they discovered that only 8% of their customers agreed with them. “Your employees need to understand that they are in the customer perception business,” Dijulius said. “What customers think is their reality.”

“There is a difference between customer loyalty and retention rate,” Dijulius said.

By focusing on customer experience, you can “create clients so loyal that they don’t even know how you compare to their competition,” Dijulius said. “They brag about you. Your customer should not be able to imagine a world without you and your brand in it.”

Here’s how to improve your business’s customer service.

1 Invest In Customer Experience Training. Hiring is critical, but culture and training are even more important because customer service is not common sense. “A customer experience comes down to one thing and one thing only: your average service aptitude from the CEO to the janitor to the newest employee,” Dijulius said. “Service aptitudes are a person’s ability to recognize and exceed a client’s expectations regardless of the circumstances.” People are not born to serve. Service aptitude comes from three places: previous life experiences, previous work experiences, and current work experiences. “The only leaders who don’t invest in customer experience are the ones who don’t realize the financial impact it has.”

2 Avoid Policies. Make Guidelines Instead. “Policy is the worst word you can have or use with your employees,” Dijulius said. Policies punish the masses because they force your employees into making decisions that are “black and white with walls” and stifle your employees’ creativity, empathy, and innovation. Years ago, Dijulius banished policies after a client called him about a salon policy that charged people if they didn’t show up for their appointment. Dijulius discovered a manager who wouldn’t refund a client even though the reason the client missed her appointment was because her husband died that morning. Dijulius promptly refunded her money. “People get afraid to go against policy,” he said. “Change the word to guidelines, because policy punishes 98% of your clients for what 2% might be trying to get away with ... I’m okay if 2% take advantage of me or my company because of what I get back from 98% who can’t believe how we handle it.”



Best Selling Author, John Dijulius, Presentation On Creating A Customer Service Revolution

3 Love What You Do And Make It Obvious. Get people excited when they hear the passion and the expertise you have for working in your niche with your clients.

4 Help Them Solve Their Problems. Your client should never meet anyone smarter than you at what you do — this goes for anyone your client encounters at your company.

5 If You've Got Bad News, Open With It. "Don't disguise bad news, hope it doesn't come up, or try to squeeze it in at the end," Dijulius said. "Open with it, then talk about how you can fix it."

6 Be Committed To Their Success. Know what your client's top three goals are for the year. "Whatever their theme or goals are, send them a book on that, an article on that, and introduce them to whomever can help them."

7 Educate, Then Sell. Don't just sell them something because they ask for it. Educate them instead of sell them what may not be in their best interest. After an Apple employee discovered that Dijulius didn't need the extra functionality in the iPad 2 that Dijulius asked to buy, the employee advised Dijulius not to buy it. "He educated versus sold. I didn't buy it, but as a result, I've bought anything he's told me since because I trust him so much."

8 Develop A Customer Bill Of Rights. One of the easiest things to implement right away is a Customer Bill of Rights. "World-class brands have non-negotiables — things you would never see an employee do," such as never point, show them; never say no; and never do a cold transfer when handing off a client. The Customer Bill of Rights also includes things your employees should always do: Always introduce yourself, deliver at least one compliment, and remember you're on stage. Choose 8-10 items for your Customer Bill of Rights, train your employees on them, then roll out your new plan in a soft launch so your employees can practice.

9 Create A Day In The Life Customer Video. Help employees be more empathetic and compassionate when dealing with clients by creating a video that takes them on an emotional roller coaster to demonstrate what is happening in their customer's lives. "Compassion and empathy — those are the two most powerful things your employees can have," Dijulius said.

Become a partner your client can't live without. Make your employees realize everyone they come in contact with has an invisible sign above their head that says, "Make me feel important." Obsess over and invest in the customer experience just like the leaders of Disney, Zappos, and Nordstrom. When you do, you'll create a customer experience revolution and be known for world-class customer service. ■



Fifty-two years ago, science fiction became reality when two men took their first steps on the moon's surface — an event that remains one of the greatest adventures in the history of mankind, even to this day.

One of those men, Buzz Aldrin, is a unique blend of scientist, pioneer, inventor, and daredevil. The lunar landing took an incredibly dedicated team of smart, courageous “dreamers” who were determined to make the impossible possible, and there are countless lessons that can be learned from this momentous accomplishment and the man who is the only surviving hero of that historic journey.

What follows is a high-level summary of a presentation Buzz gave at the IT Sales and Marketing Boot Camp.

Lesson No. 1: Think BIG.

As the saying goes, if you're going to be thinking anyway, might as well think BIG. President John F. Kennedy delivered a historic speech in 1962 where he declared, “We choose to go to the moon,” acknowledging the difficulties of the task, rallying the crowd, and inspiring a nation to a bigger vision of the future.

