Note to Students: This syllabus is subject to change DURING OUR COURSE. Why? Because this is a course on entrepreneurial selling and you’ll have input on some aspects of the course. And, because that’s what entrepreneurial selling is really like. Things change, new data emerges, your customer (in this case, from my point of view, that’s YOU) needs evolve. Entrepreneurs react, and you can expect me to do that with you. That makes the course better, your experience more immersive and the impact of this course longer lasting. If you choose to take this course, I’ll be RELYING ON YOU, to give your input as we go. Deal?

The “Why?” of this course.


It’s sales. And most entrepreneurs suck at selling, often BECAUSE they’re so good at coding, or product building or some other skill that gave them the idea, and the confidence, to start a business in the first place.

This course sets out to solve that toughest of entrepreneurial problems...acquiring your first customers. If you are brave enough to take this course, you will almost immediately get out of your comfort zone, and you’ll spend some quality time there, which is where all learning and growth happens.

Kellogg’s Entrepreneurial Selling course applies a handful of methods like target filtering, cold outreach, feedback, barter and tool-building with some time-tested skills, disciplines and habits that we know separate high performing salespeople to create a one-of-a-kind experience for you.

However, you must be ready! This is not a normal course, Kellogg is not a normal business school, and Andrew is not a normal lecturer. Come prepared for something unusual and be a part of making it even more so.

Finally, the course promises three things:

- A memorable experience, designed by Craig Wortmann and Andrew Sykes, both from the Kellogg Sales Institute, and curated by you during the course
- Discomfort. Welcome to sales. And to life! And to growth and success, all of which comes from your willingness to take at least one step outside your comfort zone.
- Life changing skills, disciplines and habits, but only if you can hustle and you’re prepared to confront the fears or stories that you have about yourself that often get in the way.


Let’s cook.
Contact Information

Andrew Sykes (Instructor): andrew.sykes@kellogg.northwestern.edu / 312.890.3323
Social Channels:
Twitter: twitter.com/SykesAndrew
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To schedule with Andrew, please contact Gaby at: gaby@habitsatwork.com

Copy Andrew AND and ALL teaching assistants on ALL correspondence. Please include “KIEI 966,” your name and section.

Key Due Dates
Week One (4/6) – Form teams, meet entrepreneurs
Week Two (4/13) – Salesperson Interview due
Week Three (4/20) – Nothing due
Week Four (4/27) – BOTH Cold-calling AND Sales Toolkit, Part One due
Week Five (5/4) – Nothing due
Week Six (5/11) – In-class presentation due
Week Seven (5/18) – Nothing due
Week Eight (6/1) – BOTH Sales Toolkit, Part Two and Sales Meeting Preparation due
Week Nine (6/11) – Sales Meetings with mock customers
Week Ten (6/17) – BOTH Barter AND Self/Peer Evaluation due

Structure and Preparation
- You will need to choose a team of exactly three people. We will not be able to help you find a team, so please work on this in advance. It will be to your advantage to form a team prior to the first mandatory class session. If you do not, you must identify your team by the beginning of the second session.
- We will run a tight ship. We will start on time and end on time, and will start immediately after scheduled breaks. Please be prompt or expect to be called on to answer questions.
- We will be meeting in Wieboldt Classroom 150. Make sure you know where that is.
- Due to the team-based nature of this course, students are encouraged to enroll only if they are 100% certain they will stick with the class. If a student drops out early or late, they put not only their team in a bad position, but they also jeopardize the reputation of the school with our guest entrepreneurs. Thus, students will be asked to sign a team “Commitment Letter” on the first day of class promising to work together throughout the term and to drop the course only in the event of a significant, unforeseen personal or professional obligation. Officially, the last day to drop this course without penalty is end of the first week of the class.”
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Entrepreneurial Selling v9.0
Course Syllabus KIEI 966
Lecturer Andrew Sykes

Overview
Selling is a life skill. This course is designed as an adventure of discovery. You will be tested, taught and transformed through a series of discussions and sales activities that are designed to push you up and out of your comfort zone.

