

"All of our salespeople have finished your program and our people have been out there charging to *go for no*. The immediate results in closing deals have already started to pay off! Thank you!"

Vince Robles, President - Prime Wireless, Inc.

GO FOR...

NO!®

**PERSONAL
IMPLEMENTATION
GUIDE**

The ultimate strategy for failing your way to *SUCCESS!*™

C  **URAGECRAFTERS**

Extraordinary Programs for Breakthrough Performance™

Welcome!

Dear High Performer:

Everyone loves the sound of the word, YES! It's so positive, so empowering. And then there's NO! For most people, NO is just the opposite; negative, draining... the antithesis of YES. But what if everyone's wrong? What if NO could actually be the most empowering word in the world? What if you could achieve every quota, hit every income goal, reach every personal dream, simply by hearing NO more often?



As kids we weren't phased at all when we heard NO. We shrugged it off, laughed at it, flicked it away like a bug. But somewhere along the line this natural sense of tenacity was lost. Or, worse, it was drummed out of us. But what if, starting today, you could get that tenacity back? What if, starting today, the word NO stopped stopping you? What if, starting today, the word NO actually started *empowering* you? And what if hearing NO actually started being... FUN!

With this program, we're going to turn NO on its ear! You'll be introduced to a number of concepts, many of which may be counter-intuitive, forcing you to think in radically different ways... to remove some of your assumptions and beliefs. And while you might not agree with some of what we have to share, we can assure you that these concepts are proven, and as such, we ask that you keep an open mind. Because, if you let it, NO might even become one of the most empowering words in your life!

Sincerely,

Richard Fenton & Andrea Waltz

The Courage Crafters

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How to Use This Guide

This workbook is designed as an enhancement to the 3 CD ***Go for No! Mastering the “Ultimate Strategy” for Failing Your Way to Success!*** program.

The three words used to describe this workbook have been carefully chosen.

- **PERSONAL...** This workbook is not designed to be a *one-size-fits-all* tool. In fact, if you complete the exercises contained within these pages, the end result will be a *one-size-fits-you* success tool that *you* have created for *yourself* by completing the exercises.
- **IMPLEMENTATION...** The purpose of this workbook is to ensure more than simple understanding of the *Go for No!*® concepts; it is designed to ensure implementation and use!
- **GUIDE...** This program is not designed to be a one time event, but rather, an ongoing process. And this workbook is the tool designed to *guide* you through that process. It is also the tool that will make it easy for you to review the concepts whenever you desire.

We implore you to do the exercises! Research shows that engaging in the process of completing written exercises increases the likelihood that the ideas and concepts will be implemented. So, don't just *think* about doing them. **Do them!**

Before, During, or After? That is the Question!

Should you work through the implementation guide *before* you listen to the 3 CD program... *during* the process of listening to the program... or *after* you've listened to the program?

That's a good question!

Of course, the decision is up to you. But our advice is to use this guide after you've listened to the entire 3 CD program at least once. For one thing, the exercises will have no context or meaning if you haven't listened to the program. And we find that doing the exercises while listening may cause you to miss some of the key concepts we'll be talking about.

Finally, Apply (Implement) the Ideas!

By the time you’ve listened to the 3 CD program and completed the exercises in this workbook, you’ll have invested a significant amount of your most valuable resource... TIME! And, if you’re like most people, time is often a greater commitment than the money; after all, you can replace the money, but you’ll *never* get the time back.

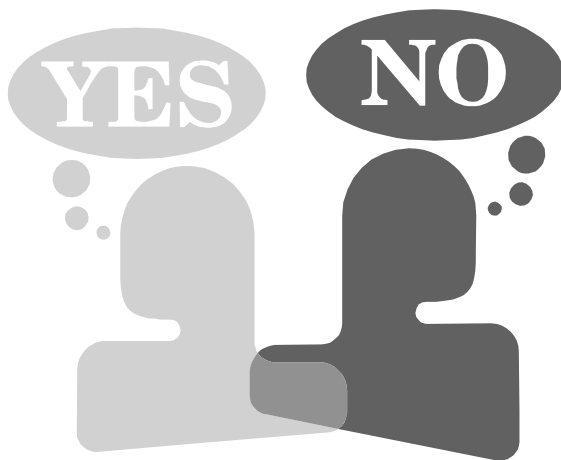
As such, we feel a great sense of obligation to create a high-impact program that *will* get results. And we feel we have. But to get the ROI you deserve, *you* have an obligation, too! And that obligation is, in a word, to take... **ACTION!**

If you take physical *action* and *apply* what you’ve heard and written, we promise you’ll achieve the same breakthrough performance that thousands of others who have used the “Go for No®!” concepts have enjoyed.

A Slant Toward “Selling”

Also, as you work through this guide you’ll notice there is a definite slant toward “SELLING” with the terms sales and salesperson used often. There are two reasons for this: First, many of the people going through this program are, by title, *salespeople*. And second, even if you are not a “salesperson” by title, if you are alive on this planet, you are engaged in “selling” whether you call it that or not. EVERYONE SELLS!

So, while this program is very much about selling, it is by no means only for salespeople. It’s for anyone who wants to achieve breakthrough performance.



The Central Premise of this Program

The central premise upon which this program is built is that to be more successful, you must **intentionally increase your failure rate**. And, ultimately, to not just fail more, but to learn to love it! In a word (three words, actually) we want you to learn to...

GO... FOR... NO!

When you hear the word, NO, what does that NO mean to you? How do you respond, both internally... *in your mind*... and externally... *in your actions*? This is important because it is this and THIS ALONE that ultimately spells the difference between long-term success and failure for millions of people.

Not age. Not gender. Not training. Not skill. Not the product or service being offered. Nor the economy. NOTHING ELSE but THIS! What you think and feel when you hear NO, how you respond to it, and what you do afterward as a result is THE single most important factor in determining the level of success you will achieve in your life.

In fact, we're willing to go out on a ledge here and say that if you are NOT currently achieving the level of success you want in your life, you are probably NOT FAILING ENOUGH!

Two Models of “Failure” and “Success”

Generally speaking, there are two different models that people tend to operate from, one of which is effective, and one that is not.

Model #1
(The Common Approach)

SUCCESS ◀◀◀◀◀ **YOU** ▶▶▶▶▶ **FAILURE**

This model represents the way most people think of failure and success, with success on one end and failure on the other, as if it were a choice. And in fact, most people operate using this model as their guide. And, as a result, the vast majority of people spend their lives doing everything within their power to seek success while simultaneously doing everything within their power to avoid failure... a recipe that virtually ensures average performance!