NASA figured it would take 15 years to land on the moon, but Kennedy's speech challenged them to do it before 1970. Buzz watched in anticipation, pushing his jet fighter abilities, 2,200 logged flight hours, and advanced degrees as reason enough for him to join NASA.

He was accepted in the third round of astronaut applications and began training for the mission to the moon. He took the president's challenge as a personal goal; as a career military man, he vowed to obey the order of his commander in chief.

“We didn't have the know-how, but we did have a leader with the vision, the determination, the courage, and the confidence that we could get there,” Buzz said. “And by publicly stating our goal and putting a specific time period on a very specific achievement, President Kennedy gave us no way out.”

Kennedy wouldn't live to see his dream fulfilled, but his leadership had sparked a fire. The U.S. was going to land on the moon, one way or another, using a spirit of determination that has long been the fuel for many entrepreneurs and business leaders who have pushed beyond the barriers set before them and built upon the American Dream. Kennedy knew this.

Small, timid goals do not stir men's souls and won't rally people behind you.

In your business, what BIG goals have you rallied your team around? Do you have a shared, mutual goal that will stretch them, challenge them, and inspire them? Here's a little-spoken truth about attracting and keeping great people on your team: They want to work on BIG things ... challenging things ... significant goals. They want to be in a place that is working toward a bigger future with more opportunities to grow and learn. If you don't provide that in your company, you'll have a difficult time keeping them on board.

LANDING YOUR MOON SHOT

4 Big Lessons Businesses Can Learn From Living Legend Buzz Aldrin

Lesson No. 2: You Need A Team You Can Depend On.

In the case of the Apollo mission, it was a village. It's estimated that the project team consisted of 300,000 people — an incredible partnership between the government, private industry, and, of course, the three astronauts who executed the mission.

While Collins orbited the moon and piloted the main ship, Armstrong and Buzz descended onto the lunar surface. Earth erupted in celebration. Three humans were up in space, and at that very moment, two of them walked on the surface of the moon, sealing up rocks to take back to Earth and taking some of the most spectacular photos in American history.

The enormity of it all wasn't lost on Buzz.

"Everyone felt like they had participated in this incredible journey, and the world welcomed us back as heroes from the moon," he recalled. "However, we understand that

people were not just cheering for three guys **but for what we represented**. That, by the nation and the world coming together, we had accomplished the impossible, and the true value of it is the amazing story of innovation and teamwork that overcame many obstacles to reach the moon."

Every entrepreneur knows all too well that you can only renegade and bootstrap your business to a point; if you truly want to grow, you need to build a team that can work together, despite differences in personalities, agendas, and preferences. You, as the leader, are the person responsible for setting the goal and direction, then putting the right team together who can work together, despite differences, to accomplish that goal.

As Buzz said, "Apollo is the story of people at their best, working together for a common goal. With a united effort and a great team, you too can achieve great things."

"Every entrepreneur knows all too well that you can only renegade and bootstrap your business to a point; if you truly want to grow, you need to build a team that can work together, despite differences in personalities, agendas, and preferences."

Buzz had to say during an interview about dealing with tough situations and accepting help from others. He said, paraphrased:

“Take a good, long, honest, positive look at what good can come out of every situation you’re in. Wherever you are, that’s where you are. This is your history you’re living right now, so do what you can to make the most of what comes along. And please, don’t try to do everything on your own. There are a lot of people out there in the universe who wish you well and want to be your friend. Let them help you. You don’t have to carry it all on your own.”

Lesson No. 3: Failure Is Always An Option.

In the book “No Dream Is Too High,” Buzz said, “Some people don’t like to admit that they have failed or that they have not yet achieved their goals or lived up to their own expectations. But failure is not a sign of weakness. It is a sign that you are alive and growing.”

Everyone at NASA, including Buzz, knew of the high risks involved with their mission: the Saturn V liftoff, the lunar module ascent engine firing, landing on the moon, re-entry, and splash-down. Even at NASA’s famous 99.9% reliability standard, much could still go wrong.

Yet Buzz and the entire NASA team moved forward, relying on the technical competency of the people working to make the mission happen. They focused on removing as much risk as possible, with every system and component having the “living daylight” tested out of it. They thought through every “what if” scenario they could to make even the explosion of an oxygen tank survivable.

In business, there’s *always* a risk of failure — and that risk stops a lot of people from going all in, setting big goals, or taking action. They focus on what could go wrong instead of what might actually go right, and because of it, they inherently fail to accomplish their dreams.



