REBIRTH OF THE SALESMAN

THE WORLD OF SALES IS EVOLVING. ARE YOU?

CIAN MCLoughlin

CO-AUTHOR OF AMAZON #1 BESTSELLER SECRETS FOR BUSINESS SUCCESS
Cian has written a timely masterpiece for professional salespeople as they navigate unprecedented change and disruption. The battle for relevance and the imperative to deliver value makes this book a must read for anyone committed to both protecting and transforming their sales career.

Tony Hughes · Business author, keynote speaker and #1 ranked influencer for professional selling in Asia Pacific by Top Sales World Magazine

In Rebirth of the Salesman, Cian is doing what all great salespeople do: He is looking at selling from the customers’ perspective. The truth is, we don’t sell. They buy. The more we do to help them buy; the more we sell. This is an insightful and uplifting book filled with the kind of courage and common sense that characterizes all great salespeople.

Kristin Zhivago · Author, business technologist and President of the Cloud Era Institute

The commodisation and accessibility of information in recent years has shifted the balance of power from sellers to buyers. The customer of today is more knowledgeable, sophisticated, and educated than ever before. What does that mean for you if you’re a sales professional? Cian lays out the answers in this step-by-step guide for safeguarding and growing your sales career. A must read for anyone wanting to take their rightful place in the brave new world of B2B sales.

Matthew Michalewicz · Entrepreneurship, innovation and success psychology expert, author of Life in Half a Second
A book that will help you to meet your customers where they are, which in a changing world is exactly where you need to be.

Bernadette Jiwa · Brand strategist, TEDx speaker, author of four Amazon #1 bestsellers, voted Best Australian Business Blog 2012

We have witnessed more advances in the world of professional selling in the past five years than in the previous 50. As buyers become increasingly self-educated, the sales role in many industries will undoubtedly diminish. How can organizations survive, let alone thrive in this new environment? In his excellent new book Rebirth of the Salesman, Cian McLoughlin provides a blueprint to guide us.

Jonathan Farrington · Founder and CEO of Top Sales World Magazine

Besides being an experienced sales leader and consultant in his own right, Cian has been a business partner of Miller Heiman Global “on the front lines” doing exactly as he represents in his book...focusing on how the customer buys to inform how to sell. His insights here are grounded in facts and reality, not theory and ‘mind-mush’.

Rich Blakeman · Managing Director, MHI Global Channel Sales Centre of Excellence
ACKNOWLEDGEMENTS

Thanks to you, the reader of this book, for your willingness to come on this journey with me. I hope we make good travelling companions.

Thank you to the colleagues, customers and co-conspirators I have worked with over the years, for helping to shape the salesman I became and the one I aspire to be.

Thank you to the Key Person of Influence community, especially Andrew Griffiths, for helping me to find my intersection, plot my course and set sail.

Thank you to Andrew Akratos and the team from Omne Publishing for their guidance and support in helping to bring this book to life.

Thank you to my friends and family in Australia, Ireland and elsewhere around the world, for the unwavering support and belief they have shown me.

A special thanks to my Mum and Dad for instilling in me a love of the written word and an unquenchable thirst for knowledge.

I’m proud to dedicate this book to my wife Shelley and my son Conor, who make it all worthwhile.
Why am I trying to become what I don’t want to be … 
when all I want is out there, waiting for me the minute 
I say I know who I am.

— Biff Loman, Death of a Salesman
The world has changed, how we conduct business has changed and how we sell has changed. Seems pretty obvious doesn’t it? But in reality, most individuals and organisations still use selling techniques from a bygone era and wonder why they aren’t working.

Then along comes Cian McLoughlin. Cian is a master sales trainer, specialising in business-to-business. He is leading the way in a world where most industries need to completely rethink their sales strategy and their overall approach to sales.

Every industry needs a person like Cian to challenge conventional thinking and be bold enough to ask the tough questions. Even more importantly, this person needs to provide an alternative future and that is what I took from his book, Rebirth of the Salesman.

In Rebirth of the Salesman, Cian starts by showing how important it is to rethink our approach to sales and explains the reasons why. His argument is extremely compelling and sets the scene for what lies ahead in this extraordinarily inspirational and practical book.

Cian achieves this by showcasing the character traits that are not normally talked about in sales conversations. Things like humility, imagination, curiosity and optimism. These are the topics we need to be talking about in all business conversations, not just in sales conversations. The fact that Cian has identified this, in a world where he is a leader, shows just how much the world has changed.

