



Build Your Business Through Referrals

A Sneak Peek at

Pick Up the Damn Phone!

**How People, Not Technology,
Seal the Deal**

By Joanne S. Black



Pick Up the Damn Phone! How People, Not Technology, Seal the Deal

About the Book

Over the last decade, the rapid growth of social media, the emergence of the cloud, and a myriad of other technological developments have ushered in what pundits call “Sales 2.0.” But while much about sales has changed, one thing never will: People still buy from people they know, like, and trust.

Pick Up the Damn Phone! focuses on the intersection of sales, technology, and referrals—the marriage of the old (relationships) with the new (technology). Each of these has its place in sales. In fact, they are interwoven, interdependent, and inextricably connected. In *Pick Up the Damn Phone!*, Joanne Black explores these connections and explains how to leverage the invaluable sales intelligence that new technologies provide—and how to know when it’s time to put away the toys and have a grown-up conversation.

Joanne explores the following topics with her readers and shares her powerful (and often contrarian) points of view:

- How technology has (and hasn’t) changed the sales game
- What Buyer 2.0 wants and expects from us
- How to build and nurture your referral network—online and off line
- How to leverage your social-media connections for referral introductions
- How to get the most out of your LinkedIn profile
- How to select the right social-selling tools for your business
- Why overreliance on technology can be hazardous to your relationships—and your sales career
- How to align your sales and marketing teams for success

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- Why marketing shouldn't be qualifying our leads
- How to implement a referral-selling system that converts clients into prospects more than 50 percent of the time

Joanne Black is pleased to present you with a sneak peek at *Pick Up the Damn Phone!* In the following pages, you'll find the book's table of contents, introduction, and first chapter. Enjoy!



Pick Up the Damn Phone!
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Pick Up the Damn Phone!
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Introduction: You Are the Ultimate Sales Technology

It's Not 140 Characters; It's You ...

This was the title of a blog post I wrote several years ago about how to attract sales prospects in a technology-focused world. Since then, social media has continued to grow in popularity, usage, and complexity, but my point—that people, not tweets, seal the deal—is just as true today.

Whether you read this book in 2013, 2023, or 3013, you will witness much change throughout your lifetime. But one thing never changes: People do business with people, not with technology.

At least I hope that doesn't change. Maybe I'm wrong, and we'll see a day when people stop talking to each other and instead communicate solely through technology. I won't be around then, but I want my grandchildren, great-grandchildren, and great-great-grandchildren to know what it's like to be human—to use words, to make connections, to enjoy seeing someone smile, and to smile back.

The digital world—as great as it is—threatens personal connections. Humans need face-to-face contact with others. Even with whisper-light computing power and immediate, 140-character Twitter posts, we are a face-to-face species, one that thrives on interpersonal communication and being in the presence of like-minded individuals working together for a common goal. E-mail, texting, social networking—these certainly have a place in business today, but none of them replaces the power of an in-person connection.

If you want that extra edge, then come out from behind the cloak of technology. The personal connection seals the deal every time!

Old Doesn't Necessarily Mean Irrelevant

You've heard it: Television will kill radio. Video killed the radio star. And social media and the Internet will eliminate the time-consuming, face-to-face aspect of sales. Um, no.



I am not, I assure you, a technology neophyte or a Luddite. Like many of you, I happily, eagerly, and creatively embrace the new solutions that technology and the Web provide—when it makes sense to do so. Marketing automation, CRM, social media, and other technological tools enable us to sell more efficiently and cost effectively. But the most powerful tool in your sales toolbox is still you!

What’s the best way to reach, communicate with, develop, and sell to your key audience? If you think back over your most successful business deals, I bet face-to-face, person-to-person, high-touch communication—a phone call, a video conference, or (best of all) an in-person meeting—has accelerated your sales process time and time again.

If you want that extra edge, then come out from behind the cloak of technology. The personal connection seals the deal every time!

Now, About This Book

After years of colleagues asking if I had written a book, I decided it was time to write about my passion—referral selling. In April 2006, Warner Business Books published *No More Cold Calling*™. Soon after, people started asking when I would write my next book, and I vehemently answered, “Never. *No More Cold Calling* is my legacy.”

I still believe my first book is my legacy. Every word in it is just as true today as it was then. Yet, there have been fundamental shifts in the business world in the intervening years. So I’m back—with new perspectives and content about what these changes mean for salespeople.

The biggest changes in the sales world have been the rapid growth of social media, the emergence of the cloud, increased mobility, and a myriad of innovative technologies. Do I use technology? Yes. Do I write about it? Yes. Do I have a point of view about it? Yes. But technology is not my passion, so this is not a how-to book about using technology to sell.

Instead, this book focuses on the intersection of sales, technology, and referrals—the marriage of the old (relationships) with the new (technology). Each of these has its place in sales. In fact, they are interwoven, interdependent, and inextricably connected. We will explore these connections and discuss how to leverage the invaluable sales intelligence that technology provides—and how to know when it’s time to put away the toys and have a grown-up, face-to-face conversation.

Referral selling is not a “nice to have,” but a “must have,” sales initiative.



