

## Module 3



# Pete's Points

- *Your next question is in their answer*
- *One Who Listens*
- *Nuance words*
- *Focus on PAIN relievers and GAIN creators*
- *Expanding*
- *The key is to focus on the process not the outcome*
- *It's all about them, not about you*
- *Listen with the intent to learn*



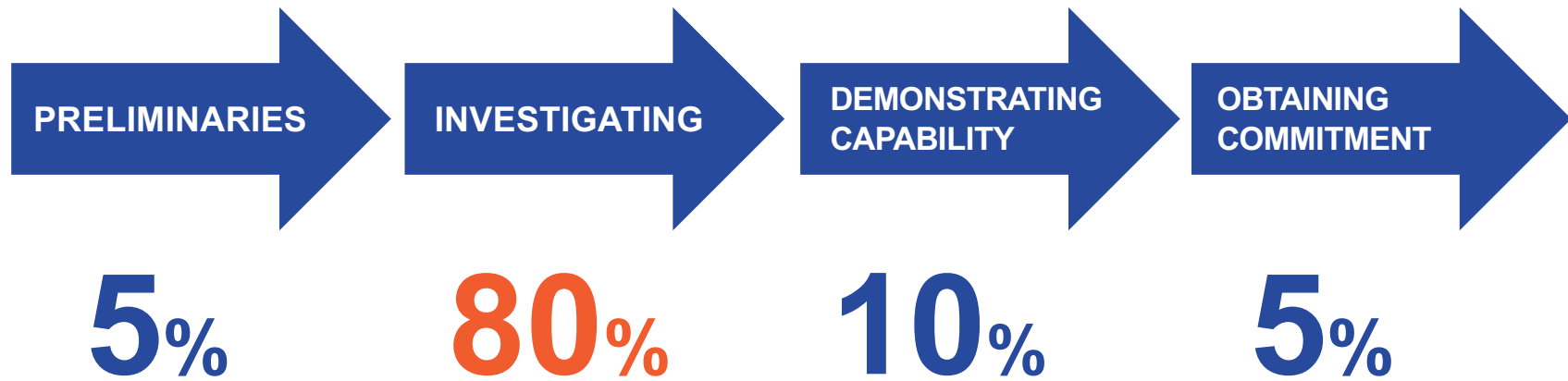
**You can have everything in life,  
If you just help enough people  
get what THEY want.**

**ZIG ZIGLAR**




**PETE  
BOLTON  
COMPANY** **B**

## QLE Process



## The QLE Process-Investigating-80%

- DI-Decision Influencer
  - DM-Decision Maker
  
  - Ask questions
  - Are you in charge of the process – if not, who is?
  - Will you be making the final decision?
  - Will you be presenting this to the board?
  - Why will you be presenting this to the board?
- 

# The QLE Process – Investigating – 80%

## INTRODUCTION TO THE QUESTIONING METHOD

First ask: **CANVAS**

Second ask: **BARRIER**

Third ask: **RAMIFICATION**

Fourth ask: **EVALUATION**

**Canvas Questions**

1<sup>st</sup> Phase of QLE



# The QLE Process – Investigating – 80%

## BARRIER QUESTIONS -- reminders

- Pick a leader ✓
- Plan as a team ✓
- Stay on subject ✓
- Your next question is in their answer! ✓
- Take notes ✓
- Listen to each other ✓
- Don't offer solutions or alternatives --- **YET** ✓

# The QLE Process – Investigating – 80%

## First: CANVAS QUESTIONS

<b>DEFINITION</b>	To solicit information
<b>PURPOSE</b>	Find out facts
<b>EXAMPLE</b>	"How many offices do you currently have?"
<b>IMPACT</b>	Least powerful
<b>ADVISE</b>	Ask questions to provide you with background

# The QLE Process – Investigating – 80%

## CANVAS QUESTIONS

### When should I ask canvas questions?

At the beginning of the interview

**THE KEY:** Ask only enough canvas questions that you feel will give you the key information



Continue to: **EXPAND ON CLIENT ANSWERS.**

# The QLE Process — Investigating — 80%

## CANVAS QUESTIONS

- Permission
- Don't interrupt
- Body language
- Psychologically important to the client

