

SELLING CHANGE

101+ Secrets For Growing Sales By Leading Change

Named “Best Business Book of 2010”

by Independent Publisher Book Awards

Release Date: January 2010

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Available wherever books are sold.*

“*Selling Change*® is the go-go handbook for leadership in this decade.”

—**Independent Publisher Book Awards**

“Brett Clay is absolutely right. As salespeople, we must change to stay competitive. *Selling Change* shows us how to compete and win in today’s tough environment.”

—**Reno Di Bono, Sales Manager, HP**

“In today’s market, we need to fundamentally change the way we think about buying and selling. *Selling Change* will truly change the way you think and the way you sell. An excellent book with excellent timing.”

—**Dave Healey, Senior Product Manager, Microsoft**

“This powerful, practical book shows you how to make more sales, faster and easier than you ever thought possible!”

—**Brian Tracy, International Best-Selling Author, *The Art of Closing the Sale***

““This is the first POSITIVE book about change in a decade . . . at a time when we need it most! Buy it today, and implement it as fast as you can.”

—**Jeffrey Gitomer, International Best-Selling Author, *The Little Red Book of Selling***

“Do you think change is scary and borders on impossible? Think again. *Selling Change* shows how to more effectively sell your ideas, products, and services to your employees, stakeholders, and customers. Author, Brett Clay, has translated the complex and abstract principles of change psychology into an easy-to-read, fun, and practical format that business leaders and salespeople are sure to find valuable.”

—**Independent Publisher Book Awards**

“It is imperative that salespeople and business leaders in the 21st century become agents of change,” asserts the author of a new book, *Selling Change: 101+ Secrets to Growing Sales by Leading Change* (ARIVA Publishing, January 2010).

For the past two decades, author Brett Clay, the CEO and founder of the Seattle-based Change Leadership Group®, has helped companies implement sales and leadership strategies that led to substantial growth. At the core of his strategic approach he has utilized his trademarked tool, the Change Leadership Framework®. The former group product manager at Microsoft Corporation believes that as a salesperson in 2010 and beyond, you need to own ‘change’ – not just go with the flow or react to it. You must lead it. “You don’t need change to happen to you – you need to create it,” says Clay. “By harnessing the forces of change one can not only survive, but achieve substantial long-term growth.”

Clay’s book answers each of these key questions:

- Does your sales force need to change? If so, how?
- Are you a change leader? If not, how do you become one?
- Which one of the six change personalities are you?
- Have you embraced the five disciplines of the Change Leadership Framework®?
- Are you aware of the four forces driving your clients to act (needs, behaviors, strategies, environment)?
- What causes people to change? How do they decide to change or go about making change?

Selling Change is written for the busy salesperson on the go, presenting 101 secrets that can be conquered one secret per day. Each two-page secret includes a ‘What I Need to Know’ section and a ‘What I Need to Do’ area. Steps are shown on how to implement the secret, including an ‘Action Summary’ and an illustrative cartoon that features a bulldog character that was first included in Clay’s earlier book, *Forceful Selling*.

Clay’s **Change Leadership Framework®** provides a model that is vital in an age when people prefer to go online to gather information and make their purchases, thus devaluing the assistance of salespeople. “Companies and people must learn to quickly adapt to changing conditions in order to be competitive in today’s environment,” says Clay. “Change leadership” is a required skill for sales people and executives in today’s turbulent, global, Internet-commoditized economy. Those sales people and companies that become adept change leaders will grow their income and profits, while those that don’t will fight a losing game to squeeze pennies among intense global competition.”

Change Leadership Framework® is a methodology comprised of five disciplines that enables salespeople to successfully lead change on behalf of customers:

- **Force Field Analysis** – What forces is the person experiencing?
- **Change Response Analysis** – How will the person respond to the forces?
- **Power Analysis** – What effort will be required to make the desired change?
- **Value Creation** – What is the value of making the change?
- **Change Actuation** – How will the change be made?

Clay says it’s a myth that sales people have to be pushy to be successful, but he does call upon sources of inspiration such as Maslow’s Hierarchy of Needs and Meyer-Briggs’ Behavioral Theory to show how a salesperson gets buyers to call him instead of chasing them.

