

The Most Useful Selling Technique I Have Ever Used

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Beginnings

The story begins in 1972 when I was halfway through completing a full-time two-year MBA course at the London Business School. Charles Handy was my tutor. Charles subsequently became known as the leading management guru in the 1990s but well-known even then for his lateral thinking.

I had just been offered a position with McKinseys in New York after being flown there twice. When I told Charles about the offer (certainly the dream job of every MBA student at that time) he advised me to reject it! Instead he suggested I start my post MBA career as a salesperson! He told me that he had come to the conclusion that success in business depends on how good you are in one-on-one meetings and the best way to develop that expertise is become a salesperson. This still is very sound advice which I often give to young people starting their business career.

I decided to emigrate to Australia and accepted a trainee sales position with International Computers Limited starting just before the official opening of the Sydney Opera House. Six months later I was introduced to the Humm-Wadsworth personality model on a two-day sales training course run by Chandler & Macleod. The course was given by Kevin Chandler who was the son of the founder. I subsequently learned that although Chandler & Macleod had run many courses for managers using the Humm-Wadsworth this was the first sales training program they had run. It is fair to say that the training program was a moment of epiphany. Up till then I had believed that deep down all of us were the same. After the training program I realised how different we all are, particularly in how we react emotionally.

The Humm-Wadsworth

In 1924, an American psychologist, Rosanoff, first proposed the model we are going to use. Until the work of Rosanoff, doctors defined abnormal psychological conditions in black and white: people were either mad or not. Rosanoff suggested that such a distinction between the normal and abnormal states was artificial and the difference was not one of *kind* but of *degree*. Normality and abnormality are not black and white but as different shades of grey.

Rosanoff further noted there were few mental illnesses and proposed a theory of personality based on the most common four:

- schizophrenia
- epilepsy
- hysteria
- cyclodia (what we now would call manic-depression)

and a fifth component called the Normal which is driven by the desire for order and is associated with behaviour such as social adjustment or integration with society. The Normal is the gradual

change that occurs to the personality as the human being matures—and then may fade away if the adult enters a second childhood.

In 1935, Two southern Californians, Humm, a statistician, and Wadsworth, a clinical psychologist, using multi-variate factor analysis extended the Rosanoff hypothesis by subdividing both cyclodia and schizophrenia into two new components. Cyclodia was divided into manic-depression and schizophrenia divided into autistic-paranoid. The Humm-Wadsworth model thus has seven personality temperament components. For simplicity we are going to refer to the model as the ‘Humm’.

A major advantage of the Humm is that it uses seven components, which is the limit of the short-term memory of most human beings. We are born with two memories, a short-term memory and a long-term memory. Before information is put into our long-term memory, it must go through our short-term memory, which has a maximum limit of seven items. It is for this reason that telephone numbers in most countries are seven digits long. If you have children, you soon realise that as they begin to talk they rapidly learn the days of the week. However, the names and order the months of the year takes much longer for children to learn.

A major disadvantage of the Humm was that the original Humm-Wadsworth terms were alien to most people and are associated with mental illness. Consequently when I wrote *Empathy Selling* I developed a new terminology associated with the seven core emotional drives. We all have these seven components within ourselves, but it is the variation and mix of these components that are reflected in the personality of the individual. In addition, in every individual several components tend to be dominant over time. The secret of the Humm is to learn how to recognise these dominant components in both you and in others. Then using that knowledge you develop the appropriate habits for self-control and social skills.

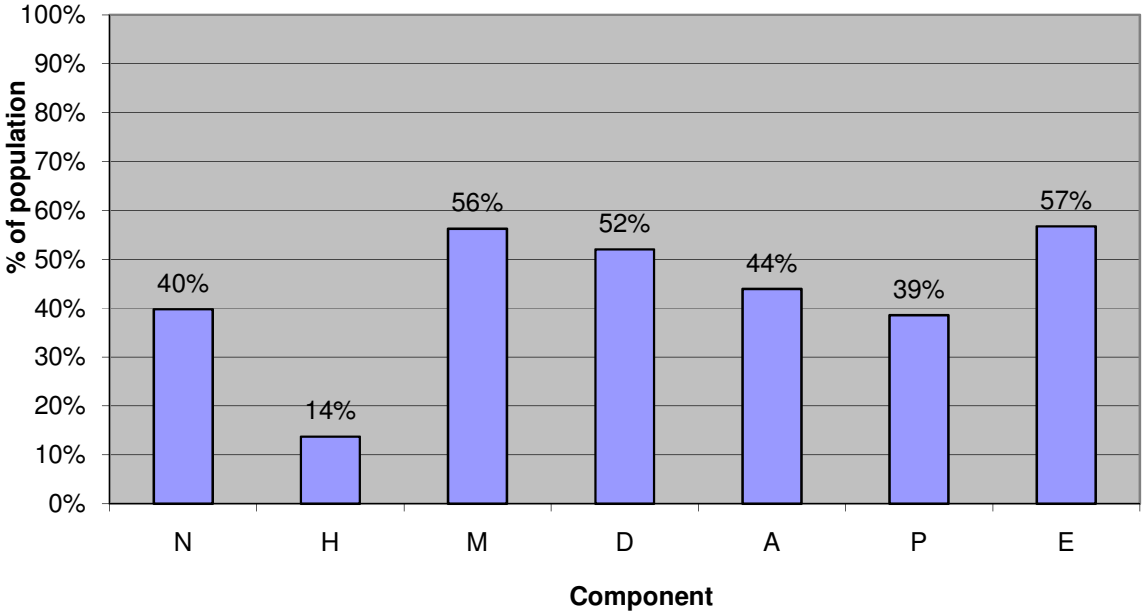
Now, if a person had only one excessive, dominant desire their personality would deteriorate into a caricature. Such people, it must be stressed, do not exist in real life. Nevertheless, to explain the techniques of the Humm it is convenient to describe hypothetical stereotypes dominated by one desire.

