



To Sell Is Human ***The Surprising Truth About Moving Others***

By: Daniel Pink

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#1 *New York Times* Business Bestseller

#1 *Wall Street Journal* Business Bestseller

#1 *Washington Post* bestseller

From the bestselling author of *Drive* and *A Whole New Mind* comes a surprising--and surprisingly useful--new book that explores the power of selling in our lives.

According to the U.S. Bureau of Labor Statistics, one in nine Americans works in sales. Every day more than fifteen million people earn their keep by persuading someone else to make a purchase.

But dig deeper and a startling truth emerges:

Yes, one in nine Americans works in sales. *But so do the other eight.*

Whether we're employees pitching colleagues on a new idea, entrepreneurs enticing funders to invest, or parents and teachers cajoling children to study, we spend our days trying to move others. Like it or not, we're all in sales now.

To Sell Is Human offers a fresh look at the art and science of selling. As he did in *Drive* and *A Whole New Mind*, Daniel H. Pink draws on a rich trove of social science for his counterintuitive insights. He reveals the new ABCs of moving others (it's no longer "Always Be Closing"), explains why extraverts don't make the best salespeople, and shows how giving people an "off-ramp" for their actions can matter more than actually changing their minds.

Along the way, Pink describes the six successors to the elevator pitch, the three rules for understanding another's perspective, the five frames that can make your message clearer and more persuasive, and much more. The result is a perceptive and practical book--one that will change how you see the world and transform what you do at work, at school, and at home.

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My Synopsis:

A brilliant book on the human mindset as it relates to selling. As a small business owner who wears many hats, reading and reviewing the ideas Dan shares is vital to success in business and life-relationships. And I most certainly need to work on my 'Yes, and' approaches, essentially in today's challenging society.

To Sell Is Human

by Daniel H. Pink

- p.2 Like it or not, we're all in sales now
- p.3 Non-sales selling...we're persuading, convincing, and influencing them to give up something they've got in exchange for what we've got.
- p.6 The ability to move others to exchange what they have for what we have is crucial to our survival and our happiness.
- p.19 Whatever our profession, we deliver presentations to fellow employees and make pitches to new clients.
- p.21 Across a range of professions, we are devoting roughly 24 minutes of every hour to moving others.
- p.26 ...large operations discovered that segmenting job functions didn't work very well during volatile business conditions...because of that, they began demanding elastic skills that stretched across boundaries and included a sales component.
- p.30 The technologies that were supposed to make salespeople obsolete in fact have transformed more people into sellers.
- p.33 ...the employees who offer support...simply help people understand...knowing that the value and elegance of their assistance can move wavering buyers to make a purchase.
- p.35 ...understand the importance of nimble minds and limber skills.
- p.36 A world of flat organizations and tumultuous business conditions punishes fixed skills and prizes elastic ones.
- p.36 People who don't have the power or authority from their job title have to find other ways to exert power.
- p.40 Agitation is challenging them to do something that they want to do.
- p.40 ...trying to elicit from people what their goals are for themselves and having the flexibility to frame what we do in that context.
- p.42 Patients heal faster and better when they're part of the moving process.
- p.48 Asymmetrical information creates all sorts of headaches.
- p.54 People want a fair deal from someone they like.
- p.57 As long as flawed and fallible human beings walk the planet, *caveat emptor* remains useful guidance.
- p.62 ...the low road is now harder to pass and the high road – honesty, directness, transparency – has become the better, more pragmatic, long-term route.
- p.68 Successful salespeople, like successful hunters of any species, never relent in pursuing their prey.
- p.68 Remapped conditions require revamped navigation.
- p.68 *Attunement, buoyancy, and clarity*: These three qualities, which emerge from a rich trove of social science research, are the new requirements for effectively moving people on the remade landscape of the 21st century.
- p.70 When confronted with an unusual or complex situation involving other people, how do we make sense of what's going on?