Another aspect of Rebirth of the Salesman that I find inspirational is the interviews with some of the most impressive sales thought leaders on the planet. An interview is only as good as the questions being asked and, once again, Cian shows how attuned he is to the evolving needs of the modern salesperson by the depth and intelligence of his questions.

This is a great book and Cian is one of the most impressive people I have met. I have been selling for over 30 years; I have sold everything from retail to corporate-to-corporate in over 20 countries. I’ve long felt that the sales world was struggling to adapt and it has been well and truly disrupted, but with little response. A book like Rebirth of the Salesman has the potential to change individuals, which is exactly where the revolution needs to start.

Andrew Griffiths
International bestselling author/media commentator
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**Introduction**

**Start with Why**

*People don’t buy what you do, they buy why you do it.*

*Simon Sinek* · Author, speaker, and thought leader

‘I’m sorry, we’ve decided to go with Company X instead of you. But thanks for all of your hard work.’

Hearing this statement from a customer or prospect can be the bitterest of pills to swallow, particularly after a long and complex sales cycle. If you’ve ever found yourself curled in the foetal position clutching a bottle of red wine, having shed vast quantities of blood, sweat and tears trying to close a sale only to see it slip from your grasp at the last moment, then *Rebirth of the Salesman* may be just the book for you.

Whether you’re a sales leader, professional salesperson or simply someone with an interest in business, I believe this book will contain some valuable insights for you. What you’ll get is a blueprint to help you craft a memorable pitch, master the art of storytelling in business, hone your sales skills and much more besides. In addition, *Rebirth of the Salesman* will offer you a clear understanding of the factors influencing your customers’ purchasing decisions and a way to extract candid feedback from any deal you pursue. You’re likely to find yourself nodding in agreement at certain points in the book and wincing in pain at others, but I’m confident there will be plenty of ‘ah-ha!’ moments in between.

I wrote *Rebirth of the Salesman* with two types of readers in mind. The first are senior sales leaders looking for new ideas or to validate their own theories about sales success and their customers’ decision making criteria.
If you fit this profile, I’d encourage you to annotate or highlight as you go, and reach out to me directly if you still have questions or if you’d like to discuss a particular topic further.

I also wrote it for sales professionals and business people keen to develop their skills, build their careers and better anticipate the wants and needs of their customers. I have a particular affinity with young salespeople carving out their niche in what can be a demanding and occasionally cut-throat area of business. I’ve trained and mentored thousands of younger salespeople in recent years and I have always tried to instill in them the creativity and endless possibilities of our profession, plus an understanding of the positive impact we can have on the businesses we sell to on a daily basis.

My goals in writing this book are to:

- help you to recognise how the sales industry is evolving and make sure you have a strategy to evolve right along with it
- provide specific, actionable and hopefully engaging insights that will allow you to focus on key skills or personal development opportunities, to help lift your game
- reinvigorate those of you who have been ploughing a lonely furrow for many years now and may have begun to lose sight of the purpose and clarity you once had about your chosen profession, and
- help you to seek out the treasure trove of valuable insights and nuggets of customer gold, which sit waiting to be mined just below the surface of the deals you work on every day.

At its simplest, I wrote Rebirth of the Salesman as a guide book for sales and business people everywhere, curious to know more about what’s really happening in the mind of their buyers and to get a peek behind the curtain of their customers’ decision-making processes. Ultimately, Rebirth of the Salesman was written to get to the heart of one central question:

As sales professionals, why do we win and lose, and what can we really do about it?

How to get the most value out of this book

Each chapter in this book focuses on a specific topic, offering key insights and providing steps to follow as well as additional suggested resources and material, to help you to develop your skills in a particular area. You could
read it from cover to cover, picking out the strategies and ideas you think might work best for you in your own sales adventures. Equally, you could dip into a specific chapter, if you’re looking for inspiration or you’re struggling to get past a particularly tricky sales roadblock.

However you decide to read Rebirth of the Salesman, I’d encourage you to do so with an open mind and an open notepad by your side, to capture ideas as they occur to you. You have my blessing to scribble in the margin and annotate key paragraphs at will!

Throughout the book, I have also included a series of interviews with a number of extremely experienced and insightful sales leaders from across the Australian business landscape. Each interviewee provides their own unique perspective on the skills and personal attributes that salespeople will need to develop or refine to keep pace with the changing nature of the sales industry.

