

The Sales Assassin

Master Your Black Belt in Sales

Anthony Caliendo



The opinions expressed in this manuscript are solely the opinions of the author and do not represent the opinions or thoughts of the publisher. The author has represented and warranted full ownership and/or legal right to publish all the materials in this book.

The Sales Assassin
Master Your Black Belt in Sales
All Rights Reserved.
Copyright © 2015 Anthony Caliendo
v5.0

For more information on motivational speaking, coaching services or for media opportunities please visit
<http://www.thesalesassassin.com> or contact Anthony Caliendo at + 1-561-265-1405 or by
email info@thesalesassassin.com.

Cover and Interior Photos © 2015 Anthony Caliendo. All rights reserved - used with permission.
Front and Back Cover, and Illustration Design by: Rickey Greene Designs
Chief Copyeditor: Mary Ann Falkenberg
Chief Content Editor: Catherine M. Russell
Project Coordinator and Consultant: Marvin A. Russell

This book may not be reproduced, transmitted, or stored in whole or in part by any means, including graphic, electronic, or mechanical without the express written consent of the publisher except in the case of brief quotations embodied in critical articles and reviews.

If you would like to do any of the above, please seek permission by contacting Anthony Caliendo at
+1 561-265-1405 or by email info@thesalesassassin.com.

Tiger Shark Media USA
info@tigersharkmediausa.com

Paperback ISBN: 978-0-9962693-0-8
Hardback ISBN: 978-0-9962693-1-5

PRINTED IN THE UNITED STATES OF AMERICA



Anthony Caliendo

Author, Speaker, Entrepreneur and Leadership Coach



Sandra Kanies-Caliendo

Dedicated to a Woman of Strength and Sacrifice

DEDICATION

“The bond between mothers and their children is one defined by love. As a mother’s prayers for her children are unending, so are the wisdom, grace, and strength they provide to their children.”

—George W. Bush

My mother, Sandra Kanies-Caliendo, is the essence of hard work. She is and will always be a source of strength and a rock and foundation in my life. I dedicate this book to her because of my respect for a woman who never gave up and instilled discipline in her children. She was the one who had direct influence on my drive and my desire to be an excellent provider and good father to my children. Life was not easy for a woman who raised three children on her own. She has never allowed me to succumb to failure for she instilled in us undying fortitude. It was this fortitude that allowed her to become one of the top pharmaceutical sales people for Squibb during a time when it was more difficult for women to succeed in business. Her success in the male dominated world was due to understanding the sacrifices she had to make in order to support the family and to succeed in her business life. We knew that her sacrifices came from the love that she had for her children and I want her to know that she did an incredible job setting the right example.

Mom, I’m proud of you and because of you I am able to stand

proud of who I am and what I desire to be. You have been a great example and a source of strength and your example has enabled me to grow and be stronger. We have never been a family that expressed our love for one another through flowery words. But our love for one another was expressed through our faith and commitment to each other. I have grown and become my own person. Your example taught me to nourish my own family through the love carried in my heart. I understand the sacrifices that you made in order to support the family and through you I gained a sense of responsibility and desire to succeed from watching you each day. I know your sacrifices came from the love that you had for your children and I want you to know that you did an incredible job and I'm proud of you.

THE BEGINNING FROM LEMONADE TO THE SALES ASSASSIN

My lemonade was nothing more than another word for money. Lemonade was not in my blood. It wasn't those big juicy lemons that made my cheeks pucker and it wasn't the sugar that gave me that sweet tang in my mouth. It wasn't the Crayola colorful signs I made with my broken crayons and it wasn't the ice that made this simple drink perfect on a summer day. It was a passionate desire to earn money that pumped my blood. Money was perfection. Perfection was the chase—the chase for every car, the chase for every person that walked by my house. Lemonade was nothing more than a means to success. But making money ran through my veins by the time I was eight. Sales became my passion. I loved the excitement. I loved the anticipation. I loved the hunt, the chase. I loved the precision of the hunt. I loved finding the target. I loved the success. My prey was not to be destroyed, but to be drawn to me and me to them. At that point, I could smell success—the close. It was at that moment, from a Lemonade Stand, that I became “The Sales Assassin.”