A salesperson's product is a solution to the customer's problem, but to sell the product as a solution is insufficient. The salesperson's job is not only to understand what the client's problems and needs are but to explore the changes the organization must incorporate and then sell the client on how his product can transform the organization for the better – and achieve the goals of the organization. A salesperson must focus on becoming the agent of change for his clients and their businesses.

His provocative secrets revealed in *Selling Change* include:

- People only buy when forced – but you can't force them to buy
- No one needs your product -- but they need help to achieve their goals
- Customer satisfaction is impossible – so forecast what they need next and deliver it
- Move from asking: 'What is the problem?' to 'What are you trying to change?'
- Show the customer evidence of a new, achievable reality.
- Help the client see his current path leads to nowhere.
- Become a Kung-Fu master of sales – take efficient and effective actions with minimal effort
- Follow the 'Chameleons,' help the 'Geese,' but avoid the 'Chicken' and 'Turtle' clients.

“The goal of this book,” says Clay, “is to help you grow and then maintain a change-centric view of your customers, of people and organizations – to view them as a set of forces and a set of changes. I guarantee that when you take a change-centric view and learn to harness the forces of change, you will experience explosive sales growth.”

Selling Change gets to the core of a new sales strategy and provides a clear blueprint for leading change and achieving goals. Sales trainers, sales force managers, sales people, C-suite executives, and leaders of companies across industries are sure to find Clay's voice a fresh approach in a market landscape turned upside down.

Book Excerpt

“Important strategies often require changes in the organization such as changes in processes, people or technology – and people naturally resist changes. Therefore, a critical capability of the change-centric salesperson is the ability to gain a deep understanding of the customer's goals, environment, culture, behavior and strategies. With this understanding, the salesperson assists the customer in mapping the business strategy to the change strategy. To do this, the level-four salesperson must have access to, and the trust of, the executives who define the strategy and direct its implementation. The value proposition of the change-centric salesperson is that by buying from her company, the customer will be able to accomplish the changes the strategy is intended to achieve. Because few, if any, other vendors are able to make this proposition, the competition is not in serious contention for the business and the salesperson does not have to compete on price.”

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Brett Clay

Biography

Brett Clay, a veteran of two decades in international sales and marketing management, is the founder and CEO of the innovative Change Leadership Group, a training and management consulting company specializing in the areas of change leadership and business performance.

He is the award-winning author of ***Selling Change: 101+ Secrets for Growing Sales By Leading Change*** (ARIVA Publishing, January 2010). It builds on his first book, *Forceful Selling: How You Can Achieve Explosive Growth by Harnessing the Forces of Change*, which is a study in the psychology of change and the forces that drive it.

He is the host of The Actuation Zone Radio Show where he discusses business trends and today's hot issues with thought-leaders—authors, analysts, scholars, journalists, and practitioners—who are not just adapting, but are creating and exploiting new opportunities, by leading change.

Clay, a speaker, sales trainer, and business consultant, has held vice president roles in sales, marketing, and business development at numerous high-technology companies, and was most recently at Microsoft Corporation.

Over the past 20 years, Clay has demonstrated a passion for driving teams and delivering execution that consistently outperforms the competition and helps capture market share. At one technology company that was suffering from a precipitous decline in revenue, Clay built a new sales organization from the ground up and instituted new sales and services processes, that helped grow revenue from \$30M to \$65M.

The number one question Clay has been addressing since the earliest days of his career has been: How can a business compete in a global marketplace where buyers have access to the best solutions at the most favorable prices? He confronted this challenge while serving as a product marketing engineer, selling computer chips into Taiwan, South Korea, and Singapore in the late 1980s. Over the years, he has also marketed and sold computer software, supercomputers, telecommunications equipment, and professional services. Through these high-ticket sales, he developed a deep passion for business value and leadership. After many years of managing and mentoring marketing and salespeople he developed his trademarked Change Leadership Framework®, the subject of his books.

He earned a Master's Degree in Business Administration from Santa Clara University and a Bachelor's Science Degree in Electrical Engineering from Colorado State University. He is also a certified Project Management Professional (PMP).