Model #2
(The More Effective Approach)

YOU ▶▶▶▶▶ **FAILURE** ▶▶▶▶▶ **SUCCESS**

Model #2 represents the way people should be thinking. In this model, there is no choice between failure and success. The choice is always failure and success!

One of the great ironies of life is the fact that winners *fail more often* than losers because they understand that intentionally and dramatically increasing your failure rate is the greatest success strategy in the world!

People who operate using this model understand that intentionally increasing your failure rate is the ultimate strategy for outstanding performance, because when you increase your failure, success will show up at your door in greater quantities than you ever could have imagined.

Put another way:

“YES is the destination. NO is how you get there.”

The Beginning, Not the End

Finally, before you dig in to the program content and begin the process of becoming more successful by intentionally increasing your failure rate, we want you to know that we consider this the beginning of the journey... *and our relationship...* not the end.

So, your feedback is both welcome and greatly appreciated. And, if there is anything we can do to help you in any way at all, please do not hesitate to let us know.


"Go for No!" Concept #1...

You must develop a more empowering definition of "failure"


FAILURE is, without a doubt, one of the most emotionally loaded words in the English language and, as such, traditionally one of the experiences we naturally try to avoid. In fact, for many people, the very idea of "failing" is enough to stop them dead in their tracks. SUCCESS, on the other hand, is an often mythical and nearly *magical* concept for the majority of people.

Take a moment to jot down answers to the following two questions:

When I think of "FAILURE" the words that come to mind include...



When I think of "SUCCESS" the words that come to mind include...



Who doesn't want to be seen as a *success*, not to mention all the *stuff* that comes with it? This is why so many people will do and sacrifice virtually anything to achieve it... except, of course, everything but be labeled a failure! And therein lays the rub! Because to achieve meaningful success by virtually any standard, YOU... MUST... FAIL!

There are no exceptions to this rule. And the more significant the success, the more significant the failure must be, both in terms of the quantity and magnitude you experience. So, how do we reconcile this apparent contradiction? The answers lay in our personal, internal definitions of *failure* and *success*. While both can be defined in many ways, to most people success means hitting a target and getting what you want... and failure means just the opposite; falling short of the target and not getting what you want.

The definition of “failure” that we use is: **Failure is an undeniable sign of progress toward a goal.**

Because anyone who is actively pursuing a goal or dream is NEVER a “failure”... they are merely success in progress. Because failure is never a permanent condition, unless YOU decide it's permanent.

Crafting a More Empowering Definition of Failure

If you find our definition to bland for your tastes, no problem! Feel free to craft your own definition of failure!

In fact, we think it's a good thing for every person to have their own, empowering definition of failure. Because without a positive, empowering definition of failure, failure will always be seen as (or thought of) as the words you wrote on the previous page... *unconsciously undesirable*.

My New, More Empowering Definition of “FAILURE” is...



“Go for No!” Concept #2...**Get beyond the “willingness” to tolerate NO and learn to embrace it!**

Increasing your *willingness* to fail will increase your success, but the willingness in and of itself will only get you to Level Two in the Five Failure Levels shown below:

Level #1: The ABILITY to Fail

We all have the ability to fail, yet few people ever move past this basic level.

Level #2: The WILLINGNESS to Fail

People at Level Two develop the willingness to fail, meaning that understand the importance of increasing their failure, but often do so begrudgingly.

Level #3: The WANTINGNESS to Fail

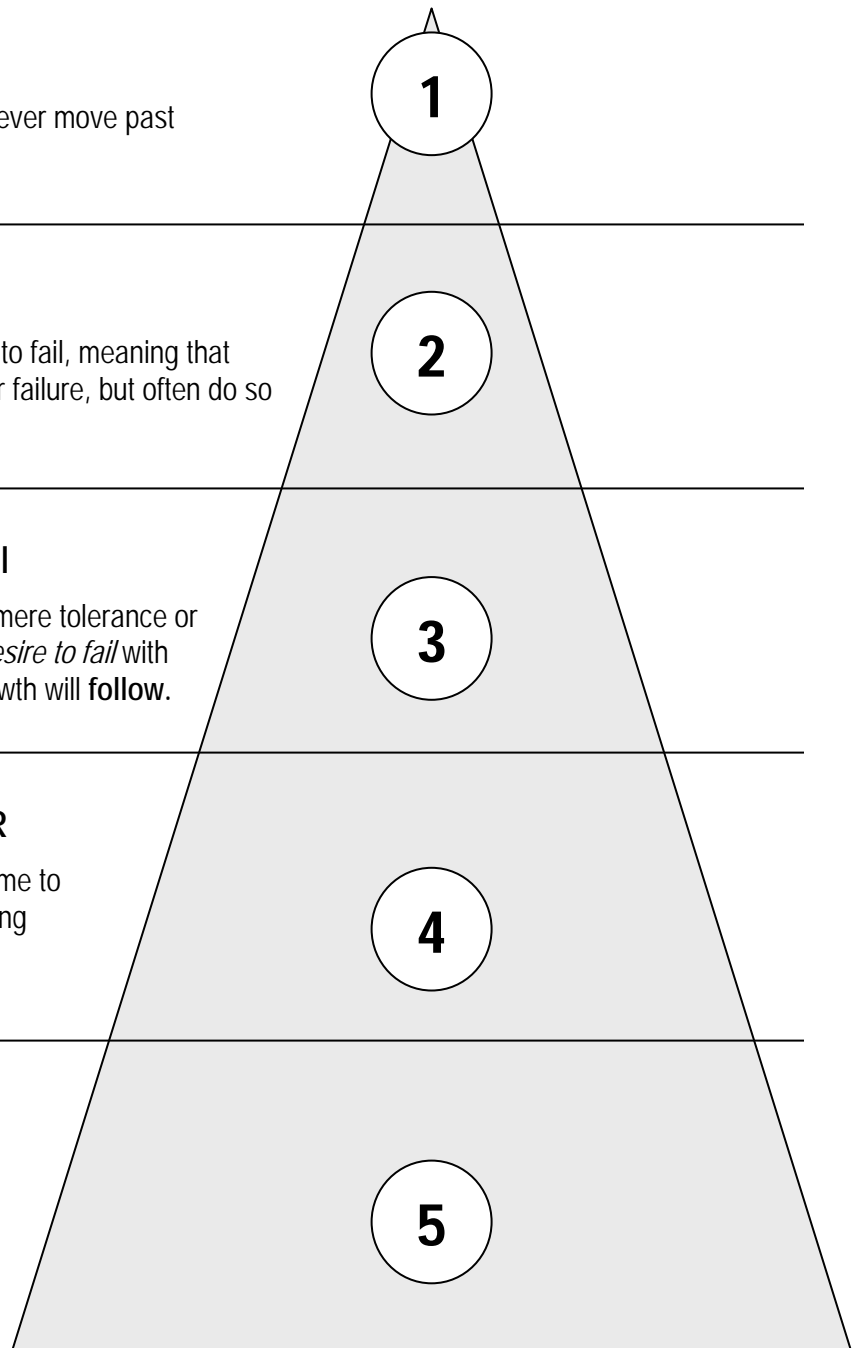
Having the *wantingness* to fail goes beyond mere tolerance or acceptance; at this level one develops the *desire to fail* with the inner faith that personal and financial growth will **follow**.