**YOUR NEXT QUESTION IS IN THEIR ANSWER!**



# The QLE Process – Investigating – 80%

Introduction to the Questioning Method

## IMPLIED NEEDS & EXPLICIT NEEDS

- **Your clients have needs.**
- **The clearer and more explicit you make these needs, the more likely they will agree to your solution.**
- **Needs are rarely born fully developed. THEY GROW**

## Examples of canvas questions?

- How is your company organized?
- What services do you provide?
- How were you affected by the economy?
- Are you new to this company
- Why did you decide to come over to this company

# The QLE Process – Investigating – 80%

## CANVAS QUESTIONS:



A VOCAL COMPETITION IN WHICH THE ONE WHO IS CATCHING HIS BREATH IS CALLED THE LISTENER!

## Barriers to being a good listener:

EGO

DESIRE TO BE RIGHT

COMFORT ZONE

**RUNCLEAR**



# The QLE Process – Investigating – 80%

1 - Cold 2 - Cool 3 - Tepid 4 - Warm 5 - Hot

## CANVASS QUESTIONS

### RATING

<b>R</b>	<b>RESOURCES</b>	Credit - Budget - Costs - Financial Strength Does the company or department have the financial ability to do the project? Credit?	
<b>U</b>	<b>URGENCY</b>	Timing - Timeline - When? When does the project need to be done? Why does it need to be done then? Look for shift in urgency in the market.	
<b>N</b>	<b>NEEDS</b>	Are these agreed upon “explicit” needs? Objectives As opposed to a requirement (emotional vs. specific). What is their background? Who else is going to be there? What is their vision statement?	
<b>C</b>	<b>CAUSES</b>	Where’s the pain? - Discomfort? - Need to hire a professional? Why does something need to be done? What pain or discomfort is going to be resolved? Financial. Product.	
<b>L</b>	<b>LOYALTY</b>	Relationship - Why your firm? - Why someone else? What is their relationship to other professionals? What is your relationship to this person?	
<b>E</b>	<b>EXPECTATIONS</b>	What is the end result of the project & costs (customer paints a mental picture)? Detailed mental picture of presentation? What do we need to say to win assignment?	
<b>A</b>	<b>AUTHORITY</b>	How will the decision be made? Who can authorize this project and what are the steps to getting an “okay”? How is decision going to be made? Can I go ahead and contact them as well to conduct needs analysis? Interview others?	
<b>R</b>	<b>REVENUE</b>	How much time do I spend on this assignment - dollars to be earned equal to time spent? What types of revenue can you generate that is non-traditional revenue? Account - win more transactions with more services provided? Transaction - should you work assignment? What can client gain (\$) by making this decision?	

# The QLE Process — Investigating — 80%

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## CANVASS QUESTIONS

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# The QLE Process – Investigating – 80%