Stereotype	Dominant Desire	Key Characteristics
Normal	Desire for order	Self reliant, conservative, rational, law abiding, self-controlled, increases with age, boring and unemotional
Mover	Desire to communicate	Extrovert, dynamic, cheerful, enthusiastic, multi-taskers, see things as either black or white, suffer mood fluctuations
Doublechecker	Desire for security	Cautious, apprehensive, nervous, compassionate, sympathetic, pessimistic and critical
Artist	Desire to be creative	Individualistic: beat to a different drum, good visual imaginations

		inarticulate, reserved, passively stubborn, self-conscious and over-sensitive
Politician	Desire to win	Competitive, assertive, persistent, decisive, defend fixed ideas skilfully, suspicious
Engineer	Desire to complete projects ^o	Painstaking planners, compulsive readers, practical, objective, dedicated enthusiasm, hands-on operators, process is everything, poor at delegation
Hustler	Desire for material success ^o	Self-interested, opportunistic, empathetic, charming, astute, good financial acumen, love to gamble, divide world into winners and losers

The distribution of the seven components is as follows:

Dominant Humm Component Distribution
Sample size = 65,508 people



It must be remembered that we have all seven components in us. However the strength varies and also the environment determines when a component is expressed. When you are in an art gallery the Artist component comes to the fore. My wife’s Artist is much stronger than mine and she will spend say three times longer in a museum than me. On the other hand my Politician is much stronger than hers. If we are playing social golf, we play with similar levels of concentration. But if there is a competition or a side-bet, my focus increases dramatically compared to hers. I want to win; my wife is indifferent.

Also while we all have seven components in us most are average strength. People generally forget the shape of Normal Distribution in that 67% of a population fall within 1 standard deviation and 95% within two. The Bell curve is not relatively flat with long tails extending either side but squat with few outliers. For example, many managers talk about achieving six-sigma levels of quality. In manufacturing six sigma or standard deviations is equivalent to 3.4 defects per million opportunities. In people terms this would mean for a country like Australia with a population of 22 million, around 70 people have six sigma Politician. They exist (Greg Norman and Paul Keating please stand up) but they are few in number.

Now, when describing someone Humm users often just use the first letter of the stereotype. Thus, we may call someone a little 'H' or big 'P', a strong 'E' or a weak 'D', a high 'M' or a low 'N'. Fans of the Humm describe using these abbreviations as 'Humm-talk.' Remember that each of these seven desires is present in all of us and sometime or other each affects our behaviour. For example in an argument the P component comes to the fore, but while decorating a room or going to an art gallery, the A component will tend to dominate.

Identifying the Seven Components

In 1959 the Australian firm of Organisational Psychologists Chandler & Macleod purchased the copyright to the Humm-Wadsworth Temperament Scale test. Over one million Australians sat the Humm-Wadsworth personality assessment and this was followed up with over 100,000 interviews. Gradually the psychologists at Chandler & Macleod began to develop a set of heuristics about the people they were interviewing. In particular they developed a set of six clues to gain some understanding of the dominant core emotions in person's temperament.

1. The way the individual talks;
2. The organisation the individual works for;
3. The individual's position in the organisation;
4. The individual's dress;
5. The individual's office or working environment;
6. The first meeting with an individual: are you kept waiting and how soon do move to using first names.

Talk

Talk is a most useful clue to the dominant components of a personality. Normals tend to talk logically and without emotion. Hustlers will name drop and bring up money early in the conversation. Movers have a lively, enthusiastic, smiling manner in contrast to Doublecheckers who are pessimistic and hypochondriacs complaining about invisible aches and pains. Artists are quiet, bashful and sensitive, and by contrast, Politicians are forceful, aggressive and opinionated. Engineers on the other hand come across as flat and monotonic in their speech.

Organisation

Organisations, as well as individuals, develop behavioural characteristics that determine their success in the business environment. For each type of industry it is possible to suggest which

components will lead to organisational growth and development. These components will tend to become norms of behaviour. Norms refer to the standard of behaviour that is derived from the expectations of people both inside and outside the organisation. Good examples are such comments as 'X is a creative advertising agency' or 'Z is a marketing company'. People who have the expected norm as their dominant components will tend to succeed in those organisations. Each of the seven components can lead to success, depending on the organisation.

- The **Normal** component, with its emphasis on logic and precedent, tends to dominate professional organisations such as legal and accounting firms. Thus the people who staff these organisations tend to be either high Normals or Hustlers who have mimicked the Normal component.
- **Hustlers** are agents. Their ability to tell both sides of a story helps in such fields as stockbroking, merchant banking, real estate, car dealerships and so on. Only individuals with considerable Hustler can handle both buyers and sellers quickly and profitably.
- **The Mover** works best in service industries which deal with numbers of people, such as retailing and fast foods. The enthusiasm and energy of Movers make them excellent employees and later managers in these industries.
- **Doublecheckers** are preoccupied with security. Suitable industries include those concerned with potential disasters, such as insurance or transport monopolies.
- **Artists** are creative, iconoclastic yet withdrawn. They are found in industries where creativity is critical to success such as advertising and fashion.
- **Politician** norms of behaviour tend to be followed in bureaucracies and big companies. Position, office size and status symbols are some manifestations of this component. It is also common in the largest company within an industry.
- **Engineers** tend to dominate building design companies and consultants, where the work flow tends to be a succession of projects. To succeed in an Engineering organisation you have to be successful at planning and completing projects.

If you are unsure about the norms of a company, look at its annual report. It is unnecessary to look inside or calculate any financial ratios, just examine the cover. If it is bright and flashy it is probably a Hustler organisation. If it contains many photographs of people it probably has a Mover culture. A subtle and creative touch suggests an Artist company. Pictures of successfully completed projects suggest an Engineer organisation.