Level #4: Failing BIGGER & FASTER

The people who ascend to this level have come to the conclusion that if failing is *good*, then failing bigger and faster is even *better!*

Level #5 Failing EXPONENTIALLY

A function of leadership’s ability to enlist others to fail with and for them, because if individual failure means individual success, then group failure equals team success!



Using Affirmations to Embrace Failure & Rejection

One of the ways to get beyond the willingness, and develop a *wantingness* to increase the NOs you encounter, is through the use of affirmations like the following:

- *I learn from my failures, and each failure takes me one step closer to success*
- *I see failure is an undeniable sign of progress toward a goal*
- *I am a better salesperson... and better person in general... because of my failures*
- *I am entirely free of the fear of failure and proactively seek opportunities to be told “no”*
- *I easily and immediately let go of the pain of rejection as soon as the rejection occurs*
- *I no longer place too much importance on the outcome of any one call or presentation*
- *I have no fear of asking for the order because the outcome is ALWAYS in my favor*
- *I am completely and totally free of the temptation to quit too soon*
- *I am worthy of other’s time and attention and refuse to be intimidated by anyone*
- *I refuse to waste time because every wasted minute is a lost opportunity to “Go for No!”*
- *I have no anxiety about failure or rejection during any part of my selling day*
- *I have replaced any fear of rejection with a burning desire to make another call*
- *I understand that YES is the destination... but NO is how I am going to get there!*
- *I am free of all fear of failure and actively seek opportunities to fail more often!*
- *I understand that my NO-Quotient is more important than any other factor*
- *I know that “Sticks and Stones May Break My Bones, but NO Can Never Hurt Me”*
- *I never make decisions for others in terms of what they’ll say, do or spend*
- *I make a conscious effort to “work to failure” in every selling situation*

Read the above affirmations at least twice a day; first thing in the morning, and again just before you go to bed at night. But understand that your mental reprogramming can take some time! At first, when you say these affirmations, you may feel like you’re lying to yourself. Rather than thinking of them as lies, just think of them as telling the truth in advance. Because over time you’ll find that you will indeed begin to believe.

“Go for No!” Concept #3...**Your N.Q. (NO-Quotient™) is significantly more important than your I.Q.**

I.Q stands for Intelligence Quotient. But the number that really matters is your NO-Quotient™... the number of times you are willing to hear NO and keep going. Because this is the number that determines greatness in today’s world... and perhaps the ONLY number!

So, how high is YOUR failure quotient? How much negative feedback can YOU experience before it starts to get to you? How much failure can YOU endure to achieve EXTRAORDINARY success? These are not just rhetorical questions, because the answers are indications as to whether you will achieve *outrageous* success and get everything you want in life... or simply settle for crumbs.

Exercise: Quickly, without spending too much time, write HONEST answers (if they aren’t honest, there’s no point in doing the exercise!) to the following questions:

1. *You’ve just made a sales presentation and before you can even ask for a decision, the prospect cuts you off and says, “Let me think about it.” What do you do?*
2. *You’ve decided to start a business and need a \$75,000 bank loan, but you’ve been turned down 3 times in a row. Do you “read the handwriting on the wall” and accept that it’s time to call it quits? If not, how many more rejections will it take for you to throw in the towel?*
3. *What is a reasonable number of times to call on the same prospect (assuming they have a need for your product/service) before deciding that calling on them again would be a waste of time?*
4. *You ask for a better table in a restaurant, and the waitperson says, “Sorry, nothing’s available.” But you see that there are a number of open tables. Do you ask again? Or do you simply let it go?*
5. *Your spouse or child has been diagnosed with a life-threatening illness, and your insurance does not cover the cost of a critical test. You need to raise \$75,000 immediately, but the first three people/places you approach tell you NO. Do you accept that it’s time to call it quits? If not, how many more rejections will it take for you to throw in the towel?*



So, what do your answers indicate about you and your NO-Quotient™?

Also, is the number you entered for question #5 higher than the number you wrote for question #2? Because, if you re-read them, they are basically the same question. *Basically*. The difference is that question #5 is a life-or-death question, while #2 is simply a question about money/business. But, at the same time, it shows that you (like most people) have a high NO-Quotient™ for things that really matter. The question is: Why doesn't your success matter just as much?

Your FREE NO-Quotient™ Assessment

If you have yet to complete your **FREE NO-Quotient™ Assessment**, take a moment to visit our website: www.GoForNo.com and use code: 1050.

“Go for No!” Concept #4...

In terms of presentations, QUANTITY usually trumps QUALITY.

As we discussed at length in our 3 CD program, we don't want to discount the importance of a *quality presentation* when it comes to influencing others and achieving success. But the reality is that the QUALITY of the presentations you make almost always comes in *second* to the QUANTITY of presentations you make.

Whether it's sports or selling or auditioning for movie roles, this rule tends to hold true. Because the number of shots you take is more important in achieving success than any other factor.

The 30 Day “Go for No!®” Challenge

So, are you up for a challenge? We hope so! Simply go to our website and download the directions. There is no quicker way to prove that quantity trumps quality... *and to jump start your results!*

“Go for No!” Concept #5...**When it comes to increasing NO, you’ve got a need for speed!**

One of the best analogies for the connection between *failing quickly* and achieving success is the process by which gold mining is done.