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- p.70 ...do we have “the capability to step outside our own experience and imagine the emotions, perceptions and motivations of another?”
- p.70 *Attunement* is the ability to bring one's actions and outlook into harmony with other people and with the context you're in.
- p.70 It's the capacity to move up and down the (radio) band as circumstances demand, looking in on what's being transmitted, even if those signals aren't immediately clear or obvious.
- p.70 ...attuning yourself with others hinges on three principles:
- Increase your power by reducing it.
 - Use your head as much as your heart.
 - Mimic strategically
- p.72 ...power leads individuals to anchor too heavily on their own vantage point, insufficiently adjusting to others' perspective.
- p.72 Power can move you off the proper position on the dial and scramble the signals you receive, distorting clear messages and obscuring more subtle ones.
- p.73 Perspective taking is a cognitive capacity; it's mostly about thinking. Empathy is an emotional response, it's mostly about feeling.
- p.74 ...it's more beneficial to get inside their heads than to have them inside one's own heart.
- p.75 Social cartography: it's the capacity to size up a situation and, in one's mind, draw a map of how people are related.
- p.79 People therefore looked to cues in the environment to determine whom they could trust.
- p.79 The key is to be strategic and human – to be strategic by being human.
- p.83 ...the most destructive behavior of salespeople wasn't being ill-informed. It was an excess of assertiveness and zeal that led to contacting customers too frequently.
- p.87 Everything good in life...begins with a conversation.
- p.87 Conversation helps us understand and connect with others in ways no other species can.
- p.87 Jim Collins: Favorite opening question is 'Where are you from?'
- p.95 Finding similarities can help you attune yourself to others and help them attune themselves to you.
- p.95 People are more likely to move together when they share common ground.
- p.99 Anyone who sells must contend with wave after wave of rebuffs, refusals, and repudiations.
- p.101 ...the most effective self-talk of all doesn't merely shift emotions. It shifts linguistic categories. It moves from making statements to asking questions.
- p.103 More affirmation feels good and that helps. But it doesn't prompt you to summon the resources and strategies to actually accomplish the task.
- p.103 ...people are more likely to act, and to perform well, when the motivations come from intrinsic choices rather than from extrinsic pressures.
- p.105 Positive emotions...broaden people's ideas about possible actions, opening of awareness to a wider range of thoughts...making us more receptive and more creative. – Barbara Fredrickson
- p.108 Levity is that unseen force that lifts you skyward, whereas gravity is the opposing force that pulls you earthward. Unchecked levity leaves you flighty, ungrounded, and unreal. Unchecked gravity leaves you collapsed in a heap of misery.
- p.111 Optimism...is a catalyst that can stir persistence, steady us during challenges, and stoke the confidences that we can influence our surroundings.

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- p.117 Can I move these people? List five specific reasons why the answer to your question is yes.
- p.119 The more you explain bad events as temporary, specific, and external, the more likely you are to persist even in the face of adversity.
- p.121 ...how you see rejection often depends on how you frame it.
- p.127 ...we think of ourselves today and ourselves in the future as different people.
- p.127 Clarity – the capacity to help others see their situations in fresh and more revealing ways, and to identify problems they didn't realize they had.
- p.127 The services of others are far more valuable when I'm mistaken, confused, or completely clueless about my true problem.
- p.129 The quality of the problem that is found is a forerunner of the quality of the solution that is attained.
– Jacob Getzels
- p.131 ...unbiased business partners...who can brainstorm with the retailers, who uncover new opportunities for them, and who realize that it doesn't matter if they close at that moment.
- p.132 ...part of being an innovative leader is being able to frame a problem in interesting ways...to see what the problem really is before you jump in to solve it.
- p.134 Clarity depends on contrast.
- p.134 ...the begging man's sign moved people in the park to empathize with him by starkly comparing their reality with his.
- p.134 We often understand something better when we see it in comparison with something else than when we see it in isolation.
- p.134 Compared to what?
- p.136 Adding an inexpensive item to a product offering can lead to a decline in consumers' willingness to pay.
- p.136 Framing people's options in a way that restricts their choices can help them see those choices more clearly instead of overwhelming them.
- p.136 ...people derive much greater satisfaction from purchasing experiences than they do from purchasing sales.
- p.137 ...framing a sale in experiential terms is more likely to lead to satisfied customers and repeat business.
- p.138 Merely assigning that positive label – helping the students frame themselves in comparison with others – elevated their behavior.
- p.139 The core logic is that when individuals encounter weak negative information after already having received positive information, the weak negative information ironically highlights or increases the salience of the positive information.
- p.140 Being honest about the existence of a small blemish can enhance your offering's true beauty.
- p.141 The potential to be good at something can be preferred over actually being good at that very something.
- p.141 ...next time you're selling yourself...emphasize the premise of what you could accomplish tomorrow.
- p.142 A specific request accompanied by a clear way to get it done...resulted in three times success rate.
- p.142 Clarity on how to think without clarity on how to act can leave people unmoved.
- p.146 Try a jolt of the unfamiliar.
- p.147 ...it takes a jolt of the unfamiliar to remind you just how blind you are to your regular surroundings.
- p.148 Putting context curation into practice is part art form, part science, but mostly about daily practice. – Beth Kanter