He resides in Bellevue, Washington.

For more information, please consult: www.changeleadershipgroup.com.

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Brett Clay, Author of *Selling Change*

Q&A

1. **Brett, your new book, *Selling Change: 101+ Secrets for Growing Sales by Leading Change*, demands that in order for companies to survive and thrive in today's turbulent economy, they must evolve from being purveyors of solutions to becoming agents of change. How does an organization make this paradigm shift?** Solutions and the problems they address are just the tip of the iceberg. Furthermore, in today's Internet-enabled, globalized business environment, solutions have become commodities. Therefore, company executives and salespeople need to look under the surface and discover the many forces and changes influencing the customer. Then, the company can address the underlying issues to identify bigger opportunities and deliver more value to its customers. Making this paradigm shift starts by simply asking the customer "What is changing?", rather than "What is the problem?"
2. **You put forth a convincing leadership framework for harnessing the forces that drive change and enables sales people to become highly valued change leaders. What are these four forces and how should we apply them?** The Four Forces are: The client's own internal needs and motivations; The client's behavioral tendencies and personality traits; The strategies and systems the client employs to manage himself and the environmental forces felt by the client. A common mistake people make is to focus only on one of the forces – environment, for example – and they become stuck with few options. But, customers always take action in the context of all four forces. So, by addressing all four forces, more options are available and people can make changes more successfully.
3. **Each of the four forces needs to be understood in the context of four dimensions: internal needs, behavioral tendencies, cognitive strategies, and environmental factors. Can any of these dimensions be controlled or manipulated?** When people think of "change" and "forces," they most commonly think of changing the environment. But, in most cases environmental forces are not in their control. They have two choices: change to a different environment, or change themselves. The other three forces are about changing themselves. Of those forces people have the most control over the strategies and systems they employ, less control over their own needs and motivations, and the least control over their own personality traits (behavioral tendencies). Given enough time and resources, any of the four dimensions can be controlled— often the question is determining which dimension involves the least time and resources to change.
4. **Brett, is it true that people only buy when forced – but you can't really force them to buy, can you?** Absolutely not. In fact, in my books I have a cartoon character called Joe Bulldog that parodies the idea that aggressive salespeople can force people to buy. That said, most people would rather have a hole in their head than a hole in their pocket and lose a dollar. So, it *is* true that people only spend their resources when they feel a compelling force to do so. The task of the salesperson, therefore, is to identify what forces the customer finds compelling. If those forces exist, or the salesperson raises the customer's awareness of them, then the customer will buy.

5. **How has today's globalized, Internet-empowered marketplace created a Darwinian environment for salespeople and the companies they represent?** The forces of Internet empowerment and globalization are making markets very efficient. In other words, customers increasingly have access to the best solution at the best price. Often, the best available price is below the production cost of even the most efficient vendor. Companies are left with three choices:
- a) become the most efficient producer of the solution,
 - b) become the most effective creator of value,
 - c) exit the market.

Companies that choose to be the most efficient producers must eliminate the high costs of salespeople by automating the transaction process. Companies that choose to create the most value, must hire and train the most highly skilled salespeople to identify value-creating opportunities and to operate as consultants and leaders.