In the early days, gold could be found by sifting in rivers with shallow metal pans, hence the term “panning” for gold. This went on for years until, eventually, virtually all the exposed gold had been collected. Then, the focus shifted to looking *on* the earth. And when that had been exhausted, mining for gold *in* the earth began, a complex and exhausting process which involves digging shafts with large machinery... removing

millions of pounds large rocks, quartz, dirt and debris... and pulverizing the rocks with heavy iron crushers called “stamps” to find the gold.

Finally came hydraulic mining where pressurized water is used to blast away hillsides, the soil running down into a valley where the silt and water would be separated.

And what each of these methods have in common is that at *no time* are the miners looking for gold. They’re removing dirt! For the purposes of analogy: **NO is dirt, and YES is gold.** But the difference between success and failure, whether you’re mining for gold or sales or ideas, is not just the removal of the dirt; *it’s how fast and effectively you can you remove the dirt.*

So, what three things are you going to do... what three changes are you willing to make... in order to eliminate “non-buyers” and hear NO more quickly?



“Go for No!” Concept #6...

Your reaction to YES and NO should be of equal emotional intensity.

Hopefully, with all that we’ve covered, you’ve begun the process of changing your mental perspective regarding failure and rejection, and YES & NO. If you haven’t, it might be more than simply your perspective; it’s probably more deeply rooted in your emotions... your *pathos*.

While this may be counter-intuitive and go against what you’ve been taught and currently believe, to be effective in virtually any endeavor you need to have less emotion... less pathos... regarding the *immediate outcome* of any given situation.

The Pathos Scale

Consider the Pathos Scale below, with negative pathos on one end, and positive pathos reactions on the other. Right in the middle we have what we’ll call a lack of pathos, or NEUTRAL ZONE.

The PATHOS Scale

NEGATIVE PATHOS				NEUTRAL ZONE				POSITIVE PATHOS			
0	1	2	3	4	5	6	7	8	9	10	

For most of us, YES usually finds itself on the positive side, and NO somewhere on the negative side. The goal is to move most of our reactions toward the neutral zone.



Now, how far we are to ONE SIDE or the OTHER depends on several factors, including:

- *Our definition (perspective) on failure and success...*
- *Who is saying YES and NO to us...*
- *If the YES or NO is delivered to us in person, on the phone, in a letter, etc...*
- *The way in which the YES or NO was delivered by the other person...*
- *And how BIG an opportunity is being decided on.*

One of the most powerful concepts when it comes to creating less pathos around the word NO are the letters “SW” repeated four times...

SW-SW-SW-SW

Some will. Some won't. SO WHAT?! Someone's waiting.

Some people will want what you've got to offer... *and some won't.* SO WHAT?! In most cases it's got nothing to do with you. And, besides, someone's waiting! There's someone else out there who wants and perhaps desperately needs what you have to offer. *Right?*

For this final **SW** to be useful and effective, you must *indeed* have someone waiting! Because the number of prospects in your “pipeline” has significant impact on your emotions! You must have enough “irons in the fire” to ensure that any one disappointment doesn't devastate you.

Taking Inventory of Your Opportunity “Pipeline”

So, who's currently in your pipeline? Take a moment to do an “inventory” as to who, exactly, is in your pipeline (who's waiting?) and list them – by name – in the space below.



Now, what can you do in the coming days or weeks to double or triple the list above? Because if you do, you'll see that your emotional reaction to any one NO will decrease significantly!

“Go for No!” Concept #7...

Create a heightened sense of NO-Awareness by counting your NOs

Here’s a question for you: How many total NOs did you personally obtain yesterday? Last week? Last month? Where are you for the year? Do you know? Well, if you’re serious about achieving success and going for no, then that is about to change!



NO-Stones™ are available at www.GoForNo.com.
Or, you can always go to the grocery store and pick up a bag of beans!

We highly recommend you begin counting *every* NO. This is important because the very act of counting your NOs will increase the awareness of just how many (or perhaps how *few*) NOs you are currently obtaining. To do this effectively you need a *method* for counting them. And the method we recommend is the use of NO-Stones™, inspired by the process invented by W. Clement Stone.

W. Clement Stone, founder and president of *Combined Insurance Company of America*, was one of the greatest businessmen and philanthropists of the 20th century. He was also the publisher of *Success Magazine* and author of *Success Through a Positive Mental Attitude* and *The Success System that Never Fails*.

But, more than anything, Stone was a *salesman!* And Stone had an effective technique for helping new salespeople get over their fear of rejection. He would have them put 20 beans in one of their pockets and would tell them, “*When you get a NO from a prospect, move a bean from one pocket to the other, and before all 20 beans have been moved, you’ll get a sale.*” And he was usually right!

In honor of W. Clement Stone, we’ve created what we call NO-Stones™... a bag of 20 small stones (similar to what you’d find in a board game) to use to count your NO’s. Of course, you don’t need to use No-Stones™ to keep track of your NOs; you can just make a mental note and write the total down later. But the mere act of placing the stones in your pocket every morning (not to mention how they serve as a great reminder every time you dig for change!) makes them an important step in increasing NO-Awareness.

NO-Tracking™ Chart

for Week Ending ____/____/____

	Major NOs	Minor NOs	Personal NOs	Total by Day
Monday...				
Tuesday...				
Wednesday...				
Thursday...				
Friday...				
Saturday...				
Sunday...				
Totals for Week...				

- **Major NOs** indicate the number of *people* who've told you NO during a business/career related situation
- **Minor NOs** indicate the number of *times each person* has said NO (for example, one person may tell you NO two or more times during the same sale call/presentation)
- **Personal NOs** indicate the number of times you've been told NO during *non-business* situations (for example, asking for a better table in a restaurant or a free hotel room upgrade)

"Go for No!" Concept #8...**To value NO, you must know... *and mentally verbalize... its value.***

One of the most powerful approaches to learning to enjoy hearing NO is to calculate the dollar value of each NO you obtain. This is done by simply taking the total value of your sales or dollar production over a given period of time (the longer the period the better) and then dividing that amount by the total number presentations it took to achieve it.



For example: Mary traditionally closes one out of every five sales presentations she makes, with an average sale being worth \$500 in commission. By dividing the \$500 by the total number of calls (in this case, five – the four NOs and the one YES), we determine that every time Mary makes a presentation, she earns \$100... *regardless of the outcome!* In this way, neither YES or NO has a greater value than the other.

