

SANDLERSM



Sales Training & 80/20 Focus

January 20–21, 2026

Chris McDonell





Expectations

- 1 Interactive

- 2 Humility/Purpose/Why

- 3 Open Mindset – 3 Different Situations

- 4 Real World Situations *

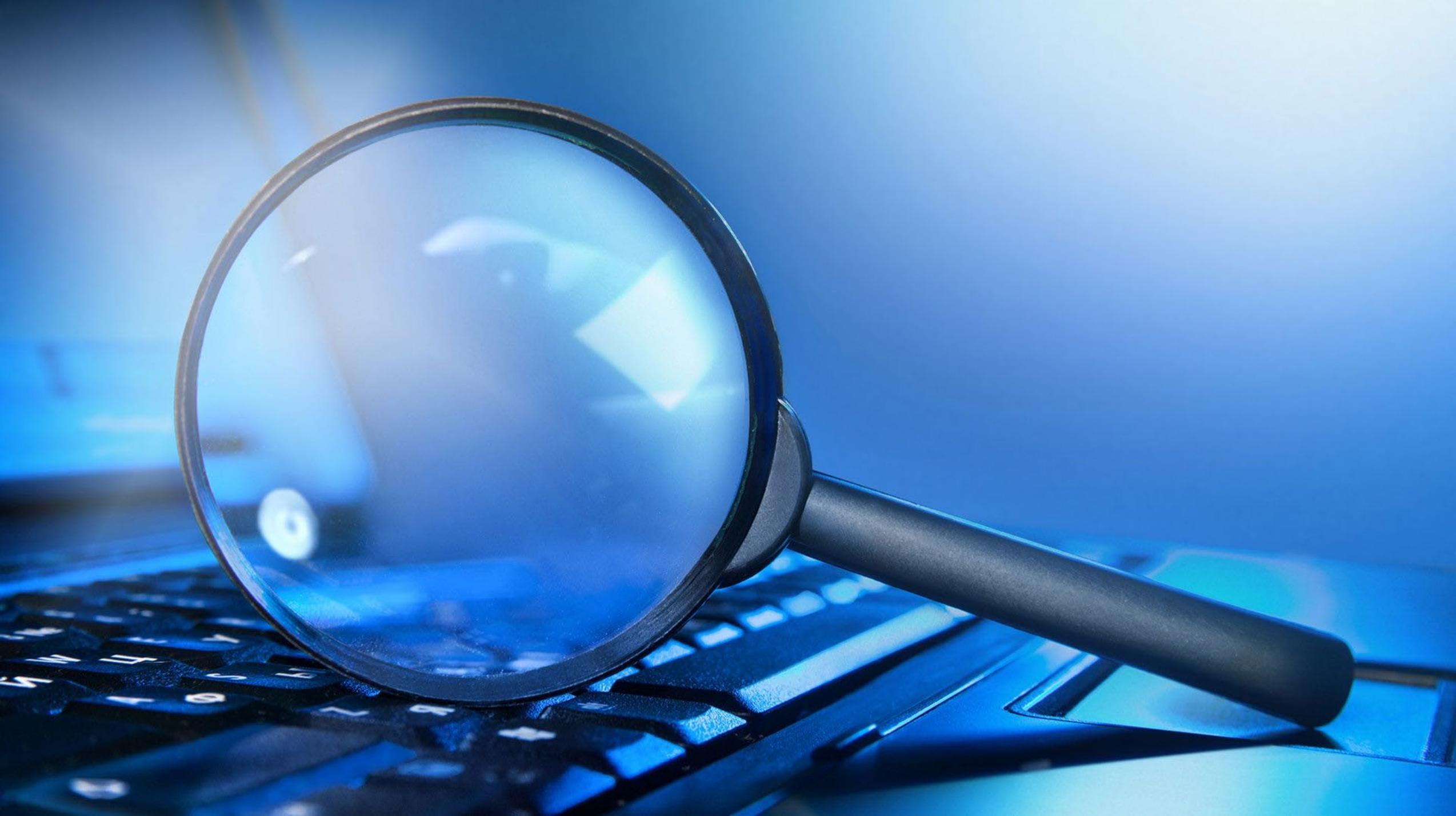
- 5 Learn from each other – Sales Years?

- 6 Fun!

Three Situations...

1. "This reinforces what I already do, and gives me language and structure"
 2. "I am doing some of this... but not consistently or under pressure"
 3. "This feels different from how I have sold or how I was taught"
- Every person who ever got value from a session like this started in one of the above three situations....
 - Also, every person who got nothing from it had one thing in common... They decided early that it wouldn't work for them

In a complex selling environment, mindset, questioning, and decision clarity matter more than expertise.





BLANK BUSINESS CHECK

Payable at any Branch

Pay To _____

The Sum of Money _____

Or Bearer _____

USD

20.163.26339

Account Holder Name

7600 2656968430 4943218496321 000

DATE

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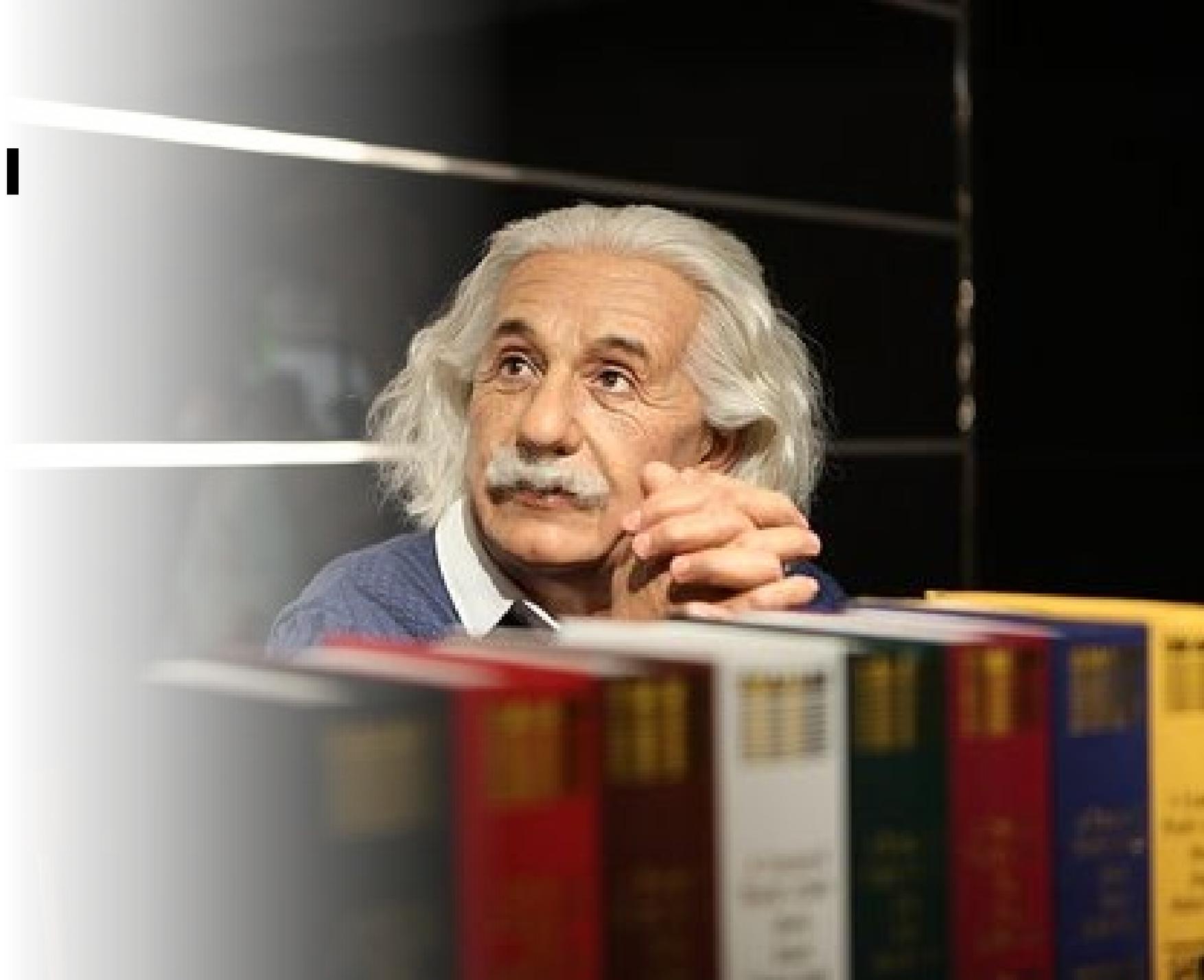
Introductions: Why do sensor deals stall, fall out, or even proceed when they should not?



**“I have no
special talent. I
am only
passionately
curious.”**

***My*
UNFAIR ADVANTAGE**

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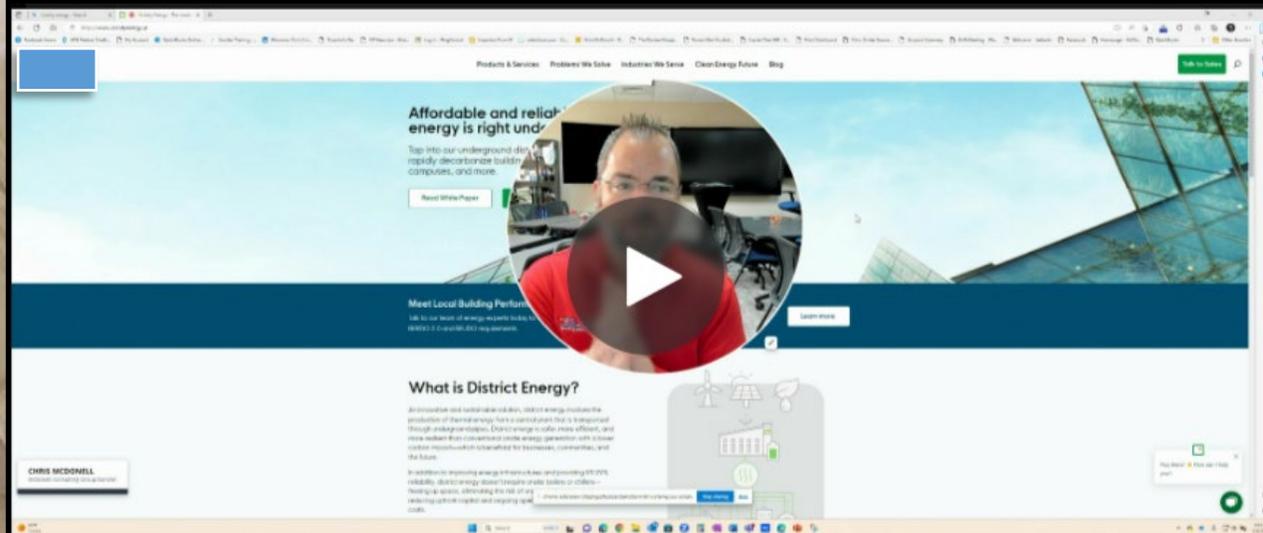




Missing Persons Video

How often does someone miss a meeting?

Tip: Do a video summarizing the notes of the meeting and send to the “Missing Persons.” Copy the others.



A Perfect (and Deadly) Pairing

BUYER



Express interest



Act motivated



Obtain information



Avoid commitment



Disappear



Conduct needs analysis



Present or propose



Attempt to close



Handle objections



Follow up

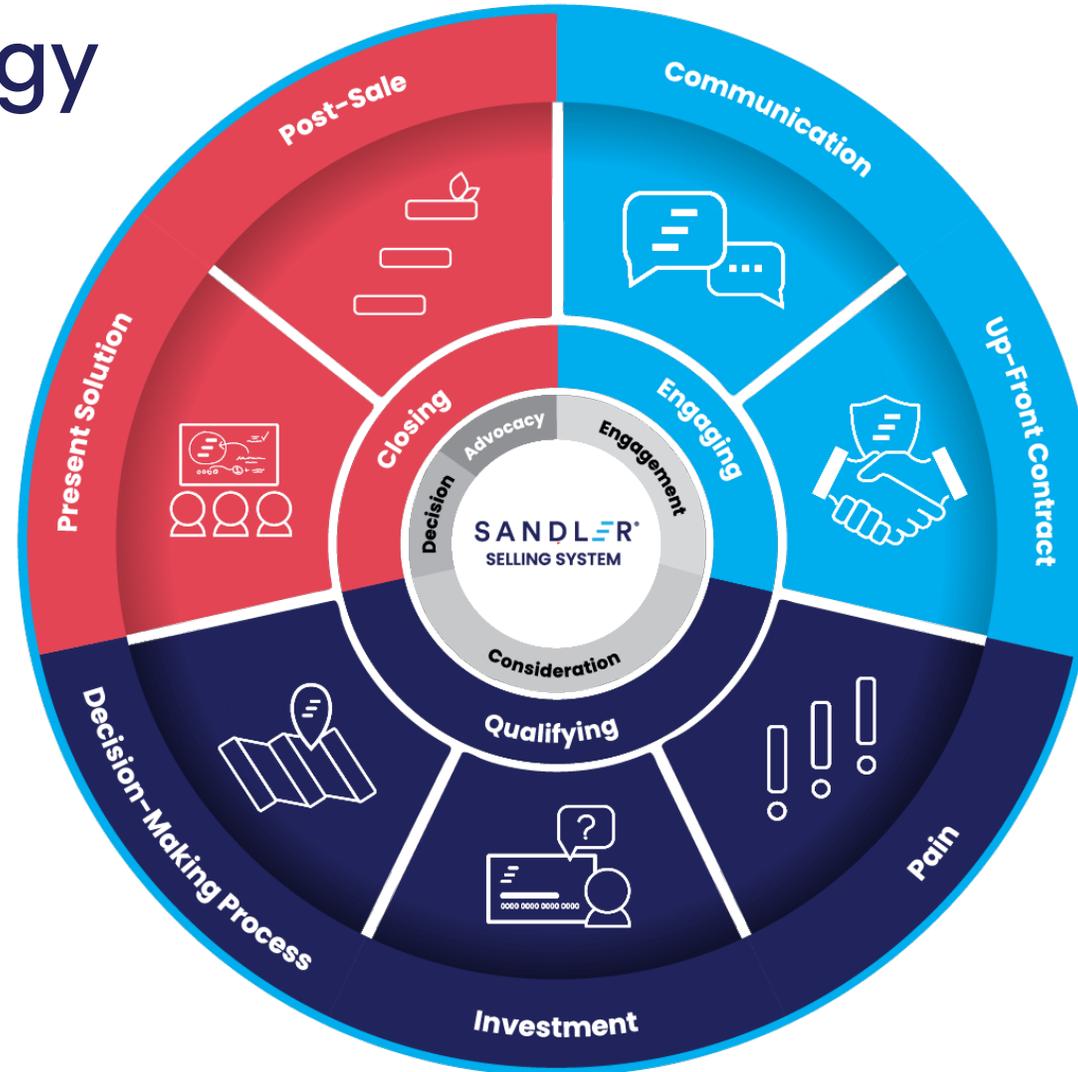
SELLER



**Who is leading the
buyer/seller dance?**

1. Mislead
2. Gather information
3. Commit to Nothing
4. Hide

Sandler Methodology





| Communication

Elements of Communication





“

That's a really nice shirt...

”

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When a prospect says to a salesperson – “You are very expensive,” the salesperson's natural reaction most often is to justify or defend their pricing. “Yes – but with us, you’re getting X, Y, Z...”

Instead, we might say: “Aubrey, we are expensive, certainly not the low-cost solution in our space. Would you mind sharing what you’re comparing us to?”

Listening is HARD!

- Combative or Competitive – Listening to fight back or prove you wrong.
- Passive – Listening but not responding, either physically or emotionally.
- **Active** – Listening with attention, ask defining questions, and confirm the message.



Listening Activity

A woman with glasses is shown in profile, resting her chin on her hand in a thoughtful pose. The image is overlaid with a dark blue filter. The text 'The Power of Mutual Agreement' is written in white, bold, sans-serif font across the center. A vertical white line is positioned to the left of the text.

The Power of Mutual Agreement

Partner Activity – 2 Minutes

- **Why should we work with Dynisco?**
- **What makes you better than _____?**
- **Tell me more about _____?**
- **Why should we switch from _____ to you?**

First Meeting Outcome 4 Minute Breakout



Question #1

What specific ingredients make a first discovery meeting a success?

Question #2

Ever have an initial sales call start off poorly, and get worse from there?

Question #3

What might a prospect say at the end of a first meeting that drives you nuts?

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What games
did we all play
growing up?

Marco Polo

Fish out of water?

Monopoly

Free parking? Rob the bank?

Pool (Billiards)

How did scratching work?

Ping Pong

Loser Serves? Can't lose on a serve?

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Adding control and predictability to your meetings

For the Salesperson and the buyer

Salesperson - Control

Buyer - Clarity

Salesperson - Consistency

Buyer - Comprehension

Salesperson - Competency

Buyer - Candid

Salesperson - Concentration

Buyer - Condensed

An Up-Front Contract:

- Is a **mutual agreement** between the buyer and seller on what will take place during the meeting so that both parties are aligned.
- Builds rapport and promotes **equal business stature.**
- Defines **clear outcomes and future commitments.**
- Is not just a single stage, but throughout the **entire selling process.**



Components of an **Up-Front Contract**



**Appreciation/
Purpose**



**Confirm
Time**



**Agendas:
Yours and Buyer's**



**Expected
Outcome**



Components of an **Up-Front Contract**



**Appreciation/
Purpose**

- Thanks
- Reviewing why are we meeting.