Position

Just as organisations may have dominant components, so too do certain positions or functions.

Successful General Managers, who need logic, ceaseless energy and a thirst for success, tend to be a combination of Normal, Mover and Politician. Marketing people generally succeed if they

are emotional and have lots of enthusiasm and a manipulative streak. Thus marketing personnel tend to be low in Normal, and high in Mover and Hustler. Administrative staff requires the ability to double-check and do monotonous and detailed work, and so tend to combine strong Normal and Doublechecker components. Personnel managers need to be able to meet a number of people during the day for interviews and other meetings so generally have high Mover component. On the other hand they need to be sensitive so need high Artist. IT managers generally come from software backgrounds which tend to hire people with a lot of Doublechecker (to check the code) and Engineer (to complete the project). To rise above the ruck the individual needs a lot of Politician as well. Besides the position in an organisation, another useful clue is a manager's personal assistant. Since like attracts like, managers often select staff who have similar components to their own.

Thus, the organisation that an individual works for and his position within that organisation can be important clues to the personality. While you will frequently get square pegs in round holes, generally you do find that managers work for organisations and in positions that suit their personality best.

Dress

Dress is another very important clue as to the dominant personality components. The fashion industry bases its appeal on the assumption that clothes and appearance are a reflection of the personality: *'The apparel oft proclaims the man'* or, the modern equivalent, *'I dress to make a statement about myself'*.

Normals tend to wear high quality, conservative clothes in sober colours such as grey. Men's ties tend to be conservative and often show some form of repetitive emblem representing a club, school or university.

Dress is a key clue for the Hustler component. The clothes are generally glitzy, if not flashy. For example, a male Hustler generally wears red or orange striped ties. Both the male and female Hustler often wear ostentatious watches and bracelets. The female Hustler will typically have gold rings on at least two or three fingers and heavy gold earrings. When they wear casual clothes, they are often open-necked showing off gold chains and necklaces. Another clue is that Hustlers often wear designer label clothes, as they love to drop names.

Movers and Engineers tend to have a tousled appearance. Movers usually have their coats off, collar unbuttoned and sleeves rolled up. They often appear to be rushing from one task to another. They like to wear casual clothes such as jeans, running shoes and loose fitting shirts and pullovers. Movers like bright colours and patterns. They often have a message on their clothes such as *"Don't Worry - Be Happy"*, either in the form of a button, or as a slogan on a T-shirt.

Engineers get very wound up in their work and are disinterested in dress. So their shirts slip out of their trousers and their ties will slip without being noticed. The model Engineer is the absent-minded professor who puts on an unmatched pair of socks. Engineers are interested in technology and often are the first to own the latest technical advance such as G3 mobile phone,

Bluetooth earpiece or PDA (Personal Digital Assistant). They typically have a row of pens in their shirt pocket or a Swiss knife on a belt. Female engineers often have something useful hanging around their neck such as a fob watch or a ballpoint pen. Both sexes often wear striped shirts, which are in non-classic colours or patterns.

Doublecheckers tend to choose good quality clothes as they believe cheap clothes are poor acquisitions because they will soon fall apart. As the Doublechecker male has an overpowering need for security he too wears club ties. He usually has a short back-and-sides haircut. There is a Mother Earth colouring about Doublecheckers' clothes; browns and greens tend to dominate. Doublechecker women tend to have big handbags filled with all sorts of make-up and other items as a precaution against any unforeseen eventuality.

Artists tend to wear very imaginative clothes and be in the forefront of fashion. The ties of the men and the dress of the women often contain unusual patterns. Sometimes they choose clothes that are odd-ball. Another common dress code for the Artist is totally black.

As noted earlier Politicians often wear navy and are conservative in nature. However they are very keen on uniforms. They like working in organisations that have uniforms and designing new ones.

Office

If you meet people either in their home or office you then have another excellent clue as to their dominant components. While the Politician's mode of dressing tends to be conventional and nondescript, it is the offices of the Politicians that give them away. It is often in the most dominant position in the building and larger than the surrounding offices. Even if the offices are the same size the Politician's office contains status symbols such as nameplates, degrees and certificates on the walls. Politicians generally place their desks in a dominant position. Both Politicians and Hustlers try to have entertaining areas if it is at all possible.

By contrast, the office of the Artist sometimes has the desk facing away from a view or window. The office furniture and lighting is typically of a modern, creative design. The desk is sometimes untidy as the Artist detaches himself from reality. Some form of original creativity often hangs on the wall.

The Hustler, on the other hand, often has a flashy reproduction on the wall and flamboyant decor. Because they are often divorced you will often see a family picture with the ex-wife missing.

Doublecheckers tend to have pictures of their family in a prominent position on their desk but in this case all the family is in the photograph. They cram their offices with files as they cannot bear to throw anything away and they have to keep a copy of everything - just in case.

Engineers often have timetables, project charts and pictures of big projects such as bridges, buildings or aeroplanes hanging on the wall. They usually have shelving crammed with books

on a number of diverse topics. Their desks are usually untidy but they tend to know where everything is to be found.

Movers also have untidy desks cluttered with the working papers of several simultaneous projects. Because they see things in black and white they often have slogans on the wall.

Normals are usually neat and tidy in their work and so have neat and tidy desks, situated in a neat and tidy office. If they have a bookcase it is often filled with old leather books. Another clue to the Normal is the paintings they hang on the wall. Typically they are landscapes although sometimes you may even see a painting of a founder.

Gambit

Gambit is a term taken from the game of chess and refers to the opening moves made by a player. Using the same metaphor you can work out what drives a person by their own opening moves. Did he or she keep you waiting and when you do meet do they address you informally or formally? The Gambit is an important clue to your prospect's personality. First, is the prospect punctual? If they are punctual then it is a safe bet that you are dealing with one of the following:

- a Normal who is on time because that is the socially correct thing to do,
- a Hustler because winners are on time and losers are late,
- an Artist because they are sensitive about other peoples' feelings and do not like to keep them waiting, or
- an Engineer, because time is money to an Engineer.