High performers understand the risks but work to mitigate them — and move ahead despite them. They know that most failures are rarely fatal, unless you give up and use them as an excuse to hold back, not take action, or not try again. All businesses require constant course-correction, cleaning up messes, righting the ship when it’s gone off course, setbacks, and disappointments. You’re *never* going to get everything perfect, and waiting until there is no risk before moving ahead is the only surefire way to do nothing.

Lesson No. 4: Always Have A 'Next.'

After returning from the moon landing, Buzz’s life was filled with ticker-tape parades, interviews, meetings with heads of state, and speaking tours. But despite all of his newfound fame, he felt unfulfilled. He had accomplished an enormous dream, an incredible goal, but what was next?

“I wanted to resume my duties, but there were no duties to resume,” he wrote in “Magnificent Desolation.”

“There was no goal, no sense of calling, no project worth pouring myself into.” As a result, he sunk into severe depression and started drinking, not even getting out of bed some days. He nearly destroyed his marriage by having an affair. He worried about the mental health issues that ran in his family, with both his mother and grandfather committing suicide.

“Simply put, I was without a career, and I was feeling the aftereffects of it all. As always, I was standing by, ready for liftoff, but I needed to realign my direction and find a new runway.”

Encouraged by his then-girlfriend, Buzz sought help, checking himself into alcohol rehabilitation. It was a start to a longer journey of recovery. But after hitting rock bottom when he was arrested for smashing in the door of his girlfriend’s apartment, he finally got disgusted enough with his behavior that he gave up the bottle for good.

Fortunately, his story ends well.

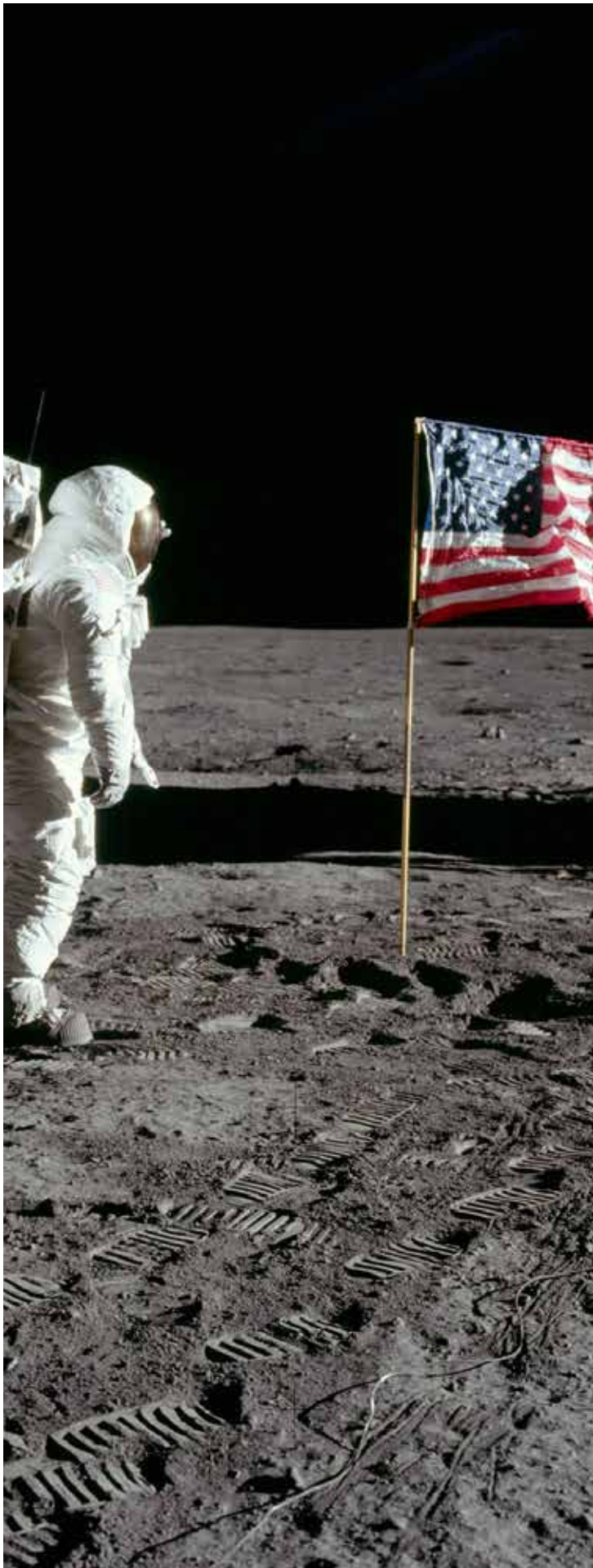
More than 50 years after our galaxy’s most famous walk, Buzz has refused to let that achievement be all he leaves behind. With the lessons he learned, as well as the funding, research, books, and collaboration he continues to do with experts in space travel and technology, he’s built an empire. And at 91 years young, he’s actively and passionately involved in a project he calls “Get Your Ass To Mars,” a project that benefits his ShareSpace, Aldrin Family Foundation. ■

5 Fascinating Facts About Buzz Aldrin

We dare you to name a more fascinating human than Buzz Aldrin. From leaving footprints on the moon to exploring the depths of the ocean to influencing future space travel and exploration, Buzz has lived the past 91 years of his life to the fullest. Here are just five of our favorite facts about the man who defines what it means to truly live.