My advice to you when reading these interviews is to sit back, relax and enjoy the insights they provide. That’s certainly what I did when I conducted the interviews, and I learned more than I ever anticipated.

Before we go any further, you may well be wondering, who is this guy and why should I listen to a word he has to say? How can he presume to tell me anything about my customers, my colleagues and the sales industry in general? Why is what he has to say any different to the countless sales books already in print?

These are important questions and my answers lie at the heart of this book. The need to establish credibility, authority and trust at the beginning of a new relationship is critical to creating an impactful message. So as we prepare to embark on this new relationship of ours, let me tell you a little bit about myself and the why that has led me to this point:

• I’ve trained thousands of salespeople and sales leaders across Australia, Asia Pacific and sub-Saharan African regions – but that’s no reason to pay attention to what I have to say.

• I’ve spent more than 15 years as a professional salesperson carrying a sales quota in the software industry, an industry which prides itself on its sales prowess and deal execution expertise – but that on its own doesn’t make me an expert.
• I’ve become a regular sales and marketing commentator in the mainstream media; including television, national newspapers and magazines around the world – but that doesn’t mean I’ve got all the answers.

• The reason I hope that I can impart some new ideas and fresh perspectives to you in this book, is that I’ve taken the time to meet with, talk to, and learn from both sellers and buyers. It’s only by examining the opposing sides of the same coin that you can begin to unravel the mystery of what makes some salespeople successful and why customers really make the purchasing decisions they make.

I’ve conducted countless Win/Loss Reviews over the past four years with customers and senior decision makers across the Asia Pacific region. Many of the candid and honest insights which these customers provided have made their way into this book and have shaped my impression of how the world of sales is evolving. This is the reason why I hope that you can feel confident in embracing and acting on some of the ideas, insights and strategies contained in these pages.

As a child I used to talk a lot; I was always trying to understand what was happening around me. I’m sure I drove my mum crazy, hanging from her apron strings and constantly asking questions:

  *Why is the sky blue? Why can’t dogs fly? Why does it always rain in Ireland?*

Even back then, I wasn’t afraid to ask the hard-hitting questions! I have a theory that most young children could trump even the most seasoned interrogators, because from the moment they learn to speak, kids are constantly questioning what they see around them. This unquenchable thirst for knowledge and an understanding of their environment is undoubtedly what fuels their creativity and imagination.

Unfortunately, as we grow older and wiser, many of us begin to lose the ability to really question what’s happening around us. We may become better educated and more well-travelled and worldly, but there’s often a tendency to become a little jaded as well. Once we begin making assumptions and jumping to conclusions rather than testing and questioning our surroundings, we’re in danger of losing sight of the all-important ‘why?’ in our lives.
Searching for my personal *why*?

So let me share with you my *why* which was not only the genesis of this book, but also of many of the personal and professional decisions that I’ve taken in recent years. Like all tricky questions, the search for my *why* required genuine soul searching and the need to confront some uncomfortable realities.

I can’t really think of a better place to start my story than when I was lying on a hospital trolley in the emergency room’s resuscitation area, focusing all my attention on the perforated holes in the ceiling tiles and trying to shut out what was about to happen. Even writing this now, some years after the event, I still experience a slight wave of panic. This wasn’t my first time in this particular hospital’s emergency room. Over the years I’d become an all-too frequent visitor. Stress works in mysterious and insidious ways and manifests itself differently in everyone. For me, every so often and without warning, it caused my heart to suddenly slip into atrial fibrillation, or AF, as it’s called in the medical world.

When AF strikes, your heart starts to beat faster and in an abnormal rhythm, causing palpitations, an irregular heartbeat and occasionally chest pains or fainting spells. Untreated, complications can include stroke and heart attack. Treatment options include medication, surgery and electric shock therapy. It was this last treatment option I was now facing after almost a week in AF. As the nurses prepped me for the procedure, dry-shaving patches on my chest and repositioning the heart monitors before putting a tube down my throat, I made a vow to myself that if I got through this ok, I would make some drastic changes to my work-life balance and make damn sure I never ended up in this predicament again.

Thankfully I did get through it ok…in fact my Guardian Angel must have been watching over me that day, because moments before the procedure to stop and restart my heart took place, one of the nurses noticed that my heart had suddenly reverted back to a normal sinus rhythm. The chances of that happening at that precise moment after a week in AF were incalculably small. I felt like a condemned man receiving a last minute reprieve. The important thing is that I never forgot the vow I made to myself that day and it has informed every decision I’ve made in my life since then.