If, on the other hand, you are kept waiting, you are dealing either with a Mover, because they have become distracted on their way to the appointment, or a Politician, who keeps you waiting to show you who is the more important.

You then distinguish between those who keep you waiting and those who do not by how they address you. Normals will address you formally and will not use first names until well into the meeting. Hustlers are friendly and genial and while they're on time, they generally will address you informally rapidly moving to first names. Artists (who are also punctual) will, because they take quite some time to get to know people, address you formally while Engineers do the opposite—they tend to be reasonably friendly and will address you informally. Of those that will keep you waiting Movers will immediately apologise, immediately get on first name terms and their warm enthusiastic smile will immediately put you on their side and make you forget their tardiness. Politicians on the other hand, will not apologise for keeping you waiting, and will be formal and fairly aggressive in their first few moments.

By using these six clues of *talk, organisation, position, dress, office, and gambit* (known by Humm users as TOPDOG) it becomes very easy to quickly determine the dominant core emotions of an individual. Most Humm practitioners (the methodology takes most people a day to learn) can guess one or two dominant drives in a person within 60 seconds.

The First Sale: Electricity Commission of NSW

I will never forget the first time I used the Humm. Shortly after attending the course the first tender I had ever seen was put on my desk. This was after working four years in the IT industry as a programmer and just completing a two year MBA at London Business School; to say I was commercially naive is an understatement. I was the most junior of the salespeople and the system was that all tenders went to the most senior salesman, and if he didn't want to pursue it handed it on to number 2, and so forth. So the tender from the Electricity Commission of NSW had been rejected by all four of the other salesmen in the team. The reason was that the Electricity Commission of NSW was an IBM account and all the other salesman knew ICL never won against IBM.

I did not know this and very excitedly went to the initial meeting with Neville Warner. During the meeting I noted and discovered the following.

- He had a row of pens in his shirt pocket.
- He wore a horizontally striped tie with a vertical pinstripe shirt.
- He spoke in a flat monotonic voice.
- He had been with the Electricity Commission for 20 years, successfully completed several projects and had been made the IT manager because in his words, "The previous IT manager was a disaster and the CEO had given him the job to fix it.
- On the office wall were several pictures of large generating stations he had worked on.

Neville was a classic E or Engineer. I went back and read my notes and they said Es like three things, inspired projects, manuals and touching the product. So that formed the sales strategy.

In the second meeting I told Neville that the important thing when choosing a computer system was not the hardware but the software. I told him that while other salespeople will go about the megahertz and kilobytes of disc capacity, I was going to propose a second-hand machine!! In addition I was going propose running ICL's most sophisticated software. I then gave Neville the introductory manual to the George III operating system which (remember this is 1974) revolutionarily used visual display units rather punched cards to interact with the computer. Several days later I rang and asked Neville if he looked at the manual. *"I was up to 3am last night reading it. The concepts are fascinating."* Over the next 3 weeks I took Neville seven manuals and he and his colleagues read every one!!!

Part of the purchase process was the running of a benchmark. My plan was for Neville and his team do it themselves. I organised for them to go to Woolworths at 4pm with one of our system engineers, Steve to run the benchmark. The next morning I came into the office, no Steve. I rang Neville's office to be told he was not yet in. Somewhat puzzled I rang Woolworths and was told Neville and his team were still there. Neville got on the phone and said excitedly, *"We have got the benchmark down to 14 minutes and 50 seconds and we are sure we carve off another couple of minutes. Can my team and I stay here and keep running the benchmark?"*

This was the only account taken off IBM by ICL in the world that year and when other ICL salespeople with awe in their voice asked me how I did it, I would reply that I got the decision maker to read seven manuals and stay up all night running benchmarks!!

The Birth of Empathy Selling

Later on I joined TNT, then Australia's largest transport company, as the Divisional General Manager in charge of Payroll Management Systems which were allied to the Armoured Card Division. At TNT they had a selling system developed by the National Sales Manager, Keith Stevenson. It was based on the number seven. Keith knew seven was the magic number because that was the limit of your short term memory. In the Stevenson selling system, there were seven basic objections, seven ways of handling objections, seven closes etc. Keith's technique was that every salesperson should learn the seven closes and if one close failed try another one.

I argued differently. I said each of the seven closes matched one of the seven Humm factors. What you had to do was first analyse your prospect and work out his or her one or two dominant core emotional drives. Once you had worked that out you would use the appropriate presentation techniques, anticipate objections, and apply the correct commitment techniques. Thus *Empathy Selling* was born.

The following table links the seven Stevenson commitment techniques with the Humm component.

Technique	Example	Humm Component
Assume the Deal.	<i>'So how much trade-in were you hoping for on your current car?'</i>	Double-checker
Subordinate Question.	<i>'Are you going to buy a manual or automatic?'</i>	Politician
Physical action.	<i>'Let's go for a test drive.'</i>	Engineer
Inducement.	<i>'We have been authorised to offer a 10 per cent discount to those clients who purchase by the end of the week.'</i>	Hustler
Narrative Close.	<i>'We have agreed you want an blue, automatic station wagon with power steering. Our other office can bring one over now. While that is being done let's complete the documentation.'</i>	Normal
Impending Event.	<i>'The manufacturer has announced it will be discontinuing this colour so if you want it you must decide now.'</i>	Artist
Ask for the Order.	<i>'Shall we start drawing up the documentation now?'</i>	Mover

Every sales book list the subordinate question or minor point close as probably the most successful. Once you understand the Humm, you understand why. The majority of managers (ie decision makers) have some Politician component. The Subordinate Question close works best with Politicians; hence the reason for its success. On the other hand if you try the Subordinate Question close on a Double-checker, failure is the likely result. You must not offer the Double-checker a choice, he or she will freeze absolutely positive that whatever decision is taken it will be wrong. Driven by the desire for security, the Double-checker does not want to take the risk of failure. For the Double-checker, you need to Assume the Deal and offer a single solution. However if you use that technique with a Politician you will again fail. The Politician loves to make decisions. Take away this authority and he will immediately think you are presumptuous.