The biggest challenge to growing a successful entrepreneurial venture is selling. Entrepreneurs must build a strong sales pipeline to ensure profitable growth as they tackle other pressing issues like product market fit, hiring, infrastructure, and financing.

In the Entrepreneurial Selling course, you will learn how to target and acquire customers, and then get them to fall in love with you. You will use selling skills in different contexts, tell powerful stories, manage the entrepreneurial selling process, measure your success and use the key tools required for success in building a company.

The course will combine the following elements to create a powerful learning experience for you:
- Frameworks that define and clarify the knowledge, skill, discipline and habits required to be successful in selling
- Toolkit: A list of key tactical sales tools, which we will build tool-by-tool throughout the course
- Guest Speakers: Real life examples of key class concepts
- Role Plays: Experiential exhibitions to emphasize class concepts. These include cold-calling, a sales meeting, questioning, bartering, and handling objections
- Discussion: Based on reading, cases, and your experience, the class will be a dialogue that explores mainly B2B selling and entrepreneurship issues and concepts
- Assignments: These include cold-calling, bartering, case exploration, a Story Matrix℠, a Sales Trailer℠ and Sales Toolkit for a start-up or early-stage company, as well as a Sales Meeting with a mock customer

All of these elements will be supported by research into both sales and entrepreneurship.

Overarching Goal
My goal with this course is to make you as efficient and effective in selling as possible, so that when you are spending time selling, not a moment is wasted. Why? Because as an entrepreneur (and a human), the way you spend your time determines your success or failure. Period.

Learning Objectives
You will be able to:
- Understand the key phases of the entrepreneurial selling process, and identify the most common failure points in the process
- Construct a sales toolkit for your venture
- Put to use a set of sales skills and disciplines that will serve you in any career context (and in life...)

Course Materials
Our course Canvas site contains all of the materials you will need to complete this course, including supplementary selling tools, guest speaker bios and additional optional readings.
**Course Reading**

**Books**

(to be read throughout the quarter)

*Predictable Revenue* (Ross & Taylor)

*The Sales Acceleration Formula* (Roberge)*

*You are only required to read the first three parts of this book (Parts IV & V. These last two parts of the book are out of the scope of this course)*

**Cases**

*Siebel Systems: Anatomy of a Sale, Parts 1, 2 & 3*
*ClairVoyance Inc.*
*Transition at DataCo?*

**Articles**

*Entrepreneurial Selling*
*The Elusive Hockey-Stick Sales Curve*
*Portrait of the CEO as Salesman*
*What Makes Entrepreneurs Entrepreneurial*
*The Four Truths of the Storyteller*
*Q&A with Author of "The Presentation Secrets of Steve Jobs"*
*The Sales Learning Curve*
*How Will You Measure Your Life?*
Performance Evaluation
This course requires individual effort as well as teamwork. In teams of exactly three people, you will identify a new product or service from an existing business, early-stage or start-up company. Over the course of the quarter, you will construct a detailed Sales Toolkit and prepare for a culminating Sales Meeting with an executive. Grades will be assigned based on individual and group performance.

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*For all team efforts, each team member will receive the same grade.

A Note on Class Participation
We will be spending a considerable amount of time in class discussions. My expectation is that everyone will contribute over the quarter. A couple of thoughts for you to consider about classroom participation:

- Selling is a contact sport, so I expect you to take risks. Selling is a set of actions, and you can never be completely prepared with all of the information you need when you need it. If you jump in and it turns out you are dead wrong, you will be rewarded more than if you stay silent. If I call on you and you take a shot at it...even if you are dead wrong...you will be better off
- Attendance is MANDATORY at class one. Classes two to ten are not mandatory but strongly recommended and your attendance will affect your grade. More importantly, when you are in class, you’re expected to be fully present. Cell phones off and away, laptops open only for note taking and not for email or other activities. Part of success in selling comes from being able to pay attention to your client and to sustain that attention: this class is practice for that!

