

How to Pick an A-Class Customer in One Minute!

By Understanding '5 Types of Customers'

Learning the *5 Types of Customers* Will Save You
Hours of Time & Increase Your Profits

By Tim Stokes



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The Benefits of Reading this Book – Read This!

This book contains the **secrets** of picking A-Class customers (on the phone) in one minute, based on a powerful insight into the “5 Types of Customers”.

There’s a bit of reading here yes, but **the rewards are GREAT** for the business owner who takes the time to read this *whole* book.

Developing *excellent* people skills in business makes all the difference in the world to not just your business, but also your quality of life...

Great people skills will **free up your time** as you employ more people. These skills also reduce rework on customers’ jobs, save you an enormous amount of time with people who were never going to buy (despite wasting an hour of your time in quoting or a meeting), increase your profits and literally will transform your business.

People skills are what help you to identify *buyers* and how to manage them, to save time by not wasting it with people who were never going to buy and also to win more sales by knowing how best to communicate with people.

This book is essential reading on your path to winning more A-Class customers.

There are 4 types of customers...

- 1. Awesome**
- 2. Basic**
- 3. Can’t Deal With**
- 4. Don’t Bother**

Each type varies greatly in the affect it has on your business.

A-Class customers are **awesome**, because they see the *value* of what you offer, don’t want a better price, buy without dozens of questions because they *trust* you and pay on time. Plus, they refer their friends without being asked.

So who wouldn’t want more A-Class customers?

This book is a **powerful roadmap to understand the different types of customers and is essential reading on your way to achieving extreme success** in business.

In life we rarely see what’s holding us back and it’s nearly always our own mindset. This book also reveals that and your next *phase* of success.

When you start out in business in the majority of cases you know a lot about the industry you’ve worked in for a boss. Working in the industry and being successful in business are two completely different things, as you no doubt already do know from your own experience.

Each of the 5 phases or 'levels' is like a mindset and mindset can limit your success, as they are like a box that *contains* your thinking. When you know what the box looks like, you can escape it and that's what this book also rewards its readers with.

The "5 Phases" explained in this book need to be thought of as being "macro" and "micro". You can be in one phase on a macro subject and within the subject be at a micro phase. Think about this point as you read this book!

The 5 phases are actually 5 levels of learning.

Have you noticed some of your prospects are completely inexperienced with your industry, while others have purchased from it multiple times. These levels of phases of experience are representative of the 5 levels in this book.

The good thing is, the names accurately describe each phase of mindset of your prospects and knowing what their mindset is can help you enormously with understanding them as well as influencing them, to buy from your business.

About the Author

I started out with my first business in 1983 in the tree service industry. Not knowing anything about the industry, except working for a boss for a couple of months, my true education began when he *fired* me, even after making plans and giving him indications of wanting to buy his business. He taught me my first lesson - to rely on myself to be my own teacher.

As the author, I have been a student of learning success, beginning in 1990. It began at that time because I joined Amway. My personal development and success training took a giant leap forward.

Over the years I've moved through the various "5 Phases of Learning" and been caught by the trap of Justification numerous times. It's *extremely* hard to see this trap - until you *transcend* it.

After reaching Quiet Confidence in the tree service industry I felt the knowledge and experience I had gained, by learning from some of the best teachers and trainers in the world on personal development, systems, entrepreneurialism, sales and marketing, were ideal to share and train other business owners who were fascinated with the power I had wielded to become very successful in the tree service industry.

I took the (what I felt was a natural) career transition and entered the business coaching industry as a pioneer in 1997 (long before it become very popular).

In the years that followed, due to numerous national business magazines publishing my clients' extraordinary growth results, I found myself being asked and also paid to train 35 other business coaches internationally and to be a featured key speaker at international business coaching conferences.

The wisdom I have gained from 30 years of being in business and 16 years of intensive training business owners has led to discovering the "*5 Phases of Business Evolution*" you will read about in this book.

I am excited to share this information with you. With over 1,000 business people loving this subject who were introduced to it, I believe you will find it very *enlightening* too.

Enjoy the learning and wisdom and all the best with your studies and success!

NOTE: To find out more visit – www.profittrans4mations.com and register for an event, or the '7 Steps to Profit Certainty' VIDEO newsletters.

Or find out more here... [Other Free Books, Webinars & Business Training](#)

An Overview of A-Class Customers & the “5 Phases of Learning”

This book is about understanding where you are on your journey of learning in life and business. It will greatly assist you with identify **A-Class customers** you want to work *with*.

Who do you want as a client to work with?

There are various levels of experience and understanding on all subjects in our life. That level of understanding is very interesting when we apply it to business.

Your customers have a level of understanding about what you offer and that level can make a HUGE difference in what you experience when dealing with them.

Your business may be one where it doesn't matter at all if your customer has zero knowledge or experience about your industry, or extensive.

Who would you rather deal with, a person who zero knowledge of your industry with no buying experiences or someone who has at least some knowledge?

The person with zero knowledge can be a BIG time waster. They ask dozens of questions, take up huge amounts of your time, don't see value in what they are buying and often buy on price alone.

You may think that's what most people are like but, with quality marketing and excellent sales skills you can turn most of these people into trusting prospects who buy on value at full price.

Building a trustworthy business, through super effective sales and marketing is what's covered in detail with months of training in our Academy of Business Mastery course. It's the ultimate sales, marketing and management training course that transforms businesses into CASH-COWS that work hard, so the business owner doesn't need to (at all!).

This book is a great start, but obviously it's not a whole course.

What you will learn from this book is how to identify A-Class customers, within one minute of them calling your business and that can make all the difference in the world!

Getting back to the ideal awesome or A-Class customer, the knowledge level they have before you talk to them can make a HUGE difference to what happens when you do talk to them.

When people know nothing about an industry they are buying from, it costs the business time and money.

The good news is, you can easily find out if your calling in prospect knows much about your industry or not by knowing about the “5 Phases of Learning”.

The 5 phases or types of customers are all about **knowledge levels** that turn into behaviours (of potential customers).

These 5 phases aren't just about your prospects; they apply to learning on every subject in life.