Using these techniques the division was very successful. In four years it doubled volumes, quadrupled revenues, and increased the bottom line tenfold. In my fourth and final year the divisional ROI was 240%. In the last 18 months, the division was involved in 15 tenders. On a market share basis the sales team should have won perhaps two. We won all 15!! In one tender our proposal was four times more expensive than our nearest competitor. So I decided to write a book which I provisionally named *Psycho-Selling*. I sent the manuscript to around a dozen publishers; all rejected it, so I put it in the bottom drawer.

How I published my first book

At I then had my mid life crisis, switched careers and became an investment banker and then a venture capitalist. I was asked by Allen & Unwin to write a book on venture capital. *Enterprise and Venture Capital: A business builder's and investor's handbook* was first published in 1989. It has sold over 15,000 copies and is now in its 5th edition.

The story of how the book came to be published is again an example of the Humm in action. In the late 1980s Edna Carew was the leading financial author in Australia and in the Allen & Unwin stable. She was asked to write a book on venture capital by the publisher, John Ironmonger. She declined but suggested to John that he consider using me. I had written several articles for JASSA, which was the quarterly journal of the Securities Institute of Australia.

The statistics on publishing are simple, only 1% of the manuscripts received by a publisher are published, and of those published around 1% go on and make money. Investing valuable resources in an unknown author is very risky for a publisher. Hence John rang me and suggested that we meet in a very contemporary and modern Italian restaurant in North Sydney. Within 60 seconds of meeting John I knew I had a problem. John was dressed in a very expensive linen shirt, and was wearing an even more expensive Italian leather jacket which looked like it was Armani. He spoke very softly, avoided eye-contact and did not use his or my first name when we shook hands. John had a high Artist component and I know that of all the seven components, the Artist is the one that gives me the most problems. Artists and I suffer from personality dissonance. Now I know that Artists beat to a different drum and like people who are individualistic. I was desperately trying to think of how I could distinguish myself from the other 500 or so prospective authors who had gone before me and sat at this table.

Suddenly the opportunity came. John passed me the wine list and said what would I like to drink. I studied the wine list for several minutes, pulled out my wallet and said the following. *“John most the wines on the list are really mediocre. However there is one red that is drinkable. Unfortunately it costs \$300. I tell you what, you pay for the meal and I will put the wine on my American Express card.”*

I then took my American Express Card from my wallet and put it on the table and waited expectantly.

After several minutes silence, (I had been taught well – there is a time to be quiet and this was it) John said:

“Are you sure this is the only wine you can drink?”

“No question.”

Again there was a period of silence for several minutes as we looked at each other. Finally John spoke: *“Put your card away. The publisher always buys the first lunch.”*

At that moment I knew the book was going to be published. John was not going to go back to the office, present an expense claim for \$500 and tell his peers that he was not going to recommend publishing the book.

Subsequently John told me that he dined out of the story for years. When the book was finally published, I repaid John the favour and took him out to an equally expensive lunch. It was a terrific investment. *Enterprise & Venture Capital* has earned me \$25,000 in royalties and \$250,000 in speaking and consultancy fees. Moreover the book was a key reason St. George Bank decided to invest \$20 million in a venture capital fund. In time we raised an additional \$120 million earning in total \$28 million in management fees.

How *Empathy Selling* came to be published

Once you are a published author you have joined a select group. Allen & Unwin asked if I had another book inside me. I quickly pulled out the *Psycho-selling* manuscript out of the drawer and handed it to them. Unfortunately it was again rejected with the comment *“Books on selling don’t sell.”*

So some that miffed I then decided that I would try a different approach and in 1991 cold-called Jill Hickson, who at that time was probably Australia’s leading literary agent. She is known as the person who discovered Bryce Courtney. Jill told me she did not do non-fiction but agreed to meeting with me. Dressed in my most expensive suit and showing her a copy of the newly published *Enterprise & Venture Capital* she (somewhat grudgingly I admit) agreed to read it.

I rang her two weeks later and the voice tone was warmth and friendliness.

“Chris, the book needs a lot of work. We have to change the title, it’s terrible. Also the names, you can’t call someone manic-paranoid. On the other hand the chapter (on what became the Hustler) is probably the only thing I have ever read that gets inside the head of my husband, Neville Wran (Her husband, nicknamed nifty, was then the Premier of New South Wales). No journalist has ever come close and there have been hundreds of articles about him. I could not stop laughing about how on the mark it was. Chris, we are going to publish this book.”

Thus *Empathy Selling* was born. Jill convinced Lothian to publish the first edition in 1991 and subsequently Kogan Page (1992) in the UK and McGraw Hill (1995) in Australia brought out subsequent editions. The publishing director of Kogan Page, the largest publisher of business books in Europe, described *Empathy Selling* as the most innovative book on selling he had read in ten years.

Why does the Humm work?

Sydney won the right to host the 2000 Summer Olympics 24 September 1993. Afterwards, Neil Flett, known as The Pitch Doctor (and who is the Australia's expert on how to give presentations) was the advisor to the Sydney Olympic Bid Committee. I was fortunate to hear his presentation in 1995 and never forgot it. Neil's big message was that you sell to the heart and not to the head. While people subsequently use logic to justify a purchase, when they are making the buying decision they do so emotionally.

How he did so in the Olympic bid was revealing. He began by describing the bidding process. On the final day each team gives a 40 minute presentation to the 100 or so International Olympic Committee (IOC) delegates. Then the voting starts. It is done in a series of ballots with the city getting the least votes dropping out and a new ballot occurring till the final two are left and winner is decided in a final round. Thus the final presentation is very important.