No. 1: Buzz Is His Legal Name, But Not His Birth Name.

Buzz was actually born Edwin E. Aldrin Jr., but the name he would become most known for is credited to his sister, Fay Ann. According to family lore, Fay Ann struggled to pronounce the word “brother” and instead called Buzz her “buzzer.” The name stuck, and in the 1980s, Buzz legally changed his name to Buzz Aldrin.



That's not the only instance of a family name carving out Buzz's future. Buzz's mother's maiden name was actually Marion Moon. How's that for a coincidence?

No. 2: He's The Feature Subject Of The Moon's Paparazzi.

Some of the world's most famous photos of astronauts in space feature Buzz, but you wouldn't know it just by looking at them. (The big white suit tends to block any distinguishing features.) Neil Armstrong, Buzz's crewmate on the Apollo 11 mission, was tasked with documenting the first moonwalk, so many of the great photos we know and love today feature Buzz, who was just on the other side of the lens. Of the most iconic photos, the Visor Shot, is most celebrated because the Eagle Lander — the shuttle Armstrong and Buzz used to land on the moon — is shown in the reflection of Buzz's helmet.

Neil wasn't the only amateur photographer aboard the Apollo 11. Buzz's photograph of a footprint imprinted into the moon by either him or Neil is widely recognized as one of the most iconic photographs from the mission.

No. 3: Buzz Has Made His Mark On Pop Culture, Too.

The world's second most-popular Buzz is actually named after the legendary moonwalker. Disney Pixar's Buzz Lightyear, from the "Toy Story" franchise, was given that name in honor of Buzz. He's also credited with being the inspiration behind the MTV Video Music Awards' "Moonman" statuette. Often referred to as "Buzzy," the award was a tribute of sorts from MTV's former president, Tom Freston, who was said to admire Buzz. In fact, Freston even gave Buzz a special "Buzzy" with the engraving, "To the original Moonman."

"High performers understand the risks but work to mitigate them — and move ahead despite them."

No. 4: The Better Question Would Be, 'What Hasn't Buzz Piloted?'

Buzz was destined for a life of exploration. The son of a career airman whose father's friends included Charles Lindbergh and Orville Wright, Buzz was first flying around the skies in the cockpit with his father at just 2 years old. He would later join the newly formed Air Force upon graduation from the United States Military Academy at West Point in 1951. That's where his piloting expertise really took flight.

Since then, Buzz has piloted dozens of jets and other aircraft. He fought in 66 combat missions while piloting F86 Sabre Jets during the Korean War and flew F-100s as a D-Flight commander in Germany shortly after the war. Buzz's experience landed him with more than 2,200 logged flight hours and jet fighter abilities. That ultimately led to his career as an astronaut with NASA.

In space, Buzz served as a Gemini 12 mission pilot and a lunar module pilot for Apollo 12. Later, he also tested exper-

imental aircraft as a commander of the Test Pilot School at Edwards Air Force Base, and in recent years, Buzz has flown a Cessna and an F-16.

No. 5: Buzz Keeps Busy — Even At The Age Of 91!

After walking on the moon, Buzz continued to work with NASA and advocate for further exploration. He was later awarded the Presidential Medal of Freedom and the NASA Exceptional Service Medal, and today, he funds the Aldrin Space Institute at Florida Institute of Technology.

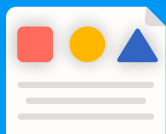
Professional accolades aside, Buzz has helped design rockets, dove more than 2 miles underwater to explore the Titanic, authored six books, gone on a North Pole expedition, and spoken all over the world on the importance of supporting space exploration — just to name a few of the items he's checked off of his bucket list.

"[People] limit themselves to what their surroundings are, what they've gotten used to," Buzz explained. "You can get beyond, you can try a little harder, and you'll find that no dream is too high." ■



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The **3 Hardest Questions** About Your Career



One of the best parts of my job is helping people strategize about their careers. Success at work plays a large role in how we view our overall successes in our lives. If someone doesn't feel like they're succeeding or fulfilled at work, they probably don't feel like they're living a very fulfilling life.