6. **Your book centers around five disciplines: force field analysis, change response analysis, power analysis, value creation and change actuation. Which is the most important one – and why?** By far, the most important discipline is force field analysis. This discipline is about developing a deep understanding of the forces that the customer is feeling at a particular period in time. Every action the customer takes is in response to those forces. So, by understanding the forces a person feels, you understand a lot about their behavior – where they're coming from and where they're going.
7. **Why is it important for the sales person to understand what causes people to change, how people decide to change, and how people make change happen?** When you think about it, every action people take is a response to some force he or she feels. Sales is all about getting people to take action; ultimately the action of making a purchase. So understanding how people process the forces they feel and how they decide to take action is critical for understanding how they buy. Also, the world is changing so fast, that even when people want to maintain their current situation, they have to change relative to their environment. So, change is unavoidable and we all must learn to manage it.
8. **You provocatively state “no one needs your product or service.” If that's true, how does one sell under such an unsettling circumstance?** One of the biggest mistakes I see salespeople and executives making is confusing problems with solutions. The English language is partly to blame. We say things like “I need a break,” and “I need a coffee.” But those are solutions not problems. A need is the existence of a problem, not the existence of a solution. That is why I say no one needs your product. But, there is an even more fundamental point here. Rather than asking, “Do you need a break?” salespeople should be asking, “Do you feel tired?” Focusing on what the customer feels is far more powerful and opens up a whole new world of possibilities for both the customer and the salesperson.
9. **How do you create a “change experience” for a customer?** If you are selling a product that never seems to change or doesn't seem to involve any change on behalf of the customer, then it is likely every last fraction of profit margin will have been squeezed from the product. Selling products with no profit margins is not a way to make money. Luckily very few people are happy experiencing the same thing over and over and over and over. So, customers will usually pay more for something that is different. It doesn't have to be better, just different. Sometimes the smallest change will be sufficient: putting a hot dog on a stick, or lemon peel in a coffee, for example. The possibilities are limitless. On the other hand, most people are instinctively reluctant to change. But change is not the goal itself. Change is the response that people take to

the forces they feel. So, salespeople need to focus on what customers feel. The more salespeople understand the forces people feel, the better they can help customers respond with changes.

10. **Why should a salesperson operate like a Kung-fu master?** This gets to the heart of harnessing forces and making changes with the least expenditure of resources. If you observe Kung-fu masters, they have perfected the art of responding to situations with the least possible amount of motion and energy. In fact, that is their goal of being “in harmony with the environment”— to exist in the environment with the least expenditure of energy. The concept of “harmony” is all about timing and using other people’s energy, rather than your own. The most successful salespeople are successful change leaders. And the most successful change leaders orchestrate activities and time them such that they fully utilize all available sources of energy – putting maximum energy behind the change initiative.
11. **You draw often on science and psychology in your writings. Why?** I suppose science is humankind’s way of trying to explain what happens in our world. And psychology is the science of trying to explain people’s behaviors. As a salesperson, I am keenly interested in understanding people’s behaviors. If I can understand what makes other people behave, perhaps I can influence their behavior through my own. Also, truly successful salespeople can repeat their successes over and over. The ultimate goal of science is to make things repeatable. So, I believe salespeople must make sales a science, rather than an art, to make their successes repeatable, and to be truly successful.
12. **How does your sales approach differ from what many sales people tend to do?** The vast majority of salespeople simply focus on satisfying a need and transacting the purchase. More advanced salespeople have been taught to provide solutions to problems. And the most advanced salespeople sell “strategically” by helping customers address business challenges. However, solving business challenges is simply a higher form of solving problems. Change-centric selling takes selling to the highest level by helping customers achieve their goals. But, identifying goals is usually the easy part. Identifying and executing the changes necessary to achieve the goals is the hard part. That is why my approach focuses on change.
13. **When is it time for your sales force to implement a new sales methodology?** There are a number of signs. But, certainly the most important indicator is a decline in the sales organization’s ability to generate highly profitable revenue. It is common for companies to take their sales methodology for granted, not realizing that other approaches even exist. The sales organization will often point to competitive pressures and economic conditions, rather than take a fresh look its own methodology. But, a change in the competitive or economic landscape is, by itself, an indicator that a new approach may be necessary. The challenge is it takes years to equip a sales force with highly competitive skills and to build business processes around them.
14. **How should a salesperson handle this dilemma: take on few, higher-margin, less-competitive, slower-closing deals or take on more lower-margin, more-competitive, faster-closing deals?** Every situation is different and salespeople must make their own decisions. But, as the forces of Internet empowerment and globalization create increasingly efficient markets, it will be increasingly difficult to make money on fast-closing deals. To make more money, salespeople will need to have deeper engagements with fewer customers, finding opportunities and delivering a value that is not instantly available over the Internet.
15. **What did you learn while working at Microsoft that helps you understand how salespeople must compete in today’s sales landscape?** At Microsoft I dealt with hundreds of companies and thousands of salespeople. There are over 46,000 people in Microsoft’s sales organization,

alone. My role was to train those salespeople how to sell certain products. The key observation I would highlight is that I saw many salespeople trying to cope with pricing pressures and struggling to win business at profitable prices. The problem was that most, if not all, of those salespeople knew how to sell solutions, but they didn't know how to sell value. I saw so many companies needing to train their salespeople how to sell high value that I decided to leave Microsoft to start a sales training company.