Flett also said that unlike many corporate presentations, it is not a question of the CEO deciding and everyone else following. Each of the IOC delegates is elected for life. It was not until 1998 that ten IOC delegates were expelled for accepting bribes.

The Sydney Olympic Bid Committee had purchased from the successful Atlanta bidding team the 90 or so personnel files of the IOC delegates. Flett had the key details of each delegate transcribed on to one 4 x 6 inch index card. Then he started sorting through the cards and made the following conclusions:

- Most of the delegates were male.
- Most of the delegates had represented their country at an earlier Olympics.
- Most of the delegates were old.
- Most of the delegates were married.
- Most had had children.
- The majority had grandchildren.

It was at this moment that Flett had his moment of epiphany. What is the one thing that would absolutely tug at a grandfather's heart? Granddaughters; it was at that moment when Flett conceived the idea of including a pseudo-granddaughter in the Sydney final presentation.

It was incredibly audacious. The Sydney presentation team, like most bids included a mix of former Olympians and politicians: Prime Minister Paul Keating, his then wife Annita, NSW Premier John Fahey, Swimmer Kieren Perkins, Kevin Gosper and Rod McGeoch. To include an eleven year old was daring. Flett did reveal what he was trying to do until after a bid. He suggested they include youngster in the presentation but did not specify the sex. First he organised Olympic Games essay competition. From this pool, Flett chose (equal male and female) 72 schoolchildren who then took part in speaking audition. No one else on the committee knew that come what may they were going to choose a girl. The eventual winner was Tanya Blencowe, an 11-year-old from Bangor, south of Sydney, who simply stole the show in Monte Carlo when Sydney made its final pitch to the International Olympic Committee.

Flett then went on to relate several ploys. First he had Tanya go to the lectern where no-one could see her. Then out the blue Kieren Perkins brought out a platform so that she could be seen over the lectern to wild applause. What had happened is that the adjustable platform had already

been brought in Perkins and the height set in the 20 minutes the bid team had before the presentation to get ready in the room.

Secondly when the bid team was finished and getting ready to go Flett had Tanya face the audience, pick out the member with the largest family and start waving goodbye at him. The person responded and soon all the audience was waving goodbye to their newly adopted granddaughter. It was simply brilliant.

After the presentation, Dr Primo Nebiolo, one of the power brokers in world sport, told Sydney's Lord Mayor, Mr Frank Sartor: "*The little girl was a very fantastico trick, fantastico.*"

In the final round Sydney, after never being in first position in any of the previous ballots beat Beijing 45-43. Afterwards the famous Greek saying that "*Victory has many generals while defeat is an orphan.*" was demonstrated again and again as many people claimed that it was their contribution that made the difference. However it is Flett's stories that resonate with me and it is a wonderful example of how selling to the heart does work.

In psychology, temperament refers to those emotional predispositions of an individual's personality that are innate rather than learned. There is no widely accepted model of temperament and it is a neglected area. Indeed papers published still often quote the original Greek model of *sanguine*, *phlegmatic*, *melancholic* and *choleric* temperaments. Far more work is being done on transient emotions such as fear, anger, contempt, etc.

The difference is best explained by a hierarchy of emotional intensity.

Level of Emotional Intensity	Population Penetration & Frequency
Emotion	All of the people all of the time
Mood	Most of the people some of the time
Temperament	30% of people most of the time
Disorder	1% of people all of the time

The current zeitgeist is to start at the top with emotions and try to work down. I prefer the Humm approach which is to start at the bottom and work up. Why I like the Humm is that combines scientific validity with sufficient granularity. It is a practical tool for salespeople; easy to learn (it takes a day) and simple to use. The other personal profiling tools used by salespeople today suffer by comparison.

NLP Neuro-Linguistic Programming

NLP is perhaps the most widely used profiling technique by sales people. Richard Bandler and John Grinder founded Neuro-linguistic programming (NLP) in the 1970s. The term represents a supposed theoretical connection between neurological processes ('neuro'), language ('linguistic') and behavioural patterns that have been learned through experience ('programming'). NLP originally started as a form of psychological therapy but now claims to help people change by teaching them to program their brains. The basic assumption is that while people use visual,

auditory, kinaesthetic (VAK) sensory channels; one is dominant and this is reflected both in the eye-movement and language that people use. You can work out which is the dominant sensory channel looking which way their eyes move and then you base your sales presentation on that channel or what is known as learning style. For example with Vs you can use pictures, As words, and Ks models.

A whole host of terms have developed under NLP. Rapport means achieving empathy by matching someone's speech, body rhythms, and non-verbal behaviour. This is useful as we do like those who are like ourselves.

The problem is NLP then increases the complexity. Anchoring is the process by which a particular state or response is associated (anchored) with a unique anchor. Swish is a novel visualization technique for reducing unwanted habits. The process involves disrupting a pattern of thought that usually leads to an unwanted behaviour such that it leads to a desired alternative. Reframing is the process whereby an element of communication is presented so as to transform an individual's perception of the meanings or "frames" attributed to words, phrases and events.

I think of NLP as an inverted pyramid. The V,A,K concept is easy to understand and is appealing but as you climb the pyramid the concepts become woollier and more complex.