Components of an **Up-Front Contract**



**Appreciation/
Purpose**



**Confirm
Time**

- Yes, we are good on time
- Hard Stops?
- Interruptions?
- *No, I don't have that much time
(What to do?)*



Components of an **Up-Front Contract**



Appreciation/
Purpose



Confirm
Time



Agendas:
Yours and Buyer's

Ours:

- To learn about them
- To ask them questions to see if there's a "fit"
- *To share (a little) info as needed*

Buyer's:

- What do they want/need to cover?
- *What else?*

Components of an **Up-Front Contract**



Appreciation/
Purpose



Confirm
Time



Agendas:
Yours and Buyer's



Expected
Outcome

- No (Not a Fit)
- Yes (Possible or Likely Fit)
- Clear future (Likely Next Steps)
- *Fair? Does that Make Sense?*



Components of an **Up-Front Contract**



Appreciation/ Purpose

Thanks for setting up the time to meet to discuss... Our goal is to determine if we are the right fit for ____.



Confirm Time

Does the 30 minutes we had planned still work for you?



Agendas: Yours & Buyers

My goal is to learn about your current needs, and I'll be asking a lot of questions, for example..... Does that make sense? Are you OK with that?

If we were to build an agenda for this meeting, and it were to turn out to be an ideal discussion, what would you want to make sure we cover? (Play back) Got it. What else?

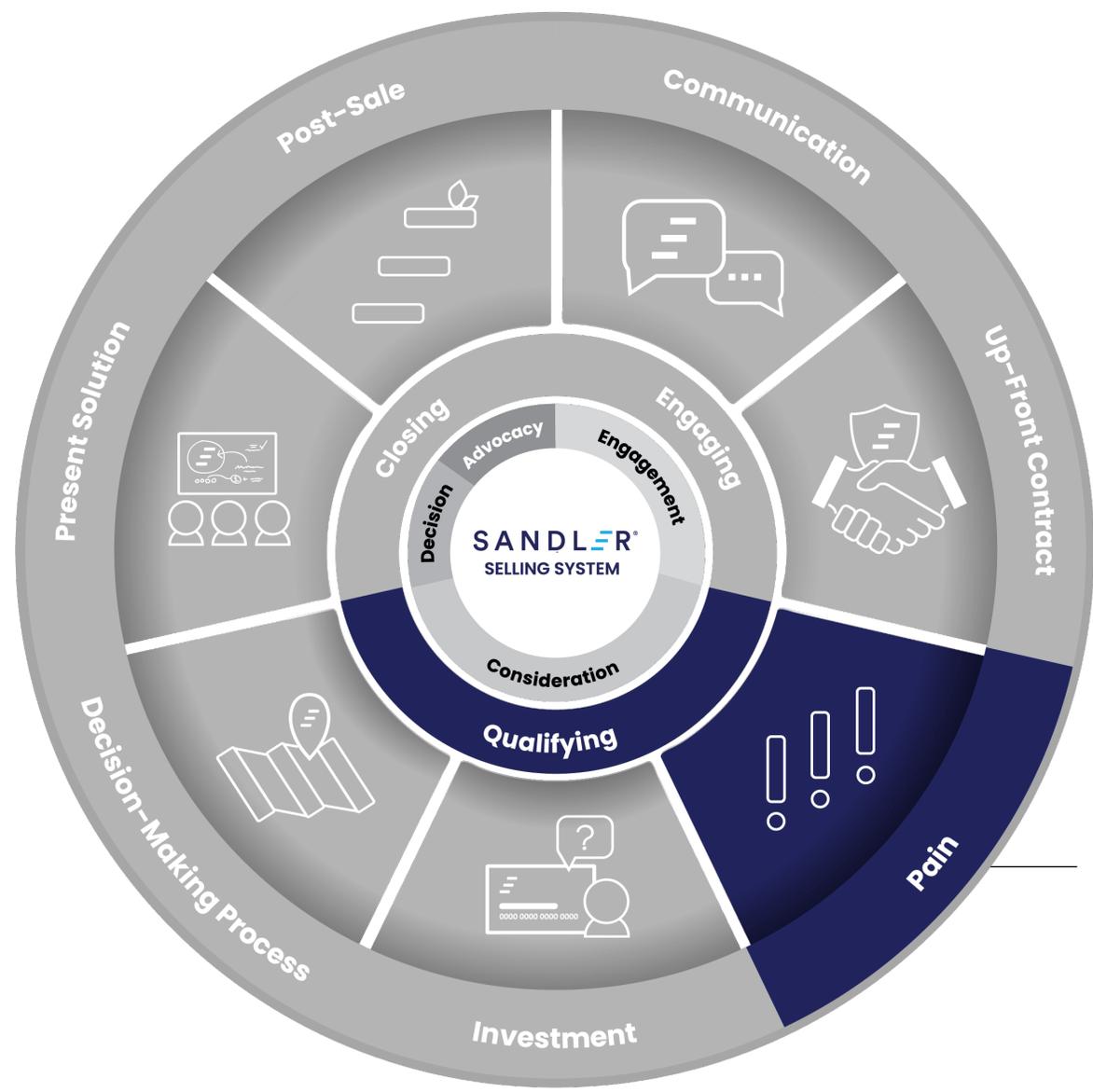


Expected Outcome

Typically, I find that we can decide together if there's a possible fit or not. If not, no problem. You'll let me know if you feel that way? On the other hand, if it looks like there might be a potential fit, we'll take the last few minutes to set up our next conversation. Fair?







**Pain and Impact(s):
Financial, Operational,
Brand, Personal**

Four Buying Emotions



GUIDELINES ON PAIN

“

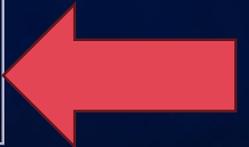
People make buying decisions based on emotion,
then use logic to validate their decisions.

”

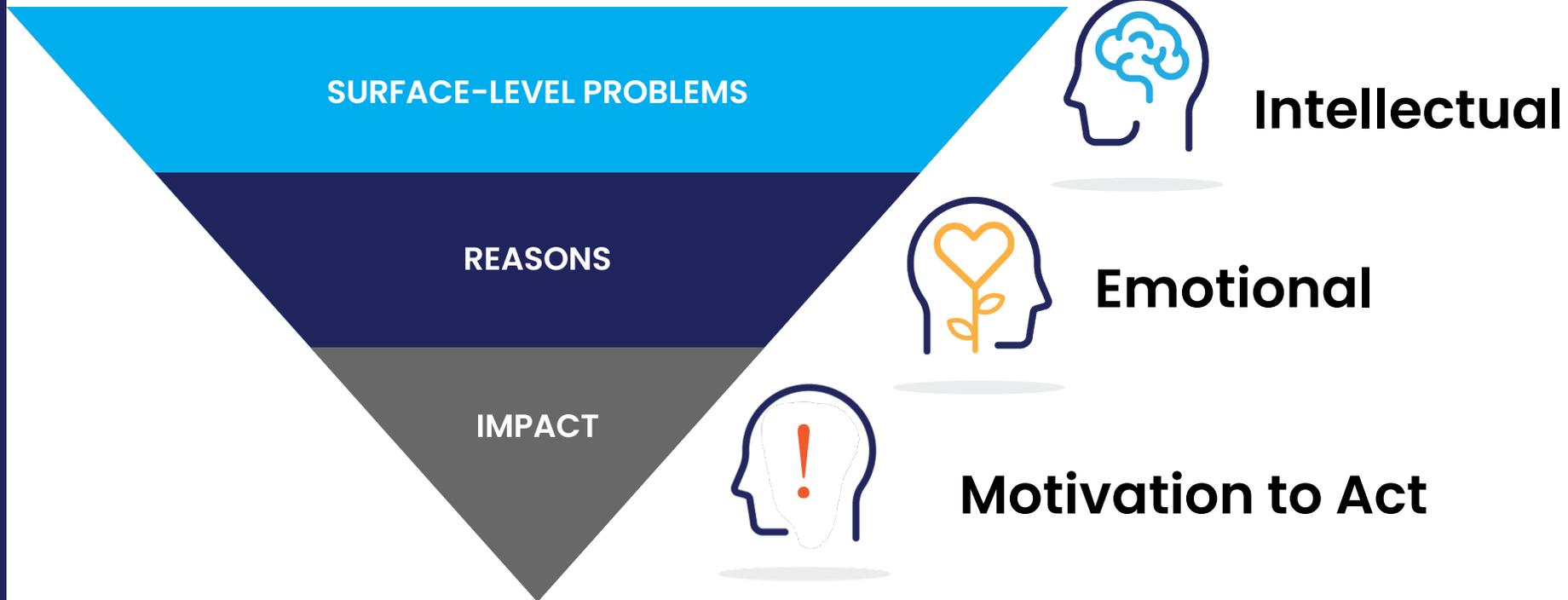
People buy to move away from pain or towards pleasure.

“

People will live with surface pains, sometimes forever.



Emotion Drives Action



Intellectual



Emotional



Motivation to Act

Where to Start?

In a typical Dynisco sale:

- Buyers already assume technical competence
- Features blur together across vendors
- Pain is organizational, operational, programmatic, and political, not technical

Starting with features causes:

- Early solution bias
- Engineering-level conversations with executive buyers
- Difficulty uncovering mission-level risk

Risk → Impact → Visibility → Consequence

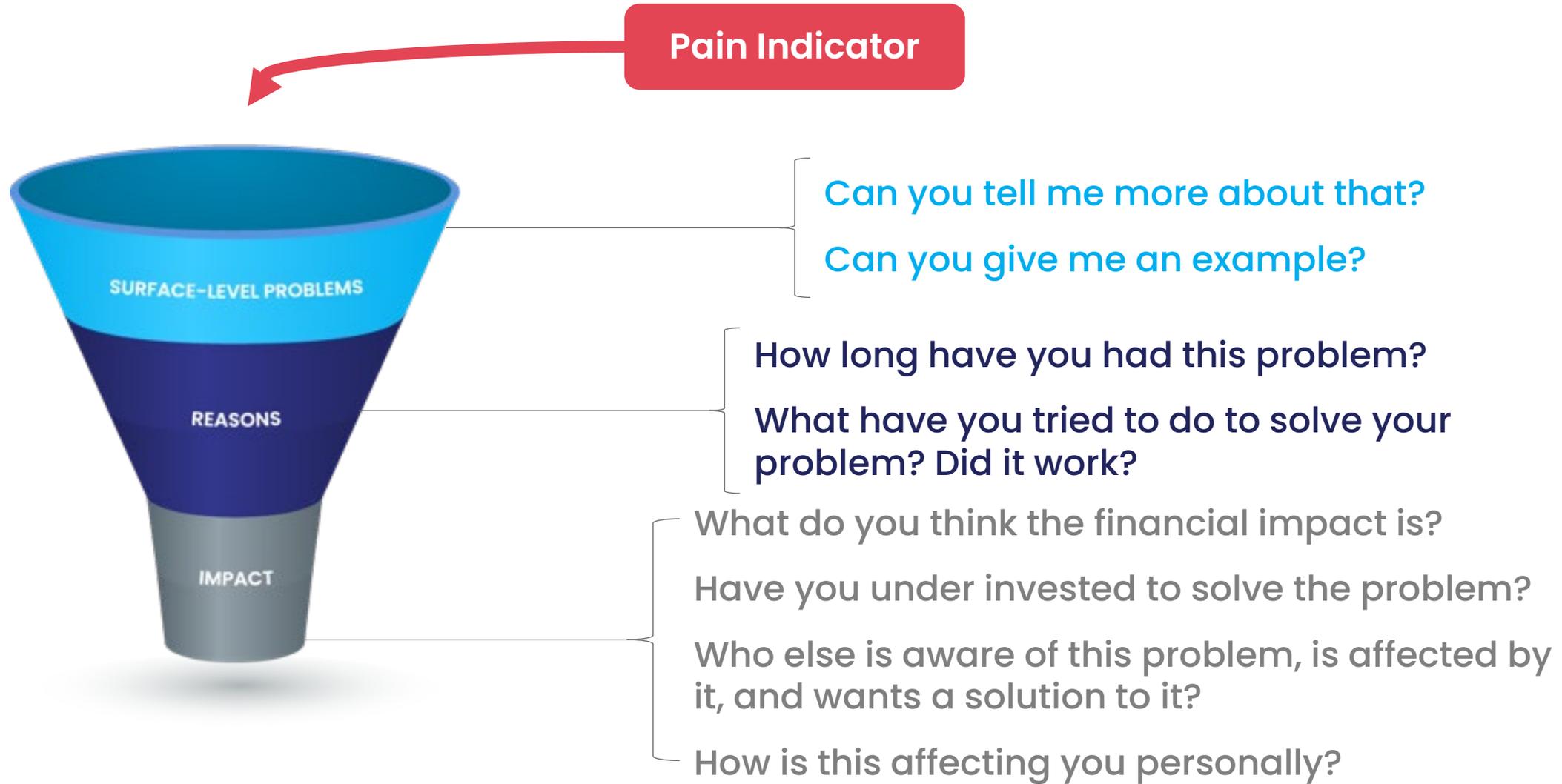
Dynisco Pain Level Mapping

Purpose:

Consistently uncover, quantify, and prioritize *true business pain*, not just technical issues, so salespeople can focus time, solutions, and pricing power where it matters most.

Refer to Handout

	The Fort!		Necessary Evil	
	80% Items (1,371)		20% Items (6,506)	
80% Customers (291)	Revenue	85,329,405	Revenue	17,411,700
	Revenue %	66.4%	Revenue %	13.6%
	Margin	36,154,436	Margin	6,366,036
	Margin %	42.4%	Margin %	36.6%
	Discount	72,682,581	Discount	20,725,384
	Discount %	46.0%	Discount %	54.3%
	# of customers	291	# of customers	251
	# of Items	1,269	# of Items	4,739
	# of transactions	23,138	# of transactions	12,645
Rev/Transaction	3,688	Rev/Transaction	1,377	
20% Customers (3,164)	Revenue	17,424,991	Revenue	8,259,012
	Revenue %	13.6%	Revenue %	6.4%
	Margin	10,814,715	Margin	4,212,830
	Margin %	62.1%	Margin %	51.0%
	Discount	11,769,538	Discount	2,745,841
	Discount %	40.3%	Discount %	25.0%
	# of customers	2,312	# of customers	2,026
	# of Items	727	# of Items	2,684
	# of transactions	10,623	# of transactions	6,348
Rev/Transaction	1,640	Rev/Transaction	1,301	
	Benefactors		To Go!	



Summarize and Test: Have you exhausted all the options for solving this on your own?



**Sales is not about selling anymore.
It's about building trust...**



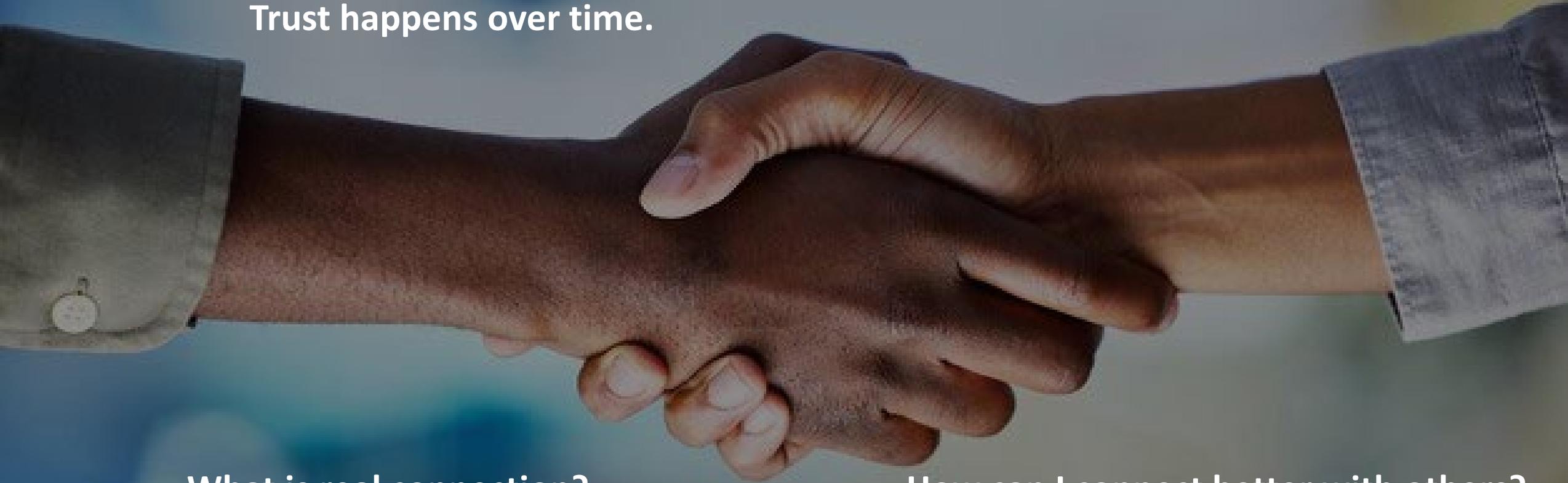
Siva Devaki, Founder of MassMailer

Connection vs Trust

Connection happens in minutes.