My team and I have advised many people from various backgrounds over the years. From billionaire entrepreneurs who are looking to brainstorm ideas for the next stage of their careers to private equity titans who are solely focused on deal-making, I've learned that background doesn't always matter. People from nearly every background still have the same challenges when it comes to career management.

Luckily, there are three questions you can ask yourself to help decide the next steps in your career.

First, you should ask yourself where your skills lie. You also need to gain an understanding of the work that you're willing to do. Once you've found the sweet spot between your skills and what you're willing to do, you're ready for the next step.

You then need to ask yourself about potential career paths. It's best to come up with three career paths that you could realistically follow. While one could be a promotion or growing in your role, you should also consider working for other companies or even starting your own business.

The final question you need to ask yourself relates to the people you know. You need to think about 10 people who

can help you get your dream job. It's not about putting a blast message to all of your friends and followers on social media. Instead, you should focus on those that know your work ethic. Start with bosses who know of your work ethic and are well-respected. Any clients or customers that truly appreciate your work should also go on the list as well as well-connected friends and family, and even a recruiter or two. Once you've created a list of 10 people who could help, send them all a message asking for ideas to help you land your dream job. Those brainstorming sessions could easily turn into referrals if done right.

Maybe one day, career management will be automated and our dream opportunities will approach us. But until then, it's going to take hard work to reach your goals. If you don't know where to start, try asking yourself these three valuable questions. ■



About the Author

Dr. Geoff Smart is chairman & founder of ghSMART, a leadership consulting firm that exists to help leaders amplify their positive impact on the world. Dr. Smart and his firm have published multiple New York Times best-sellers. He stays active in his community and has advised many government officials.

No Guts, No Glory (Or Money): How To Be Smart About 'Cold-Calling' To Fuel NEW Appointments With Qualified Prospects

I still remember the first sales job I ever had, working for the hardcore telemarketing department of a company doing in-home sales for frozen meat. You can't get a much harder sales gig than cold-calling random people at night while they're having dinner and dealing with the kiddos' homework to try to convince them to book an appointment with a sales guy in a suit to sell them 6-12 months of frozen meat ... and THEN sell them a freezer once they realize they just bought six months' worth of hamburger.

However, getting that job and SUCCEEDING at it was one of the BEST things I've ever done. It taught me how to take a HARD no and keep dialing and prospecting — something that stops 90% of all the so-called "sales professionals" out there. They're afraid to prospect.

Look, no one likes making cold calls. Out of the list of things I'd like to do today, it's right above getting a root canal without Novocaine. But here's the simple reality: No new conversations with new prospects mean no new appointments. No new appointments mean no new sales and no new clients.

Of course, cold-calling isn't the *only* way to get appointments. As much as possible, you SHOULD be using EDR (educational direct response) marketing like I develop for my clients to drive

inbound leads. But when you couple that WITH smart, strategic "cold-calling," you can get 2-3 times the results. Here's how ...



Step 1: Get Over Your Fear.

Why is it that the sales profession is the largest consumer of motivational material? How many engineers, administrative assistants, carpenters, electricians, or CPAs feel they need that type of training to do their jobs? (Answer: none.) Also, why do more than 80% of the salespeople who start in a sales position end up leaving sales for some other job or profession?

It all stems from fear. They have emotional weakness and NEED to be liked. They avoid confrontation of any kind and feel queasy about asking people for money (or even talking about money).

I find *unsuccessful* salespeople obsess over the "nos" and "not interested" responses they get. They take it VERY personally. I get asked, "What should I say when they say NO? What do I do? What am I doing wrong?" For the most part, these people aren't doing anything inherently wrong — they're simply discovering a truth about marketing and selling: **The VAST majority of prospects are NOT legitimate buyers (qualified prospects) of what you're selling.** In fact, here's how it breaks down:

1. Some prospects have a need and want what you're selling, but they aren't acquainted with you yet. Those are the people we want to find and talk to. They're the smallest minority of people you can potentially call on when prospecting. Worse yet, we don't know who they are UNTIL we call (you have to kiss a lot of frogs to find the prince).
2. Some prospects need what you're selling but are **NOT INTERESTED** right now. You can waste a lot of time on this group, cold-calling, trying to *get* them interested. You can argue until you run out of breath that they **NEED** you, but my advice is to let your marketing keep them in a prospect hopper system until they get interested.
3. Some prospects have no need and no interest, period.

Obviously, we want to find people who fit into category No. 1. The problem is that they don't show up with a big, obvious "1" on their forehead. Yes, we can cull a list and target high-probability prospects, but the only way to find those who are looking for what we sell **RIGHT NOW** is to deliver your opening sales "pitch" to them. After hearing it, those who are in category No. 1 will agree to move forward. The rest obviously won't.