This is why it's important to start counting your NOs (as we just covered in Concept #8), because without that number, you can't calculate the value.

Calculating the Value of YOUR NOs

So what is the value of every NO you receive? Have you calculated it? Well, if you haven't, now is the time to do so! Take a moment to use the basic math formula to determine the value of each NO you receive in the box below.



Sales Generated...		<u>Total</u> Calls made...		Dollar Value per NO.
\$ <input type="text"/>	Divided by...	<input type="text"/>	Equals...	\$ <input type="text"/>

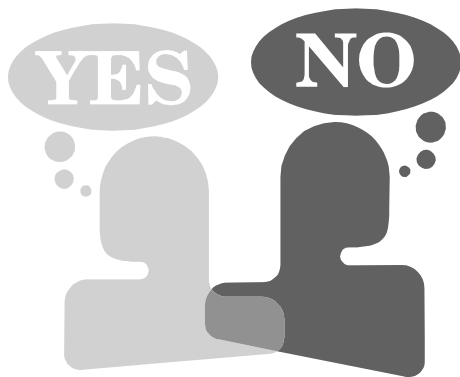
Once you know the value of each NO, you can begin to verbalizing it (at least mentally) every time a NO is obtained.

“Go for No!” Concept #9...**Having YES goals is important. Having NO-Goals™ is critical.**

When we started this program we suggested that there would be times where we would challenge your thinking; *this* will clearly be one of them. Because we’re going to suggest a somewhat radical change to the way you currently set goals. And that radical change is this:

Stop setting “YES-Goals” and start setting “NO-Goals™ instead.

YES-Goals are goals that revolve around results and productivity... how many sales, how much dollars, how many “yesses”, etc. And we’re saying to stop setting them? Yes. And to start setting goals for the number of NOs you get instead. What we’re talking about is operating with a Failure Quota... a quota for the specific number of times you intend to get rejected or hear NO before you quit.



And that’s the insidious thing about typical “success-oriented” quotas; they often end up *limiting* sales and productivity rather than *propelling them upward*.

Making an Example of “Bill”

So how does setting NO-Goals™ work? Take BILL for example.

Bill has had a great Monday. He went on three sales calls and closed them all, going three-for-three. Now, if Bill’s quota is to make three sales for the week, what do you think is going to happen to the number of calls he’s going to make over the next four days? We’ve got twenty bucks that says Bill slows down and significantly reduces the number of calls he makes.

And in the blink of an eye a great day has turned into an average week... all because Bill is operating with YES-Goals rather than NO-Goals™.

The worst part of what Bill has done is he’s just ended his “HOT STREAK!” And, as the song goes, “*When you’re hot you’re hot, and when you’re not you’re not!*” And when you’re *hot*, don’t stop! Keep going! Take advantage of the momentum you’ve created!

The NO-Goal Difference

Now, let’s look at what would have happened if Bill had been striving to achieve a NO-Goal™ instead.

Let’s say that, traditionally, Bill makes three sales calls a day, four days a week, with a fifth day spent in the office. Of his 12 calls, he typically closes three, or 25%. Bill *should* have started the week with NO-Goal™ of *nine* (or, to play it safe, he could have set his NO-Goal™ at 12). And if Bill had a NO-Goal of twelve, and on Monday he went 3-for-3, he’d have said to himself:

“My NO-Goal™ for the week is 12. Monday is gone and I haven’t gotten a single NO yet! Wow! I’m behind! I’ve got to increase my calls if I’m going to get to 12 for the week!”

And what do you think would happen? Bill is going to *obliterate* his goal for the week! And, if he keeps it up, for the month, quarter, and the year! That’s the power of setting NO-Goals™!

Setting Your NO-Goal™ for the Coming Week

Here’s your chance to implement the concept by setting No-Goals™ for the next week.

Using the process we just described for Bill, determine what the total number of NOs should be for the next seven days. Then, commit to getting into action and achieve that goal *without thought or concern* for the number of yeses involved.

My NO-Goal™ for the next seven days is _____,

starting on ____/____/_____ and ending on ____/____/_____.

I commit to achieving this goal, no matter how many yeses I get!

Signed: X _____

Date: ____/____/_____

If you do this, the results might not just be better than you hoped for. They might *amaze* you!

“Go for No!” Concept #10...**Increase the TOTAL NUMBER of NO’s gathered during every interaction.**

So far we’ve approached the concept of *going for no* on a *per call* or *per opportunity* basis. But there really are two sets of NOs to be concerned with:

- The number of PEOPLE who tell you NO (*Major NOs*)
- The number of TIMES each person says NO during a call/opportunity (*Minor NOs*)

For example, the process of generating NOs might include any and/or all of the following:

1. *Simply asking for a decision... any decision... is a way to generate a NO. Believe it or not, research shows that 85% of all interactions between salespeople and prospects end without the salesperson every asking for a buying decision at all!*
2. *Increase the number of times a buying decision is asked for during each interaction.*
3. *Offer the next best model or size in the line (often referred to as “selling up”)*
4. *Offer any of the many add-on options that go along with primary item being sold*
5. *Increase the number/quantity of items being considered. Instead of one, why not suggest 2... or 3... or 33!*
6. *Attempt to increase the length of the contract period.*
7. *Introduce something new the company has to offer, even if it isn’t related to the item being discussed.*
8. *Ask for referrals!*
9. *Every time you do ask for referrals, increase the number of referrals you ask for! (And don’t forget to actually call the referrals you get! Amazingly, according to research, as many as 50% of the referrals provided by customers to salespeople go uncalled!)*
10. *Invite the customer to come take a tour of their office or facilities... or to sign up for the company newsletter... or... or... or...*

Ten ways to increase the number of NOs gathered during a sale, and we’ve probably missed a few! Which brings us to one of the most important sections of the entire program...

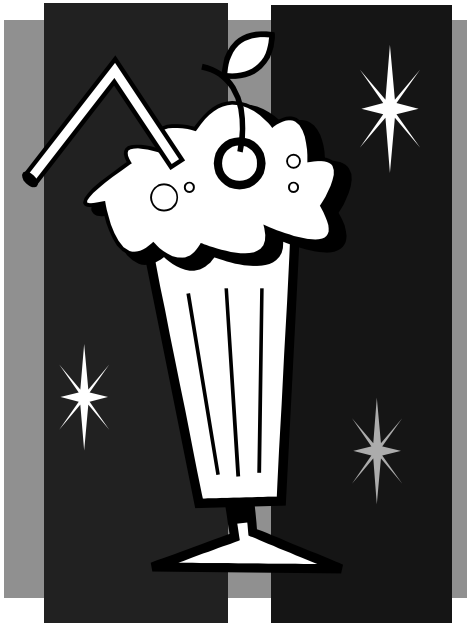
“Go for No!” Concept #11...