By now you’re probably wondering why I’m sharing this deeply personal and rather harrowing story with you. The answer is simple: the world of enterprise sales, complex sales, big deal pursuit; call it what you like, can be an incredibly stressful and panic-inducing profession to pursue. Towards
the end of my corporate sales career, I made a simple discovery that turned my world upside down and one which has inspired many of the insights I’ll share with you in this book. I always recognised that sales could be stressful, but I assumed the stress stemmed from the fear of failure or the inability to close deals and hit numbers. It was only after much soul-searching and self-reflection that I realised that the majority of the stress actually comes from our fear of the unknown. There are a multitude of unknown factors present in every single sales cycle:

- What is the competitive landscape and what is our strategy to combat them?
- What are the key decision drivers for our customers?
- What is their appetite for risk, for change, for investment?
- Are we dealing with the ultimate decision-maker, a key influencer or just a tyre-kicker?
- How can we dislodge the incumbent supplier or differentiate our offering from the other solutions being proposed?

The list of unknown factors varies from deal to deal, but it never goes away. I’m sure those of you who have carried a sales quota for a few years will be nodding your heads in agreement, and those of you who may have managed salespeople over the years will realise it’s actually these ‘unknowns’ that usually form the basis of your sales forecast meetings.

Questions that often emerge in those meetings include:

- Tell me about your strategy for differentiating between us and the competition?
- How would you rate our level of executive sponsorship within this company and what is your strategy to improve this?
- What key insights did you extract from the discovery process with this customer and explain to me how you intend to weave these themes into your strategy for this opportunity?
- How are you going to get this deal closed by the end of the month? Remember, we need it to close.

There is a simple equation in sales: The more unknowns that exist in a sales pursuit; the greater the risk and the higher your chance of losing the deal.
Which brings me to my *why*?

I realised that it’s the customer’s perspective that really matters when it comes to answering these unknown questions and expelling the doubt and uncertainty from the sales process. It seems like such an obvious insight, but it turns out that only a tiny minority of businesses have effective strategies to extract customer insights and feedback from each sales cycle they pursue. Critical questions need to be asked, such as:

- Why do we win some of the deals we pursue in telecommunications but lose all of the deals we bid for in government?

- Why do we keep losing to the same competitor in one location but beat them convincingly in another?

- What are the critical factors informing my customers’ final decisions when price, product and brand are taken out of the equation?

For years, across countless sales cycles, these questions would haunt me. In the end, like all tricky questions, the answer was obvious and supremely simple. All I had to do was to find a way to ask these customers the most important question of all…why?

Suddenly that innate skill I possessed as a young boy, to question everything and not simply accept the status quo, could be put to good use again. In fact, this ability to question, to search for clarity and simplicity in the face of complexity, became the genesis for my decision to build a business focused around answering questions. Put another way, it became my *why*.

Ultimately, if *Rebirth of the Salesman* helps each reader to add a couple of new weapons to their sales arsenal, win just one more deal or qualify-out earlier from a single losing sales cycle, then this book will have served its purpose. Equally, if it helps to prevent another young salesperson or sales leader from buckling under the weight of uncertainty and succumbing to the stresses of the unknown as I very nearly did, then I’ll feel that this has been a worthwhile journey.

Simon Sinek, the author and academic whose TED talk prompted me to search for my own personal *why*, makes an interesting point about the importance of creating a sense of purpose and belief around what you do in your working life. He explains that:

*The goal is not to do business with everybody who needs what you have…the goal is to do business with people who believe what you believe.*
So if you believe, as I do, that the world of B2B sales is changing and that the skills, attributes and behaviours of salespeople must also change to remain relevant and connected, then I sincerely hope this book provides some insights and strategies to help you along your journey.

Happy selling!

Cian
**Character trait: IMAGINATION**

### Chapter 2

**Become a Great Storyteller**

*It isn’t necessarily the person with the best idea who wins. It’s the person with the greatest understanding about what matters to people and how that translates to an opportunity to serve and delight them.*

*Bernadette Jiwa* · Brand strategist, TEDx speaker and author

Everyone loves a good story. From the time we’re old enough to sit up unsupported, we begin gleaning snippets of information and forming our views on the world from the stories we’re told. We start by learning to recognise colours, objects, animals and plants. Through repetition, the timbre of our parent’s voices and limbic muscle memory, pretty soon we’re retaining key parts of these stories, words, sounds and eventually meanings.