Once you understand and accept that most prospects — better than 90% — fall into categories 2 and 3 and are NOT "1s," it should become apparent you're going to get a LOT more "nos" than "yeses." But if you emotionally and mentally cannot overcome being told "no" and allow yourself to be reduced to a timid, scared, quivering pulp, you'll attract MORE resistance and never make it in sales.

In fact, great salespeople **INVITE** the "no" instead of trying to ignore it or not hear it.

Step 2: Invite The 'No,' Not The 'Yes.'

My good friend Chris Voss, author of "Never Split the Difference," talks about salespeople's obsession with getting a "yes." Because of this, they become greedy, needy, and pushy, which triggers a flight response in the average prospect, causing someone to back away from you, mentally and (possibly) even physically. Nobody likes to feel like they're being "talked into" something or bullied to buy. That's not to say we don't do things to try to get people to buy, but you can do it in a more elegant way than with hard-close techniques. You present what you have and make it okay to say, "NO!"

Also, when you make it okay to get a "no," you don't get as anxious about hearing it. You just move on and invest your

time into finding someone looking to buy what you sell. Easier on the prospects you're talking to, easier on YOU.

For example, when we cold-call a business, I train my SDRs (sales development reps, or appointment-setting crew) to say, "Have I caught you at a bad time?" NOT the usual fake, "How are you today?" By doing this small thing, we are allowing the prospect to say, "Yes, you've caught me at a bad time!" and get us off the phone. Almost no one says that. In nearly every case, they'll say, "No, I've got a minute."

When booking a follow-up, we'll say, "Do you want me to call you back after you've had a chance to look through the materials, or would you prefer me not to call?" **We invite the no.** (Step 3 states the opening script we use when calling a prospect that is unfamiliar with us. You should note that we always send some type of marketing in advance — a letter, email, or both.)

Step 3: Land A Good Opening Pitch.

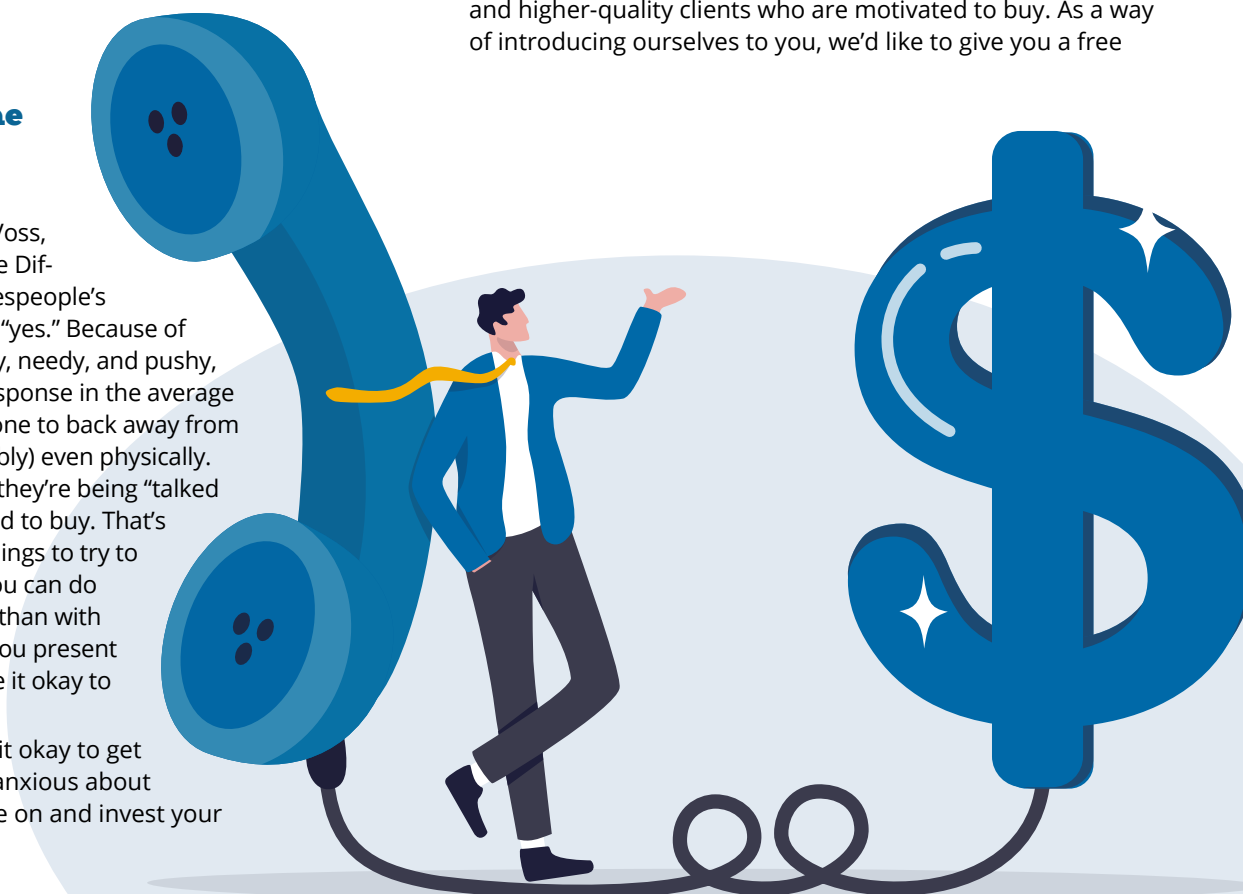
To increase your chances of success, cut out all the meandering, weird small talk and get right down to the point of your call: What can you do for ME, the prospect?