Options are an important way to increase your NO's (and your yeses!)

In 1947 Elmer Wheeler was one of the best known salesmen, ad men and copyrighter of his day; the person who coined the phrase, “*Sell the sizzle, not the steak.*”

Wheeler approached a major drugstore chain and proposed an idea for their soda fountains: When a customer orders a malted-milkshake, rather than having the soda-jerk ask, “*Would you like an egg in that?*” have them ask: “*One egg or two?*” This little suggestion (known to this day as “*The Wheeler Which*”) tripled the chains sales... and made Elmer Wheeler a wealthy man!

There is no getting around it: The more options you offer, the more likely you are to make the sale... and the bigger the sale will probably be.



- *Is there a better, higher-priced, higher-value option?*
- *Is there a bigger size the customer might want to consider?*
- *Maybe the customer would consider getting 2, 3, or 23 or 203 of the same item.*
- *Is there a special on other items you company offers? Let them know about it!*
- *Are there items or services that are needed to operate, maintain, or get maximum use from the main item they've just purchased? Educate them! Never ASSUME they won't be interested!*
- *Do you have the same item in another color? Is there something else that's just come in, something NEW? Show them! Everyone loves to see what's new!*

You could say that top performers have what we call an “**UP, DOWN, ACROSS & SIDEWAYS**” mindset with every customer during every sales interaction.

Identifying Your Options for Increasing Your NOs

The examples on the previous pages are simply that... *examples*. What you need to do now is to identify the actual opportunities that exist for you in your business.

So, what are your opportunities? Take a few minutes to identify *all the ways* you can (and should) be generating more NOs during every interaction you have with your customers.



“Go for No!” Concept #12...**Achieving “success” requires a conscious decision to work to “failure”**

Okay, so you’ve changed your internal definition of “failure”... at least we hope you have. But simply having a better definition won’t in-and-of-itself produce greater results. You must also make the decision to put the concept of working to failure into action.



Have you ever noticed that at the gym you see people working out for months on end, but they never seem to change or improve? The reason for this is simple: they are in the gym with the plan of working to *success*... not to failure.

But right next to them is someone else who has shown *radical progress* in a very short period of time. The difference between the two is that the first person has been working to success, while the second, more successful person has been working to failure.

Working to success means setting a goal or quota of doing, for example, a set of 12 repetitions (or “reps”) at a weight they can easily lift, like 50 pounds. In this case, 12 is their “Quit” number. Before they have even started lifting, they have ALREADY DECIDED when they are going to QUIT! They begin with the intention of quitting after the 12th rep!

Also, keep in mind that to ensure they can get to 12 reps this person must consciously choose a weight that they know they can lift 12 times. So, while they might be able to lift more than 50 pounds – maybe 60, 70 or even 80 pounds – their success goal of 12 repetitions dictates that they choose the lighter weight.

And that’s exactly what they do! They do exactly 12 reps of a light weight and call their actions a success!

But the Goal is to Work to Failure!

But then there’s the other person next to them – the one who has made massive progress in an amazingly short period of time. And the difference between the two is simple – the second person has been intentionally working to failure! They have no “quit number” when they start

lifting. They have no upper limit in mind when they start. Instead, they begin with the intention of lifting until they can lift no more.

Why does this second person make progress while the first person doesn't? It's because of the way in which the body builds muscle. In order to grow muscle must first be torn down... destroyed. And then, in the 24-48 hours after it has been literally damaged through the process of exercise, the body goes to work repairing the damaged. But it doesn't just repair the muscle – it GROWS it!

WARNING! Of course, you must use common sense and caution because if you destroy too much muscle or tear something, you can put yourself out of commission for weeks or even months.

How This Applies to You

In terms of selling, or recruiting, or whatever you do or goals you may be seeking, the concept of working to failure has enormous application. The question is, how does it apply to *you*? Take a moment, right now, to list the ways that you can begin to work to failure in *your* business:

“Go for No!” Concept #13...**If your success rate is over 30%, you’re not challenging yourself enough.**

Ask almost anyone in sales, “*What is the key to success?*” and they will usually tell you: **CLOSE MORE DEALS!** In other words, get more people to say YES to you. And, it’s hard to argue with that!

But there’s a world of difference between the *number* of yeses you get and the *percentage* of yeses. The former should always be increasing, we agree... but, for most people, the *latter* should probably be *decreasing*.



Now, you may be thinking: How can having a high closure rate ever be a bad thing? The answer is: When your success rate is so high that it what it really indicates is that you’re not challenging yourself. As James Russell Lowell said: *Not failure, but low aim, is the crime.*

Consider a baseball player who has hit .500 for an entire season (one hit for every two times at the plate). What would you assume? The first thing you’d probably deduce is that this wasn’t the major leagues... after all, no one has hit .400... let alone .500.. in major league baseball in over 40 years!

In the real world, if your success rate is 40% or 50% (or perhaps even better), maybe you’re not challenging yourself enough. Maybe it’s time to get in a bigger game! Call on bigger accounts. Offer more expensive options. Start shooting-for-the moon more often!

Calculating Your Current “Success Rate”

Take a moment to calculate your “success rate” for the last month using the formula below:



of Yeses...

Total Calls / Opportunities...

Divided by...

Equals...

Success Rate

%

“Go for No!” Concept #14...**It takes no more energy to get a BIG “NO” than to get a small one.**

The next step in the process is increase the size of value of the NO’s you obtain. After all, a NO is a NO is NO... no matter *who* it’s coming from or how big the opportunity. As the saying goes: **“Easy yeses produce little successes.”**



We’re sure you’ve heard the question, “Is your glass *half empty* or is it *half full*?” It is a question designed to test whether you’re an *optimist* or a *pessimist*. But we have a different take. As far as we’re concerned, the question isn’t whether your glass is half empty or half full. Half empty? Half full? *Who cares?! Maybe the glass is just too small! Maybe you should be going after some BIGGER NOs!*

The BIG FISH Exercise

Take a moment to make a list at least ten *Big Fish* who, if they turned you down, you would consider them to have been BIG NOs!