## CANVASS QUESTIONS

- Runclear
- Expand
- Take notes-spider web



**YOUR NEXT QUESTION IS IN THEIR ANSWER**

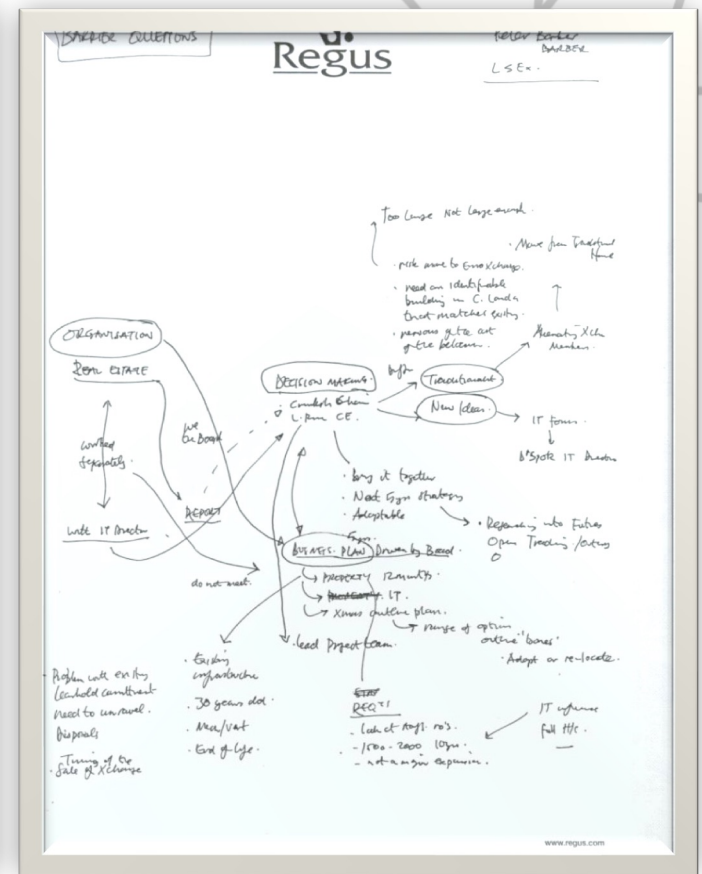
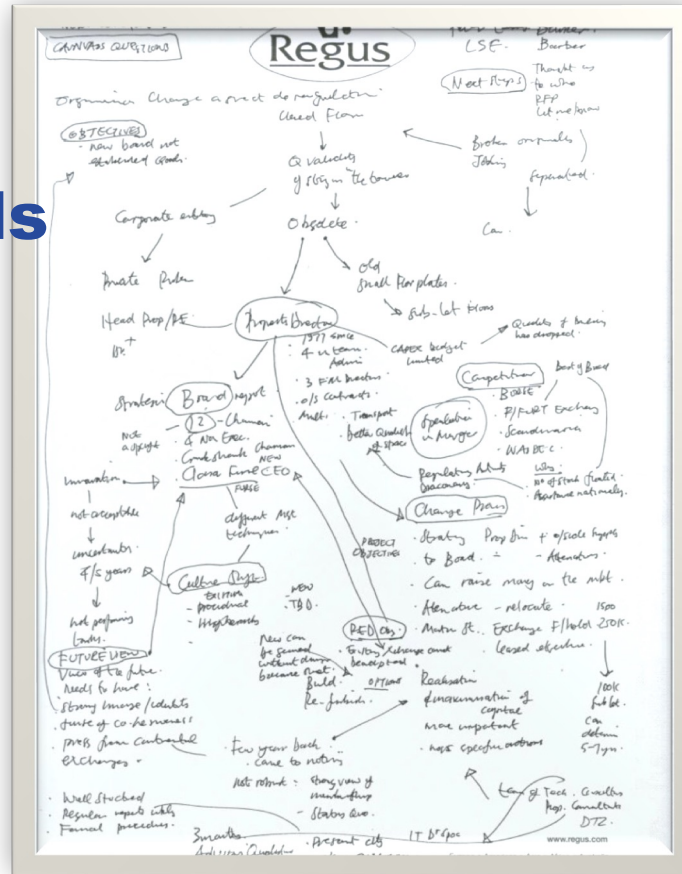
PETE  
BOLTON  
COMPANY 

The logo for Pete Bolton Company, featuring the company name in a grey, sans-serif font stacked vertically, followed by a large, stylized letter 'B'. The 'B' is composed of a green top half and a blue bottom half, with a vertical orange bar on its left side.

# The QLE Process – Investigating – 80%

The art of taking notes

**SPIDER WEB**  
**Link Key Words**  
**And Thoughts**



# The QLE Process – Investigating – 80%

## LET'S LOOK AT AN EXAMPLE OF EACH:

- **Sales professional:** What kind of property are you looking for?
- **Client:** Something around 30,000 ft.<sup>2</sup> It is for my staff of sales reps and administrative support team
- **Sales professional:** Why 30,000 ft.<sup>2</sup>?
- **Client:** We did a space planning session a year ago and 30,000 ft.<sup>2</sup> seems appropriate
- **Sales professional:** Do you like your present location?
- **Client:** Most of our senior staff thinks it's great