16. **You say that *Selling Change* shows salespeople how to lock out their competitors? How is that possible?** Yes, that is right. As companies increasingly consolidate their operations and outsource even critical activities, they become increasingly reliant on their vendors. The nature of buyer-vendor relationships is evolving into partner-partner relationships. Once a vendor has demonstrated a track record of reliably delivering high value, the buyer cannot afford to take a risk on other vendors. Those companies that evolve into change leaders and are the first to deliver high value will become the incumbents. The other companies will be locked out—virtually forever. That is why I describe the current business environment as Darwinian.
17. **It seems your book is a study in the psychology of change while providing tools for leading it. How does the salesperson need to change in order to lead a customer to change?** Customers change, not because of products, but in response to what they feel. Therefore, the first change salespeople must make is to detach themselves from their products and focus all their attention on the customer and the customer's feelings. Second, salespeople must internalize the fundamental notion that customers, not salespeople, own their own changes, their own successes and their own failures. Salespeople must see themselves as facilitators and counselors, rather than owners and drivers. Lastly sales teams need to use the language and tools of change psychology in their sales process. For example, they should use change factors in their qualification criteria and forecasting processes.
18. **Under a change-centric selling proposition, what questions must the salesperson answer as he or she addresses a potential client's needs?** The five primary questions of the Change Leadership Framework are:
1. What are the forces the client is feeling?
 2. What is the client's best response to those forces?
 3. What will it take to respond with a change? i.e. What will be the effort and cost?
 4. What value will be created by the change?
 5. How will the client initiate the change?
- With these answers in hand, the salesperson is prepared to make a compelling sales proposition.
19. **Why do you say in your book that “The key is to have a mindset of looking for forces and changes, rather than merely looking for problems?** Problems are just the tip of the iceberg. Under the surface are many forces and changes happening in the customer's organization or life. When the salesperson understands the forces the customer is feeling and the changes that are already happening, the salesperson is in a much better position to help the customer reach her goals. It is human nature to think “inside the box” and customers are often too close to the situation to see and think “out of the box”. So, by looking below the surface at the underlying issues, salespeople can often add tremendous value by reframing problems and providing more optimal solutions. Lastly, salespeople will find more opportunities by having an open mind than by myopically looking for specific problems.
20. **What are the challenges to becoming a change leader?** The first challenge is accepting the role of counselor. It is the realization that, as the saying goes, “you can lead a horse to water, but you can't make it drink.” Many people have difficulty dealing with this lack of control. But,

as a change leader, the only control you have is how well you counsel the client. The second challenge is getting the client's attention. People are often too busily wrapped up in their current situation to become aware of opportunities. To be successful, change leaders must dig below the surface issues and tap the client's underlying motivations. Then, the change leader can have the conversation of how to best achieve the client's motivations.

21. **How does the salesperson seek to understand where the client is coming from – and thus lead him or her to where s/he needs to go?** This is the principle of force field analysis. The idea is that people's behaviors are coming from four basic forces: their motivations, personality, strategies, and environment. To really understand people's motivations, you need to ask them. To understand their personality, I recommend becoming familiar with the Keirsey Temperament Sorter. Their strategies and environment can largely be observed directly, but it is critical that you understand the client's perception of them, rather than yours. It's important to note that no two people respond in the same way. And some people may respond in ways that you never would've expected. Therefore, once you understand the forces the client feels, you need to characterize how the client uniquely responds to them.

10 Secrets To Sales Success

Brett Clay, author of *Selling Change*, provides 101 sales secrets in his new book. Below are 10 such secrets to executing a change-centric sales model:

Secret#2: People Only Buy When Forced

Customers buy because they feel compelled to take action. You can't force them to buy, but there are forces fueling their decision to buy. Acting like a counselor and asking them pointed questions can help you identify which factors will push them to take action.