My little boy is three years old. When he’s listening to his favourite stories before bed each night, despite his limited vocabulary, he can sense if mum or dad has skipped a page (because we were too tired that evening and wanted to put our little guy to bed early)! The funny thing is, without stories, humanity would still be in the dark ages.

From the aboriginal paintings daubed on the walls of caves, through the Renaissance and the Industrial Revolution, right up to today, stories have always played a critical role in the growth and development of our societies. Through parables, fables and stories, information has been passed down from generation to generation. Without these stories, be they written or oral histories, knowledge would be lost, and innovation and invention would grind to a halt.
Fast forward a couple of millennia and stories have remained an invaluable mechanism for teaching, introducing new content, and normalising ideas in people’s minds, through shared experience. Let’s face it, human beings are hard-wired to relate to a story, which explains the ongoing popularity of literature, movies and news programs. The way society has consumed its stories has constantly evolved through the ages. It began with simple rock-art and etchings, combined with traditional oral story telling which has endured for thousands of years. With the advent of the written word and eventually the printing press, the ability to capture and share stories grew ever more popular.

Nowadays we seem to prefer to consume our stories in bite-sized chunks of information:

• a 500 word blog post
• a 40 second video clip, or
• a 140 character tweet.

Just the fact that I switched to bullet points will have drawn your eye instinctively to this spot on the page, which provides a subtle clue that this information is more important than the rest and should be observed closely. The storytelling medium continues to change and evolve, but the powerful lure of stories to the human psyche remains a constant.

Every day we’re bombarded with good advice, pearls of wisdom and lists of the ‘Top 10 Things We Absolutely Must Do’ if we want to engage and inspire the people around us. There’s so much of this advice, so many great ideas at our fingertips, it’s sometimes overwhelming. Too often we simply give up and default back to doing what we’ve always done.

I’d like to think that my book is different, but I’m okay with the fact that for some of you it won’t be. I’ve spent hundreds of hours interviewing and engaging with customers and vendors who have recently participated in significant purchasing decisions, probing their decision-making criteria and looking for patterns and nuggets of insight.

I’ve taken all of this information and distilled it into a single book, packed full of tips and strategies for becoming more successful at selling and remaining relevant in this evolving industry for many more years to come. And now I’m about to dismiss all of that in only my second chapter!

If you ignore everything else I have to say in this entire book and embrace only one concept, make it this one.
In order to become a great salesperson, you need to become a great teller of stories.

In order to become a great salesperson, you need to become a great teller of stories.

No there isn’t an echo, I just felt the need to repeat this golden rule to ensure it sinks in properly. Many of the customers I meet on a daily basis tell me they find it hard to distinguish one vendor from another. They use phrases like ‘apples for apples’ to explain their difficulty in telling these competing solutions apart.

For some strange reason, when we visit a customer for the first time and launch into our spiel about our company’s market leadership position, our focus on innovation and our elevated position in the Gartner quadrant, we believe they’ll be blown away by the awesomeness of our pitch. The sad reality is there’s every likelihood that the sales guy we bumped into in reception as he was leaving, probably spouted some very similar lines, showed some equally impressive customer logos and also failed to wow the audience with his ‘solution’.

Pitching is not about winning the deal per se, it’s actually about winning the right to move on to the next step of the process and hopefully sowing some seeds of interest and engagement with your audience. This is an incredibly important concept that we’ll explore further in the chapter on Pitching. For now, I’d like you to focus on one key insight. There is no better or more effective mechanism to sow the seeds of interest and engagement, than a few interesting and relevant stories sprinkled liberally throughout your customer interactions.

In fact, many people believe that within the next five years, storytelling will become the single most important skill to master for those individuals wanting to become successful in business. In her three bestselling books (The Fortune Cookie Principle, Difference and Make your Idea Matter) and her wonderful TEDx talk www.youtube.com/watch?v=0rRJtNKCz_U Bernadette Jiwa explains the power of storytelling, both in business and in life. To many of us, the concept of storytelling couldn’t be further removed from the very grown-up, very important business of closing big deals and becoming a trusted adviser to our customers.

Believe me when I tell you, the ability to harness the power of the story is the single most effective way to educate, engage and inspire your audience. Many businesses, big and small, have begun to recognise and embrace this
knowledge in recent years. You only have to look at the plethora of narrative devices being used by advertisers recently, to recognise how subconsciously impactful storytelling can be.