The 5 phases start with **Naivety** (where we all begin on every subject) and end at Quiet Confidence. Knowing which phase you are in (now) helps to understand the next step of the journey, what it will look like and the traps that are coming.

The 5 Phases can be journeyed through in minutes (on some subjects) to days, weeks, months or even decades depending on the subject being learned and mastered.

We're all masters (Quiet Confidence) of shoelace tying, yet in business Quiet Confidence is an extremely uncommon level to reach (only entrepreneurs really reach it).

The first Phase where we all begin on every subject being learned is **Naivety** – where we *don't know we don't know anything*. Naivety is what people often show when they contact a business in an industry for the first time and pretend to ask intelligent questions.

Scepticism – the second phase - is where we have a little bit of knowledge, often through a 'bad' experience that makes us cautious when we suddenly realise we don't know much about the subject, which makes us very cautious. The 'bad' experience creates pessimism or gives us a healthy respect for the unknown and this caution creates fear that the sceptic has as a mindset.

Acceptance is the Phase beyond Scepticism where you start to open up to learning, are receptive, ask questions and trust people instead of worrying about agendas the teacher/mentor/advisor may have in training you.

Justification is the Phase that begins once you start to feel you "know" about the subject you've been learning a long time in Acceptance. You like to air your knowledge and use a lot of "I" and "I know" statements. It's where you must justify your knowledge by sharing it as a teacher or preacher.

It's a phase you must go through, to get *clarity* of your knowledge by feedback from other people. In this phase you *teach* or often *preach* and only through feedback and agreement of other people on the subject, through that experience, can you transcend this level and move to the next.

Quiet Confidence is the state of mind where you know what you know and aren't that passionate about it. You don't feel any need to debate what you know with people (unlike the person in Justification). You are quietly confident in your knowledge, feel like you have learned a lot but there's an infinite amount still to learn from everyone. You may feel like you have mastered the subject at a level where you want to move onto other new subjects to study. People can leave whole industries behind after reaching Quiet Confidence.

The 5 Phases of Learning

In our journey of life we go through various *phases* beginning as a teenager. This is where we start to become a true individual for the first time. We develop our own opinions from our own experiences and it's our first step into life on our own.

This first phase or level of the journey is simply called **Naivety**.

Naivety is many things, but I like to think of it simply as *we don't know what we don't know*, or we don't realise we don't know anything about a subject.

As we move through our later teen years we like to think we have broad worldly knowledge, little realising how little we know. We stop looking to our parents for advice; we think we don't need it. And what would our parents know anyway, they're old!

Naivety about life in general usually ends when we start to step up for ourselves and take full responsibility for looking after ourselves. We learn to clean, wash and cook (sometimes), pay for somewhere to live, get a job, buy a car etc.

This normally begins when we leave home, or get kicked out of home by our parents.

When we enter the big wide world and get a bit of worldly experience we realise we don't know everything about everything.

Naivety can represent fear as that which we don't know usually is associated with fear. We deny that we have fear. But fear is just the illusion painted by absence of knowledge. Three hundred years ago everyone "knew" if you sailed in one direction you fell off the earth. Now we laugh, but so will our children about common beliefs we have now, in 50 years or so from today.

When we have more knowledge about life from experiences, that dissolves a little of our fear; our confidence rises and we usually (but not always) slip into the next phase of learning.

When it comes to buying anything, if we know nothing about what we are buying (the Naivety phase), we fear losing our money or getting ripped off. This state of mind is paralysing, as it prevents us from being open, flexible and accommodating, as our fear of looking dumb in the eyes of another person prevents us from escaping this phase.

When we do break the ice and move forward (with trepidation) at least we get some experience, but we can be overwhelmed with how much we don't know about a subject.

With our new worldly experience we then become a sceptic about other or new potential experiences!

Scepticism is where people have strong *opinions* on subjects, even the things they don't have any real experience about. Scepticism is pre-judging a person or an experience,

before having the experience, or *assuming* one is an expert on the whole subject – with the right to voicing an opinion - without having much, but the smallest level of experience.

Sceptics (and the majority of people) don't have a *right* to the *opinion*, as it's just that. It's pure conjecture!

Notice how easy it is to make the comment, 'I don't think that would work'. We don't realise how unimportant our opinions are, or how quickly we give them on things we know virtually nothing about and that's quite often what a sceptic is doing.

A classic example of this is investment in real estate. Those who have had a poor experience or none at all are often pessimistic about owning investment properties. They voice the majority of their opinions (fears) on hearsay, rumour or other sceptics who got burned playing in an arena they also knew little about. Those people who have many properties, as their experience, believe having investment properties is a great thing and wonder why others don't buy them.

Sceptics *pre-judge* having the investment property as a bad thing. Fear is what's really talking, as the facts are there are many people who are successful and happy with owning many properties.

Fear stops us from seeing the truth. It's Naivety being expressed.

Suggest to a person in their early twenties to buy an investment property and you will see how strong they are on their own opinions and scepticisms (nearly always based on beliefs on the subject inherited from their own parents or the media).

Sceptics are closed minded and pessimistic towards experiences on the subjects they give opinions on. It's a state of mind one step off Naivety (and fear) and sceptics like to get their "but" in the way of action.

When people are sceptics they often want to "air" their own knowledge telling people what their opinion is. However when they do, someone smarter can come along and shoot down the sceptic's fear-based opinion with facts and proof, based on real life experience. This can mean the sceptic realises they don't know everything and have a lot to learn. If or when this happens the sceptical person can slip into the next phase of learning and empowerment, a very distinct radically different phase called... Acceptance.

Acceptance is the phase of learning on a specific subject or area where you just "accept" you need to learn new information on a chosen subject, and you don't *filter* it or reject it through your own opinions (beliefs built from fear).

Acceptance is where you become a student in your chosen field. You stop judging everything with pessimism on the subject, and accept there are people you can learn from who know more than you on the subject. You start to trust people more and have discernment for knowledge on subjects.

When in the Acceptance phase, if someone asks you for an opinion or a question on the subject you answer with, "I don't know" or "Don't ask me I'm just getting started learning this".