Secret #4: No One Needs Your Product

People need to stay alive. People need to satisfy their hunger. People need their problems solved. But they don't "need" your product! They do need solutions to issues and they do need help to reach their goals. Find out what they are trying to achieve, show them how to change, and help them get there.

Secret #9: Become a Change Leader

Rather than asking middle managers: "What is your problem?" ask executives: "What are you trying to change? Why? How?" Help the customer identify opportunities. Remember that opportunities are created by making changes. Next, seek to understand the forces influencing the customer's organization and its ability to implement changes. Then, help the customer define what changes she wants to make in response to the forces. Be a change consultant and agent by assisting the customer in achieving the desired changes.

Secret #12: Understand The Four Forces

The Change Leadership Framework® identifies four forces that move people and organizations to take action. See people as a set of forces and develop the habit that every time you look at someone, you ask: "What forces does this person feel right now?" The four forces are: internal psychological needs; innate behavioral tendencies; cognitive strategies, and environmental forces.

Secret #24: Customer Satisfaction Is Impossible

Once you deliver a change to satisfy one need, the customer immediately has another 'need' beyond that. There is nothing irrational or wrong with the customer wanting more; it's just called progress. But to stay in the game and continue to satisfy growing needs, you will have to grow as well. Identify the person's or organization's hierarchy of needs. Forecast what the person will need after the first need has been satisfied. Then, forecast what will be needed after the second, and so on. Develop your capability to satisfy the customer's evolving needs.

Secret #40: Do A Reality Check

Be cognizant of people's differing views of reality. Decide what is more expeditious: a) helping the customer within the view of reality the customer has created, or b) helping the customer see a different view. Each situation is different. Sometimes you will be able to operate easily within the customer's mental framework. In other situations you will have no choice but to show the customer evidence of another reality.

Secret #50: Change Paths To Success

The first step is to ask the customer to play out in his mind where the current path is leading. If he prefers to cope by refusing to acknowledge the current path is leading to an undesirable outcome, you will have to keep checking back with the customer until the inevitable day comes when he confronts reality. The second step is to ask the customer if he had a magic time machine and could magically jump into the ideal future, what would it be? The last step is to ask the customer to walk backward from the ideal situation to the current situation, asking, "What has to change for this to happen?" each step along the way.

Secret #62: Calculate The Formula For Change

The Formula for Change provides straightforward, prescriptive guidance.

- Reinforce dissatisfaction with the status quo.
- Clarify and reinforce the benefits of the change.
- Identify and clarify the specific, concrete steps that will be taken to initiate the change.
- Minimize the effort, cost, and risk of making the change.
- Minimize psychological and emotional factors that hinder change.

Secret #75: Be Willing To Walk

Walking away from a potential opportunity is a hard decision. So, how do you know when to do it? First, determine how much value you want to deliver and make the necessary investments. Next, set criteria and goals for yourself and measure potential clients and changes against those criteria. If you want to be a highly valued change leader, you cannot tie up your resources with low-value changes. So you must be willing to walk away if your criteria are not met. It's definitely scary. But remember: the deal will not close until you are prepared to walk.

Secret #88: There's No Free Lunch

Help your client avoid these common "Where's the free lunch?" mistakes:

- Ignoring hidden costs
- Delaying action, hoping things will improve by themselves
- Underestimating the size of the project
- Under investing resources.
- Expecting a project to be completed with few resources.

Once the client has accepted the principle of "no free lunch," the change leader must help the client decide what configuration of scope, schedule and resources constitutes an appropriate response to the forces of change.

Beware of Chickens & Turtles!

Selling Change, a new book that proposes the key to selling in a globalized, commoditized, Internet-focused marketplace is for sales people to create value for the client through change. “If you can get your customers to see changes that need to be made in their businesses then you can lead the change process and provide customized solutions,” says author Brett Clay.

In his book, he identifies six common ways that people adapt to the forces of change. The savvy salesperson needs to know how to identify each personality type and to recognize how to handle each one.