Let’s face it, we’re all sick and tired of being sold to and overtly targeted by sales campaigns; however, we continue to be engaged by the stories of others. In his highly acclaimed books and writings, bestselling American author Seth Godin poses an interesting question: ‘Why do we prefer Coke over Pepsi, GE over Samsung or Ford over Chevy?’ He provides a slightly surprising answer to that question. From Seth’s perspective, ‘we don’t actually love the brand, we love ourselves’.

As Godin explains:

Yes, every brand has a story - that’s how it goes from being a logo and a name to a brand. The story includes expectations and history and promises and social cues and emotions. The story makes us say we “love Google” or “love Harley”... but what do we really love?

We love ourselves. We love the memory we have of how that brand made us feel once. We love that it reminds us of our mom, or growing up, or our first kiss. We support a charity or a soccer team or a perfume because it gives us a chance to love something about ourselves.

Isn’t that just a little cynical you might ask? Tapping into the human psyche, recognising people’s deep rooted connection to stories and leveraging this knowledge to help us create a relationship with them and sell them something. My answer is: ‘that depends’. It depends on your motivations, it depends on what you’re selling, it depends on whether you’re trying to trick or cajole your prospective customers into parting with their hard-earned money, or whether you really believe you can add value or improve their life in some way.

As bestselling business author Andrew Griffiths and ex-Facebook and Twitter marketing guru Nick Bowditch outlined in their fascinating one-day workshop ‘The Art of Storytelling’, ‘you’ve got to become an observer of great stories to tell great stories’. As a number of the sales leaders interviewed throughout this book will attest, great salespeople understand the power of stories, anecdotes and customer case studies, and they hoard them like precious treasures.
Examples include:

- impact statements
- industry anecdotes
- customer war stories
- customer testimonials, and
- references.

The list goes on and on. They all have one thing in common, however: it’s less about how the story is captured and retold and more about how relevant and impactful it is to your audience. You might decide to:

1. Use a 20 second video clip, to capture a customer’s excitement at using your new product for the first time.

2. Throw in a couple of relevant customer anecdotes in a presentation to a group of prospective clients.

3. Write a great press release with your customer as the hero, when their project comes in under budget and ahead of time.

So long as the story that you tell is relevant, authentic, and told in an entertaining, educational or inspiring way, it should serve its purpose well. What’s that purpose you might ask? To ensure whoever you are speaking to is interested and engaged by what you have to say and they retain the key pieces of information you want them to retain.

There are now so many channels available to tell stories that it can be incredibly confusing and time-consuming. Should I blog on my own or my company’s website, or write articles on LinkedIn? What about the mainstream media; how can I harness that to help me amplify the stories I tell? How could I ever achieve anything from 140 characters on Twitter? I can’t imagine how Facebook, Instagram, Pinterest or the myriad of other social platforms could ever help me achieve my business goals.

Nobody said it wasn’t confusing, but that doesn’t mean you can’t carve out a niche for yourself. You can tell some great stories, share some worthwhile insights and eventually become known for something. Hundreds of years after their deaths, Shakespeare, Dickens, Bronte, Joyce and many other writers still live on in our world. Why? Because they understood how to capture something compelling, engaging and often inspiring and wrap it up in the framework of a story.
I recently came across an interesting quote from Neville Christie, an Australian businessman and entrepreneur, who said that ‘in the 21st century, the role of the CEO is a dual purpose role: chief philosopher and chief salesperson/storyteller.’ So to recap: If you take away nothing else from this book, please remember this:

_Become a storyteller, the business world and the world in general will thank you for it!_

**So What Can You Do?**

1. Tell people your story, where your company came from, what you stand for, and what you are proud of!

2. Tell the story of your customers, who they are, why they selected your product or service, and how it changed or improved their lives. Make them the heroes!

3. Constantly be on the lookout for great stories and capture them in customer case studies, testimonials or through the incredible power and reach of social media.

4. Understand the back-story of your target audience and find a way to join it up with the story of your brand if at all possible.

5. Develop a spreadsheet or a word document to capture all of your stories, as a repository that you can dip into whenever you need to.

6. Make the decision to become a storyteller!

**Go Here And Read This**

**Seth Godin’s blog:** sethgodin.typepad.com

**Bernadette Jiwa’s website:** thestoryoftelling.com
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Want more information or need to get in touch?
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