Office Hours
Office hours will be arranged as needed, and meetings will generally take place on Fridays prior to class. If you would like to meet, please email Gaby at gaby@habitsatwork.com. If Fridays do not work for you, we will find another time by special arrangement. Given Andrew’s extensive travel and mostly fully booked speaking and lecturing calendar, we may have to shift to a phone call rather than a meeting.

A Note on Meetings Outside of Class
When you meet with Andrew face to face outside of class, you will have 20 minutes and you must bring three things to the meeting:

1. Your “purpose, benefit, check” – We will learn about the purpose, benefit, check (PBC) in Class Five of the course. The PBC happens at the beginning of every meeting and is simply your stated purpose for the meeting, what benefit there will be to having this meeting, and a “check” to make sure that the purpose and benefit are clear. Example: “The purpose of our meeting is to
share with you some thoughts about my career direction. The **benefit** will be in helping me gain some insights into potential next steps. How does that sound (check)?

2. **Two clear goals for the meeting** – Your two goals for the meeting do not have to be explicit, but you should have them in mind before you walk in to the meeting. They may or may not be stated in your purpose at the beginning of the meeting, but they are simply meant to ensure that you get exactly what you need out of the time we spend together.

3. **An “ask”** – You need to ask me for something. Your “ask” is what you want from the meeting. It may be delivered by the meeting itself, or it may be something outside of the bounds of the meeting (an introduction, a piece of information, a follow-up, etc.). You must be explicit about your ask, and I will be direct about whether I can or cannot deliver on your ask. Great communicators are crisp and clear about what they are asking for, so we will practice this habit!

**My ask:** When we meet, I will need your mobile phone number. Mine is 312.890.3323. If you are late, use it. If I’m late, I will call/text you. Thanks very much.

**Kellogg’s Mission**

_Edicate, equip and inspire brave leaders who build strong organizations and wisely leverage the power of markets to create lasting value._
Class One - No Pain, No Gain
First class is MANDATORY

“I have never worked a day in my life without selling. If I believe in something, I sell it, and I sell it hard.” – Estee Lauder

Overview
Class One will cover the purpose of the course, how Entrepreneurial Selling differs from Professional Selling, and the foundational framework of knowledge, skill, disciplines and habits. We will tackle the expectations for the course, who should (and should not) take this course, and what to expect from the course. We will discuss our fears, question our assumptions about salespeople and entrepreneurs, and discuss the Entrepreneurial Selling Process. Finally, we will discuss the flow of the course and the assignments required for success.

The 3 Clear Points of Class One
1. The purpose of this course is to make you as efficient and effective as possible when you are selling because you don’t have a moment to waste
2. Entrepreneurial Selling is distinct and different from Professional Selling, as there are many more things you have to be prepared to execute well in order to grow your business successfully
3. As you make contact with your prospects, you must know what to say

Be prepared
You should read these items prior to class:
- Article – “Entrepreneurial Selling” (Deutsch & Wortmann)
- Article – “The Elusive Hockey-Stick Sales Curve” (Deutsch)
- Article – “Portrait of the CEO as Salesman” (Koch)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
- Entrepreneurial Selling Process (Wortmann)
- Sales Tool: Walk & Talk

Additional reading
If you find this class worthy of further reading, here are several resources you might find interesting:
- Blog - Habits at Work - https://habitsatwork.com/blog/
- Blog – Craig Wortmann – salesengine.com/blog
- Blog – Steve Blank – steveblank.com
- Articles – Craig’s Inc.com writing - http://www.inc.com/author/craig-wortmann
Class Two - Who You Gonna Call?