- p.149 Question Formation Technique:
- 1) Produce your questions
 - 2) Improve your questions
 - 3) Prioritize your questions
- p.151 mindlessness – the state of being unaware.
- p.152 ...think about the essence of what you're exploring – the 1% that gives life to the other 99%.
- p.157 ...the success of a pitch depends as much on the catcher as on the pitcher.
- p.158 The most valuable services were those in which the catcher becomes so fully engaged by a pitcher that the process resembles a mutual collaboration.
- p.158 The purpose is to offer something so compelling that it begins a conversation, brings the other person in as a participant, and eventually arrives at an outcome that appeals to both of you.
- p.160 One-word pitch – to define the one characteristic they most want associated with their brand around the world, and then own it. That is one-word equity.
- p.161 Nowadays only brutally simple ideas get through.
- p.162 ...several scholars have found that questions can outperform statements in persuading others.
- p.163 ...question pitches prompt people to come up with their own reasons for agreeing (or not). And when people summon their own reasons for believing something, they endorse the belief more strongly and become more likely to act on it.
- p.166 Pitches that rhyme are more sublime.
- p.169 ...the mark of any effective pitch, is that it engages recipients and encourages them to take the conversation further.
- p.179 After someone hears your pitch:
- 1) What do you want them to know?
 - 2) What do you want them to feel?
 - 3) What do you want them to do?
- p.183 Many people are surprised by the disconnect between what they think they're conveying and what others are actually hearing.
- p.189 ...salespeople adept at improvising can generate ideas, incorporate changes quickly and easily, and communicate effectively and convincingly during sales presentations.
- p.190 How utterly amazing is the general assumption that the ability to listen well is a natural gift for which no training is required. – Mortimer Adler
- p.190 For many of us, the opposite of talking isn't listening. It's waiting.
- p.190 When others speak, we typically divide our attention between what they're saying now and what they're going to say next – and end up doing a mediocre job at both.
- p.191 Listening without some degree of intimacy isn't really listening.
- p.192 Good improvisers seem telepathic; everything looks prearranged. This is because they accept all offers made.
- p.193 ...saying “Yes and” is a foundational skill for improv artists.
- p.193 “Yes and” carries a particular force, which becomes clearer when we contrast it with its evil twin, “Yes, but”.
- p.194 Instead of swirling downward into frustration, “Yes and” spirals upward towards possibility. When you stop you've got a set of options, not a sense of futility.
- p.195 “Yes and” isn't a technique...it's a way of life.
- p.195 ...the aim of negotiating shouldn't be to make the other side lose but, where possible, to help it win.

- p.196 ...the only way to truly influence others is to adopt “a frame of mind and heart that constantly seeks mutual benefit in all human interactions.” – Stephen R. Covey
- p.196 Improv artists have long understood that helping your fellow performer shine helps you both create a better scene.
- p.196 Making your partner look good doesn't make you look worse; it actually makes you look better.
- p.198 To win an argument is to lose a sale. – Alfred Fuller
- p.201 ...pausing a few additional seconds to respond can hone your listening skills.
- p.206 In most circumstances that involve moving others, we have several ways to accomplish a task, most of which can make our partners look good in the process.
- p.210 Make it personal and make it purposeful.
- p.210 ...if the work begins to feel impersonal and mechanical, it can diminish their actual performance.
- p.212 ...a single-minded reliance on processes and algorithms that obscure the human being on the other side of the transaction is akin to a clinical error.
- p.212 Every circumstance in which we try to move others by definition involves another human being.
- p.217 ...safety messages should focus not on the self, but rather on the target group that is perceived most vulnerable.
- p.217 ...a stack of research has shown that all of us do things for what social scientists call “prosocial” or “self-transcending” reasons. That means that not only should we ourselves be serving, but we should also be tapping others innate desire to serve. Making it personal works better when we also make it purposeful.
- p.218 ...research has shown that purpose is a performance enhancer not only in efforts like the promotion of hand washing and recycling, but also in traditional sales.
- p.219 The servant-leader is servant first. Becoming a servant-leader begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. – Robert Greenleaf
- p.220 ...the successful seller must feel some commitment that his product offers mankind as much altruistic benefit as it yields the seller in money.
- p.225 Move from “upselling” to “upserving”.
- p.227 ...(noncommissioned sales) can make sales people the agents of their customers rather than their adversaries, removing a barrier to serving them thoroughly and authentically.
- p.228 ...the wisest and most ethical way to move others is to proceed with humility and gratitude.
- p.228 Signs are an integral part of our visual environment...
- p.231 Treat everybody as you would your grandmother.
- p.232 By removing the cloak of anonymity and replacing it with this form of personal connection, you're more likely to genuinely serve.