- | | |
|---|----|
| 1 | 2 |
| 3 | 4 |
| 5 | 6 |
| 7 | 8 |
| 9 | 10 |

"Go for No!" Concept #15...

Never make decisions for others as to what they'll decide, do or spend.

Perhaps the worst thing we can do to ourselves (and to our prospects and customers) is to prejudge their ability or willingness to buy what we have to offer... to say "NO" for them.

Exercise: For the following list of items, ask yourself: *What's a lot to spend on...*

- | | |
|--|----------|
| • A sofa? | \$ _____ |
| • A necktie? | \$ _____ |
| • A hotel room? | \$ _____ |
| • A watch? | \$ _____ |
| • Dinner for 2, nice restaurant, for a special occasion? | \$ _____ |
| • A home stereo system? | \$ _____ |



These numbers may not mean much to you in terms of your ability to sell your products or services. But if you sold these specific items for a living, they would! Because each number would represent a limiting force in your ability to offer and recommend items that exceed that amount, a phenomenon we call "selling from your own wallet." And selling from one's own wallet is one of the greatest limiting forces imaginable.

So, What Are Your Limiting Numbers?

When you think of the products and/or services that **you** offer, what are the numbers that come to mind in terms of being *expensive* or *a lot to spend*?



"Go for No!" Concept #16...

The only way to discover "the line" is to step over it now and then.



One of the big fears most of us have is the fear of accidentally *stepping over the line* with someone we're trying to sell to. This can be especially difficult when someone has just said YES and bought something from us, and now we're trying to expand the sale. How *dare* we ask for more?!

And, to make matters worse, *the line* is in a different place for every person. So, to play it safe, most of us never get anywhere near the line.

But, if you adopt an attitude that says, "*Under no circumstances are you EVER going to take a chance of accidentally upsetting a customer*"... there's no way you can ever perform to your full potential. And, ultimately, the only way to discover where the line is to step over it!

What NEGATIVE Things *Might* Happen if You "Stepped Over-the-Line" with a Prospect?

-
-
-
-
-
-

What POSITIVE Things *Will* Happen if You "Stepped Over-the-Line" with a Prospect?

- +
- +
- +
- +
- +
- +



We're not condoning overly aggressive behavior or being rude or pushy with a customer... *ever*. But we *are* saying that most of us need to be more assertive and, as such, every now and then we're going to accidentally step over the line. But if you never step over the line with a customer, how can you ever know if you've maximized your opportunities?

“Go for No!” Concept #17...**Within every NO is the information we need to move forward/improve**

Every NO you obtain holds within it valuable information needed to move forward with *this* prospect, and/or improve performance with *future* prospects. And the use of the word “obtain” here is quite intentional.

Webster’s defines to “obtain” as “to gain or acquire”... and that’s exactly the way we see it. Rather than seeing NO as something people *say* to you or *tell* you... why not look at those NO’s as something you’ve *gained or acquired*?

As such, we vehemently believe that getting a NO is always better than getting stuck in “*We’ll think about it*” land, where days drag into months and months can drag into years, sometimes without ever turning into a definitive decision. The important thing is to get a decision – any decision, positive or negative – because a decision validates the attempt and your efforts. And it sets you up to ask, “*Why?*”

Three Thought-lines

When Top Performers hear NO their thoughts usually follow one (or all) of the following three paths:



1. **“Good, we’re getting somewhere.”** They don’t think, “That’s the end of that.” They think, “And now we begin!”
2. **“What does *this* ‘NO’ REALLY mean?”** They immediately go into “consultant” mode and determine the reason(s) behind the NO.
3. **“What did I miss? What did I say or NOT say that created *this* no?”** Top Performers take responsibility for the NO and immediately ask: “What could *I* have done better or differently that cause the prospect to reject the offer?”

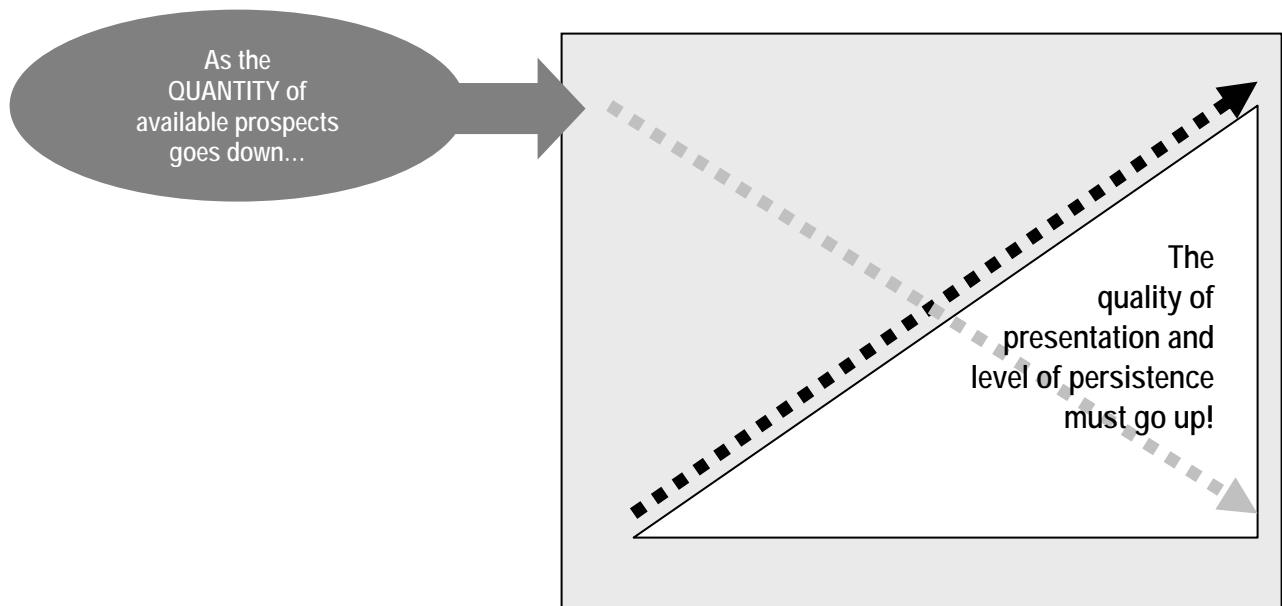
“Go for No!” Concept #18...