Why I do not like NLP:

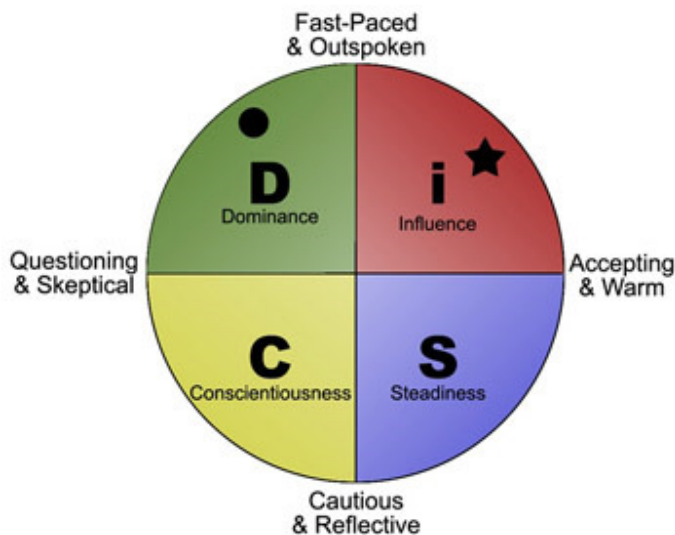
NLP pretends to be a science, but is really pseudoscience, for its claims are not based on the scientific method. Its very name is a pretence to a legitimate discipline like neuroscience, neuro-linguistics, and psychology. Like many other pseudo-sciences It has a large collection of scientific sounding terms, like eye accessing cues, metamodeling, micromodeling, metaprogramming, neurological levels, presuppositions, primary representational systems, modalities and submodalities.

More importantly there is little or no evidence or research to support its often extravagant claims. A significant amount of experimental research suggests that the central claims of NLP are unjustified. A research committee working for United States National Research Council led by Daniel Druckman concluded that there was *"little if any evidence to support NLP's assumptions or to indicate that it is effective as a strategy for social influence. It assumes that by tracking another's eye movements and language, an NLP trainer can shape the person's thoughts, feelings, and opinions. There is no scientific support for these assumptions."*

The NLP effectively uses three factors and these correspond to the Artist, Politician and Engineer in the Humm. In any person one of these three components is likely to be stronger than the other two but of course one or two of the other four components (Normal, Mover, Doublechecker and Hustler) could be much stronger. The Normal grows with increasing maturity and is a dominant factor in most people over 40. The three most common components in females are Mover, Double-checker and Artist, yet NLP neglects two of the three. Finally there is no Hustler which in sales situations (either in the salesperson or they buyer) is both common and also rises to the fore.

DISC & its derivatives

The DISC behavioural model is far and away the most popular model of personality profiling and over two million people take the 24 question test annually. DISC uses two personality traits: Assertiveness and Sociability as vectors and depending whether you are high or low in each vector you end up in one of four quadrants. DISC stands for Dominance, Influence, Steadiness and Compliance.



To better understand a prospect, a salesperson first positions the prospect along a dimension of being "fast-paced and outspoken" to "cautious and reflective." Next, the same person is considered along a dimension of being "questioning and skeptical" to "accepting and warm." The combination of these dimensions places the individual in one of the four quadrants.

DISC has spawned numerous 2x2 copies which generally spin you clockwise around the four quadrants.

Social Styles: Driving, Expressive, Amiable, Analytical (starts in upper left quadrant)

LAFFe: Logic, Action, Fun, Feeling (starts in bottom left quadrant)

Animals: Analytical Owl, Methodical Hedgehog, Visionary Fox, Connected Meerkat

TEAM: Togetherness, Enterpriser, Analyser, Motivator

DISC and all its imitators make the point that your position is fluid and situational. For example you can be in a different quadrant socially to where you are in a working environment. Also you can easily move into a different quadrant depending on what you're doing and the level at which you are doing it. For example, your desk is organized but your gym locker is a mess.

Why I do not like DISC

Too simplistic

Psychologists, who have authenticated DISC against the most widely validated test in personality testing, the 16PF, have concluded DISC is a two factor correlation. It corresponds to the Mover and Politician components. The summary of one psychologist was telling: *"Why use a technology for prediction of human behaviour that is so inherently limited by its brevity and format?"* In other words DISC does provide an answer but it is too simplistic—it puts people into one of four boxes.

Temperament is not relative and situational

When we talk about personality we are trying to work out their temperament, which is defined our inherited emotional predisposition. It is genetic and fixed. What we want to work out is what is someone's consistent emotional response. People who have organised desks also have neat gym lockers.

Ipsative test rather than normative

DISC has also been attacked by experimental psychologists for weak scientific reliability and validity. This is because DISC is an Ipsative rather than a Normative test. Ipsative tests measure the relative strengths of traits within an individual by making an individual do a forced choice. Normative tests compare the individual with the rest of the population.

Where is the corporate psychopath?

Any personality profiling system must help you recognise the corporate psychopath, or 'snakes in suits'. These people have an inordinate sense of entitlement for power, prestige, and wealth and have no morality about the means with which they are willing to achieve their ends. They operate according to their own self-serving principle: look out for number 1, no matter what the cost to others, and without guilt or remorse. Many decision makers have a strong Hustler component. It is critical that any personality profiling system teaches you to recognise these people. DISC fails to do so.

Myers-Briggs

Another widely used personality profiling system is the Myers-Briggs. Over 2 million people in the United States take the Myer-Briggs test each year and it has been translated into more than 30 languages. The mother/daughter team of Katharine Cook Briggs and Isabel Briggs Myers developed the MBTI over 20 years. They based their lifelong work on Carl Jung's theories that were first stated in his book *Psychological Types* published in 1921 who in turn was a disciple of Freud. *Gifts Differing* written by Isabel Briggs Myer and published in 1980 is an excellent introduction to the model. It is very well written and highly recommended.

The Myers-Briggs model asks four questions?

Are you an **E**xtrovert (prefer to deal with the outer world) or an **I**ntrovert (prefer to focus on "the inner world").

How do you perceive incoming information? By simply **S**ensing the facts or do you try to use your **I**ntuition to generate new non-obvious patterns?

Do you make decisions using a logical, analytical way of **T**hinking or do you decide by incorporating intensely **F**elt personal beliefs and values?

Which is more dominant in making decisions—how you **P**erceive the data or the **J**udging process you use?

These four dichotomies in turn lead to 16 combinations called types, ENTP, ISTJ etc.