I'm constantly surprised at how hard this is for people to understand. They'll trip all over themselves, talking on and on about what they do. Let me share with you an example of one of our opening pitches:

Rep: "Hi, this is [Rep Name] calling from Robin Robins' office here at TMT. Have I caught you at a bad time?"

Prospect: "No, I have a minute."

Rep: "Great. We're a marketing firm that specializes in helping MSPs and IT services companies like yours get more and higher-quality clients who are motivated to buy. As a way of introducing ourselves to you, we'd like to give you a free



marketing guide and livecast recording on how to consistently get one to two new MSP or IT services clients a month. **Does that sound like something you'd like to have?"**

No To Free Information: "Okay, thank you for your time!" (Hang up and mark "Not Interested.")

Yes To Free Information: "Okay, great! Along with this free program, we can also offer you a free, private, one-on-one consultation to review your specific situation and make suggestions about how to get more clients. During that session, we give you our proprietary marketing road map to IT services — it's a plan we've developed over 20 years of working with well over 10,000 IT firms like yours. It shows you where to start and what is required to fully implement a working marketing plan. **Would you like to also schedule that now in addition to us setting you up with the free program?"**

As you can see, we're being very concise about what we can do and the benefit to the prospect. You should also notice we're leading with free information FIRST, then offering the consultation. The free information will also "sell" them on the next step of a consultation, so if they get that material, there's a high chance they'll come back to book the appointment later.

What I would also encourage you to notice is how we ask, "Is that something you'd like to have?" IF they say NO, then we move on. Same with the appointment. I don't want them trying to "talk" or pressure someone into being interested. It wears them out and annoys the prospect.

Step 4: Know Your Numbers.

Another key area to look at if you're failing at booking new appointments is your numbers — specifically the dials, connections, and activities you're doing to get the appointments. Most are making far too few calls to get sufficient momentum and results. Then, to make it worse, they're coming to a negative assumption on too small a data set.

From my experience, most people are GUESSING their numbers. They THINK they made about 100 calls. They THINK they talked to 10 people. They don't know what objections they got, and they don't know if they had any callbacks or what percentage of the list was "bad" (wrong numbers, wrong person, wrong company, etc.).

You cannot improve what you cannot measure (or won't measure). I would also suggest

you don't come to any conclusion about a list, offer, or script until you've TALKED TO at least 50–100 decision-makers. That means you might have to call 500–1,000 prospects to get the 50 conversations. If you make a decision on too small a data set, like talking to five people, you don't have a statistically accurate test. MOST people give up way too early, assuming the list is bad, the offer doesn't work, "people" aren't interested, etc. Bull. Work on your script, delivery, and overall strategy until you get the right recipe of list, script, offer, and process.

Here are other things you can do to improve your results:

- **Take a closer look at the list.** Is it qualified? ICE-COLD? Obviously, an ice-cold list is going to be far less welcoming of your call than a list of unconverted leads you previously engaged with on a webinar or at a trade show in your marketing.
- **Send a marketing piece in advance of the call.** All things being equal, sending out a quality sales letter in advance of a call will soften the beachhead and improve the effectiveness of the call. It also gives you a reason to call.
- **Stop obsessing and move on.** Keep calling and let the "nos" roll off your back. If they tell you to take them off your list, then do it and call the next one. It's ALL a numbers game, and you have to make up in activity what you lack in skill. If you're so thin-skinned that all of this bothers you, get out of sales. ■



5 Irrefutable Signs

It's Time To Fire Your Salesperson

Here's one question I get asked a lot: Should I fire my salesperson or give them a second chance? Obviously, the answer is very situation-dependent, where you have to determine if the offense is unforgivable or simply a matter of more coaching and training. So, let me give you five situations where there is no doubt that you must let them go.