Anthony Caliendo
The Ultimate Sales Assassin Master

ACKNOWLEDGEMENTS

Lynette DeBiase-Caliendo—My wife, mother of my children, life partner—Thank you for being simply you. Your love and faith in me mean so much. How you put up with me and all my idiosyncrasies makes me smile each day and know how blessed I am to have you as the cornerstone of my life. You are always there for me and our kids. You keep our world and family forever strong. You know that I am a man of few words, but this is an occasion when I want to say how much you mean to me and thank you for your strength, support and patience.

Master Instructor Joe Goytia, Goytia's Martial Arts—When I was a young manager at Chicago Health Clubs, Joe was teaching Jeet Kune Do, Kali and Silat in one of the upstairs studios and I would go up and train with him and his students. I was eager to learn. Joe's skill level was impressive, having achieved Black Belts in Tae Kwan Do, Hapkido, and Karate and achieved his instructorship in Jeet Kune Do. Recognizing each other's talents and strengths, we went into business together in 1990 and opened The Asian Fighting Arts Academy on 63rd and California, one of the roughest areas of Chicago. Later in life, we've both come to realize how impactful this experience was for both of us. Joe once told me that had it not been for my sales, marketing and business

know-how, he would have never realized that one cannot operate and sustain a successful business on technical skill alone. Likewise, all of the tactical and philosophical principles of the martial arts that I know, I learned from Joe, while observing and feeding off his crazy energy and enthusiasm for the art. And I realized as I began writing and structuring “The Sales Assassin,” that these principles influence me to this very day. Today we both live by the creed that having pure, unadulterated mental and physical discipline, as well as having an unambiguous set of tactics and philosophies, is key to achieving success in business and in life.

Ronald Moskowsky (deceased 12/4/12). Ron was my Area Supervisor at Chicago Health Clubs and was the person who gave me my very first management opportunity. This was my very first role where I had to learn how to build and motivate a sales team. I excelled at it and learned that I possessed an innate skill set that would be the basis for my career goals. Ron recognized this about me, perhaps, even before I realized it about myself. He was and always will be an inspiration. May he rest in peace.

Al Philips and Margaret Ceja—Al Philips is legendary in the health club business, owning several World Gyms in the Chicago, Indiana and Wisconsin regions. When he left Bally’s back in the early 90s to build the World Gyms with Arnold Schwarzenegger, he selected me to help build his dream. He became my mentor, my motivator and brought out the best in me relating to work ethic and drive. Margaret Ceja, current founder and President/CEO of Ideal Fitness Solutions, worked with Al and she was the one who exposed me to the operational side of the business. She helped me realize that in order to be successful at any business, the operations and management can be just as “make or break” as the sales side. I

appreciate them both for influencing my early beginnings in sales and in business as a whole.

David Aguilera, Edward Oski and John “TJ” Kim, Jr.—my Chicago homeboys whom I am proud to call friends to this day. David, Edward and I were in the health club business together back in Chicago. David was actually my opposite in that he was conservative and restrained in his approach to life and business whereas I was aggressive and impulsive. However, he was a true friend, talented and intelligent, that helped me find that balance later on in life. Edward was my former roommate, “aces” and partners in business since we were 18 years old. No matter what our stations in life have been, Ed has remained one of my most loyal friends and confidants. John Kim, otherwise known as “TJ (Table Jockey)” and I worked together as young stockbrokers. We were friendly rivals who pushed one another to be the top in sales. We were both with the same firm when we moved to South Florida and have been business associates and close friends ever since. These three gentlemen taught me that true friendship is invaluable.

Enrique “Rick” Rodriguez—Rick and I also worked together as stockbrokers and have been close business associates throughout the years. But we’ve also become close friends and family men, traveling together and raising our children together alongside our wives. We’ve relied on one another personally and professionally and our children are growing up together becoming the best of friends as well. I can say unequivocally that he’s one of the best producers, best fathers and best husbands I know. I admire him and value his camaraderie.