“Most startups fail because they don’t develop their market, not because they don’t develop their product.” - Steve Blank

Overview
Class Two gets you ready to make contact with the market. What problem are you solving? What is your target market? How did you determine that? Who are the customers within that target market and how will you talk to them? We will discuss the “Preparation” phase of the Entrepreneurial Selling Process and determine several ways to narrow your target list.

The 3 Clear Points of Class Two (some of which will be covered in class Three)
1. Most entrepreneurs begin with a very large, very broad market. This is a mistake, and understanding the pain you address and filtering will help narrow the market to increase the likelihood of success
2. Entrepreneurs must engage in proactive pursuit. There are a handful of tactics you can use to make the approach to the customers in your target market
3. But who are these customers anyway, and what do they look like?

Be prepared
You should read these items prior to class:
○ Book – Begin reading “Predictable Revenue” (Ross & Tyler)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
○ Sales Tool: Filtered Target Market
○ Sales Tool: Persona
○ Sales Tool: Introductory Email
○ Sales Tool: Prospecting Script
○ Tactics for cold-calling
○ L.E.A.D.S. Process (McAvoy)

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
○ Book - Leads To Sales – Jim McAvoy
○ Book – The Right - And Wrong – Stuff – Carter Cast
○ TEDtalk - Simon Sinek’s “Why?”
○ The “Value Proposition Canvas” from the Business Model Foundry
Class Three - Embracing Your Fear

“Everybody has a plan until they get punched in the mouth.” – Mike Tyson

Overview
We are moving into the “Contact” phase of the Entrepreneurial Selling Process. This is where you are trying to generate leads and figure out which prospects are potential customers and which are dead-ends. This class will equip you with a framework for a sales conversation that you can use in social situations and many other settings. We will explore how to “on-ramp” a prospect into the right kind of conversation such that you can quickly determine whether this person has potential. And, we will get you out of the wrong conversations, fast!

The 3 Clear Points of Class Three (some of which will have been covered in class Two)
1. As entrepreneurs, we must equip ourselves with a concise, easily-understood pitch deck to lead investor conversations
2. Working a room full of potential customers can be scary and intimidating. It doesn’t have to be. In fact, it can become a game (that you can win)
3. Entrepreneurs must qualify early and hard. Why? Because you can’t afford to waste time in this early phase of the entrepreneurial selling process

Be prepared
You should read these items prior to class:
- Case – Siebel Systems: Anatomy of a Sale, Parts 1, 2 & 3 (Deighton & Narayandas)
- Book – Continue reading “Predictable Revenue” (Ross & Tyler)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
- Sales Tool: Pitch deck
- Sales Tool: Sales Conversation
- Sales Tool: Qualification Question Checklist
- Sales Tool: Competitive Talking Points

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
- Book - Give and Take by Adam Grant

Note to students: This year, we will be combining some elements of Class two and three together, so some of what appears under class 2 will be covered in class 3 and vice versa.
Class Four - Let’s Dance

“You don’t outsell the competition, you outquestion them.” – Paul Watts

Overview
High-performing entrepreneurs and salespeople “get more shit done” than normal people. In this class, we will question our assumptions about meetings…a construct that we find ourselves in almost every working day of our lives. We will look at the customer’s perspective on the selling process, and what behaviors high-performers use to consciously and consistently move prospects through the selling process, hour-by-hour and meeting-by-meeting.

The 3 Clear Points of Class Four
1. Opening and closing meetings well differentiates you from your competition. Don’t run meetings like everyone else does…run them efficiently and effectively
2. High-performers listen more than they talk. But how do you use questions to create opportunities to listen, and what is listening, anyway?
3. There is such a thing as a perfect meeting, it’s just very, very rare

Be prepared
You should read these items prior to class:
- Article – “What Makes Entrepreneurs Entrepreneurial?” (Sarasvathy)
- Book – Finish reading “Predictable Revenue” (Ross & Tyler)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
- Sales Tool: Monthly Cadence
- Sales Tool: Impact Questions Checklist
- Purpose, benefit, check

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
- Article – “Six Friction-Free Ways to Help Your Network Help You” by Patrick Ewers
- Book – Getting Things Done by David Allen
- Book – A More Beautiful Question by Warren Berger
Class Five - What’s Your Story?