Acceptance is a phase that commonly lasts for a few years (if business, work or profession related) but like all levels, the time in any one level can be less than 1 minute or it can take many years.

You often begin your journey with a goal in mind. Normally the goal is to be like someone you know or admire, who you consider already successful in your chosen field. It might be mechanical repairs, it could be sales, it could be running your own business, it doesn't matter which.

By setting this goal of success or knowledge and an aspiration, you set a benchmark as to where you want to be. You want to *be* like the person you first saw, one day in the future. In *Acceptance* mode, it's like a return to childhood innocence and naivety. You take in information continually, without filtering it or blocking it because when you don't think you know anything you can learn everything on any subject from anyone.

When people are on this phase they are very open, receptive and ask a lot of questions so they can learn easily without resistance.

As this phase of your life continues over a period of time (often a few years or more) you start to realise you *know* some things. You've been a great student and have learnt much. However the next phase begins when one day you realise you know much more than most others and that you have a solid depth of understanding comparatively speaking to others in your field. Or, you have gotten close to realising the goal you stated when you began your knowledge journey in your chosen field or fields.

When you start to think you *know* some things that others don't you've just slipped into the fourth or next phase of empowerment called... Justification.

Justification is just that, it's a phase or level of learning where you feel a need to air your knowledge and 'justify' what you think you 'know' to convince yourself and others of the depth and merit of your knowledge.

Justification is also a clarification phase. To clarify what you know (theoretically) you need to share it with others to confirm your theoretical knowledge is sound.

The reason Justification is a phase of empowerment is that you need feedback from other people to confirm if your knowledge is true or theory (but you may not even know this is a reason you are doing this). You are driven by a need to share (or air) your knowledge with others, as you are sure they would want to hear it (even if they haven't asked for your opinion or knowledge).

Unfortunately there is a trap to this level we all go through, which is where others may feel we are *preaching* to them to try to convince them of your authority and knowledge with emotional attachment to them believing you. You want to *prove* to others you are

knowledgeable on your favourite subject and want to convince them of its merit or your own and look for feedback to support this outcome.

Justification is where your knowledge can become one with your identity as well. You get significance from your experience and acquired knowledge and think *you are your knowledge*.

In sales, Justification is seen when salespeople, because they know all about their product/service, feel the strong need to *tell* people how much they know about it. The majority of salespeople (business owners) fall into the category of Justification as seen by their need to talk most of the time *telling* customers how much they know and talking far more in the conversation than the other person or potential customer.

In Justification the name of the phase describes the process. It's where you need feedback from people about your knowledge to confirm it as truth. When people agree with you on a subject you talk about, then you say to yourself, I knew I was right in my knowledge. If people don't agree with you it becomes obvious (maybe not to you, but certainly to others, especially those more learned on the same subject).

Unfortunately Justification is a trap because you think you've "arrived!"

It's where the ego rears its ugly head and makes you think you are *significant* or special because of your vast knowledge and few people know much more than you do. Sure you know some things, but have you really reached your potential of highest empowerment? Have you achieved total mastery of your chosen subject?

Unfortunately no, because there's another level (actually three) to go!

What happens is that when you begin your journey of "Acceptance" and define your level of success as being similar to someone you looked up to, over the years you start to think you've nearly arrived. In fact you believe that only a few people can tell you more than what you already know. You think you're at the 98% level of your success and so it's very hard to imagine someone else could teach you much more.

However, there is still another level of empowerment. This next level is rarely reached and that's because there is a line drawn in the sand you have to cross to get to it. To cross the line is extremely difficult because to do so to get to the next level you can only do so by changing your mindset to its opposite. You can only move to the next level by reducing (or removing) your ego and attachment to the subject. The ego is the backbone of Justification, as you *believe* you have earned the right to an opinion and therefore to express it.

You didn't get to your level of success on your chosen subject without the hard yards, the dedication of learning, so this then becomes the trap. It's a trap because the ego wants to attach itself to your knowledge to feel significant in this world because of it. It wants to make you feel significant by your own success.

To get to the next level it's extremely difficult (and uncommon) because you can only do so through one thing, personal growth or by the mindset of humility.

With personal development you realise you aren't really your knowledge, it's a part of you, not all of you. It doesn't define you. When you are in Justification you want people to respect you and agree with what you tell them and *convince* them to your way of thinking if they don't agree with you.

Other signs of Justification are talking too much, without being able to stop it at the time, even if you catch yourself doing it! Ever had that experience? :)

If someone doesn't believe you, or doubts you, or is sceptical of you when you're in Justification or justifying yourself by talking about what you know, you will feel a tang of emotion, or feel like someone is having a go at you, or attacking you.

In Justification you are running a pattern of *fear of vulnerability*, which is why you have a need to talk so much, tell your side of the story, defend your actions and often monopolise a conversation, sometimes it's in case they disagree with you, or challenge you with questions you can't answer, other times you just do it because you can't help yourself.

Justification is a state of mind people can *justify* they aren't in! That's a clue too! It's a very hard phase to admit you are in, but if you can... Wow, you just started making big progress to the next level, one you might now have realised even existed before understanding this level. :)

When you go to the next level you don't *need* people to agree with you, because you slip into... Quiet Confidence.

Quiet Confidence is the final phase of empowerment. It is getting close to Mastery of your chosen subject. The reason it's called Quiet Confidence is that you are supremely confident of your knowledge when at this level. You become your own teacher and most of all you don't feel any need to "justify" what you know by telling people how much you know or airing your knowledge. You know what you know with absolute conviction without any need of anyone to agree with you. That's because you've had the *experiences* or results that confirm your knowledge.

If people don't agree with your answer to their question or your point of view you may say *that's ok, mine is one point of view and you need to make your own decisions*. The difference with Quiet Confidence to Justification is that here you don't care if people agree with you or not and *don't get your buttons pushed* if people don't agree with you.

Quiet Confidence is demonstrated by your non-emotional attachment to the subject or anyone else's point of view being contrary to your own.