1. The Chicken

The Chicken is one of the two neurotic change types. This person is not able to adapt successfully to any situation and simply keeps changing. This person appears to go randomly from change to change, oblivious to any risk, and he does not make significant progress on any change attempted. As a salesperson and change leader, your resources will be depleted before you are able to help the chicken complete a change. Therefore, you should quickly disengage from customers who display the characteristics of the chicken profile.

2. The Chameleon

The Chameleon is an ‘early adopter’ of changes. She has high confidence and is comfortable being alone ahead of the herd. She does not have strong anxieties, but instead is naturally comfortable with change. She enjoys exploration and discovery, and for her, change seems to come quickly and effortlessly. If you find a Chameleon, follow her – she has already found the path!

3. The Canadian Geese

For the Geese, change has always been part of their lives. In fact, their lives in the flock depend on change. Because of the magnitude of changes they undertake and the size of their organization that must implement the changes, they arguably have the most action. Realize that Geese require significant planning and validation before they take actions that affect the entire organization. Eighty percent of their efforts may be used in planning, with execution consuming just 20%. Try to structure your engagement such that you are not providing free consulting during the planning. Remember, Geese consider planning to be 80% of the value.

4. The Beaver

The Beaver is the most stable of all the change types. The Beaver stays close to home, i.e. the current situation, and makes small incremental changes. He perceives that large-scale change brings large-scale risk, which he does not see as necessary.

Beavers can be highly profitable, long-time, repeat customers, so you will want to cultivate and maintain your relationship. Beavers are extremely busy, so you will need to be persistent in getting their attention. Be careful to propose changes that fall within the boundaries of the Beaver's current vision. Only propose significant changes if a response to a specific environmental force is warranted.

5. The Mule

The Mule is reluctant to change. The Mule may have slightly more anxieties than the Chameleon, but like the Chameleon, the Mule is not driven by anxiety. Unlike the Chameleon, however, the Mule is naturally uncomfortable with change. The Mule has low tolerance for risk, and if she perceives a change as a threat to her safety, the Mule may vehemently resist that change.

While Mules are reluctant to change, they do not refuse to change. Their change response is limited to only the strongest forces. They cope with weaker forces through denial or de-valuation. This leaves you with two choices:

- 1) Suggest only the smallest of change to Mules.
- 2) Suggest changes that respond to only the most powerful of forces.

6. The Turtle

The Turtle is the other neurotic change type. The Turtle is plagued by anxieties, perhaps second only to those of the Chicken. Whereas the Chicken copes with anxieties by occupying himself with activities, the Turtle's coping mechanism is to withdraw into his shell, close himself off from the reality of the world, and form his own reality inside his shell. He is close-minded, fiercely resists change and refuses to acknowledge the changes occurring all around him. Avoid the Turtle.

5 Disciplines of Change Leadership

“The world marketplace, thanks to globalization, technology, the Internet and a prolonged recession, is changing in unprecedented ways at unrivaled speed,” asserts author Brett Clay. “Those companies and those salespeople that fail to change will simply succumb to this new, flat, virtual, shocking, re-booted world.”

The solution for sales people is provided in a provocative new book, *Selling Change: 101 Secrets for Leading Change by Growing Sales*, by Clay, founder and CEO of The Change Leadership Group.

He strongly suggests sales people practice what he has trademarked, ChangeCentric Selling®, a unique approach that leads salespeople to change the way they sell as they seek to convince their clients change is needed.

Clay’s approach, based on two decades in sales and marketing management, including Microsoft Corporation, suggests the motivation behind every purchase is the desire to make a change – one that enables the purchaser to achieve a goal.

“The way you become a change-centric salesperson is by practicing the five disciplines of change leadership,” says Clay.

Selling Change outlines his blueprint (Change Leadership Framework®) for change by revealing the following five disciplines of change leadership:

1. **Force Field Analysis**

People and organizations make purchases in order to effect change. Force field analysis enables the salesperson to understand the forces that the prospective customer is experiencing, how those forces are influencing a change decision, and how those forces are influencing a corresponding purchase decision.