1. **They Behave In An Unethical Manner.** Clearly, lying, stealing from the company — including intentionally gaming or cheating a compensation plan — falsifying information, or attempting to cover up their bad behaviors are all reasons for termination. Same with anyone saying or doing things that are racist, sexist, or grossly inappropriate. You simply cannot afford to have someone like this on your team, period.
2. **They Aren't Hitting Quota, And They Aren't Doing Sufficient Activities To Demonstrate They're Trying To Hit Quota.** By far, this is the biggest mistake sales managers and companies make. Often the person is making some sales, but nowhere near what they need to. Further, you might like the person. They might fit in well with the company's culture. Clients may love them, which all makes this decision muddled for many. But the bottom line is that they **must** hit quota or they can't stay on the team. Now, before you do anything, make sure you 1) have **clearly defined** quotas, 2) have worked out an activity plan with them, working backward from their quota to ensure you've defined what it will take to succeed, and 3) coached them weekly, even daily, to monitor activity and ensure they're keeping their activity commitments. If you've done all of that, yet they keep coming up with excuses as to why they can't do more, they're a dud. Let 'em go.
3. **They've Got A Very Negative Attitude Toward You And The Company.** I learned this hard lesson a long time ago: Sour milk **never** turns fresh. Obviously, this goes beyond just salespeople. Negative detractors can destroy your company from within with their passive-aggressive actions, and you can bet they're working to bring others to their side, creating an even bigger mess if you don't nip it fast. But sometimes, the salesperson is actually great at their job. They're hitting or exceeding quota and bringing in revenue. In that case,



the decision gets a lot more difficult; but if you allow them to stay on, you're asking for a giant blow-up later on when they either eventually leave and blow everything up right before they walk out, or they create a cancer in your culture that explodes like an atomic bomb when you least expect it.

4. **They Don't Play Well With Others.** Some salespeople, particularly the good ones, can turn into prima donnas who think they walk on water. They know they're stars and therefore act like spoiled brats. Don't allow it. Yes, a good salesperson should be honored and respected by others; after all, their actions help pay the bills. But don't allow someone to get so high and mighty that they destroy your team by being disrespectful and breaking rules they think they don't have to follow.
5. **They Aren't Coachable And Aren't Applying What They're Learning.** All new salespeople will have a learning curve, but they should be able to pick things up relatively fast. If you find yourself having to remind them repeatedly about how to do basic responsibilities — create reports, use your CRM properly, get contracts signed and processed correctly, or follow your sales scripts and sales process — let them go. Here's my acid test: The minute I feel I have to beg or babysit an employee to do their job, they gotta go. ■

HAVE A LAUGH



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of SMBs are vulnerable to a payments data breach.

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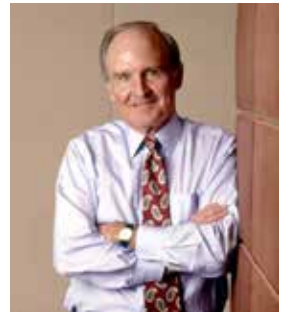
"I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential."

–Brene Brown, research professor, lecturer, and author



**"Does coaching work?
Yes. Good coaches provide a truly important service. They tell you the truth when no one else will."**

–Jack Welch, former CEO of GE



"One of the most important things about leadership is that you have to have the kind of humility that will allow you to be coached."

–Jim Yong Kim, former president of World Bank



"I absolutely believe that people, unless coached, never reach their maximum capabilities."

–Bob Nardelli, former CEO of Chrysler and The Home Depot



"Everyone needs a coach, whether it's a top level executive, a graduate student, a homemaker, a homeless person, or the President of the United States."

–Tony Robbins, author and motivational speaker



"Coaching is unlocking a person's potential to maximize their growth."

–Sir John Whitmore, co-founder of the GROW model, author, and British race car driver



"Coaches have to watch for what they don't want to see and listen to what they don't want to hear."

–John Madden, former NFL head coach and sports commentator

"I believe that wherever there is mastery, coaching is occurring. And whenever coaching is done, mastery will be the outcome."

–Andrea J. Lee, mentor coach and author



A dream is only a dream until you write it down. Then it's a goal. Goal setting is important because it helps you map out your life"

– Emmitt Smith, former NFL player and author



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- How using George Costanza's marketing secret will leapfrog you over your competitors. (This principle is shockingly simple, but only the bravest of the brave will ever use it. See if that's you when you tune in.)
- The ONE THING that will make you the preeminent authority and go-to professional in your target market. (Do this, and you'll immediately escape the commodity trap. Again, this is more important than ever for thriving now and in the future.)
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