The major difference between a person in Justification and one in Quiet Confidence is how much they talk when asked a question. A person in Justification will tell you much of what they know, and often much more than you wanted to know, whereas a Quiet Confidence person will tell you what you *need* to know or are ready to know. (This can

frustrate students who want to know more (faster), but *to know and not to do is not to know*, which the Quiet Confidence person understands).

Any question you ask a Quiet Confidence mentor on any subject also reveals how much *you* understand on the subject. That's because the more you know the better the quality of the questions being asked. I'm sure you know about this by your own experiences. Look at what a child asks its' parent for any example.

A person in Quiet Confidence will answer any question asked with *compassion*, not ego (e.g. arrogance). They realise the asker wants to get to the next level, so they answer it with what the person needs to know. They often don't feel a need to educate, teach or preach, as they realise experience is one of the best teachers. They allow the person to keep asking questions while they respond specifically on that question without adding to it in detail. However, you or the questioner may miss the power of their answer because they don't feel a need to really *emphasise* their answer or convince the listener to believe in their answer like a person in Justification does. You'll also find you get a quietly spoken answer, not a long *passionate* one (Justification ones express), hence the term Quiet Confidence.

People in Quiet Confidence are often overlooked for what they know and their mastery (or close to it) of a subject, because they don't put on a show to *air their knowledge*. Whereas the person in Justification likes to think they have nearly "arrived" and few people can teach them anything.

The person in Quiet Confidence realises there is an infinite amount to learn and they can learn from anyone and continue to do so, even the person in Justification in their presence who falsely believes they know more than the person in Quiet Confidence in front of them!

Who do you think are seen as the successful people in society, the people in Justification or the ones in Quiet Confidence? See if you can guess.

People in Justification is the answer. Did you get it right or think the answer was *Quiet Confidence*?

It's Justification because they are out there making a big noise, drawing attention to themselves with their knowledge talking about their subject, praising themselves up. But that's okay because they are probably further in front than most people and you will learn a lot or something from them.

Our society doesn't recognise people in Quiet Confidence, so to find one is a *gift* in life. Treasure their time. Don't ask dumb questions you already know the answer to. They aren't there to feed their own ego, so they won't bother with people who waste their time.

They will answer questions when asked, but specifically and not in lengthy monologues. They realise they are there to serve those who follow, not to control (conversations). They aren't interested in limelight as they are the true leaders in their fields, and mentors

to the people in Justification (if they can stop long enough to realise someone can know more than they do).

When you hit Quiet Confidence in a field it's called Mastery. From there you might retreat and enjoy your knowledge, or you may begin a new journey (on other subjects).

When you have climbed the mountain you know what its like to appreciate the view, so you begin to climb other mountains always remembering the view and what got you to the top... **humility**.

One final thought, if you think you're in Quiet Confidence in one area of your life what about some others? Here are a few areas to think about your level:- selling, wealth creation, money, relationships, health and personal development, business management.

Find the Quiet Confidence people in society and value their time. Find your own mentors, but remember, people in Quiet Confidence will only work with people who are good students, with the humility and understanding there's always another level – i.e. Acceptance. ***Are you one of these people?***

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How to Pick an A-Class Customer in One Minute

Did you read all of the previous content on the 5 phases of learning?

If you didn't this won't make a lot of sense! If not, then go back and read it, you'll benefit in many areas of your business and life by doing so.

From reading the previous section, this very important question now needs to be asked?

Are you happy to try to sell to every type of customer on any of the 5 levels or phases?

The reason being, Naivety and Scepticism phase people *can* be a big time waster and therefore *profit reducer*.

Have you found that people can waste your time, ask dozens of questions, then when they give you the service work, find extra things they wanted you to do, or haggle on what they are paying for?

If so, then then what's coming is going to be very powerful and beneficial for your business. If not, then you can still work with these prospects, but on your terms, so you don't waste time and lost profit.

It's important to know the answer before you read on.

Picking an A-Class customer in one minute ideally needs to happen on the incoming phone call.

Often the best callers and customers are ones that are in Acceptance.

They accept they need to learn, already have some basic understanding of your industry (from reading your high quality, educational website, or from previous buying experience from your industry).

This makes them ***ideal prospects!***

Quiet Confidence prospects are also ideal as they are very knowledgeable and don't really ask any questions, except to verify you will do what you say, are competent, trustworthy and will not let them down. If they feel you tick all these boxes, you will get a "When" question when they call you – i.e. "If I wanted you to do the job *when* could you do it?"

When questions are buying orientated questions!

Now, do you agree the Acceptance and Quiet Confidence prospects are the best A-Class ones you want as paying customers?

It doesn't matter if you want ALL customers on the 5 phrases, but it is important for you to know your answer to the question.

The magic question to ask, of all people who call your business, to determine where they are on the 5 phases and if they are a likely A-Class customer is this...

'Have you purchased from our industry before?'

That wonderful question will give you a *direct insight* into which of the 5 phases your prospect is in!

A Naivety or Scepticism person may reply with, 'No, does that matter?'

An Acceptance person may reply with, 'No I haven't yet'

A Justification or Quiet Confidence person may reply with, 'Yes I have'

Can you see how this question will give you a great 'heads-up' about which of the 5 phases they are on with your industry?

This this question out for yourself. Don't make it the first question you ask, start with, **'Have you bought from us before'** - followed by 'How did you find us?' (if they haven't purchased from you before.

If they *have* purchased from you before, they won't be in the Naivety or Scepticism phase, that's why that question is beneficial to ask first.

If they are in Naivety, you need to ask yourself if it's worthwhile spending time quoting or meeting them. Often Naivety people are very hard to turn around. Their ignorance causes fear and mistrust so they often doubt what anyone tells them and that means they don't see value in what they buy and therefore usually buy from the cheapest supplier.

Have you experienced selling to a Naivety person before?

Scepticism people are very similar. They don't trust people who try to sell them, so they often end up buying from the cheapest supplier.

Either one you may choose not to go further with on the phone call. You could ask them to read a brochure you will email them or ask them to read your website for more information.

Their lack of information is why they are in Naivety or Scepticism and only information can bring them out of it (and a lot of patience too).