The Quantity of prospects dictates the Quality required.

By now we think we can all agree that success is largely a numbers game.

- ***The more calls you make...***
- ***The more people you attempt to recruit...***
- ***The more submissions you make...***
- ***The more auditions you go on...***

...the greater the chances that you’ll eventually succeed! But leaving it there would be highly irresponsible because it’s more complicated than that. And this is where QUALITY comes in. Because the QUANTITY of opportunities goes down, the need for a QUALITY presentation and PERSISTENCE goes up! If we were to graph it, it would look like this...



The “QUANTITY TRUMPS QUALITY” rule only holds true *if* there is a virtually unlimited supply of prospects or opportunities. So, what is your selling situation? Check the appropriate description above. And if you find yourself toward the lower end of available prospect spectrum, remember that while success is largely a numbers game, your chances of achieving it can and should be improved by the QUALITY of your presentations, especially if the number of available prospects is limited.

“Go for No!” Concept #19...**No doesn't mean never. No means not yet!
Keep going! Don't quit!**

Woody Allen said that 80% of success is simply showing up. And while the power of simply *showing up* should not be under-estimated, *showing up...* in and of itself... is usually not enough. The key is to *keep* showing up! To demonstrate what we know as *persistence*.

But is this to suggest that you should persist forever? Should you take Winston Churchill's famous war declaration (“*Never, never, never quit!*”) literally? No. For one thing (contrary to the way some people behave), *selling is not war!* And *knowing when to quit* is an important skill! In reality, the answer is usually somewhere between Woody and Winston. The problem is that most people think that time has come long before it usually has.



So, *when exactly should you quit?* While there is no definitive number of NOs at which to throw your hands up and surrender, consider the following selling statistics:

- **44% of all sales people give up after hearing one “no”**
- **22% more give up after hearing a second “no”**
- **14% more give up after hearing a third “no”**
- **12% more give up after hearing a fourth “no”**

This means that 92% of all salespeople give up after only four NOs, yet 60% of all customers say no **FOUR TIMES** before they finally say yes! It seems fairly obvious the minimum number of NOs we're willing to hear before we quit is *five*, because at five 92% of all salespeople have packed their bags and gone home, leaving only 8% who are still in the hunt!

Being completely honest with yourself, circle the appropriate number in this statement:

I usually quit after being told NO (1 / 2 / 3 / 4 / 5+) times.



Qualifying Prospects: A Matter of Want vs. Need

One of the ways to help you determine whether you should persist or pack it in is to answer the most important question of all: ***Is the person you're calling on qualified to take your time?***

Now, determining if someone is qualified to take your time... or if they should be *disqualified* as a prospect for your product, service, or opportunity... has two critical elements: The first is *WANT*... and the second is *NEED*.

WANT is often a function of EDUCATING people as to how your product, service or opportunity will fill their needs and enrich their lives. So, if you think about it, to disqualify someone because they do not yet want what you've got is to disqualify them because *you* have not yet done *your* job! But then there's NEED! And need is an entirely different animal. Because to invest time pursuing those who have no *need* is an insane waste of time.

Our position on this is simple:

You should never disqualify someone simply because they don't yet want what you have to offer. But you should immediately disqualify everyone who has no need for it!

Exercise (answer the following question, and answer it honestly): When you first approach a prospect, are you trying to...

- “Sell” them?
- “Qualify” them?

If the answer is to “sell” them, maybe it's time to re-think your priorities.

So, how long should you keep approaching a *truly qualified* prospect?” The answer is: ***For as long as it takes.*** Of course, there are many salespeople who have adopted the approach of only going after the easy pickings... the low hanging fruit... of prospects who already want what you've got. Sure, this approach will help you make money, perhaps a lot of it! But don't confuse this with being on a mission to sell your products, services and opportunities to those who really need it... *because it isn't.*

“Go for No!®” Concept #20...

**It’s not just what you “make” that matters.
It’s what you become!**

At the end of every business day people all across the world ask themselves the same question: *How much did I do today?* What they mean, of course, is: *How many units did I sell? How much money did I generate for my company and/or make for myself? How many people did we recruit?* And on and on.

But we have a better question, and that question is: *What did I become today?* In other words: *What did I learn? What skill do I have tonight that I didn’t have at sunrise? Which of my self-imposed limitations did I challenge? Which of my fears did I conquer?*

There’s nothing wrong with reviewing what you produced over the course of a day. In fact, it’s almost impossible not to! The problem is what the answer indicates. Because the answer to the question, *“How much did I produce?”* is a reflection of the *past*. It’s done, it’s over with!

But the answer to the question, *What have I become?* is a very different, because the answer to that question is not a *reflection* of the past but a *projection* of the future... of who you *will be* and how much you *will produce* every day for the rest of your life.

One Last Exercise...

Now that you’ve reached the end of this program, we’d like you to do one last exercise, which is to complete the following statement:

As a result of increasing my failure rate I have become...

We hope you like the answers!

For Your Ongoing Development...

So as we come to a close, may we say that we sincerely hope the time you’ve invested in this program has provided you with a new paradigm for achieving your goals and inspired you... but inspiration without perspiration is like a thought in the wind... here one moment, gone the next. The true value of the time you’ve invested will be found not in what you’ve learned... but what you do with it.

Additionally, you may want to consider hiring a PERSONAL COACH with an expertise in helping you develop your courage and live the **Go for No!** concepts presented in this program.

After a rare, disappointing round of golf, Tiger Woods will often take a golf lesson. Why would someone who is arguably the greatest golfer of all time take a golf lesson? And who would he take it from?! The value is in the ability to “see himself objectively” from an angle or perspective that is not his own. Or, as Albert Einstein said, *“The mind that created the problem cannot be the one to solve it.”*

In the same way, the person in the trenches is often unable to see themselves objectively enough to overcome their limitations, which is one of the reasons that coaching is so powerful. The funny thing is, high performers seem to get this concept more than average or poor performers, as the vast majority of success coaching is done with those who have already reached a certain level of success... and now they want to go to the *next* level.

For information on having Richard Fenton or Andrea Waltz speak at your next meeting or conference, call 866-GOFORNO (866-463-6766) or visit our website at: www.goforno.com. And, while you’re there, be sure to visit our Development Store where you’ll find a variety of printed and recorded programs specifically designed to help you achieve YOUR breakthrough performance!