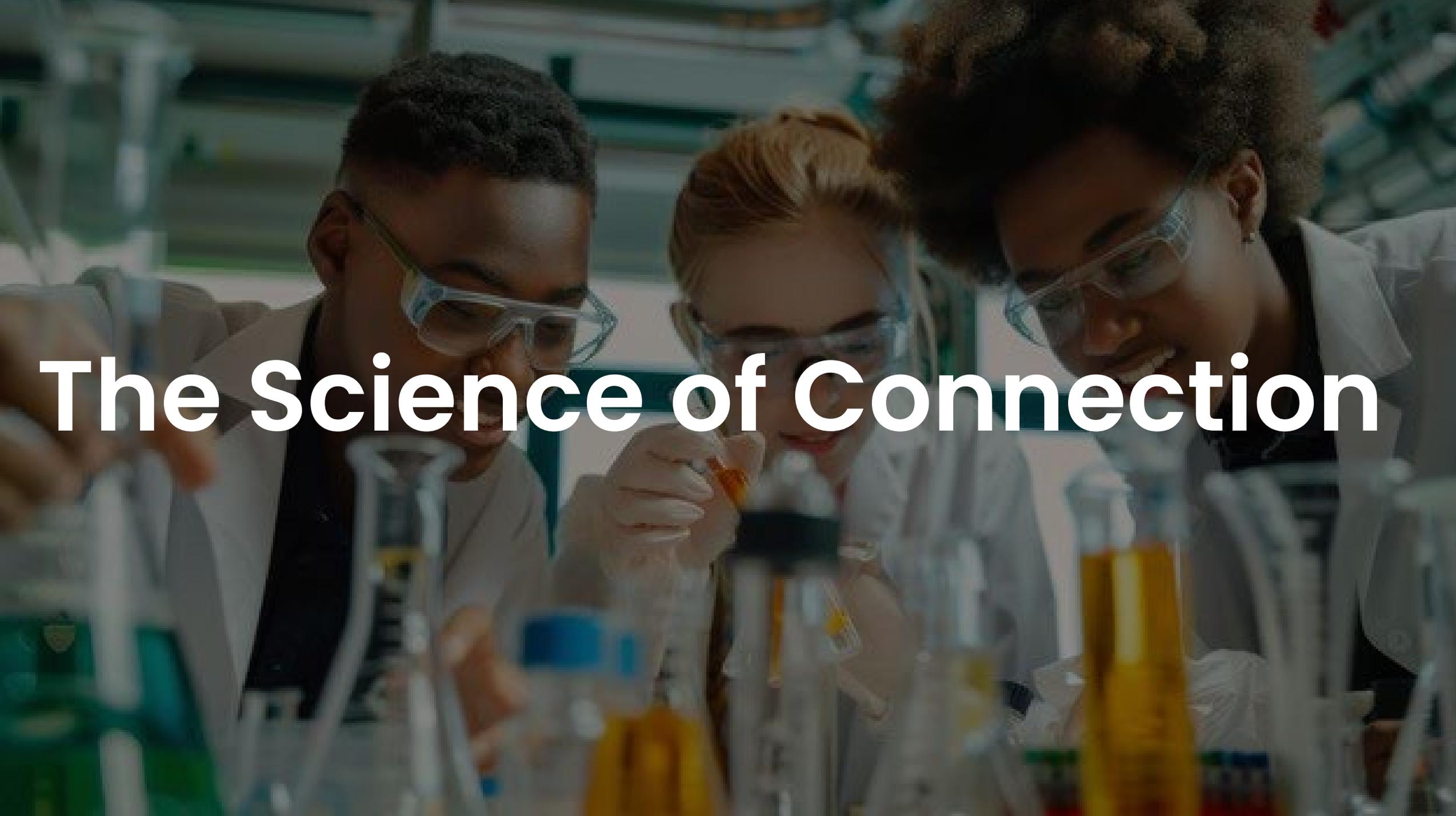
Real connection is when someone feels seen, heard, and valued.

Trust happens over time.

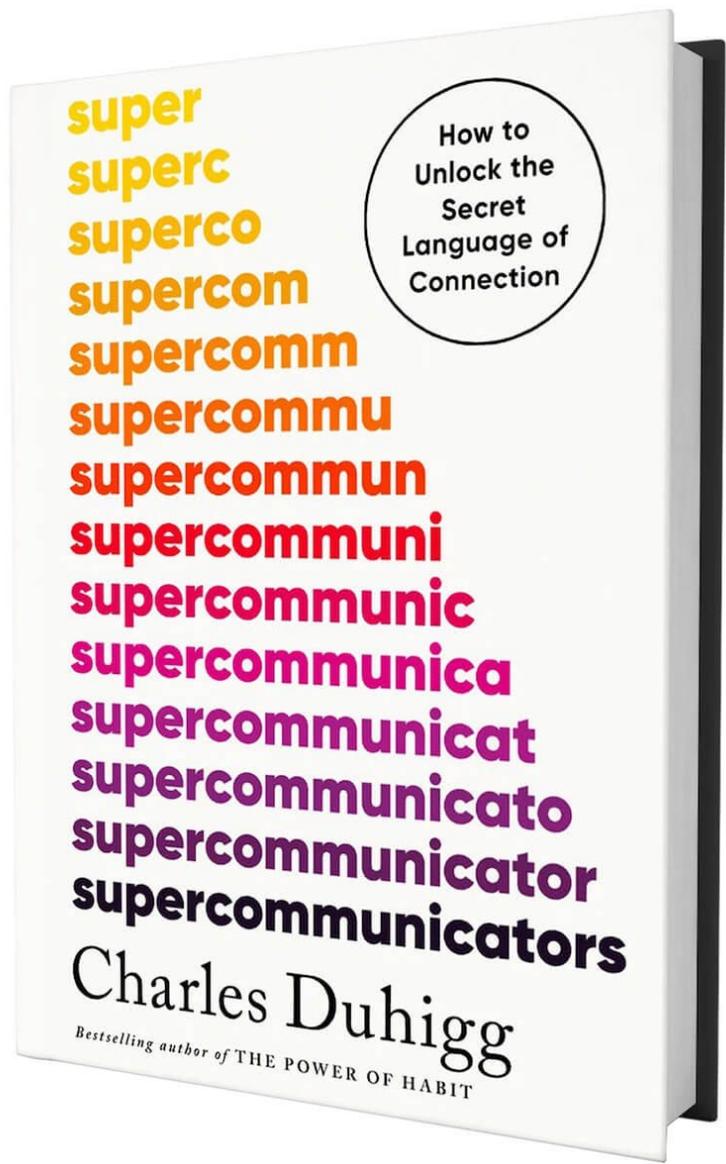


What is real connection?

How can I connect better with others?



The Science of Connection



When people do things like watch movies separately, they think differently.



But when they begin to talk, their thoughts align.

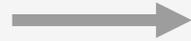
Duhigg's 4 Keys to Better Connection

Listen More Than You Talk



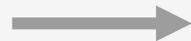
If the salesperson is talking, the buyer isn't buying

Match Others Mood & Gravity



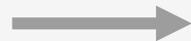
See other people through their lens

Connect Through Stories



Express your emotions through third-party stories

Ask Emotional Questions



People buy emotionally and justify it intellectually



When we listen more... and ask better questions:

People open up → Connection Deepens

People feel heard → Trust Increases

People see you as partner → You Win More



**“Connection is the energy that is created between people
when they feel **seen, heard, and valued**”**

-Brene Brown



Why Stories Work in Sales

- Stories create emotional connections
- They make complex information easier to understand
- They help prospects visualize their own success
- Help with resistance
- Make complex ideas simpler
- They make presentations more memorable and engaging



Use stories to **anchor pain, build credibility, and reinforce your positioning** during each step of the sales process. A well-timed success story can act as social proof, a pain amplifier, or even a subtle takeaway.

Why Storytelling Matters at Dynisco

Stories Sell Confidence — Not Sensors

- Buyers don't buy specs — they buy certainty
- Stories help customers see risk, impact, and a better future
- Great stories support standard solutions and better decisions
- Specs answer *how*. Stories answer *why change*.
- If we jump into technical detail too early, we invite customization.
- The goal of a story is not to prove how smart we are, it's to help the buyer recognize their pain.

The Dynisco 4-Step Story Framework

- **Before:** Process environment
- **Pain:** Operational consequences
- **Solution:** Capability (not customization)
- **After:** Confidence and stability
 - No specs, no drawings, no part numbers.
 - This works *before* discovery questions, not after.
 - A good story earns the right to ask tougher questions!

Case Study Formula:

Before → **Pain** → **Solution** → **After**

- **Before:** Describe the client's situation before they partnered with Dynisco
- **Pain:** Highlight the challenges and consequences of their problem
- **Solution:** Explain how Dynisco helped solve their problem
- **After:** Share measurable results and outcomes

Story Example

(Before – Pain – Solution – After)

“Let me share a quick example from another processor that felt very similar to what you’re describing.”

Before

“In a demanding process environment, the team had been using a special-ordered sensor for years. It became the default, even though the process itself hadn’t changed much.”

Pain

“Over time, that ‘custom by habit’ approach created friction—longer lead times, more planning for replacements, and growing questions about whether the extra complexity was actually helping. When readings didn’t look right, confidence started to slip.”

Solution

“They stepped back and evaluated a proven, standard sensing solution designed for the same conditions, shifting the focus from customization to reliability and supportability.”

After

“Once they standardized, things got simpler. Replacements were easier, confidence in the data improved, and the operation became more predictable—without giving anything up. The big realization was that they didn’t need a special sensor to get solid results.”

Clean Follow-Up Question

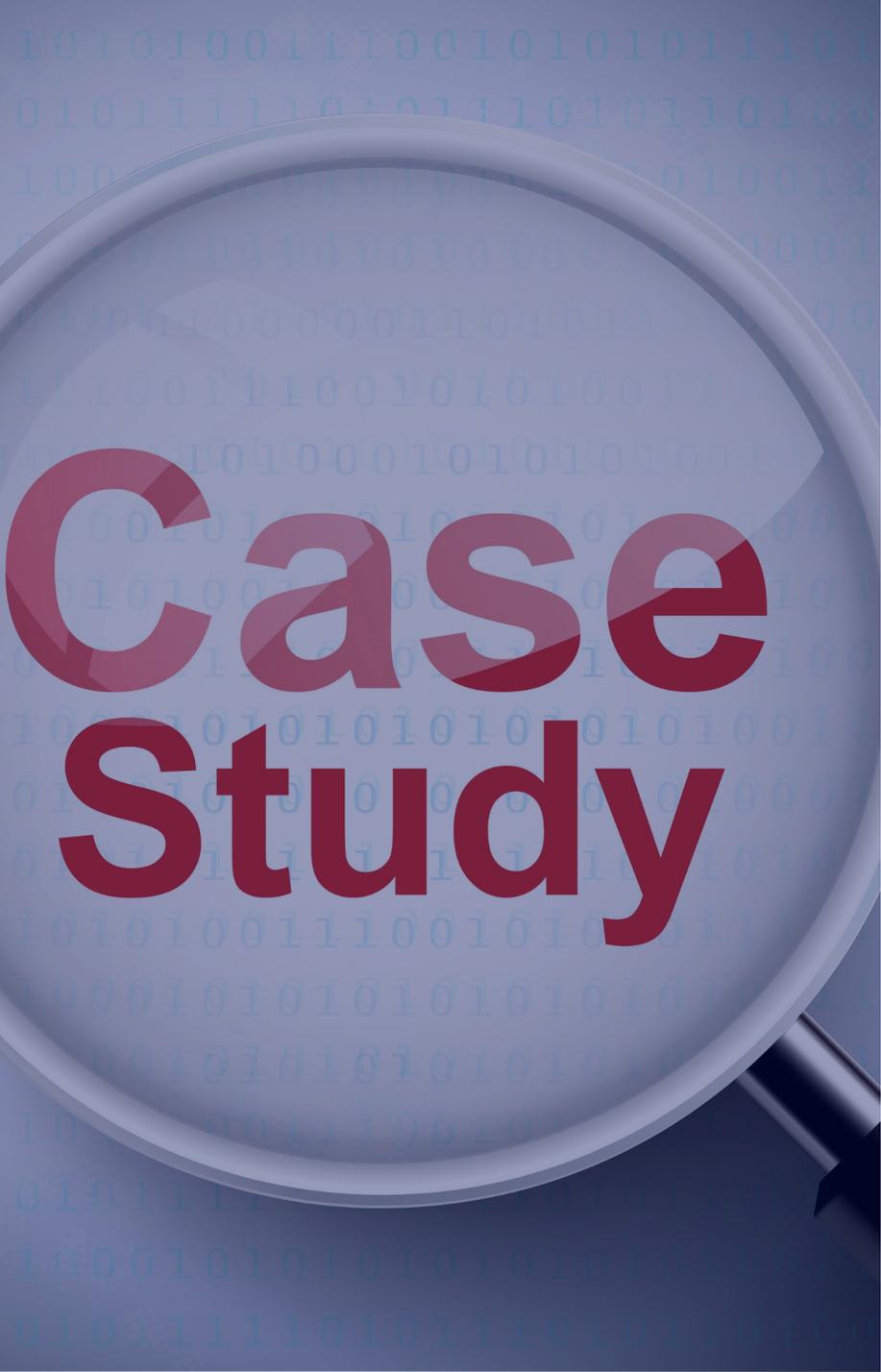
“Where might sticking with a custom solution be adding complexity without real benefit?”

Questions to follow: *(This is critical – no pitching yet)*

“I’m curious – as you hear that, where does it feel most similar to your world today?”

OR

“What part of that story feels uncomfortably familiar?”



Case Study

Interactive Exercise:

Creating a Case Study – Dynisco Story Cheat Sheet

- Everyone selects and breaks down a real client success story
- Format it using the **Before** → **Pain** → **Solution** → **After** structure
- Pair up and share stories, providing feedback on impact
- Share with the group

Breakout

An illustration of an iceberg floating in the ocean. The top part of the iceberg is above the water surface, and the much larger bottom part is submerged. The sky is blue with some clouds. The text 'THE TIP' is written in large white letters, with 'THE' in a smaller font above 'TIP'. A grey arrow points from the text 'TIP' to the peak of the iceberg above the water.

THE
TIP

OF THE

ICEBERG

A grey arrow pointing from the text 'ICEBERG' to the submerged part of the iceberg.

Is it comfortable to ask customers how much business they are giving to competitors?

We may be happy with a 100k customer.. However – they may be spending....





Increasing Dynisco's Wallet Share

Dynisco Reality

- Customers buy **some** sensors from Dynisco
- Many buy more **most** sensors from competitors
- Dynisco gets pulled into:
 - Low-volume custom designs
 - One-off snout lengths
 - Engineering-heavy "exceptions"

Result: Low wallet share + high complexity = bad business

Wallet share for Dynisco is NOT about selling more SKUs. It is about:

- Winning standard positions
- Reducing customization
- Increasing volume per configuration
- Earning the right to stay in the account

- “Unless I’m missing something, it looks like Dynisco has done a strong job supporting you when you need specialized sensing solutions—fair statement?” (*pause, listen, acknowledge*)
- “One thing that occurred to me as I was reviewing your account... while we help in specialty situations, we don’t seem to be a primary supplier for your standard sensor needs across lines.”
- “Would you be open to a few questions to see whether there’s an opportunity to simplify, standardize, or reduce complexity on your end—or *determine that it doesn’t make sense to go further?*”

Breakout Discussion

Choose a mid-to-high volume sensor customer

Discuss:

- How many sensors does this customer buy **per year total**?
- What % does Dynisco currently supply?
- Where are we:
 - Standard supplier?
 - Backup supplier?
 - Custom-only supplier?
- What assumptions are we making about:
 - “They need it that way”
 - “They won’t change”
 - “Engineering already decided”
- What’s one **safe question** we could ask to start uncovering total sensor spend



The Iceberg Conversation (12 Minutes)

Goal: Learn how to uncover a customer's total spend, understand their vendor relationships, and identify opportunities to grow wallet share.

Step 1: Opening Wallet Share Questions (Surface Level)

Purpose: establish context without selling

- How do you typically split sensor sourcing across suppliers?
- Roughly what percentage of your sensors come from Dynisco today?
- Which sensor positions are standardized vs. customized?
- Where do you feel locked into a specific design—and why?
- What would need to change for Dynisco to earn a larger share of standard positions?

Step 2: Deeper Exploration (Pain, Risk, Complexity)

Purpose: uncover why customization exists

- What's been frustrating about managing multiple sensor configurations?
 - How much engineering time gets pulled into sensor changes or exceptions?
 - When a sensor fails or lead times stretch, what's the downstream impact?
 - What originally drove the need for this specific snout length/design?
 - Has anyone revisited whether that requirement still applies today?
 - What happens internally when you need just *three* sensors fast?
- (This is where standard vs. custom becomes a business conversation. Not a spec debate.)

Step 3: Future-Focused (Qualification + Walk-Away Logic)

Purpose: qualify volume, intent, and fit

- Over the next 12–24 months, are sensor volumes expected to grow, shrink, or stay flat?
- If we could standardize even part of your sensor mix, what would that change operationally?
- What minimum volume would make it worth revisiting a standardized approach?
- If standardization isn't possible, how do you typically justify custom costs internally?
- If Dynisco can't support low-volume custom work profitably, how would you want us to handle that going forward?



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Up Front Contract

I am going to be asking you a lot of questions today... To be very transparent – some of the questions may cause you to pause and possibly push back a little at first... My goal is to create a WIN/WIN for you and Dynisco. Make sense?



Debrief & Takeaways (5 min)

- What felt natural?
- What felt uncomfortable?
- What did you uncover?
- What will you apply on your next visit?

Asking about total spend is consultative—not intrusive.



One Persona = One Perspective (and That's a Risk)

Each role experiences the problem differently:

- Different priorities
- Different pressures
- Different definitions of “success”

Settling for a single contact limits our understanding, and our ability to win.



Core Buying Reality

Engineer specifies → **Ops feels pain** → **Procurement buys**

Reps must win all three, but Ops pain is what justifies premium sensing.



Persona	Primary Focus (Sensing Context)	What They Lose Sleep Over (Sensor-Driven Pain)	Influence Level
Process / Manufacturing Engineer	Accurate, repeatable sensing; stable process control	Sensor drift, bad readings, failed validation, rework, credibility damage	High (Specifier)
Plant / Operations Manager	Uptime, yield, scrap reduction, safety	Line shutdowns caused by bad sensor data, chasing false alarms, lost throughput	High (Pain Owner)
Maintenance Manager	Reliability, ease of replacement, downtime prevention	Emergency sensor failures, hard-to-replace probes, lack of spares	Medium-High
Quality / QA Manager	Compliance, audit readiness, data integrity	Inconsistent readings, audit findings, undocumented sensor changes	High
Procurement / Purchasing	Cost control, supplier reliability	Buying “cheap sensors” that cause expensive problems, supply risk	Medium (Gatekeeper)
VP Operations / Manufacturing	Margin, scalability, plant performance	Chronic inefficiencies tied to unreliable sensing across plants	High
OEM / Equipment Builder (when applicable)	Standardization, performance reputation	Field failures blamed on machine performance	Medium-High
EHS / Safety Leader	Operator safety, regulatory compliance	Pressure or temperature excursions leading to incidents	Medium
CFO / Finance	ROI, risk mitigation	Unplanned downtime costs hidden in operations	Medium-High

KPIs that Matter – Sensor Specific

Persona

KPIs Impacted by Sensing

Engineer

Accuracy, repeatability, drift rate, validation success

Ops

Uptime %, scrap rate, throughput, incident frequency

Maintenance

MTBF, MTTR, emergency work orders

Quality

Audit findings, non-conformances, data integrity

Procurement

Total cost of ownership, supplier reliability

VP Ops

Cost per unit, yield consistency across lines

CFO

Unplanned spend, margin erosion

Common Objections

Persona

Objection

Hidden Meaning

Engineer

"All sensors read the same."