This whole subject is covered in detail in the ***Winning Sales With Integrity*** one day workshop (delivered online over one week in two half-day sessions).

From these few questions above, just by asking them, it will change the way you do business forever. It will save you a LOT of time with people who were going to waste it. That time is money, profit for your business and more cash in your bank.

Part 2

Applying the '5 Phases of Learning' to Your Business Success

This is the **key** to understanding where you are on the journey of *phenomenal success* in business.



In business there are a lot of applications to use the 5 Phases of Learning, so let's explore some so you understand them better.

What phase are you in with Leadership, Teaching, Personal Growth, Business Management understanding, Selling, Finances, Marketing, and determining a new employee's Attitude and teach-ability (before you hire them)?

These are *major* areas of any business to learn and to gauge your progress towards business mastery by reflecting on the 5 Phases of Learning. Let's look at 2 of these in application of the 5 Phases – selling and leadership of employees.

Selling skills have a LOT to do with leadership skills, as you are leading potential customers out of doubt and apprehension about what they are buying and into confidence and knowledge about what they are buying.

The first step of leadership is actually connection. Your ability to *connect* with the prospect determines your ability to sell to them, because if they don't want to connect with you, there's no *trust* and they won't *believe* much of what you say.

Selling is 95% rapport building, as people buy from people they trust or relate to. A lot of salespeople believe they are good at rapport, but they are often at Justification with rapport building thinking they are excellent when in fact they are "good".

A person in Justification will say – "I know how to build rapport". The words... "I know" are indicators of Justification in a large majority of cases.

Very few people in selling situations are actually selling, because of this proven, powerful principle...

Selling is the art of asking questions

Are you constantly asking questions in sales situations or do you ask a few and then 'tell' the prospect what the options are and then the price/s?

When it comes to selling, the most powerful skill you can learn and master is understanding DISC Profiles.

People often say they 'know' DISC Profiles, but they are often in Justification because they don't really *know* much about the subject. They know about it because they were profiled once and received a report on themselves, but they haven't studied it to master the subject. They aren't able to determine people's profiles in seconds on the phone and haven't really understood each profile very well at all, they might just *know* a little bit about their own and that's it.

A Quiet Confidence person on DISC Profiles is one who has studied it intensely for a year or multiple years to understand every profile intimately and how to pick most people's rapidly – even on the phone - in seconds. There is a vast difference between Justification and Quite Confidence with DISC Profiles as there is with every subject.

Looking at the second example of applying the 5 phases, the majority of business owners are in Naivety when it comes to *leading* and *teaching* their employees, as they *lecture* (one way dialogue) their employees using statements; instead of **educating** them with questions, which makes them *think*. (The word Educate comes from the Latin word *Educo*, which means to *draw out* information).

When a manager/owner communicates using statements to employees, employees have to remember what is said, but not necessarily think about it, and so they remember what you tell them, but they can't *think* to solve other problems or anticipate them coming. And yet business owners frequently complain, because their employees *don't think*, never realising that they contribute to the issue they complain about!

Quiet Confidence is a state of mind where you are continually learning whereas Justification is where you often stop learning and say, "I know about..." *regularly!*

Where have you stopped learning in your business because you feel you know a lot, or most of what there is to know? What subjects? When you stop learning you lose what you have learned. Use it or lose it. 😊

Each of the training programs offered by the author's company – *Profit Transformations* empowers business owners to reach Quiet Confidence in the core skill subjects of business to rapidly and significantly increase profits in the business.

The *Business Certainty Training* is how to take your business and management skills to a Quiet Confidence level. Management is having Quiet Confidence with 3 core skills, People, Measuring and Systems and the breakdown of all 3 subjects into dozens of sub-subjects.

The *Winning Sales with Integrity* training is about learning powerful skills of rapport building to take you to a Quiet Confidence level in selling, where you make sales *effortlessly* without any tension or awkwardness with people.

The *Profiting from Social Media* workshop is about learning to reach Quiet Confidence with your social media marketing. (The majority of business owners are in Naivety about this subject! They still don't think they need to learn social media marketing, or they outsource is completely).

The *Influence with Integrity* workshop is for leaders, supervisors, managers and business owners to improve their skills in business with the people they manage. People skills are the least developed skill and therefore most important and beneficial skill to learn in business.

To find out more about any of these training workshops to increase your skills in business to Quiet Confidence contact the office of Profit Transformations through the website www.profittrans4mations.com.au or call the office on **1300 778 377** to discuss your needs.

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The 5 Phases of Business Ownership & Management

This next section needs to come with a WARNING and an apology.

It may be *uncomfortable* for you to read. This isn't my intention as the author. It is meant to be educational, so you know where you are on your journey of business success with a roadmap of where you are going and a reminder of where you have been. You may need to read it a couple of times to accept what the content says.

Naivety

This phase is due to one reason, a lack of experience. Experience in business has no substitute.

If you've been in business less than 2 years, you will be in Naivety simply due to your lack of experience.

When you start out in business in the majority of cases you know a lot about an industry or subject, the one your business trades in. You probably thought because you know so much about it when you go into business you will make a lot of money because of that knowledge. Sadly, that isn't the case and the majority of businesses fail with good "technicians" who knew a lot about the technical aspects of their industry, but *nothing* about winning customers or running a business.

Naivety is a tough phase because you are focused on getting customers and that means leads. There are 2 components to getting sales, which are leads and selling. Only 2% of business owners ever recognise the need for sales training. They forget the half that wins them customers and that's expensive!

Naivety business people need more sales training than they do lead generation as they can always use their time to network where they meet potential customers to generate leads, but if they can't convert them they won't make any money.

Naivety people rarely know much about marketing, margins, recruitment, systems, accounting, P & L Statements etc. It's a phase where sales need to be made to grow the business to the level they can hire additional people. It's a phase where money will always be a challenge so they usually can't afford great contractors to do quality marketing so they get poor quality marketing that is cheap and wonder why they still aren't making much money. Most businesses fail when they are in Naivety and it typically takes 2 years of experience to escape it to move to...