We'll examine how technology has *and hasn't* changed the sales landscape. It's certainly changed the way we gather information about prospects. It's also changed how they gather information about us and what they expect of us. And let's face it, if you're not active on social media, you're about five steps behind. But when it comes to *how* we sell (you know, one person to another) not much has changed.

I interviewed dozens of sales and marketing executives for this book, asking for their points of view on selling in the digital world— how they use technology, what is and isn't working, and which traps to avoid. I also asked what they wished their salespeople would do more of, less of, or differently. As you might expect, whenever we ask sales professionals for opinions, we get a variety of perspectives. I'll share these differences with you and let you know if I agree ... or not.

My point of view (and I was surprised that most of these experts agree) remains that referrals are the most productive, effective, and efficient prospecting strategy. In fact, I'm now even *more convinced* that salespeople leave money on the table every day, because they don't adopt a disciplined referral-selling strategy. Referral selling is not a "nice to have," but a "must have," sales initiative.

Many people consider my views contrarian and—in the established school of traditional sales—heretical thinking. I ask you to keep an open mind, just as I did when interviewing these thought leaders. The sales landscape changes hourly. If we follow the same path everyone else follows, we won't stand out, and we'll lose our competitive edge. Have the guts to carve your own path—whether you're the CEO of a global corporation, an entrepreneur, head of a sales team, or a seasoned salesperson.

Best Regards,

A handwritten signature in blue ink that reads "Joanne".

Joanne S. Black
September 2013



Pick Up the Damn Phone!
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Section 1—Sales 2.0: Everything (and Nothing) Has Changed

The New Normal. Sales 2.0. Sales 3.0—heck, there might even be Sales 6.0 by the time you read this.

There’s always someone who wants to be famous for inventing a new moniker. But there’s no such thing as a “New Normal.” In fact, there’s no such thing as “normal,” because as the old saying goes, change is life’s only constant.

Business moves at such a fast pace that the challenge is to stay ahead of the curve. What can you do that’s different from the next guy? What sets you apart? What have you thought of, developed, and/or implemented that’s never been done before? What’s so exciting about what you’re doing that people line up to get on your train?

In the sales world, pundits were quick to compare the old way of selling (Sales 1.0) with the new way (Sales 2.0). In short, the comparison looks like this:

- Sales 1.0 was about rigidly following processes, while Sales 2.0 is about helping prospects buy.
- Sales 1.0 meant counting every activity, while Sales 2.0 focuses on measuring activities that count.
- Sales 1.0 was volume versus relationships, while Sales 2.0 is about relationship-driven value.
- Sales 1.0 meant mass prospecting, while Sales 2.0 provides a network of unlimited opportunities.
- Sales 1.0 was about selling solutions, while Sales 2.0 is about helping customers succeed.

Experts were also quick to tell us that technology changes everything—that Sales 2.0 is an entirely new way of working. And I was one of the first to scream: “No, no, no.” Good salespeople have always listened; helped their prospects make the correct buying decisions; built strong, lasting relationships; and maintained and nurtured networks of colleagues, clients, and prospects.



The Internet is the most powerful, life- and business-changing tool created in generations. For example, when was the last time you looked up a telephone number in an otherwise-used-as-a-booster-seat phone book? But is it the end-all, be-all for our business challenges and sales solutions? I don't think so.

Bottom line: Sales is still about people selling to people. Our smartest, tried-and-true business-development, lead-generation, deal-closing tool is and has always been ourselves. And that's not going to change anytime soon—if ever.

What *has* changed is the access buyers and sellers have to *information*. Barry Trailer, managing partner and co-founder of [CSO Insights](#)¹, provides a compelling description of Sales 2.0:

Sales 2.0 focuses on aligning steps in the sales cycle with those in the buying cycle by leveraging technology, process improvement, and sales knowledge to effectively collaborate with the most appropriate individuals (internally and externally) and doing so in the preferred format of each.

Sales 2.0 does not necessarily change *what* salespeople do; it changes *how* they work to become more efficient and effective.

2.0 sales reps are able to collaborate with participants on both sides of the buy-sell equation. For many, this is not a radical departure from but rather an extension of the relationships and conversations they have always sought to facilitate. The mindset being that a knowledgeable buyer is in the end not only a better buyer but a more satisfied customer.

Call it Sales 2.0 or 3.0, or whatever you want to call it. At the end of the day, our jobs remain the same. Great salespeople have always asked good questions, discovered their clients' needs, and offered solutions. Why is this now new? Because someone felt compelled to create a graph and make a comparison?

Executives are busy people. Most don't have "meet with salesperson" at the top of their to-do lists. Our job as smart, strategic sales pros is to deliver value—real value. And technology

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¹ http://www.customerthink.com/article/what_is_sales_2_0



won't do that for us, nor will it give us a huge advantage over our competitors, who (let's face it) have access to the same gadgets, gizmos, and applications.

What seals the deal today is the same thing that sealed the deal back in the days of the three-martini lunch—having a personal connection to prospects, understanding what our buyers want from us, and delivering results.

However, some things *have changed*—including what buyers want and expect from us, why expertise is important, and how technology can help us better manage and leverage our most powerful connections.