Doesn't see downstream impact yet

Ops

"We don't have sensor issues."

Problems normalized

Maintenance

"These are a pain to swap."

Downtime fear

Quality

"We can't change sensors."

Audit anxiety

Procurement

"You're more expensive."

No cost-of-failure case

VP Ops

"This is small money."

Doesn't see systemic impact

Sensor Starter Stories

Engineer Story

Before: Process looked stable — but results varied.

Pain: Data drift caused rework and finger-pointing.

Solution: Standardized, reliable sensing.

After: Fewer adjustments, faster validation, higher confidence.

Tie-Down:

“How confident are you that your sensor data would hold up under scrutiny?”

Operations Story

Before: Occasional shutdowns blamed on operators.

Pain: One bad reading shut the line for hours.

Solution: More reliable sensing with predictable performance.

After: Fewer false alarms, higher uptime.

Tie-Down:

“What does one hour of unplanned downtime really cost you?”

Discovery Questions

Engineer

- “How often do you verify sensor accuracy over time?”
- “What happens when data doesn’t line up with results?”

Ops

- “When a line goes down, how often is sensing part of the root cause?”
- “What’s considered ‘normal’ scrap here?”

Maintenance

- “How often do sensors fail unexpectedly?”
- “How long does a sensor change-out really take?”

Procurement

- “What happens when the lowest-cost option causes downtime?”
- “How do you factor risk into supplier decisions?”

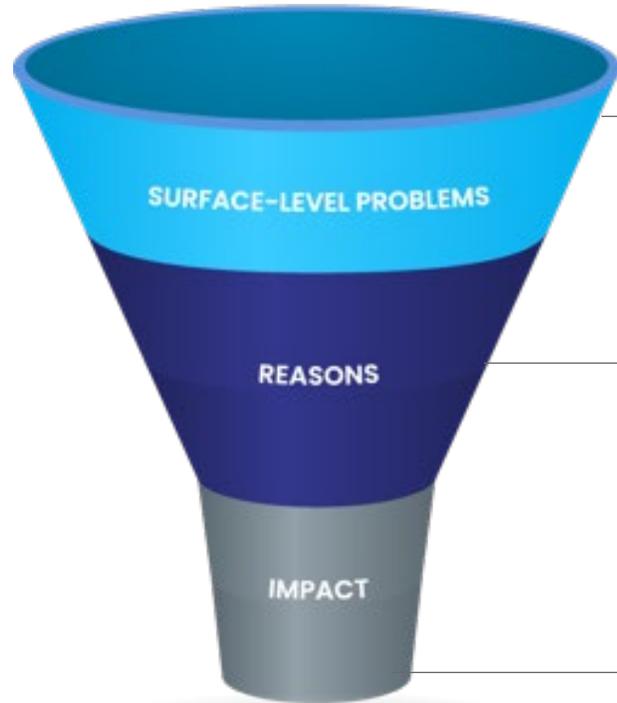
Influence Map

Stage	Who to Win	Why
Specify	Engineer	Controls the technical choice
Justify	Ops / Quality	Feels the pain, creates urgency
Approve	Procurement / Finance	Needs risk & ROI story





Pain Indicator



Can you tell me more about that?

Can you give me an example?

How long have you had this problem?

What have you tried to do to solve your problem? Did it work?

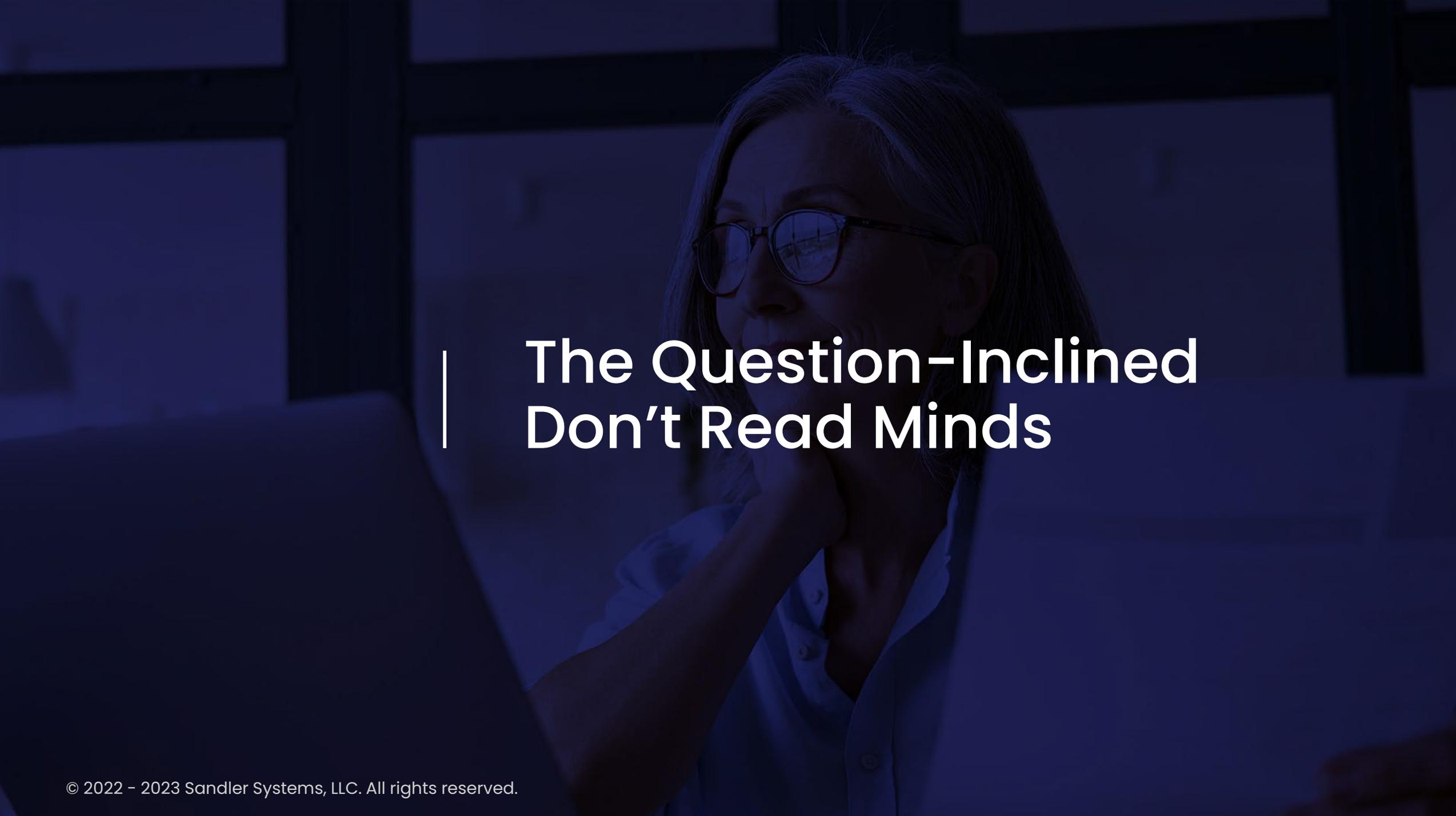
What do you think the financial impact is?

Have you under invested to solve the problem?

Who else is aware of this problem, is affected by it, and wants a solution to it?

How is this affecting you personally?

Summarize and Test: Have you exhausted all the options for solving this on your own?

A woman with glasses is shown in profile, resting her chin on her hand in a thoughtful pose. The image is overlaid with a dark blue filter. The text 'The Question-Inclined Don't Read Minds' is centered over the image, with a vertical line to its left.

The Question-Inclined Don't Read Minds

What are the common questions that you get asked during the early stages of the sales process?

Write down 2-3.



Some Communication Challenges

Buyers might...

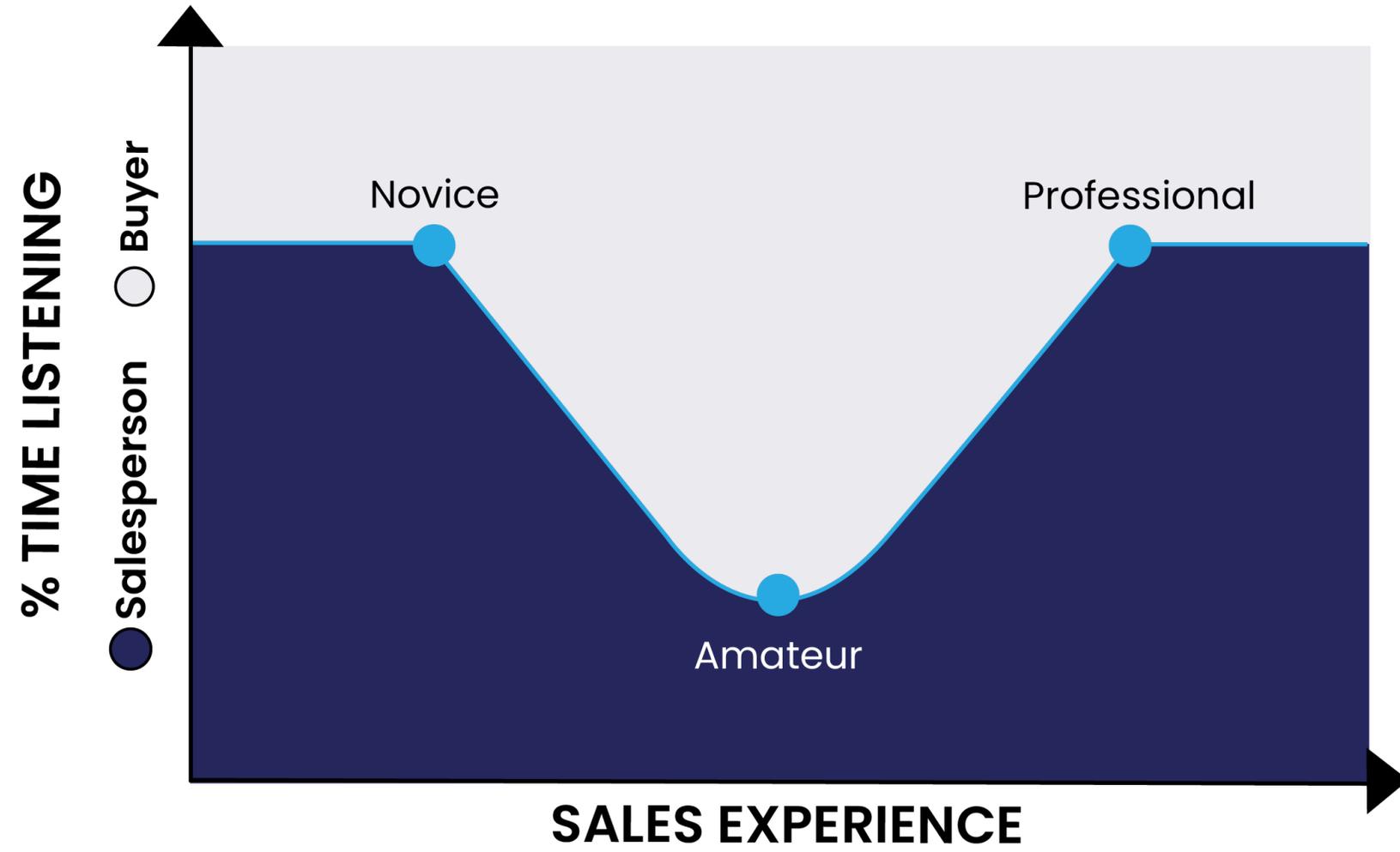
- Ask “smokescreen” questions to avoid asking their real questions.
- Provide “smokescreen” answers which hide facts, actions or intentions.
- Give incomplete and misleading answers – sometimes, intentionally.
- Make unsupported or exaggerated statements.



Learning to **Ask Questions**



Curiosity Curve



Curiosity Phases

Examples

- Tell me more about that...
- Can you help me understand...
- I'm a little confused...
- Let me see if I understand...
- When you say "X", what do you mean by "X"?



52 RULES FOR SALES SUCCESS
SANDLER® RULE #36

**The professional does what they
did as a novice—on purpose.**



A blue-tinted photograph of two men in a meeting. The man on the left is wearing a suit and tie, and the man on the right is wearing a light blue shirt and glasses. They are both looking at a tablet held by the man on the left. The background is slightly blurred, showing what appears to be a window with curtains.

The Reverse: Exposing the Real Issues

Reversing

- **Reversing** is answering a question with a question.
- Use reversing to **gain clarity** or safely respond to loaded questions, stalls (objections disguised as questions), or “gotcha” questions.

Reversing Questions

- I'm curious why you asked?
- It seems like that's important to you . . .
- You must be telling me that for a reason . . .
- Is that a big concern for you?
- Can you help me understand that a little bit more?

Begin Reverses with Softening Statements

- **Good question.** I'm curious why you ask?
- **Good point.** So that I'm clear, when you say *X*, what does *X* mean, specifically?
- **Interesting question.** Is that a big concern for you?
- **I'm glad you asked.** It seems like that's important to you . . .
- **I see.** You must be telling me that for a reason . . .
- **I appreciate that question.** Can you help me understand that a little bit more?

What is the difference between Dynisco and _____?

Reverse – There's probably a reason that you asked?

Menu Question – Typically when some one asks that question it is for one of several reasons....

3rd Party Story – Recently a lot of our clients have been asking about the _____. Is that the case here?

Closed ended – What experience do you have with _____?

Open ended – Happy to discuss that. In order for me to provide that answer, I would need to know more about _____. Can you share with me...

No Mind Reading!

Buyer Says

We're already talking to another company.

We're happy with our current partner.

Your prices are higher than what we're accustomed to.

We can do that in-house or with another vendor.

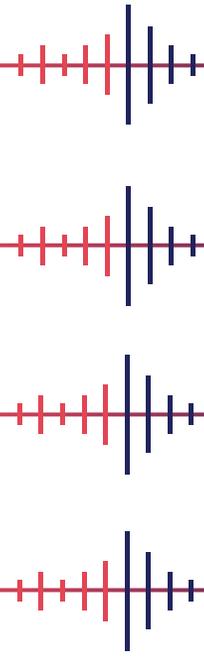
Salesperson Hears

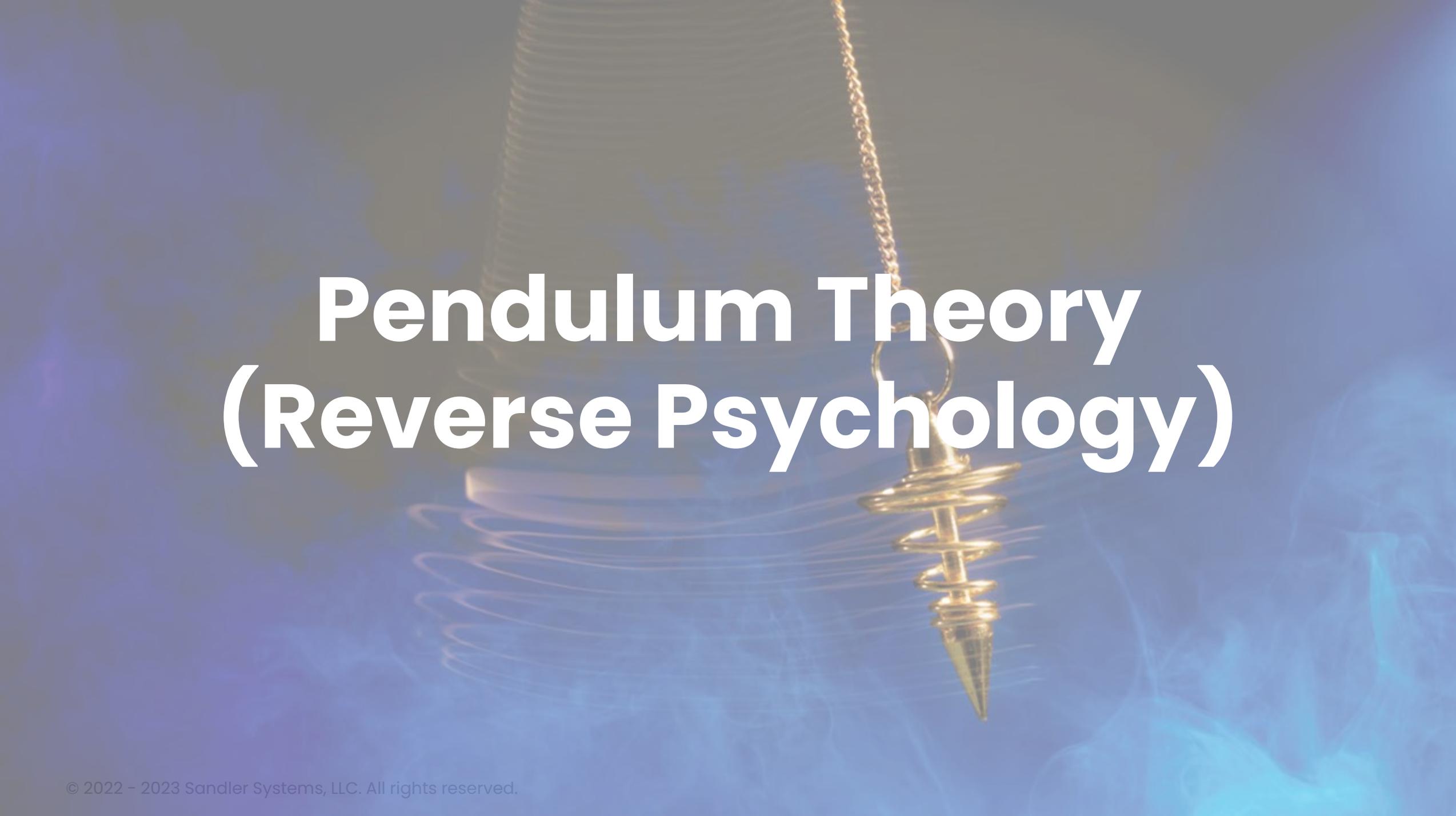
Why should we consider Dynisco?