Scepticism

Ah, the sceptic! They think their *opinions* are *all* valid when they are simply being disagreeable. Scepticism is where the business owner *prejudges* people or opportunities without experience and/or wisdom. If a person recommends something that isn't in their field of view, or agrees with what they think they know they dismiss it or disagree with it.

Scepticism is one step off Naivety, where there is still a lot of fear. A sceptic has the fear of being taken advantage (losing money etc.) of, so they frequently *mistrust* people who can assist them with their business challenges.

The vast majority of all business owners, out of all '5 Phases of Learning', are in Scepticism. You see this by how many fail, because their scepticism prevented them from allowing mentors, trainers, business coaches or their accountant from assisting them with their business growth.

Sceptics are preventing their success through their own mindset. Their fear and focus on the downside of assistance (i.e. the actual cost) far outweighs their understanding of the benefits of an advisor.

Entrepreneurs focus on profit/benefit, not just cost.

They listen to the outcome of what an advisor offers, ask questions about the benefits and then asks, '*what's the cost*', to see if the cost to benefit ratio makes it worthwhile.

A sceptic asks about cost *first*, then rarely listens to the benefits, or constantly keeps referring back to the cost. Their fear of not having enough money to pay for it blinds them to the benefits of what they would receive from the payment and the often huge benefits. In reality they almost certainly need it but their fear prevents their progress. People in Acceptance accept the fear as the pain of discipline to pay for success.

A sceptic is a pessimist. They focus on specifics and not on *outcomes*.

All great rewards have a cost.

You pay the pain of discipline or the pain of regret, but you always pay with pain.

This popular quote is missing part of the story. The rest of it is, '***but if you pay the pain of discipline, you only have to pay it once!***'

Ever met a wealthy sceptic?

A sceptic walks into seminars or meetings with a defensive attitude. They are there with a feeling of mistrust and of guardedness. They are wary of any signs of manipulation, false claims, empty promises and because of this focus they will find evidence (or so they believe) that prevents them hearing the benefits.

Of course there is a cost to a benefit, but when you are *only* focused on cost, you analyse and then criticize and find fault in the benefits.

For you to generate a million dollars more in sales, what is that worth to you?

If you can't answer it, you will probably have a *sceptical* state of mind. Fear is due to ignorance and not being able to answer this is ignorance. That's not a '*bad*' thing; it's just where the person is at on their journey through the "5 Phases".

When you have a sceptical mindset you will find it very hard to see value in advisor propositions. Your fear of cost prevents you progressing. Advisors need to win as much as the person that is being advised. It has to be WIN-WIN for both.

When a sceptic starts to realise they aren't winning unless the other person wins and that every advisor/trainer/business coach isn't out to take advantage of them they start to move into Acceptance.

The sceptics want guarantees, but the Quiet Confidence advisor can't guarantee the sceptic's Acceptance and use of the advice, so the sceptic believes the Quiet Confidence advisor is the issue, never realising they themselves are the cause of their lack of progress.

Acceptance

This is the first step of true success in business.

Minds are like parachutes, they only work when they are open.

Acceptance is where the mind of a person opens and is receptive to change. They have suffered with their ignorance (and possibly arrogance) of being the *sceptic* and now understand an advisor/trainer/business coach can definitely benefit their business.

Acceptance is when a business owner explores opportunities that all advisors offer and they attend free events, gladly accept free offers of meetings or books and explore opportunities openly and willingly to make informed decisions.

The sceptic can't openly explore opportunities, their fear and mistrust won't allow them to.

A sceptic also can't follow advice when it is given to them, their doubt prevents them from following instructions to the letter and so they create their failure in following instructions by distorting what they have been told.

A person in acceptance can be taught and willingly follows instructions because they can trust people. Their fear has been put aside because they *recognise* and understand their need for the information and the benefit, profit or outcome it will help them in achieving.

Acceptance people are all about learning. They *accept* they need to learn and ask a lot of questions to learn.

When the student is ready the teacher will appear.

Their open mindset with a *willingness* to learn is what accelerates their success. They learn from pure experience (the best teacher) from following advice given to them by their mentor.

Acceptance is a phase that typically lasts for years, depending on how much depth and scope the subject has. Some subjects take minutes to understand while others can take most of a lifetime.

A person in Acceptance constantly keeps learning. They may have more than one mentor or be lucky to find an exceptional one with vast knowledge on the multiple subjects of business success. The person in Acceptance understands they may need more than one mentor, trainer or business coach and seek out specialists in some fields. Marketing is one field that is close to impossible to master outside of business training.

A business owner in Acceptance is teachable, which accelerates their success. Not all investments in mentors may be profitable for them as they find some aren't much smarter than they are themselves! But that's often a necessary step to find out what you do want to know – by finding out what you don't want.

Many of the recent clients (in the last 5 years) of the author's have had a business coach and unfortunately in 19 out of 20 instances the business coach they had didn't help them to increase their profits. Their sales may have increased but often the Net Profit Margin decreased.

The person in Acceptance simply accepts it wasn't a great decision to have paid the business coach/mentor, but they often say it helped them to understand the value of what the author's content was and therefore their ability to accept it, trust it and apply it was a great benefit from their previous experience with a business coach.

A person in Scepticism will complain about how bad their business coach was and blame them and still have a healthy scepticism of anyone else's training program because of it.

A business owner (or anyone for that matter) who was in the early phases of Acceptance can go back to Scepticism through a poor investment decision and make them sceptical of any advisor in future (at their own detriment). Unfortunately this happens a lot in the business and investment world.

When a person has been in Acceptance for a number of years in business and learned from many mentors they start to feel they know a lot about business. They can move into the next level, which can be both a good and bad thing as will be discussed.

Justification

Justification is beyond Acceptance. It happens through an accumulation of knowledge over time.

The difference between a person in Acceptance and Justification is that if you asked a person in Acceptance a question about what they had learned they will often say, 'I don't really know that much about it, all I know is...'

A business owner in Justification when asked the same question will feel the need to tell the person how much they know about the subject.

A business owner in Justification thinks they're just about as knowledgeable as any advisor, trainer or business coach and they believe few people can teach them anything because "they know".