# The QLE Process – Investigating – 80%

## CANVAS QUESTIONS - SUMMARY

### 1 MAKE EVERY QUESTION COUNT

- Relevant
- Economical
- Potentially leads to a problem area

### 2 KEEP CLIENTS INTERESTED

“Expand” your questions to:

- Client statements
- Personal observations

# The QLE Process – Investigating – 80%

## INTRODUCTION TO THE QUESTIONING METHOD

First ask: **CANVAS**

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# The QLE Process – Investigating – 80%

- Pick a leader ✓
- Plan as a team ✓
- Stay on subject ✓
- Your next question is in their answer! ✓
- Listening to each other ✓
- Don't offer solutions or alternatives --- **YET** ✓

# The QLE Process – Investigating – 80%



## Second: BARRIER QUESTIONS

- 1 Ask about difficulties or dissatisfactions with present situation.
- 2 Related to successful outcomes. The more you ask the better the chances of your success
- 3 Clients give very positive ratings
- 4 Ask Barrier Questions as soon as you've established some background information.

# The QLE Process – Investigating – 80%

## BARRIER QUESTIONS: Expanding Directly

**IMPROVEMENTS** → “How could your existing process be improved?”

**CHANGES** → “What changes would you like to consider making?”

**WHAT IFS** → “What if your present process broke down?”


# The QLE Process – Investigating – 80%

## BARRIER QUESTIONS

**ASK BARRIER QUESTIONS AND LISTEN  
FOR FACTS AND FEELINGS ABOUT:**

- Quality
- Effectiveness
- Efficiency
- Productivity
- Versatility
- Productivity
- Reliability
- Aesthetic Value
- Economics
- Convenience
- Confidentiality

## Examples of Barrier Questions

- Tell me about your employee parking.
  - How are you dealing with security in such a large building?
  - What aspects of your current sales team are you unhappy with?
  - You said it's difficult to find quality people. Tell me about that.
  - Why is this location easily accessible to your clients?
  - What are your top 2 problems operating in this marketplace?
  - Where is your competition located nationwide?
  - How have your products outperformed your expectations?
- 

# The QLE Process – Investigating – 80%


## BARRIER QUESTIONS

- RUNCLEAR
- TAKE NOTES
- SPIDER WEB
- EXPAND

YOUR NEXT QUESTION IS IN THEIR ANSWER



## Examples of Barrier Questions

- Tell me about your employee parking.
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  - Where is your competition located nationwide?
  - How have your products outperformed your expectations?
- 



**He who asks the question is a fool  
for a minute; he who does not  
IS A FOOL FOREVER.**



# The QLE Process – Investigating – 80%

## INTRODUCTION TO THE QUESTIONING METHOD

First ask: **CANVAS**

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# The QLE Process – Investigating – 80%



## THIRD: Ramification questions

### PURPOSE

- Consequences of a problem
- Implied Needs are further developed
- Consequences, effects or implications of a client's problems.

### REMEMBER

Develop or extend a problem by “linking” it to other potential problems.

# The QLE Process – Investigating – 80%



## RAMIFICATION QUESTIONS

After asking the Canvas and Barrier Questions and discovering the implied needs and finding the client agrees, it's tempting to jump in with solutions.

“The client’s got a problem and I’ve got the answer!”

It's natural to put the two together as soon as possible, right?

**NOPE NOT YET**

# The QLE Process – Investigating – 80%

## RAMIFICATION QUESTIONS

Use Ramification Questions to:

**CLARIFY**

**EXPAND**

**LINK**

Here's the challenge-the client may be less clear and may consider the size or significance of the problem.



# The QLE Process – Investigating – 80%

## RAMIFICATION QUESTIONS

Link a problem to another potential problem.

- Implied Needs to Explicit Needs
- The purpose is to connect a clear problem with a desire for a solution
- Identify how your product/service helps



# The QLE Process – Investigating – 80%

## RAMIFICATION QUESTIONS

The average seller asks maybe only 1 ramification question per call.