Why are you better?

Can you lower your price?

What can you do that they are not doing?

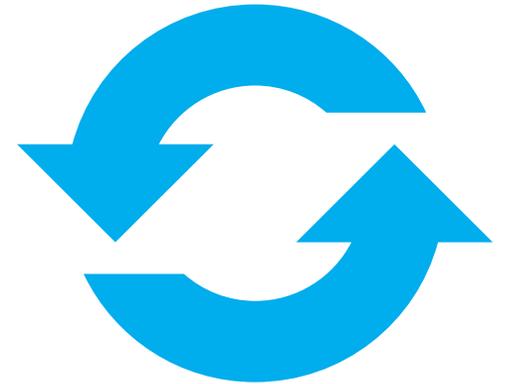


A golden pendulum bob with a spring and a pointed tip, hanging from a chain against a blue background with a human silhouette.

Pendulum Theory (Reverse Psychology)

Negative Reversing Questioning Strategy

- A reversing question combined with “reverse psychology”
- The question is posed in the negative or the opposite of the position you want to establish
- The “Ultimate Truth Detector!”



Stripping Line

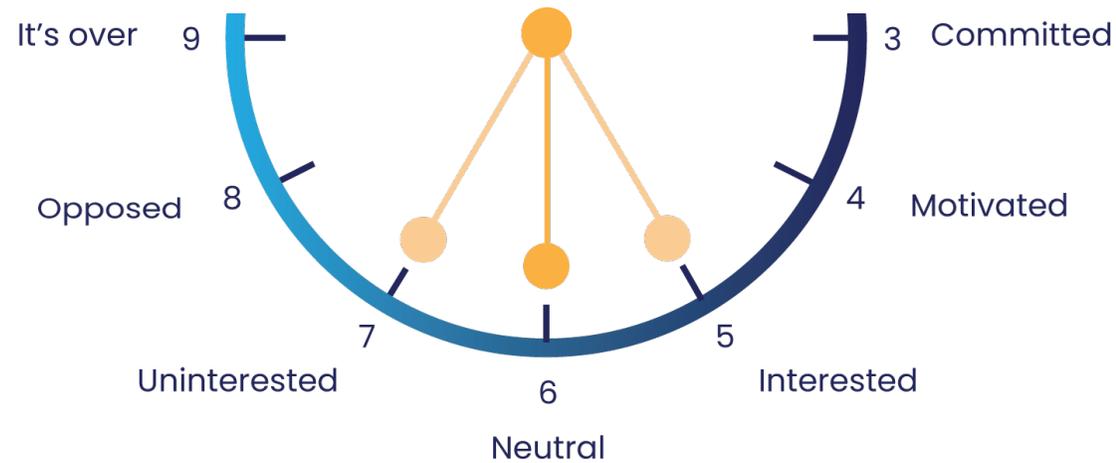
- Prospecting is like fishing.
- Let the prospect take the bait.
- Give them room to hook themselves.
- Reel them in too hard, too soon, and the prospect will slip away.



You can't sell anybody anything until they discover they want it.

Pendulum Theory

It sounds like you're happy with your current solution, and there's no reason for you to consider changing.



I don't want to assume what worked for our other customers will work for you.

We work with companies experiencing [specific issues]. I don't suppose you have any of those problems?

The Positive Buyer

- Potentially the most dangerous position
- Make buyer work to stay positive
- Gently question what the buyer is so positive about

Positive Buyer

What They Say

- I've heard some good things from Tom Smith and others about Dynisco...
- Please send us a proposal because we are very interested...

How we Respond

- Great, I'm glad to hear that. I'm curious - what exactly have you heard?
- Let's assume that I did send you a proposal - what were you hoping to see?

Breakout Activity

1. Write down 3-4 statements that a buyer might say to you when they are in the positive position.
2. Roleplay a response for each statement.

The Neutral Buyer

- Most difficult to deal with, because customer is not in motion
- Must get the customer moving
- Volunteer to shorten or the game by “closing the file” or suggesting there might not be a reason to talk



Rule: When a customer is neutral, get them moving.

Neutral Buyer

What They Say

- I suppose we would consider working with Dynisco, but we are ok with our current...
- We are always considering other...

How we Should Respond

- I appreciate that. My guess is you've probably already have a direction that you want to take? Or that it may be easier to stay the current course?
- OK, thanks. I get the feeling that you aren't very interested in looking at new solutions right now, which is fine. Are you sure it still makes sense us to talk?

Breakout Activity

1. Write down 3-4 statements that a buyer might say to you when they are in the neutral position.
2. Roleplay a response for each statement.

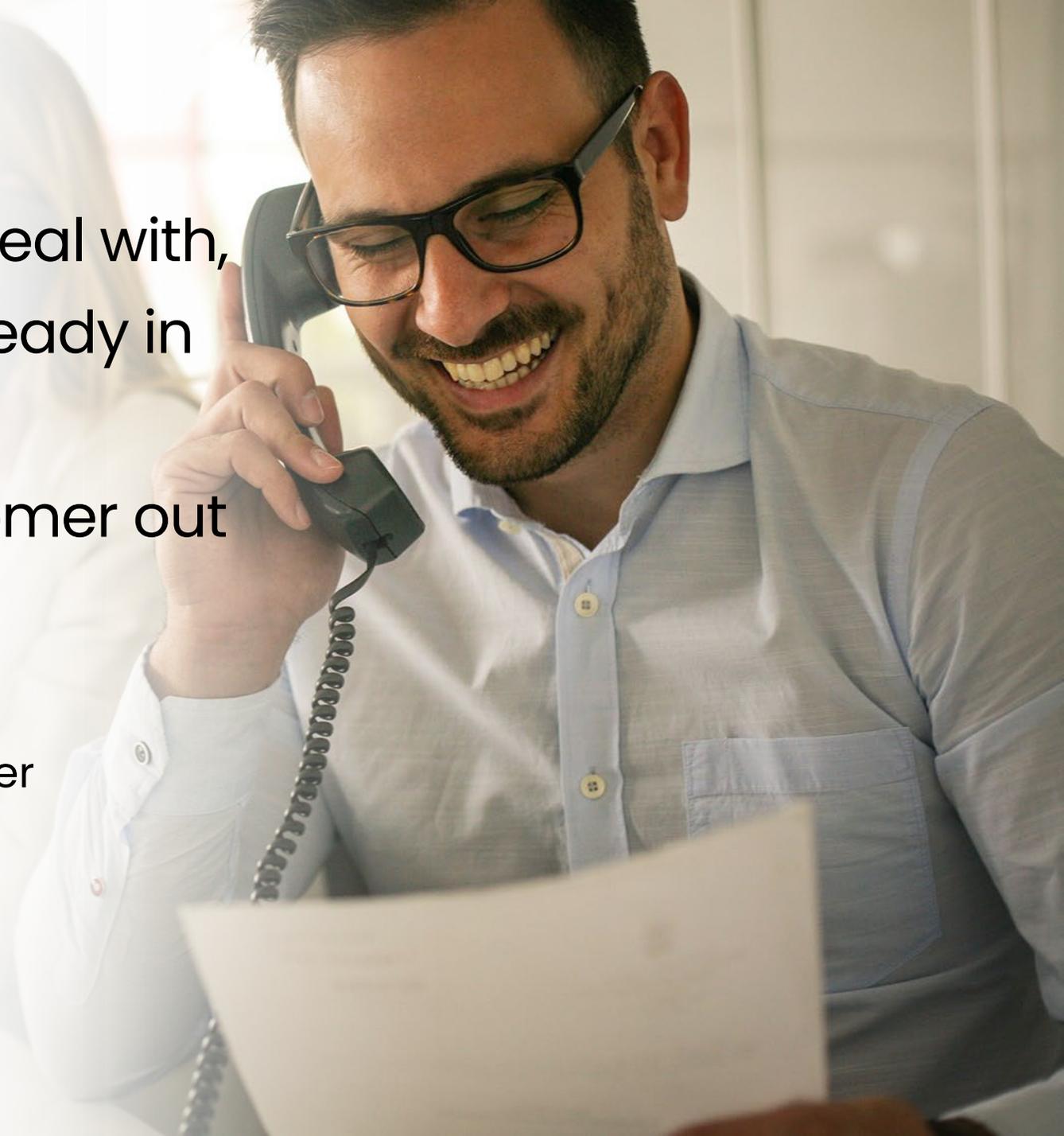


The Negative Buyer

- Might be the easiest to deal with, because customer is already in motion
- Don't try to talk the customer out of saying "No"!



Rule: Never help the customer end the interview.



Negative Buyer

What They Say

- I don't think you have anything different from what we are getting from...
- Why would we consider attempting to work with you all again after the fiasco we went through years ago?

How we Should Respond

- Got it... I'm getting the feeling you've already decided you don't want to look at **any** other options, even if there were a good one, is that right?
- I agree the last time we went down this road that it did not go well. It's probably safe to say that no matter what we have done to correct that issue, you would not consider a discovery meeting again?

Breakout Activity

1. Write down 3-4 statements that a buyer might say to you when they are in the negative position.
2. Roleplay a response for each statement.





“

Dig deeper with reversing. When reversed, the buyer will always redefine their question.

”

Curiosity Curve / Not-OK

Restate + ASK a Question

"When you say X, can you help me understand what you mean by X?"

Reversing

Soften + ASK a Question

"Good question. Can you tell me how important that is in your overall decision?"

Technique Recap

My Big Concern

Struggle (on purpose) + ASK a Question

"Well... that's certainly one way you could do it. My concern is I've seen others try that and it hasn't had the impact they hoped for. Can I ask you..."

Pattern Interrupt

Shock + ASK a Question

"You're right, we ARE a good bit higher than our competitors. Can I tell you why our clients work with us rather than less expensive competitors?"

How to Use Constructive Tension in Sales

— Ask Hard Questions:

Move beyond surface-level responses to challenge their thinking.

— *“You said you want to do make the switch from Gefran to Dynisco for 6 of your lines... But I’ve also heard you mention that you were committed to Gefran... What’s different now?”*

— Use Silence as a Tool:

Most salespeople talk too much. The best ones know how to use silence to make the prospect think and allow them to process.

— *“This sounds like a big issue. What happens if you don’t fix it?”*

— Push-Pull Technique:

Challenge, then pull them back in.

— *“You’re saying this isn’t urgent, but I feel like there’s something bigger beneath the surface. Am I off base?”*

High Need for Approval Quiz

1 = Rarely True 2 = Occasionally True 3 = Sometimes True 4 = Often True 5 = Very True

1. I worry about what a prospect thinks of me.
2. I avoid asking tough questions if I think it might make the prospect uncomfortable.
3. I keep unqualified prospects in my pipeline too long because I don't want to give up.
4. I feel nervous when I need to ask about budget or decision.
5. I feel bad when a prospect says "no".
6. I find myself doing more talking than listening.

You're about to get



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ghosted





How to Break Free from the Need for Approval in Sales

1. Reframe Rejection

It's a Filter,
Not a Failure

2. Get Comfortable with Silence

Make the Prospect Do
the Work

3. Practice Disqualifying Bad Prospects

Don't fear
pushing back



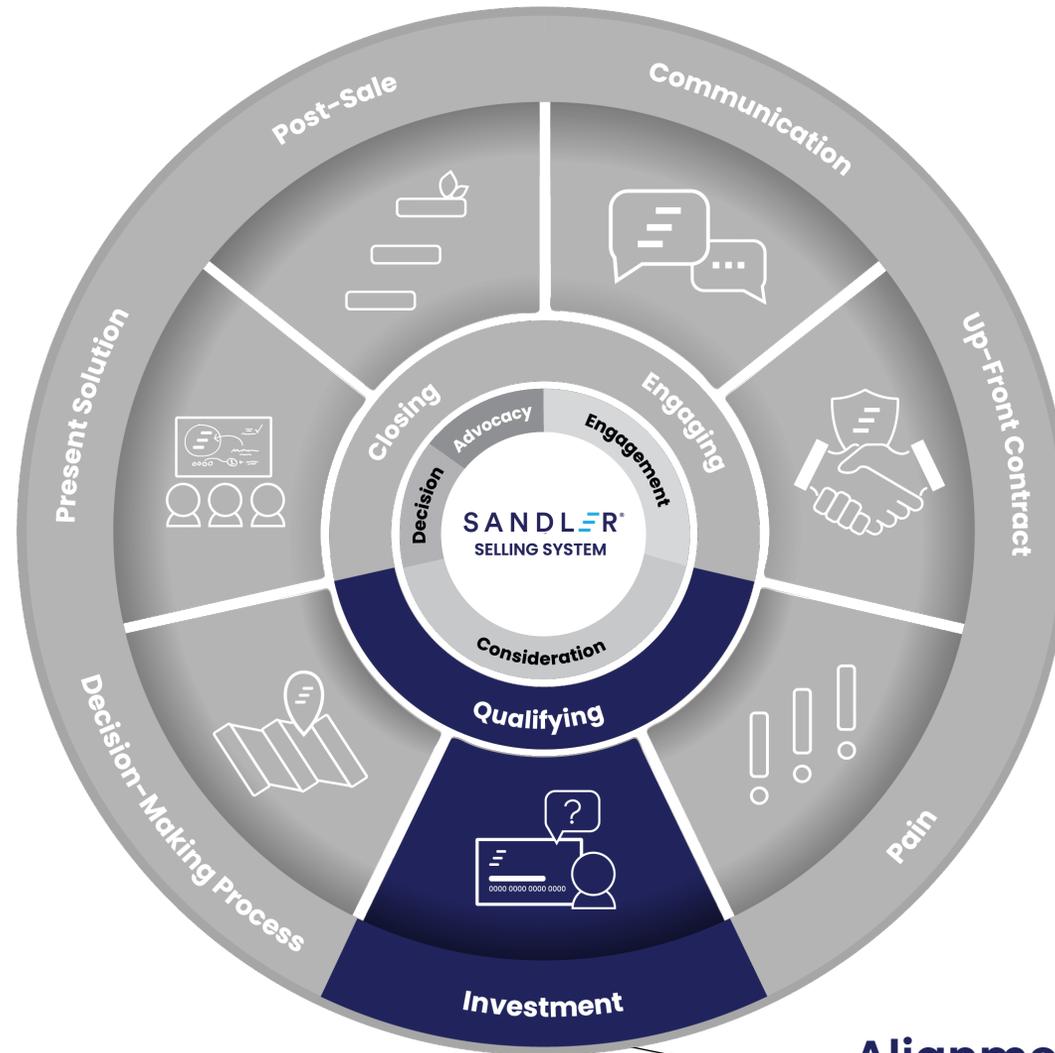
Trust is built by qualifying harder, challenging deeper, and being willing to walk away.





Willingness to Invest

Qualifying the Opportunity



- Save \$\$
- Invest \$\$
- Control \$\$

**Alignment on money tolerance
and funding dynamics**

What would you pay for a:

1. New TV

2. Sofa

3. Bottle of wine

Transparent Conversations

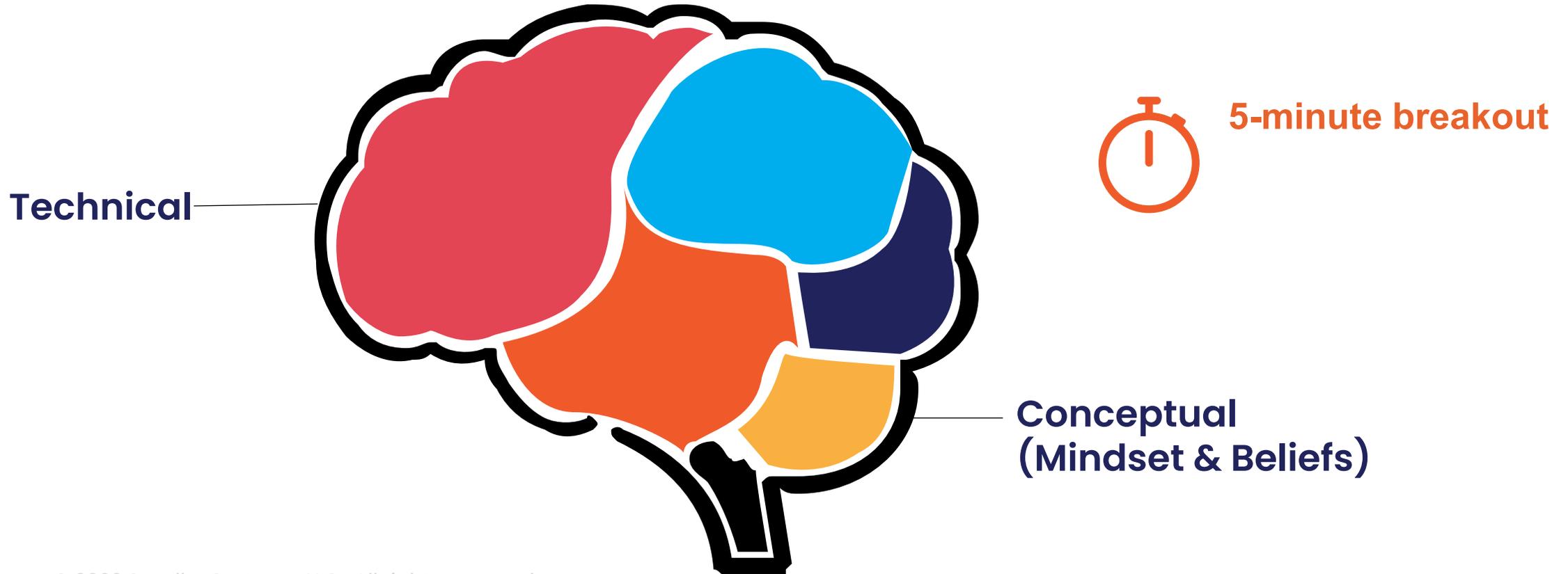
1. What challenges do you face in generating transparent conversations with buyers about their budget or investment tolerance?
2. What behaviors do salespeople exhibit that make the investment discussion awkward?