Why I don't like Myers-Briggs

As can be seen the Myers-Briggs is a behavioural model about decision making. How we make decisions is very important and reflective our personality. However it is not a theory of core emotions. Using Myers-Briggs is the equivalent of selling to the head.

Myers-Briggs is lot like astrology. Everybody knows their own star sign but find it impossible to identify the star signs of other. Similarly everyone knows their own Myer-Briggs profile but find it difficult to identify the MBTI of other people. A practical system allows to you to identify the core emotional drives of a person within 60 seconds.

Also a key precept of MBTI is that you fundamentally prefer one thing over the other, not a bit of both. I agree that sex follows a bipolar distribution but most biological factors are normally distributed. Most of us are not extroverts or introverts but somewhere in the middle. The same holds for the other three dichotomies. For example when I did the MBTI test I got the following results:

55% Introvert, 45% Extrovert which equals I

55% Intuitive, 45% Sensing which equals N.

80% Thinking, 20% Felt which equals T.

And surprise, surprise my J was about 65% and my P around 35%.

Hence according to Myers Briggs I am an INTJ and I do fit the description of an INTJ very well.

INTJs are analytical, are comfortable working alone and tend to be less sociable than other types. Nevertheless, INTJs are prepared to lead if no one else seems up to the task, or if they see a major weakness in the current leadership. They tend to be pragmatic, logical, and creative. They have a low tolerance for spin or rampant emotionalism. They are not generally susceptible to catchphrases and do not recognize authority based on tradition, rank, or title.

INTJs are strong individualists who seek new angles or novel ways of looking at things. They enjoy coming to new understandings. They tend to be insightful and mentally quick; however, this mental quickness may not always be outwardly apparent to others since they keep a great deal to themselves. Hallmarks of the INTJ include independence of thought and a desire for efficiency. They work best when given autonomy and creative freedom. They harbor an innate desire to express themselves by conceptualizing their own intellectual designs. They have a talent for analysing and formulating complex theories. INTJs are generally well-suited for occupations within academia, research, consulting, management, science, engineering, and law. They are often acutely aware of their own knowledge and abilities—as well as their limitations and what they don't know (a quality that tends to distinguish them from INTPs). INTJs thus develop a strong confidence in their ability and talents, making them natural leaders.

They tend to be stable, reliable, and dedicated. Harmony in relationships and home life tends to be extremely important to them. They generally withhold strong emotion and do not like to waste time with what they consider irrational social rituals. The emotions of an INTJ are hard to read, and neither male nor female INTJs are apt to express emotional reactions. At times, both will seem cold, reserved, and unresponsive, while in fact INTJs are almost hypersensitive to signals of rejection from those for whom they care. In social situations, INTJs may also be unresponsive and may neglect to observe small rituals designed to put others at their ease. For example, INTJs may communicate that time is wasted if used for idle dialogue, and thus people receive a sense of hurry from an INTJ which is not always intended.

So while I agree with my profile I have no idea about how I would use it recognise some else in 60 seconds.

Another problem for the practioner is that you have to learn 16 different combinations based on 8 factors. The problem is that whatever model we use should have 7 factors as a maximum. This is because 7 items is the limit of our short term memory.

Finally the MBTI also suffers from the same problem as NLP and DISC. It does not identify the corporate psychopath.

Why the Humm works

The Humm is scientifically valid and reliable.

The Humm because it only has 7 components does not exceed the limit of short term memory.

It does not put you into a box. Instead it says we all have the seven components and each one is at a variable level and comes to the fore depending on the environment.

Once taught it is very easy to recognise within 60 seconds the dominant components by a person's language, dress and office.

It is easy to learn, simple to use and incredibly effective. For the 25 year alumni reunion of my London Business School colleagues we were all sent a questionnaire asking us what was the most useful thing we learned after our MBA. I had taught the Humm to five of my LBS colleagues and all five said in the questionnaire that the Humm was the most useful item.

A final example

I will finish with a final example of the Humm in action. One of my major computer accounts at ICL was General Electric. Their computer system needed a set up tape drives costing \$20,000 (remember this was 1974). The decision maker, Roy, was a Double-checker-Hustler who was refusing to pay that much money.

Suddenly a memo was placed on our desks saying a set of reconditioned tape drives was available with a three-year guarantee. The book price was \$2000 and the deal offered was 50% commission for every dollar over that amount.

I knew that Hustlers like to play games and gamble so I rang Roy and said how about a game of squash. After a short pause he said he would. I then said I wanted to have side bet and he asked how much.

“\$1,000 a point.” I replied. There was short gasp and he asked me to explain.

“Roy, you need a set a tape drives. I know you won’t pay \$20,000 for new drives but set of reconditioned drives with three year guarantee had just become available. I propose that we play 3 sets of squash and every point you beat me by we knock \$1,000 off the price. You are a better player than me so you are bound to get a discount!”

There was a short pause, and then he agreed. It was an incredible game. Roy was playing for \$1,000 and I was playing for \$500 a point. In the end I lost 9-4, 9-5, 9-3 or by 15 points. Roy then said bring the contracts around tomorrow. I said no way as I knew he was an H would try and back out of it. I pulled the contract out the bag, pen in hand and with sweat pouring out of us, refused to let him leave the court until he signed the contract.

The aftermath was a study in contrasts. When I got back to ICL there was uproar, I was going to earn \$1,500 commission. The tape drives were only worth \$2,500 at the most. What would the customer think?

I told them I had the happiest customer in Sydney. Indeed afterwards when I visited Roy on business he would drag me down to their sales offices and introduce me as the best salesman in Australia. Unlike the wimps that GEC employed, I had the guts to play him for \$1,000 a point. Afterwards GEC recruited me and Roy was one of my strongest supporters.

And that, Ladies & Gentlemen, is why I describe the Humm as the most useful sales technique I have ever used.