“Maybe stories are just data with soul.” – Brene Brown

Overview
Class Five looks at one of the most powerful influence tools you have – your ability to tell the right story at the right time for the right reasons. Stories provide two things that facts do not; context and emotion. The ability to contextualize your venture in your selling efforts is critical, and connecting to emotions drives decision-making. We will explore how stories do this and begin to build a tactical Story Matrix℠ to ensure that you have the right stories at your fingertips.

The 3 Clear Points of Class Five
1. You must capture, distill and tell the right stories at the right time for the right reasons
2. Every entrepreneur must tell the ‘origin’ story. What’s your story?
3. There is a journey to telling a great story. The good news is…there’s also a map

Be prepared
You should read these items prior to class:
○ Article – “The Four Truths of the Storyteller” (Guber)
○ Book – Begin reading “The Sales Acceleration Formula” (Roberge) – You only need to read Parts I – III of this book

Building Your Sales Engine
The following tools and exercises will be covered in this class:
○ Sales Tool: Story Matrix

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
○ Book – The Story Factor by Annette Simmons
○ Book – What’s your Story by Craig Wortmann
Entrepreneurial Selling v 9.0
Course Syllabus KIEI 966
Adjunct Lecturer Andrew Sykes

Class Six - Will You Marry Me?

“Mend your speech a little, lest it may mar your fortunes.”
– William Shakespeare

Overview
We know that sales is full of rejection, but high-performers handle objections, hurdles and rejection in ways that will surprise you. We will explore how they do this and what effect it has on customers. The sooner you get comfortable leaning into objections, the more successful you will be. We also know that ‘team selling’ is more complex than individual selling, and because there are more smart people in the room, more bad habits emerge. In this class, we will explore how we should handle these team situations, and how to ‘stay in your lane.’ We will also look at what makes a presentation (and a person) magnetic. And what about closing deals? How do you do this without feeling awkward or coming across as manipulative? We will challenge the notion that closing is a technique that salespeople and entrepreneurs have to learn.

The 3 Clear Points of Class Six
1. There is a process for handling the inevitable objections you will face in any sales process. Use it
2. Selling in teams adds a layer of complexity...don’t let it add fat
3. Closing is not a mystery and it’s not a “technique”

Be prepared
You should read these items prior to class:
- Article – “Q & A with the author of ‘Presentation Secrets of Steve Jobs’” (Wailgum)
- Case – “ClairVoyance” – (Dvir & Wortmann)
- Book – Continue reading “The Sales Acceleration Formula” (Roberge)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
- Sales Tool: Objections Matrix
- Sales Tool: What Does This Cost?
- Team Selling for Impact

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
- Book – Talk Like TED by Carmine Gallo
- Book – Resonate by Nancy Duarte
- Book – Slideology by Nancy Duarte
- Book – Presentation Zen by Garr Reynolds
- TEDtalk – “The Question of Motivation” by Dan Pink
Class Seven - Let’s Fall in Love

“I'm a real believer that creativity comes from limits, not freedom.”
– Jon Stewart

Overview
In Class Seven, we transition from the “Contact” phase to the “Scale” phase of the Entrepreneurial Selling Process. As entrepreneurs, we must care as much about post-sale discipline and skill as we do the sale itself, and this requires entirely new skills and disciplines. So once you’ve won the customer, how do you get them to fall in love?