Roadblocks to Discussing Budget

What are some of the childhood “money messages” you received?

- Abundance?
- Scarcity?
- Rude to talk about?



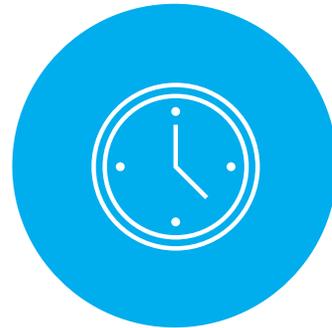
Investment



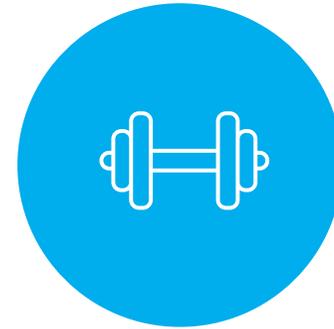
Money



Resources



Time



Effort



Political Capital

What are some prerequisites to getting the buyer to be transparent about their investment tolerance?

Investment vs. Expense/Cost

It is irrelevant how much something costs.

What is relevant is how much the buyer will invest in a solution to their problem, and what the ROI of that investment is.

Investment Conversations Formula

FIRST STEP

SECOND STEP

THIRD STEP



Investment Conversations Formula



Summarize and Validate Pain

Summarize and validate a prospective client's pain and the impact in one or two sentences:

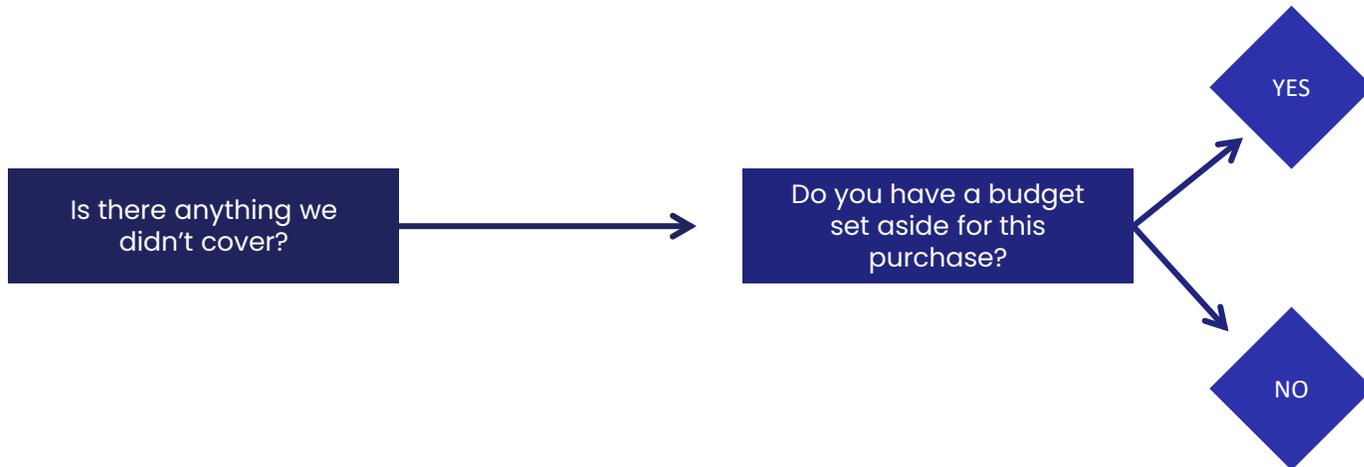
"What I have heard is... which is causing... Did I get that right?"

Transition from pain to investment:

"Would it make sense for us to switch gears and spend a few minutes talking about the investment needed to solve some of these challenges?"



Investment Conversations Formula



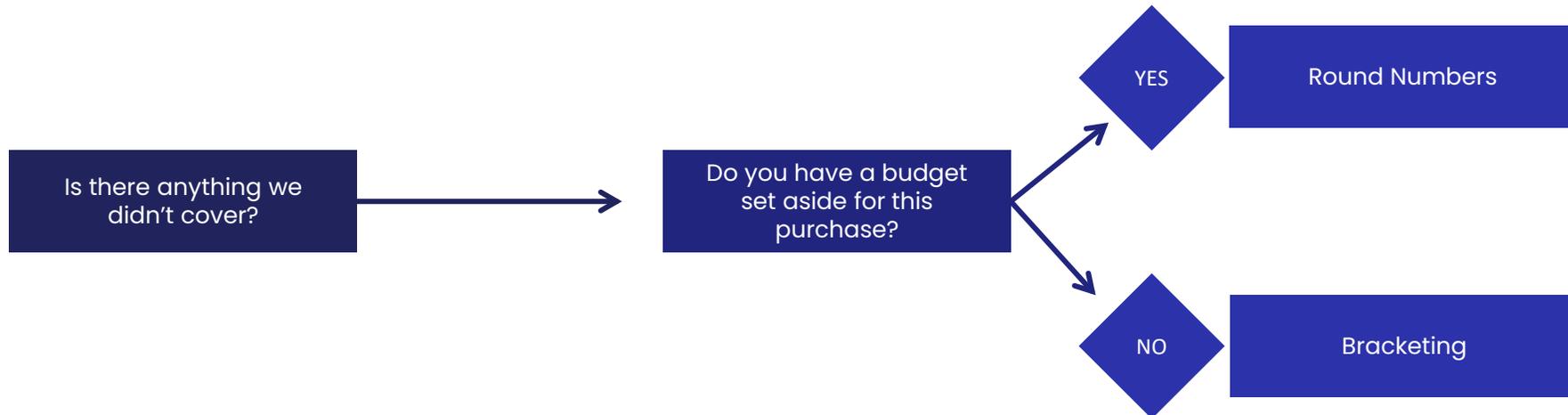
Reversal

A reversal is the strategy of answering a question with a question. A reversal can be an effective strategy when discussing investment.

"I'm glad you asked for a ballpark estimate. Before I answer, I have a few more questions for you. Can I ask if there is money set aside for this initiative, or would you be looking to fund this project through projected savings and need to build a business case?"



Investment Conversations Formula



ACTIVITY

Investment Role-Play Exercise

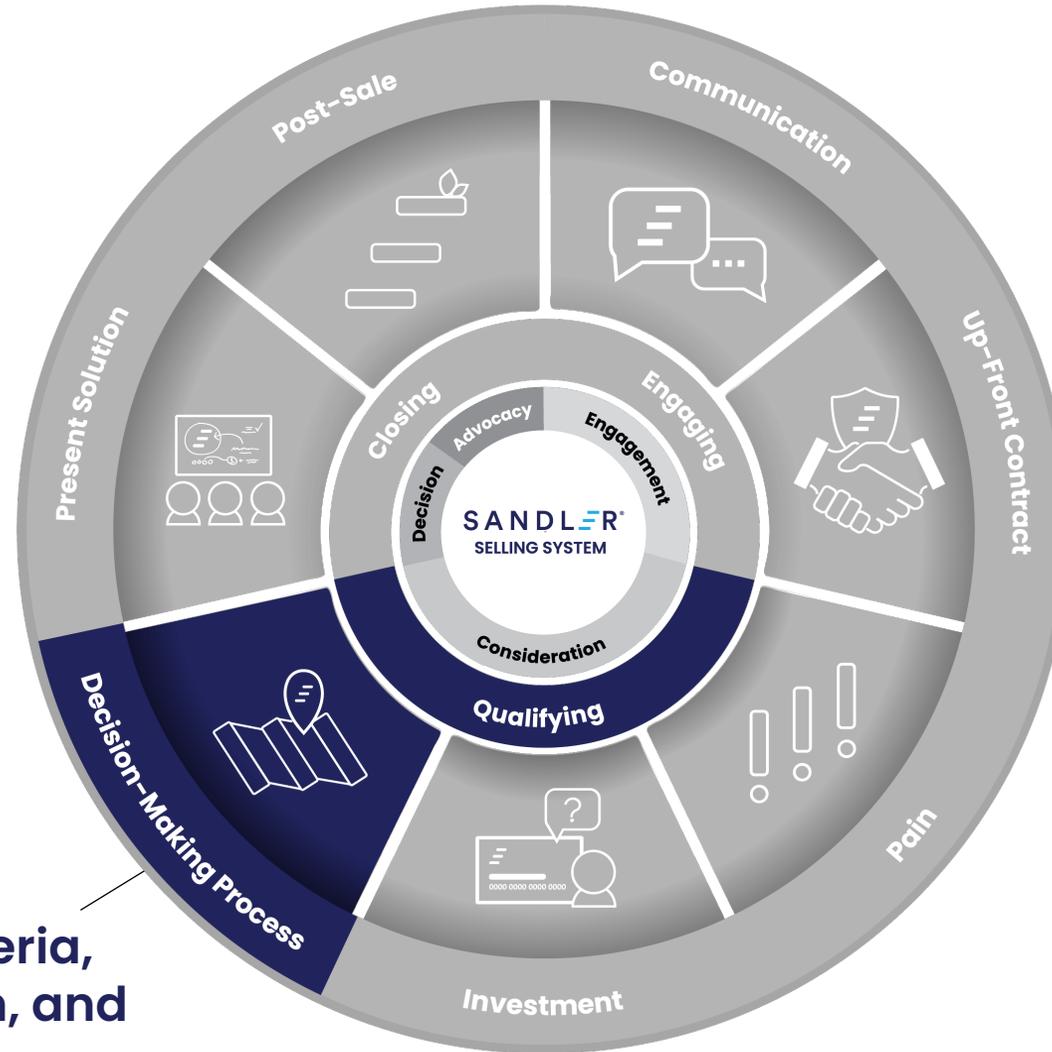
- In your group, assign the roles of buyer, seller, and observer.
- Each take a turn with a "buyer"
- Be prepared to discuss with the class.



A blue-tinted photograph of two men in a meeting. The man on the left is wearing a suit and tie, and the man on the right is wearing glasses and a light-colored shirt. They are both looking at a tablet held by the man on the left. The background is slightly blurred, showing what appears to be a window with curtains.

Gaining Clarity on Decision Making

6 Components of Decision Intelligence



Players, process, criteria, timeline, competition, and success blockers

Axioms to Live By

“A decision not to make a decision is still a decision.”

“When you think you know the buyer’s decision-making process, you’re typically several questions away from really understanding it.”

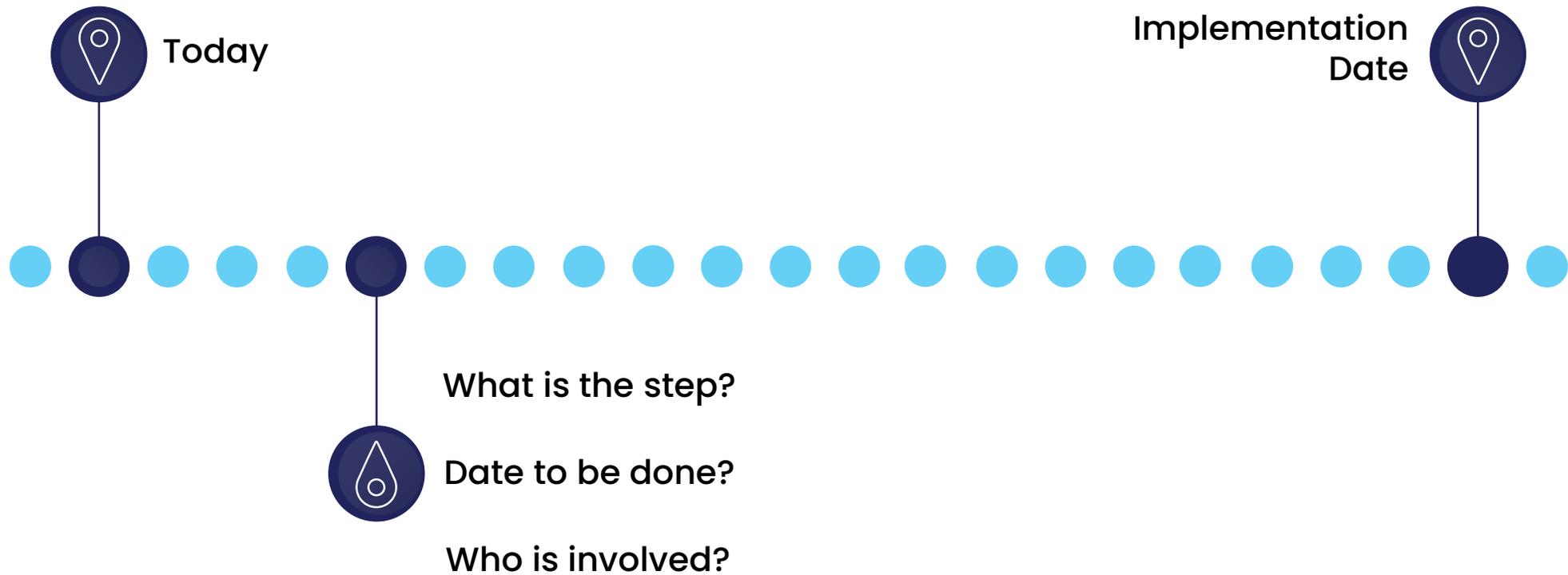
Investigative Approach



Build Your Core Decision Questions

People	
Process	
Criteria	
Timeline	
Competition	
Success Blockers	

Timeline Selling



Always Look for Patterns

If there are patterns that are out of their control (which there always are), can you bring them up in a “strip lining” way?

Example: *I know everyone here would like to get this deal moving – however I’ve found that there’s typically factors that are outside of your control that would cause this to stall. **What kind of factors should we anticipate?***

Getting Access to Power

- **Get an Up-Front Contract:** “Let me walk you through some of the core principles of our solution. If you don’t fully believe in our solution, we can stop there. If you think it has merit, can we agree we’ll set another meeting and get others involved?”
- **Tell, Don’t Ask:** “In order for us to make sure that our solution precisely meets your needs, I typically speak with [title or role]. How can we make that happen?”
- **Harm’s Way:**
 1. Review Pain
 2. “What are the chances you’ll get asked questions that we have not talked about?”
 3. “Why would you put yourself in harm’s way? Let me take the tough questions.”
- **Irresponsible/Sales Malpractice:** “Knowing how important this decision is, if I were to knowingly move ahead without understanding the needs of all the stakeholders – that would be irresponsible (sales malpractice). How do we go about getting others involved?”

Getting Access to Power

- **Fingerprints:** “Your team will have the most buy-in with the solution if they have some say in it. How do we let them get their fingerprints on this?”
- **Use Your Champion:** “Knowing that it’s important for all the stakeholders to have input on this solution, if you were me, how would you go about getting {decision maker} involved in this?”
- **End Around:** Have someone else on the team contact others and toss the ball to them.



Prepare for Challenges

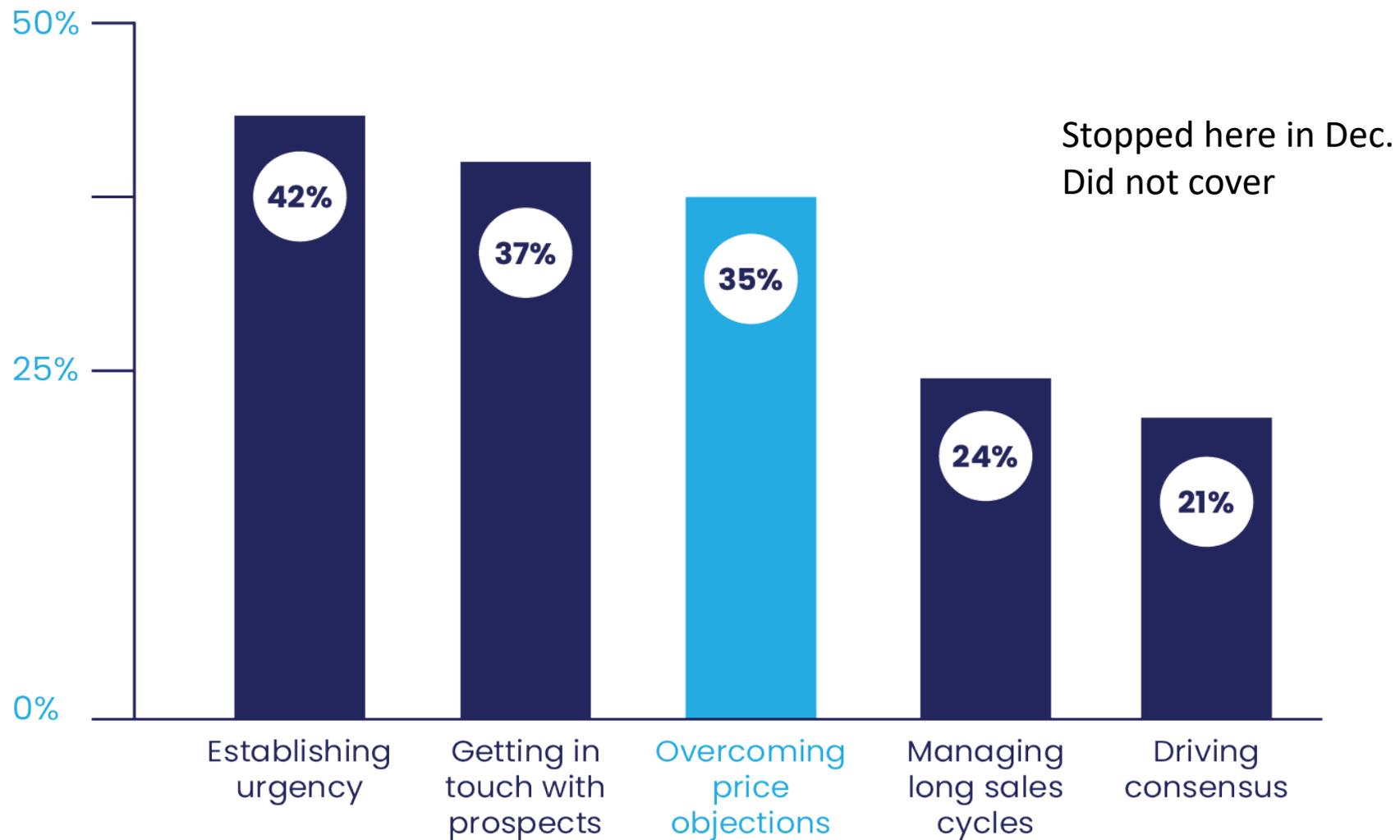
- “I’m the decision maker” (Your instinct tells you they are not the DM)
- “We have to socialize this internally...”
- “We’re vetting 7 other possible vendors...”
- Are they a Coach, Champion, or foe?
- We get blocked by our primary contact
- Vagueness on timeline



Uncovering Truth behind Stalls and Objections

Eliminating Friction in the Sales
Process

Biggest Challenges Salespeople Face:



HubSpot, 2023

Stalls and Objections

1

**Legitimate
reason**

2

**Socially acceptable
objection**

3

**Emotional
defense**



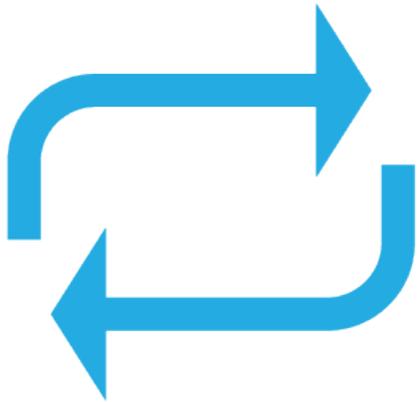
“

When salespeople reps take the role of a curious student rather than an informed expert, buyers are much more inclined to engage.