The Justification phase business owner is often too busy telling advisors what they know to listen to what the advisor is trying to teach them. They want to tell *stories* about their own experiences instead of listening. This slows down their learning progress significantly, as they constantly *butt* in.

While experience (of learning) can be of great value, it can get in the way, as people with experience often feel they have experienced everything about a subject, instead of realising they have only experienced a narrow band of information on the subject.

A business coach who has worked with 500 business owners for 15+ years will have vastly more experience than a business owner who has owned a business for 15 years and learned from a mentor or a few. This is hard for the Justification business owner to *accept*.

Justification is a trap. It's where you think you have "arrived" at the destination of being *knowledgeable* as a business owner, when there is still so much more to learn. The business owner in this state of mind is frequently still running a *busyness* and not taking holidays for a month whenever they feel like it (anytime of the year).

Their own circumstances show their limitations of knowledge (e.g. always being busy, not being able to take a month off, not paying themselves well over \$100,000, or not having a business with a Net Profit Margin of higher than 20% etc.)

This is the trap of Justification and to get to the next level is almost impossible in any subject in business. The reason is because you have to *accept* that you really don't know that much, which is the opposite of the person in Justification who feels they know a lot about the subject and know more than most advisors.

To know and not to use is not to know

This is a great quote to embrace, as it allows you to stop *justifying* how much you *think* you know about a subject in business and start to accept there are people beyond Justification in regards to managing a business.

When in Justification its hard for a business owner to accept someone can teach them more about how to manage their business than what they can. They can't accept someone outside their industry can teach them how to manage their business better.

They haven't understood top CEO's of public companies who are paid millions of dollars a year in salary to manage the company, are NOT technicians that work their way up through the ranks to be the CEO. They are brought in as management experts that increase profits, not through technical (industry) knowledge.

The trap of Justification can be thinking you are an expert in related subjects. It clouds your judgement, due to the significance of the knowledge acquired through years of

learning. Business owners can think they know a lot about business or how to run their business successfully, yet they aren't skilled in increasing their Net Profit Margins, which great advisors are specialists in.

A Justification business owner would be wise to recognise they are in business to increase Net Profit Margins, which takes more business wisdom than to increase sales and turnover. As turnover increases, businesses become inefficient (beyond \$700,000 turnover) and Net Profit Margins drop.

By accepting this wisdom, a business owner can enter into Quiet Confidence, as there is so much depth of understanding to be had about how to increase Net Profit Margins.

One major area that business owners are trapped by with Justification is their knowledge of people.

Developing great people skills is what can *allow* a business owner to escape the trap of Justification.

Only by adopting humility can a person transcend the level of Justification and this begins with the business owner's **personal growth** and realising they need to learn so much more about people to be super successful in business.

Quiet Confidence

Business owners in Quiet Confidence have realised there is infinite knowledge to know about business and the management of it, including their own industry. They have accepted their knowledge can increase, not a small amount (as a person in Justification believes) but by a HUGE amount, as you can learn infinite amounts about any and every subject in business.

You can learn an infinite amount about people therefore you can learn infinite amounts about business as business is all about people. Customers are people, employees are people, suppliers are people and yes, you're one of the people.

A Quiet Confidence business owner understands what areas they need help with. They are fully aware of their own limitations of knowledge on subjects and recognise they need to pay advisors for their knowledge in these areas.

The Quiet Confidence business owner needs, a HR expert, a finance expert who talks to them every month, a marketing expert (one or more for branding, imagery and copywriting and one for online marketing). They may also need regular advisors for franchising, legal issues (contracts) and banking.

Think about the top entrepreneurs of the world. They trust and willingly pay (huge amounts) for advisors and appreciate they can't be successful in business without them.

Moving into Quiet Confidence you will see the signs. Your Net Profit Margin will be close to or way above 20%. Your turnover will typically be over \$2,000,000 a year and as your turnover increases to \$10,000,000 you may consider the need for a board of advisors.

Their turnover figures are not set in stone they are just indicators of the different way you need to start thinking as your business grows (more without you than because of you).

A Quiet Confidence business owner is extremely 'user friendly' with advisors. They embrace them and choose ones that know their subjects and look after them as they see great value in maintaining the relationships and contribution to their own business. They are always considered an investment (even if they happen to try one they get no financial benefit from) because they value ongoing learning (what they don't want and what they do want).

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The 5 Phases of Business - Assessment

You can be in a different phase at a micro and macro level. On the subject of managing a business you may be at Scepticism and yet be at Justification with marketing.

Which phase are you in the following key important subjects of business? To assist you a Naivety person may ask 'why do I need that skill', or may not see the benefit of it. A Sceptic will often feel the same. A person in Acceptance will be honest of their self appraisal whereas a Justification person will think, I know a lot about that.

Keep these common responses in mind as you go through this list...

- Selling skills
Level: _____

- Marketing skills
Level: _____

- Recruitment skills (determining great attitude candidates in the interview)
Level: _____

- Teaching (employees) skills
Level: _____

- Measuring skills (sales, marketing, production, cash-flow, profits etc.)
Level: _____

- Technology skills (CRM usage, computers etc.)
Level: _____

- Finance skills (reading P & L statements, prices based on Net Profit Margin)
Level: _____

- Management skills (understanding strategies to increase Net Profit Margins)
Level: _____

- Systems skills (building complete systems, including *self* learning ones)

Level: _____

- People skills (some of the above, plus strong influence skills)

Level: _____

- Overall business knowledge

Level: _____

Where do you need an advisor/business trainer/business coach to assist you to take you to the next level or into Quiet Confidence?

Trying to reach that level without one is *impossible*. ALL great leaders say they paid \$50,000 to \$100,000+ to *learn* to be successful from mentors and education courses.

**We don't know what we don't know and
that's what holds us back the most!**

Top business coaches/advisors shortcut the learning curve of business success and are a fantastic *investment*.

A Quiet Confident one doesn't overwhelm you with information to impress you with how smart they are, they give you what you need to know now and let you digest it and apply it before moving on. They look to work with people in Acceptance, who realise they need to learn before they can earn and yearn for learning.