2. **Change Response Analysis**

To properly assess where a client stands on the change continuum, take into consideration the guiding forces behind change: internal or psychological needs; innate behavioral tendencies; cognitive strategies and systems; and the environment in which he or she operates. The underlying premise is that no two people respond identically to identical forces, thus you can’t always predict behavior. Effective change leaders recognize this and guide the customer toward his or her desired outcomes.

3. **Power Analysis**

Once you have a thorough understanding of the forces that influence the person or organization and how the person will respond to those forces, you need to determine what efforts will be required to execute the response. In other words, what will it take to make the change? Making the change involves: breaking free of the current situation, overcoming resisting forces, moving from the current situation to the new one; and maintaining the new situation in place. Power analysis assesses these efforts.

4. Value Creation

This discipline is essential because people must clearly understand the value and benefits of changing before they will act to make the change. The value creation discipline then becomes a critical step that must be completed before the change can be initiated.

5. Change Actuation

To put change in motion is the final step. As the change agent, the client empowers you to put the change into motion. However, it is critical to understand the difference between actuating a change and owning it. The client, not you, owns the change. You, as the change agent, are there to assist, support, analyze, compute, advise, communicate, advocate, etc. But you cannot make the change for the client. Making a change is like assisting someone with quitting smoking. You cannot quit smoking for the client. He must quit for himself. In change leadership, both the changes and their risks are borne by the client. The change agent's role is to provide objective, unbiased information to the client about the benefits and risks associated with change options. Furthermore, the change agent's role is to assist the client in eliminating and mitigating risks to ensure the change is successful. But ultimately, the change agent has the highest value if he helps the client make the changes that are the biggest successes.

Praise From The Corporate World

“Altera drives technology at a very high pace and, as such, places very high demands on our vendors. Brett worked very effectively with us to develop a plan to ensure that Altera would succeed in increasing the transistor density on our next generation chips by an order of magnitude. Brett drove his company’s engineering team to deliver what we needed, enabling Altera to maintain our technology leadership and generate over a billion dollars in revenue. --**Bahram Ahahin, PhD, Vice President of Engineering, Altera Corporation**

“Brett was instrumental in turning our technology into products and bringing them to market. He has the unique ability to drive the disciplines of engineering, operations, marketing and sales to deliver high value to customers. Brett has a whatever-it-takes attitude toward meeting customer needs and growing revenue.” --**Mark Cromack, Chief Technical Officer and founder, CrystalVoice Communications, Inc. (now Global IP Sound)**

“Brett was excellent at bridging the gap in our team between sales, marketing, and engineering roles. His deep understanding of the sales development process was crucial for us in reaching out to new customers.” --**William Stoye, PhD, VP of Engineering and CTO, Tenison Technology EDA, Ltd (now ARM)**

“Brett is an outstanding business professional with an unmatched enthusiasm and drive. He tackles the business challenge with a well thought out strategy and a methodical execution. He is a consummate team player and is a pleasure to work with.” --**Rahm Shastri, President & CEO, Tharas Systems, Inc. (now**

“Brett is a very talented marketing guy with a keen business sense. He can quickly grasp the market, homing in on the strategies that maximize value and competitive advantage. His insight was invaluable in defining our strategy and business plan.” --**Nader Fathi, President & CEO, SigmaQuest**

“I had the pleasure of working with Brett when we hired him to help craft the marketing strategy for the Industry Consortium for Advancement of Security on the Internet (ICASI). If you are looking for someone who can quickly grasp the situation and develop effective strategy, Brett is the guy. In addition to being a brilliant thinker, he's personable and great to work with. He consistently over delivered on his promises. I highly recommend Brett and hope we work together again in the future.” —**Jane Thilo, Program Manager, Industry Consortium for Advancement of Security on the Internet (ICASI)**

“Brett has a unique blend of technical expertise and marketing savvy. I worked with Brett on a start up and I was impressed with his ability to listen to stakeholders and distill those inputs into a coherent, effective implementation and marketing plan. Brett brought a refreshing enthusiasm to the team and was an excellent sounding board for out of the box thinking. Brett demonstrated excellent communication, project planning and research skills. I really enjoyed working with Brett.” —**Brian Willis, Senior Information Security Analyst, Intel Corporation**