The 3 Clear Points of Class Seven
1. Selling doesn’t end when the deal gets closed, it just moves into a different phase with different tools that cause customers (and investors) to fall in love
2. Show, don’t tell
3. We must listen carefully for ways to go above and beyond for our customers and clients

Be prepared
You should read these items prior to class:
   ○ Book – Continue reading “The Sales Acceleration Formula” (Roberge)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
   ○ Sales Tool: Show Me
   ○ Sales Tool: Checking In
   ○ Win/loss debrief
   ○ Client Delight Index

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
   ○ Book – The E-Myth Revisited by Michael Gerber
Overview
How do you begin thinking about hiring salespeople? Class Eight looks at the tricky art of hiring salespeople, and how to set up a process that helps filter out the wrong candidates and win the right ones. Once you bring them in, how you give performance feedback and in what rhythm will determine how fast they ramp up and how successful they (and you) will be.

The 3 Clear Points of Class Eight
1. Hiring high performing sales people is tricky, so determine your unique process
2. The before, during and after a sales interview tells you a lot. Listen with every sense you have, not just your ears!
3. Giving (and receiving) performance feedback is awkward and often uncomfortable. Welcome to leadership, enjoy the ride!

Be prepared
You should read these items prior to class:
- Article – “The Sales Learning Curve” (Leslie & Holloway)
- Book – Finish reading “The Sales Acceleration Formula” (Roberge)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
- Feedback model
- Weekly one-on-one

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
- Book – Who by Geoff Smart
Entrepreneurial Selling v9.0
Course Syllabus KIEI 966
Lecturer Andrew Sykes

Class Nine - Out of the Frying Pan, Into the Fire

“In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”
– Teddy Roosevelt

Overview
Class Nine is your opportunity to put into practice some of the skills, disciplines and tools we have learned throughout the quarter. During this class, you will meet with an executive who is interested in your company, and your job will be to move him/her forward in the sales process. You will determine what role the executive will be playing, your goals for the meeting and what success looks like for you and your team. In this class you will get to FEEL what it’s like to be an entrepreneurial seller!

The 3 Clear Points of Class Nine
1. You need to practice the skills, disciplines and tools we have learned in order to increase your effectiveness in selling
2. You need to create room in your Sales Meeting to listen to the executive’s needs
3. You need to determine how to move the executive forward in your sales process

Be prepared
You should read this item prior to your Sales Meeting:
   ○ Assignment – “The Sales Meeting Assignment”

Building Your Sales Engine
The following tools and exercises will be USED in this class:
   ○ All of them!

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
   ○ Book – Influence: The Psychology of Persuasion by Robert Cialdini
Class Ten - Growth. Scale. Fun. Habits are your Destiny!

“When you are 80 years old, and in a quiet moment of reflection narrating for
only yourself the most personal version of your life story, the telling that will be most
compact and meaningful will be the series of choices you have made. In the end, we are
our choices.” – Jeff Bezos

Overview
In Class Ten, we will debrief the Sales Meetings and discuss your “Did-wells” and “Do-differentlies.” We will explore what could have made you even more effective and persuasive in these meetings. We will also discuss feedback and mentorship as a discipline to continue to fine-tune your skills and disciplines. Finally, we will discuss how to create the habits that will define who you are and who you become, as an individual, entrepreneur. Then, we will wrap up the course!

The 3 Clear Points of Class Ten
1. You need to find the right balance between “process” and “persuasion” in each and every sales meeting
2. You need to determine how you will continue to get feedback, from whom, and in what timeframes
3. To become who you want to be as an individual and as a company, you need to focus on choosing the right habits, and getting rid of the wrong ones!

Be prepared
You should read these items prior to class:
○ Article – “How Will You Measure Your Life?” (Christensen)

Building Your Sales Engine
The following tools and exercises will be covered in this class:
○ Insight skills
○ Board of directors
○ Dashboard
○ The Four Powers model

Additional reading
If you find this class worthy of further reading, here are several resources you might find helpful:
○ Book - The 11th Habit by Andrew Sykes and Hanlie Van Wyk (you will be given this book in Class Ten)
○ Book – How Will You Measure Your Life? By Clayton Christensen
○ Book – Before Happiness by Shawn Anchor
○ Book – The Happiness Hypothesis by Jonathan Haidt