Yet Ramification Questions are the most powerful of questioning behaviors when used at the right point in the process



# The QLE Process – Investigating – 80%

## RAMIFICATION QUESTIONS

**WHAT YOU ARE TRYING TO DO IS MOVE THE CLIENT TO CONSIDER:**

“Is my problem **BIG ENOUGH** to justify the solution the sales professional will be offering?”

This is the critical part of information gathering



## Examples of Ramification questions:

- If you can't lower your overhead, what are the ramifications to your net revenues?
- What if the market continues to decline? What happens if you can't achieve your marketing goals?
- If you can't improve your credit rating by the end of the year, what impact will that have on your borrowing?
- And if you don't get it closed by year end what are the ramifications

# The QLE Process – Investigating – 80%

## RAMIFICATION QUESTIONS

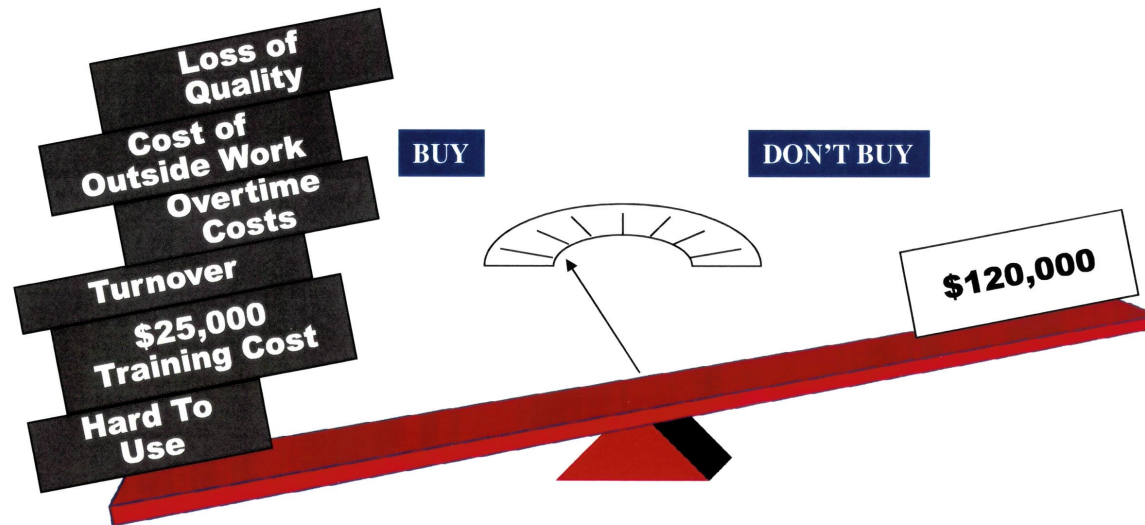
### The Value Equation:

Seriousness of problem must outweigh cost of solution PP

When working with ANY sale opportunities, the importance of validating urgency and scale of problems is essential in achieving perceived value by the client. This can only be done by asking ramification questions!

# The QLE Process – Investigating – 80%


## RAMIFICATION QUESTIONS



**The Value Equation**

**Seriousness of problem must outweigh cost of solution.**

## Examples of Ramification questions:

- How does the lack of available space impact your salesforce?
  - What is the impact if you don't get your deliveries on time?
  - What happens if you can't reach your goal in the stated timeframe?
  - What happens if you are unable to relocate to a new facility?
  - How does the lack of working capital affect the timing of your decisions?
  - If you don't meet your goals by the year end, what are the ramifications to your organization?
  - Tell me what happens if the remodel isn't done by the end of the year?
- 

# The QLE Process – Investigating – 80%



## RAMIFICATION QUESTIONS

- 1 Most powerful of all questions.
- 2 Extend and develop the significance of a problem.
- 3 Are difficult to ask
- 4 Every Ramification Question should link to a problem.

The SALES PRO uses

**CANVASS QUESTIONS** to establish a context.

↳ LEADING TO → **BARRIER QUESTIONS**

so that...THE CLIENT REVEALS **IMPLIED NEEDS**

---▶ which are developed by

**RAMIFICATION QUESTIONS** which makes the client feel the problem more clearly and acutely so that ...