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Chapter 1: Buyer 2.0

Welcome to the age of the informed consumer, or the digital buyer ... or “Buyer 2.0.”

Once upon a time, in the days before Google, Amazon, Yelp, and social media, clients looked to salespeople for information about our companies, products, and services. Often, we were their only resource for such knowledge.

Now with a few clicks of a mouse, they can learn all about us—including what people are saying about our companies, how our products and solutions work, and what our competitors have to offer.

This is a significant shift in professional selling. After all, when was the last time you needed (or *wanted*) a salesperson to walk you through all of the details about a product?

Buyer 2.0 is good at homework—very good. In fact, 86 percent of business buyers engage in research independent of the sales cycle, according to a 2011 [study from Forrester](#)². Before they make contact with us, our buyers have usually checked us out, compared pricing, read a white paper or two, listened to a webinar, or viewed a demo. And they’ve researched our competition.

Then comes what Jim Blasingame, author of *The Age of the Customer* series, calls the “moment of relevance”—the point at which customers have completed their research and are ready to make a decision. This is when they rule us in or out, which means we want to be there—top of mind and first in line—when this moment comes along.

Sure, our buyers can learn most of what they need to know about our products online, and if we’re smart, we’ll make it easy for them to access relevant information. But salespeople still have a role to play during the information-gathering portion of the buying cycle. We must stay in touch with our buyers, share examples of clients with similar challenges, and learn about their budgets, decision-making criteria, and buying processes. Above all, we must craft a compelling return on investment (ROI) scenario, so that the decision to buy is no longer a choice, but a given.

² “Q1 2011 US and European B2B Social Technographics® Online Survey For Business Technology,” Forrester



David Nour, author of *Relationship Economics*, says we should use social analytics to identify the digital buyer. Then we can build and nurture digital relationships with these buyers, customize the experience, allow for interaction, and customize the next interaction based on what we learned from this one. “Forget CRM,” he says. “It’s ‘DRM’—digital relationship management—and we are catering to what they need, when they need it, on the device of their choice.”

This is great advice for those selling a very simple product or solution en masse. In this case, you can usually satisfy buyers’ needs for information and guidance with automation—by offering a variety of choices online, or providing Web chats and questionnaires so they feel confident about their decisions.

However, for those of us who sell services or more complex business solutions, our buyers need more from us. They need real, live, experienced salespeople to help them wade through all the options and information and find the right product or solution for their businesses. They need choices and direction.

Today’s sales rep is (to use a term coined by Steve Woods, former chief technology officer for Eloqua and now group vice president of software development at Oracle) the “information concierge.” He says that in the pre-Internet era, back when information was a rare commodity, salespeople were the gatekeepers of information. But now that anyone can access content on just about any topic, the role of salespeople is to help clients and prospects get the information they want and need, when they want and need it. “Companies that understand this shift build ‘content assets’ for their salespeople,” Steve says. “These assets are not salesy. They don’t promote the company but instead offer fun, interesting, and unique stories and ideas, so that salespeople can use relevant content to build relationships.”

This means that we, as salespeople, must get to know our clients—not just their demographics and how they spend money online, but what they actually want and need from us.

“Forget CRM,” he says. “It’s ‘DRM’—digital relationship management—and we are catering to what they need, when they need it, on the device of their choice.”



About Joanne Black



Joanne Black is America’s leading authority on referral selling—the only business-development strategy proven to convert prospects into clients more than 50 percent of the time. As the founder of No More Cold Calling, Joanne helps salespeople, sales teams, and business owners build their referral networks so they can quickly attract more business, decrease operating costs, and ace out the competition every time.

A captivating speaker and innovative seminar leader, Joanne is changing the business of sales. In her groundbreaking book, *NO MORE COLD CALLING™: The Breakthrough System That Will Leave Your Competition in the Dust*, Joanne teaches readers how to leverage the power of referrals so they get meetings at the level that counts and hit their numbers without hitting the phones. In her new book, *Pick Up the Damn Phone!*, she examines the links between technology, sales, and referrals—helping readers understand how to effectively leverage technology in sales, and when it’s time to put the toys away and have a grown-up, face-to-face conversation.

Practicing what she preaches, Joanne has built her business solely on referrals. She works with clients of all sizes—from small and medium-sized businesses to such noteworthy clients as Autodesk, KPMG, Charles Schwab, Bank of Marin, California State Automobile Association, Colliers International, The Mechanics Bank, Sage Software, and other premier companies.

Joanne began her career at Joseph Magnin, one of the leading fashion houses in the San Francisco Bay Area. While still in her 20s, she co-founded and operated a successful retail business, and then moved on to sales-management positions with Omega Performance and The Forum Corporation, where she served such clients as Advanced Micro Devices, Hewlett-Packard, Pacific Gas & Electric, Shell Oil, VISA, and Wells Fargo Bank.

A member of the National Speakers Association, Joanne regularly speaks at sales and incentive meetings, sales conferences, and association meetings. She holds a B.A. in English from the University of California at Berkeley and a Certificate in Training and Human Resource Development, with Honors, from the University of California Extension.

Joanne resides in the San Francisco Bay Area.

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