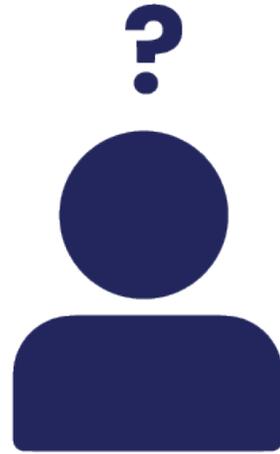
”

**- Jeff Hoffman, award-winning entrepreneur
and motivational speaker**

Objection-Handling Strategies



Reversing



Not-OK



**My Big
Concern**

Reversing

- Use a **softening statement**
- Keep it **open-ended**
- Incorporate a **pattern interrupt**
- Use to **expand**, not evade

“Thanks for explaining that. You must be telling me that for a reason... ?”

“I’d be surprised if you weren’t already down a path with someone else. What would it take for you to switch vendors?”

Not-OK

- Use Not-OK when **something has changed**
- Ask your buyer to **rescue** you
- If you feel it, **say it**



“I’m confused. This had some momentum the last time we spoke, and something seems to have changed. Is this not as big of a priority now... ?”

My Big Concern

- Use when your buyer says something that makes you think **“ruh-roh!”**
- Express **concern** for what may happen
- Incorporate a **third-party story**

“I see your point—but here’s my big concern with that.

If we don’t involve Janet early on, we might make 5° pivots now that put us 45° in the wrong direction down the road.

Given that, what are your thoughts? Should we be doing something different here?”

ACTIVITY

Responding to Stalls and Objections

1. In your group, identify **five common stalls and objections** you hear often.
2. Identify which technique to use for each.
3. Document how you would respond to each.



Objection Wheel



1. It's too expensive.
2. We haven't used that sensor before.
3. I don't know how this will help us.
4. We're happy with our current vendor.
5. I'm not authorized to sign off on this.
6. There's too much going on right now.
7. Your solution is more than we need.
8. I've heard about customer complaints.
9. Your solution doesn't have XYZ feature.
10. We've tried that, and it didn't work.
11. We're downsizing and cutting costs.
12. I can't sell this internally.

Stop, Drop, Reverse

1. In your group, assign roles of seller, buyer, and observer(s).
2. The buyer should pose one of the objections you discussed earlier.
3. The seller should respond with **reversing**, **Not-OK**, or **My Big Concern**. Allow the buyer to respond back.
4. The observer should document observations in the **Observer Checklist**.





Where AI Fits in the Sales Process

Most sensor sales calls fail before they start:

- Rep shows up with generic product knowledge
- No understanding of the process, application, or risk
- Customer controls the conversation with specs and price

AI flips this by helping reps:

- Understand the customer's process
- Anticipate failure modes, downtime risks, and compliance pressures
- Enter the meeting with hypotheses, not brochures

What AI Helps With

- Understanding customer industry & application
- Predicting likely sensor pains (accuracy, drift, downtime, lead time)
- Preparing consultative opening questions
- Positioning standard vs custom sensor trade-offs



Where AI Fits in the Sales Process

Before the Meeting (Preparation & Insight)

Goal: Show up sharper than competitors

High-impact AI uses

- Account & industry research
- Persona pain hypotheses
- Meeting planning & agenda creation
- Competitive landscape framing

Example Prompt:

I sell industrial sensors into plastics and polymer processing. I have a first meeting with a maintenance and process engineering team at a company that runs extrusion lines. Based on their industry, list:

1. Likely sensor-related problems they experience
2. Risks of over-customized sensors vs standardized models
3. Smart discovery questions that position me as a consultative partner, not a vendor."

Buyers expect credibility immediately and AI helps reps sound like SMEs faster



Where AI Fits in the Sales Process

During the Sales Cycle (Discovery & Messaging)

Goal: Ask better questions, tell better stories

Example Prompt

Act as a skeptical process engineer who prefers custom sensors. Push back on using a standard sensor by questioning fit, performance, and risk.

Then help me craft responses that:

- Respect engineering concerns
- Shift the conversation to uptime, lead time, and reliability
- Avoid discounting or over-customization.”



Where AI Fits in the Sales Process

After the Call (Follow-Up & Momentum)

- Most sensor deals stall **after** good meetings because:
- Follow-ups recap features instead of decisions
- No clear next step
- No reinforcement of pain or impact

What AI Helps With

- Writing crisp, professional follow-ups
- Summarizing pain, risks, and next steps
- Reinforcing value of standardization vs custom
- Creating internal alignment emails for customers

Prompt:

“Write a concise follow-up email after a discovery meeting about industrial sensors.

- The email should:
 - Summarize the customer’s key challenges
 - Highlight the risks of current sensor approach
 - Reinforce why a standard solution may reduce downtime and lead time
 - End with a clear, mutual next step.”



Use AI for Research & Account Mapping in Seconds

LinkedIn is great... And using AI can make it greater!

What AI Helps With

- Mapping buying committees
- Identifying hidden influencers
- Understanding each role's priorities
- Preparing role-specific messaging

Example Prompt (Account Mapping)

Prompt:

"Help me map a buying committee for industrial sensor purchases at a manufacturing company.

For each role (Process Engineer, Maintenance, Operations Manager, Procurement):

- Primary goals
- What they lose sleep over
- How sensor failures impact them
- What messaging resonates with each role."

Managing the Funnel Like a Pro



01. Sales Behavior and Funnel Management 20 min

02. What's the Magic Number? 10 min

03. Partner Accountability and Measurement 35 min

04. Turning Insights into Action 25 min

A photograph of two women in a professional setting, possibly a meeting or office. The woman on the left is smiling and looking towards the right. The woman on the right is looking down at a document she is holding. The background shows a bookshelf and some office equipment. The entire image has a blue tint.

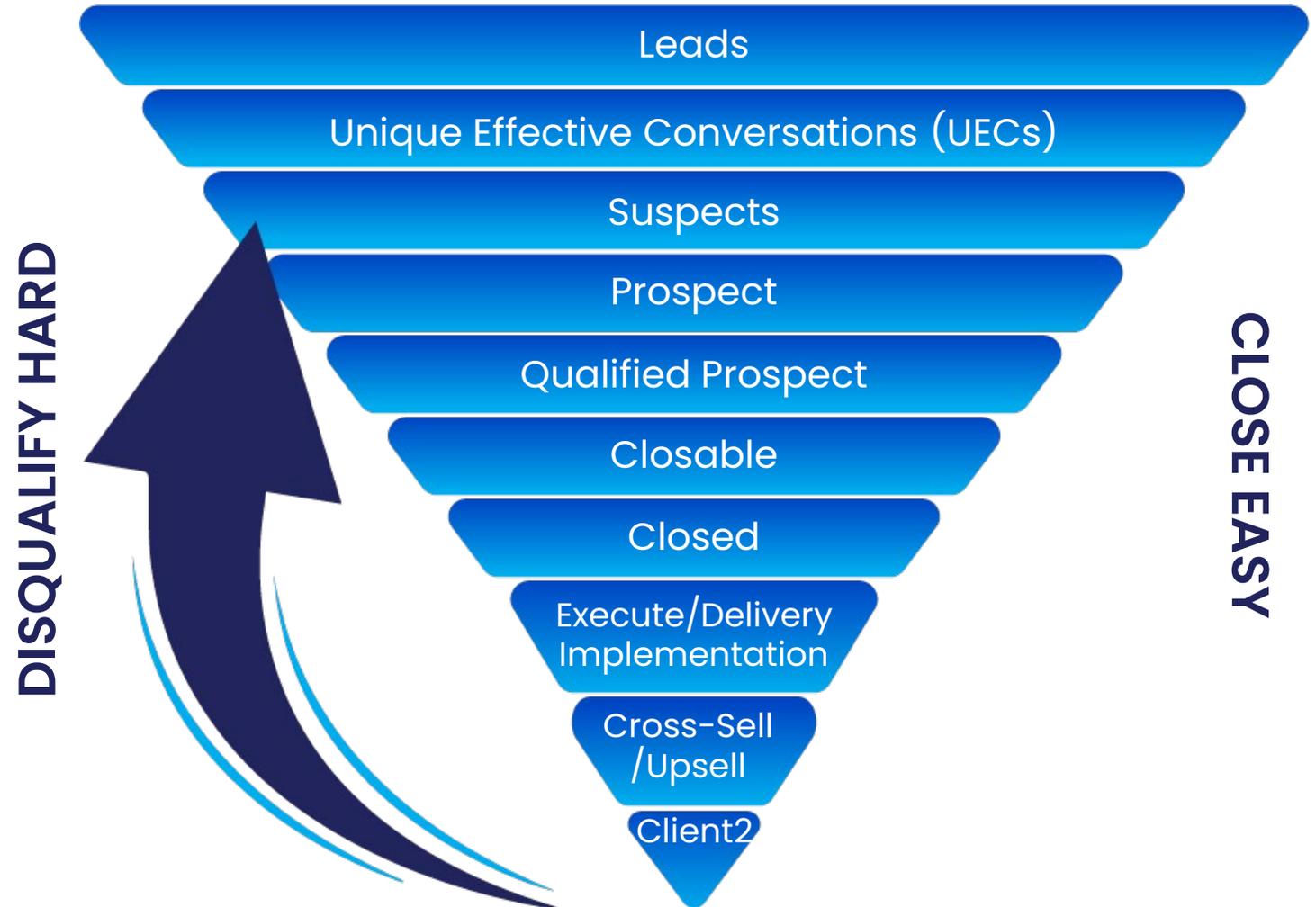
L1

Sales Behavior and Funnel Management

Help Partners Manage Their Sales Funnel

The Ideal Sales Funnel

Qualified prospect
down to **closable**
prospect movement
helps partners meet
or exceed targets.



Reviewing the Sales Funnel: Activity

1. List things you do for a sales funnel review, including:
 - Informal (sporadic/opportunistic) checks
 - Formal (structured, programmed, or scheduled) activities.
2. Discuss these activities as the large group.

Time: 2 minutes (Activity)

5 minutes (Debrief)



Focus on Leading Indicators



Unique Effective
Conversations



Velocity



Number of Deals

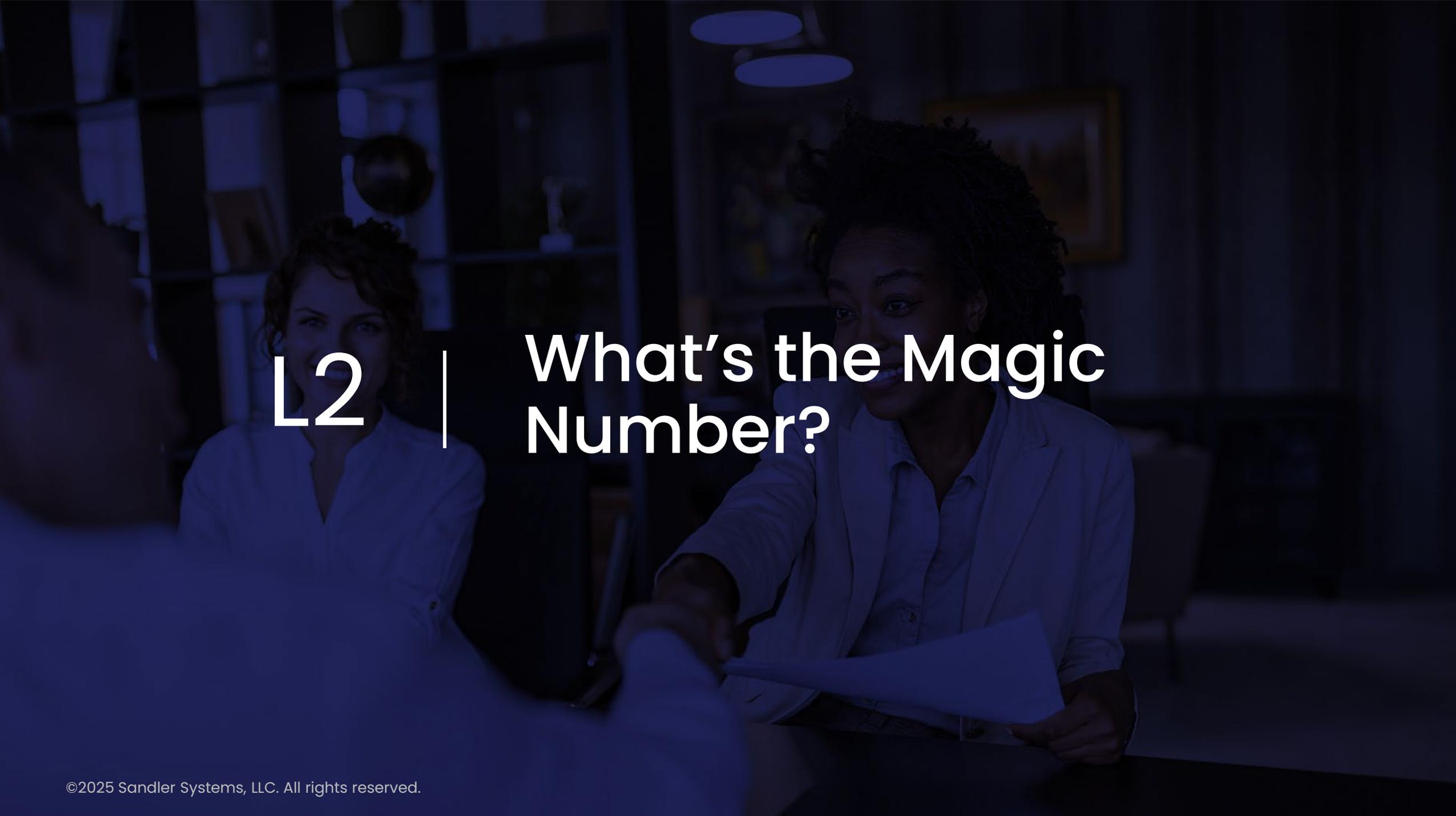
ACTIVITY

Leading Indicators: Activity

1. Share a list of things that partners discuss in their formal/informal pipeline reviews.
2. Identify how many of these items are leading indicators.

Time: 4 minutes



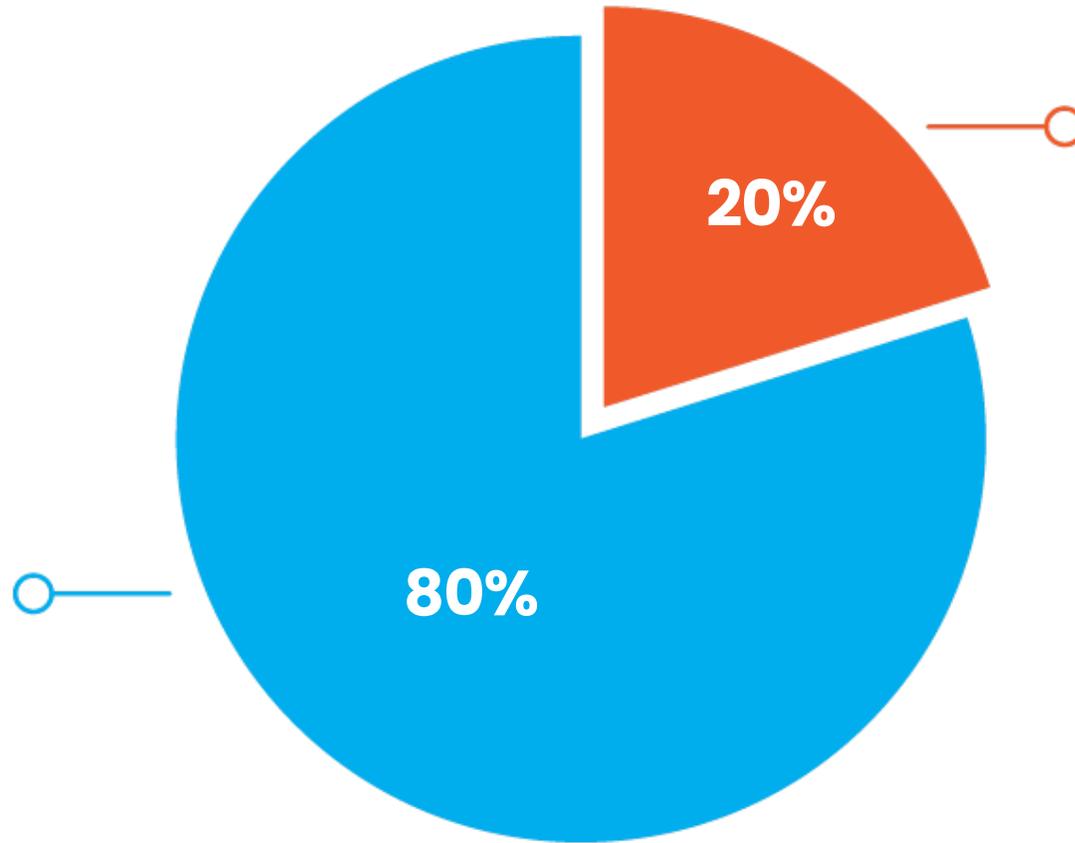
A photograph of two women in a meeting, overlaid with a dark blue filter. The woman on the left is smiling and looking towards the right. The woman on the right is holding a document and looking at it. The background shows a bookshelf and a lamp.