Are you a person in Acceptance looking for a Quiet Confident mentor – to invest in and greatly shortcut your success journey? If so, keep on reading this book...

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How to Choose a Great Trainer, Mentor or Business Coach

A great advisor (or whatever title they come by) needs to be carefully chosen and there is a trap in this process.

The super confident salesperson is what business owners' mistake as being super competence.

We falsely associate confidence with competence. Just look at politicians. Who we like is who we vote for, not who we often feel is the most competent. We don't look at history, we think how much we relate to them or like them as a person.

This same poor assessment process is frequently how we choose advisors. We think because they are a big company they must be good. Not necessarily so. Just because someone builds a big company doesn't mean they can help you to build a big company.

There are many big companies offering poor services in the market place. Consumers believe they must be good because they are big but that *assumption* is a very dangerous thing to have.

A confident salesperson will win more sales than one who doesn't come across as confident. Thousands of people have been sold poor quality services by a very confident salesperson and continue to.

What do you need to use as decision making criteria then, if confidence or the size of the company aren't qualities you can you rely on?

This is an extremely important and relevant question and the answer is...

Their results!

Results confirm the effectiveness of processes. The value and merit of a process someone takes you through to provide you with a service will be demonstrated by the results they have achieved by it.

Some advisors know a lot, but can't produce great results (i.e. testimonials), so what does that tell you? Be very wary of investing in their services.

Some advisors know little and have got some good results, but was that because the business was in a specific industry or a specific size?

Some advisors have many years of experience, which means very little.

Ever had a car mechanic with years of experience do a poor job of fixing your car (not that the author is targeting mechanics or saying the industry has poor mechanics, every industry has service providers that do a poor job)?

Experience is just that, experience. It's not thinking outside the box, being innovative with solutions. Yes, experience has merit, but it's not everything.

Choosing an advisor who has at least 5 years and preferably 10 years experience is recommended, but only if they can produce a LOT of testimonials, otherwise they have experience and not a great process of creating improvements.

The one great test of an advisor is (when it comes to the area of business growth) what results have they produced for others businesses? How many results and what is the quality of the results?

If you want to increase sales then you need a business advisor who has increased the sales of a lot of businesses. By a lot think a dozen at least.

The results must have been achieved by the specific person you are speaking with, or are working with, not the whole company itself, unless they can show you a specific program, documents, systems, spreadsheets etc. that are all components of the training you will be receiving.

Another test of the quality of business advisor you are thinking of paying is, how do they handle your questions? Do they brush them off, give you short, sharp answers or are they willing to answer all of them patiently and sincerely.

There are many, many more business advisors in Justification than in Quiet Confidence!

A Justification business advisor may make you feel uncomfortable when they answer your questions whereas a Quiet Confident advisor will not.

A Justification person uses your questions to give long winded answers to demonstrate how much they know, whereas a Quiet Confident person will give you the answers in the length you need (often to see if you are teachable).

A Quiet Confident advisor tends to want to work with people who accept their experience and want their student to be teachable, whereas a Justification person wants to impress, prove and convince their students of their knowledge to the point of creating tension in the discussion or relationship, until they are believed.

Your own level may determine which advisor you get. If you are in Acceptance, then a Quiet Confidence advisor will want to work with you. If you are in Justification they may not, as they may not have the patience to spend time on lengthy discussions convincing the Justification person of their point of view, and wonder why they are trying to mentor someone who thinks they know as much as they do.

Your level can have a significant effect on which advisors you use. Justification business owners frequently use Justification advisors because they are attracted to what they are themselves.

Finding the outstanding advisors who are in Quiet Confidence can be challenging as they often don't have the desire to showcase all their results and principles as much as the Justification person.

If you want to find and work with a business advisor in Quiet Confidence, look for the signs of **wisdom**. These signs are seen in *new, fresh* principles and dialogue they use as well as proven processes.

A Justification business advisor frequently talks about strategies that have been in the world a lot, as they are in the learning phase themselves, whereas a Quiet Confidence person will talk about *new strategies* that are unfamiliar, or explain them in a unique way that demonstrates wisdom and learning through years of experience and results.

A business advisor in Quiet Confidence will talk about results or case studies too. A person in Justification will often focus on their 'special process' and not talk much about results.

The Justification advisor is often there to impress you, whereas a Quiet Confidence person is there to focus on assisting you.

You would need to consider all of these points to make an informed decision to choose your advisor.

All the best with your research, education and business success!

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[Other Free Books, Webinars & Business Training](#)

The Small Business Profit Report – Free book

This book provides a through explanation of the most important number in any business to increase profits – the Net Profit Margin. You'll find references in the book to websites where you can see the average Net Profit Margins of various industries. It's a great read to get you focused on the power of this figure, and how to increase it.

90 Degree Marketing – Free book

This book contains advanced secrets of the most powerful marketing strategy in the world for winning hundreds of new customers with strategic alliances. Few business owners appreciate the power of this strategy, let alone make it their number one focus. What other strategy can generate hundreds of warm prospects with zero advertising cost?

Double Your Profits – Digital Business Growth Training

There is so much to learn about running a successful business, and you'd know exactly what I'm talking about if you've owned a business for three or more years. Don't you wish there was a way to learn and master the basics, to know what strategies work and how to make them work? If you can relate to this at all, you're possibly looking for our fantastic Double Your Profits digital training. It contains specific details on 46 awesome strategies that actually has DOUBLED the profits of clients who have invested in it.

The Academy of Business Mastery – the Ultimate Business Course

This is a complete business *management* training system to give business owners certainty and control of their business and life. The course includes all training on implementing complete systems for recruitment, team building, measuring, business planning, systemising, selling, marketing and setting the business up to operate without the business owner (including a full system for hiring a general manager). The training requires strong commitment from experienced business owners over 7 months who want extreme results with higher Net Profit Margins and control of their personal lives and business.

The Influencing with Integrity Workshop

This one day workshop is perfect for business owners and their leaders, supervisors and managers who want to develop their people skills.

Find out more about any of these books or services: www.profittrans4mations.com.au

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