L2

What's the Magic
Number?

80/20 Rule for Partner Revenue

80% or more of a partner's revenue: The supplier has a strong "mindshare" and is a priority for the partner.



20% or less of revenue: The supplier often struggles to maintain visibility and continually competes for the partner's attention.

What's the Magic Number?

How many partners do you currently manage?

How many of those are actively producing real revenue?

What would happen if you could only keep your top 20%? What would change?

Number of productive partners + Correct behavior

= Coaching with purpose

From Number to Accountability: Now What?

Lagging indicators tell you what happened

Leading indicators tell you what's going to happen

Success Cookbook defining good behavior

+

KPIs tailored to number of partners

= **Managing with clarity**



Page 10

A photograph of two women in a meeting, overlaid with a dark blue tint. One woman is pointing at a document on a table while the other looks on. The background shows a bookshelf and office lights.

L3

Partner Accountability and Measurement

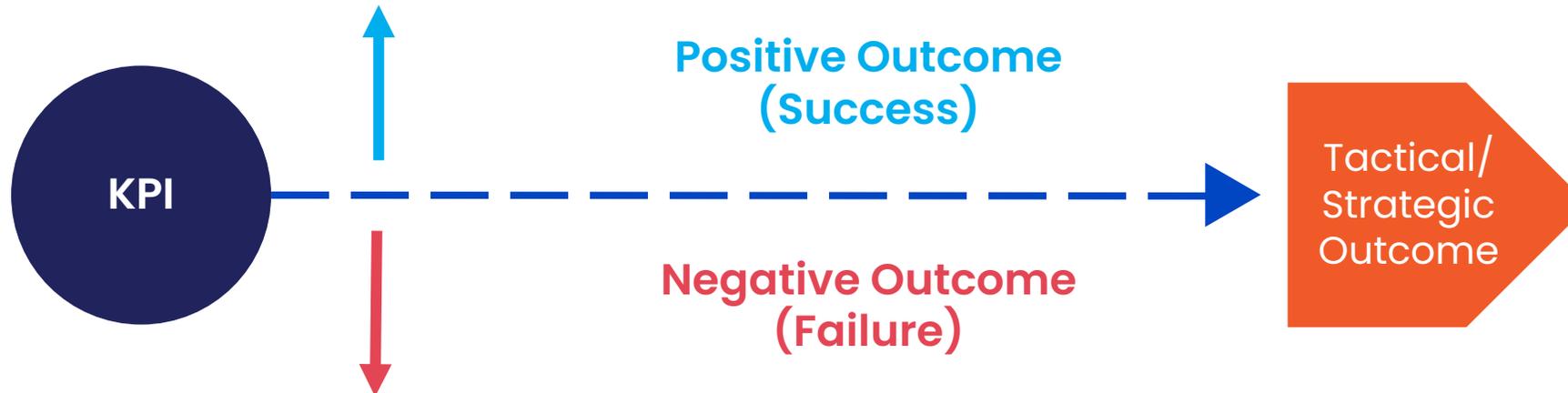
Evaluating Your Partnership Health

- Regularly review your partnership.
- Discuss future investments and account growth.
- Use Quarterly Value Reviews (QVRs) to review partner performance and drive engagement.
- Ensure your revenue share aligns with the 80/20 rule .



Partner Accountability: Dashboards

A Sales Dashboard displays the most important KPIs from your scorecard that allow you to see how your partner is performing.

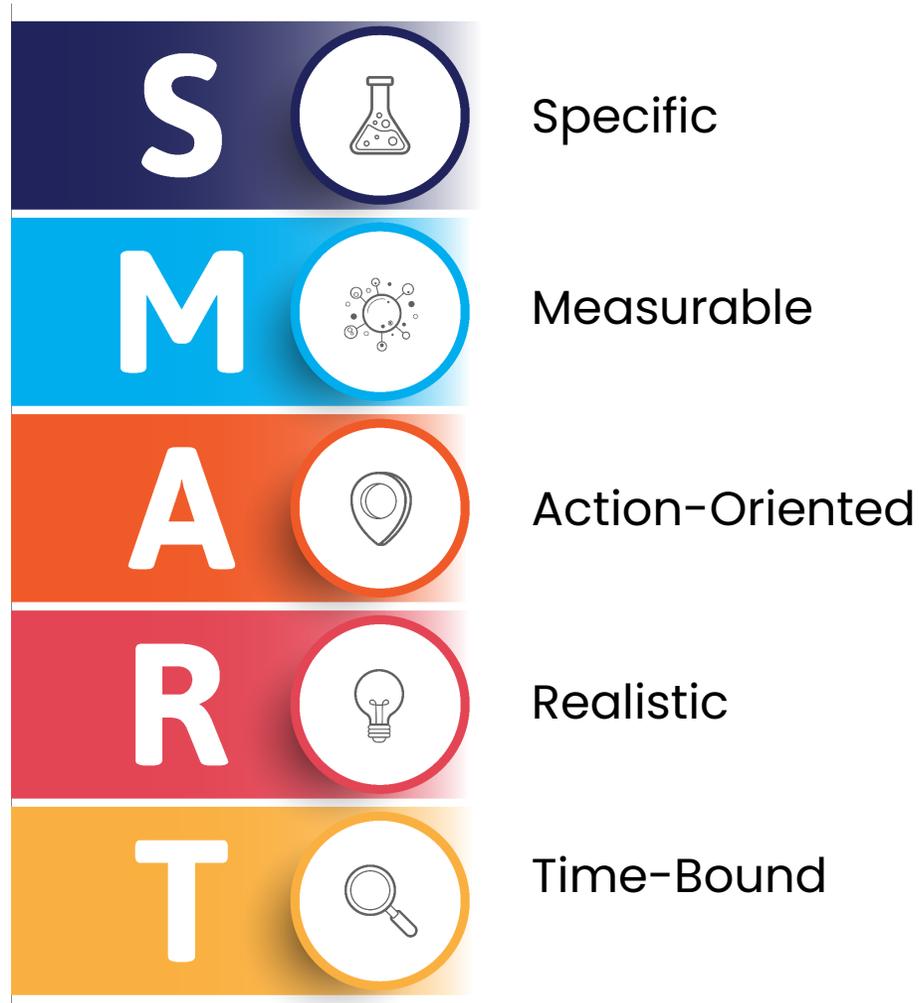


Target Setting for Success

- Success 'Cookbook' – A plan that defines the specific behaviors and activities that lead to partner success.
- Marketing 'Cookbook' – A tactical plan for executing joint marketing activities.
- Sales 'Cookbook' (Prospecting Plan) – A structured approach to pipeline building and conversion.
- RECON Framework – A structured process to review key metrics and gather feedback.



KPIs: The SMART Approach



Success Cookbook: Leading Indicators

TRAINING AND DEVELOPMENT, CULTURE, AND ONBOARDING

Leading indicators

- No. of registered / active salespeople
- No. of registered / active technical specialists

Red flags

- Lack of engagement
- Limited questions

MARKETING

Leading indicators

- No. of marketing-created leads
- No. of marketing-qualified leads

Lagging indicators

- Marketing development spend
- No. of field campaigns

BUSINESS DEVELOPMENT

Leading indicators

- No. of sales-accepted leads
- No. of sales-qualified leads

Lagging indicators

- No. of opportunities won
- Revenue

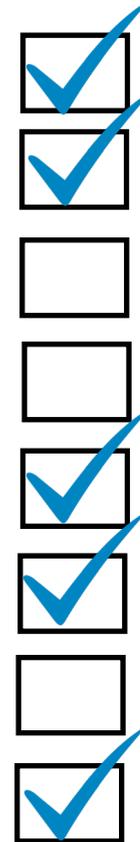


Time: 8 minutes

Leading Indicators: Partner Investment

Identify leading indicators that a partner is invested in your business.

1. Participation rate in your product or sales training.
2. Joint business planning participation.
3. Partner's revenue growth from other vendors.
4. Overall demand for partner's portfolio.
5. Number of co-sell or deal registration submissions.
6. Inclusion of your solutions in their sales playbooks or campaigns.
7. Expansion of their sales territory or coverage.
8. Frequency of partner portal logins/tools usage.





L4

Turning Insights into Action

RACI: A Fit for Channel Sales

Clarifies roles between a partner and a supplier by defining:

Accountable:

Owens the outcome and signs off



Responsible:
Executes the task



Consulted:
Provides input

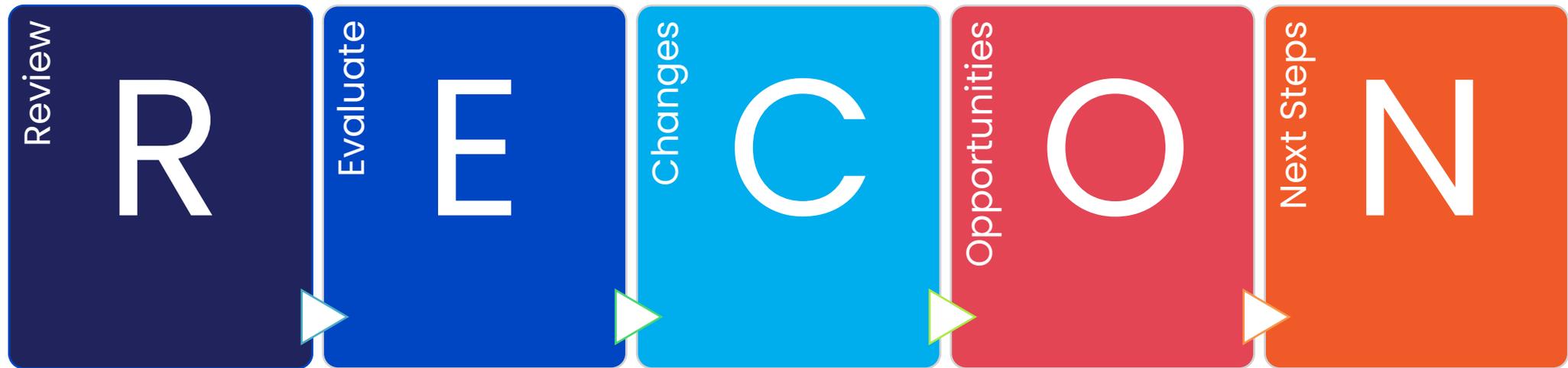
Informed:

Needs updates

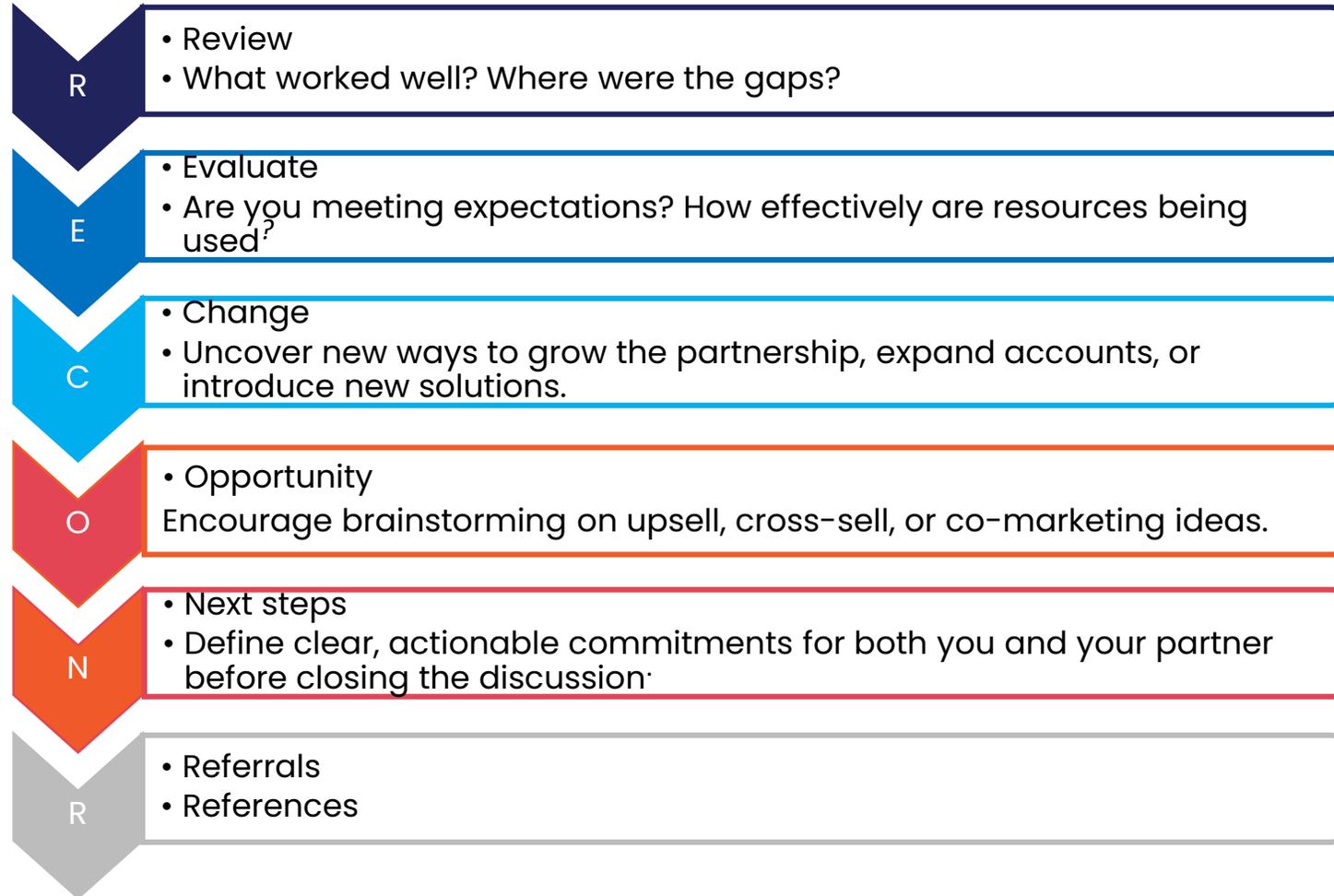


The RECON Framework

A structured approach to help you and your partner stay aligned on account goals and expectations



RECON|R: How it Helps in Partner Reviews



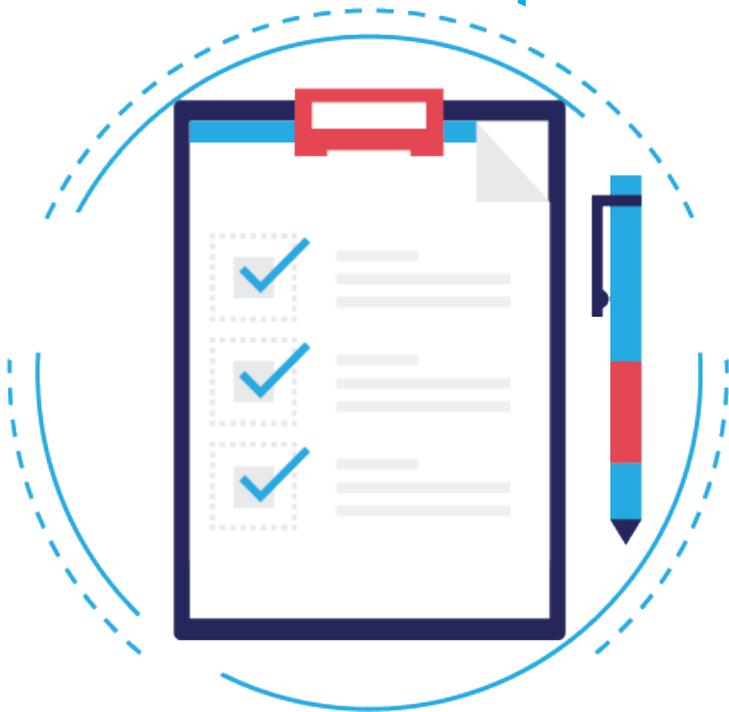
Creating a Partner Coaching Plan: Activity

1. As the channel manager, develop a partner coaching plan using KPIs for success in areas such as revenue performance, marketing programs, or client-centric satisfaction.
2. As the partner, answer performance-related questions and provide inputs.
3. The observer will take notes.

Time: 15 minutes



Managing the Funnel Like a Pro: Recap



- Maintaining a healthy sales funnel pipeline and expanding your account.
- The 80/20 rule, the 'magic number' of partners needed to meet your goal, and assessing partner capacity, fit, and market coverage.
- Using SMART KPIs and defining leading and lagging indicators to evaluate partner performance.
- Partner roles and data-driven accountability conversations through RACI and RECON.

SANDLERSM

Thank you!

Share your Actions and
Commitments and your Feedback!