Mary Beth Tomasino—Mary Beth is the President/CEO of JVM

Sales Corp d/b/a Milano's Cheese, our Italian cheese manufacturing plant in NJ. Observing her passion and spirit for the business she loves, has been an awe-inspiring thing. After I left the mortgage business, I was introduced to the Italian cheese business and the JVM Sales operation. What I saw was a "diamond in the rough" and an incredible opportunity to help lead the organization to be recognized as the #1 Italian cheese company in the US. Our visions were in sync. Mary Beth is a powerhouse woman in business with a relentless work ethic that inspired me to tackle and conquer the Italian cheese industry head on. She is a lady that I respect and admire.

Daniel Kodsi—Dan is the President/CEO of RPC Holdings and luxury real estate developer and mogul in South Florida. At a time in my life when I needed someone to believe in me, Dan was there. He was the type of business partner and friend who did things for me without hesitation because of his belief in me. I admired his achievements in the real estate game and it was Dan whom I strived to emulate when I decided to pursue mortgage and real estate. What a class act.

Lead Me Media and Rob Clouse—My official Internet marketing partner whose investment and commitment to the exposure and promotion of this project has been invaluable. Rob is truly one of the most talented and resourceful men in the Internet marketing business! I welcome him to the team and look forward to reveling in our success.

Marv Russell—My editor, project coordinator and fellow cigar aficionado whom I met at precisely the right place and the right time in my life. Thanks to Marv's insight, expertise and for keeping

us on track throughout this journey of bringing “The Sales Assassin” to life.

Rickey Greene, Rickey Greene Designs—The most gifted and brilliant graphic artist and marketing designer in the business, who never ceases to stun and amaze us with his talents. Being able to entrust someone implicitly with visually capturing your ideas is so invaluable when sales, marketing and image is so very important to your livelihood. Rickey is that someone, and has been such an integral part of my marketing team for over 10 years. Without his creative eye and aesthetic talents, there would be no “sizzle to the steak!”

Jonathan Vinazza aka “Johnny Web,” Underlab Studios—An eccentric and insanely smart and talented artist; a master in design, development, branding and image who brings invaluable technical social networking, video marketing and media production expertise to the project. We call him “Johnny Web.” He’s always viewed the world through a different pair of glasses and I’ve enjoyed watching him mature in depth and in knowledge over the past 11 years. When I propositioned him with “The Sales Assassin” project, he only impressed me more with his immense aptitude and understanding of today’s marketing standards. He’s a main ingredient and I’m grateful for his commitment to the team.

Catherine Russell, HireCatherine LLC—Thanks to Catherine, a welcomed addition to our team, whose social media marketing skills and savvy has helped catapult our project in a very important and necessary way. You’ve captured the spirit of The Sales Assassin effortlessly and brilliantly.

Philip and Angela Caliendo—My siblings whom I love and

respect. As children, we all observed my mother make incredible sacrifices just to support us. We relied upon each other to make our house a home. I am truly proud of the man, woman, father and mother that they've become. We may have lived by different creeds or have had different approaches to life, but I admire and respect them both for being responsible, standing on their own and becoming loving support systems for their families.

Phil Caliendo—To my father, who passed away when I was writing “The Sales Assassin.” I thank him for the gift of life, for his lessons in life, and for inspiring me to be the best father that I can be to my children. May he rest in peace.

Krystal Harvey—Business Manager and partner—the word partner means so many things—collaborator, associate, coworker, confidant, advisor and more. Krystal and I have partnered for 11 years in every business venture imaginable. I have valued her contribution to the success of my business. She has demonstrated great imagination, vision and business savvy and is a Sales Assassin in every sense of the word. She is a trusted colleague and integral member of my business team. We have been able to learn from one another and challenge each other to be our best. Thank you for your insights and contributions to this book. Without your hard work, this book would not have been possible.

THE MEN AND WOMEN OF THE UNITED STATES ARMED FORCES

I'd like to acknowledge this courageous and valiant breed of individuals who serve and protect this great Nation of ours. Thank you for what you stand for and for fighting for our freedoms that so many of us take for granted. I hold you in the highest regard and salute you each and every day.

TABLE OF CONTENTS

Prologue.....	i
Introduction.....	iv
1. Understanding Corporations and Sales Organizations	1
2. SAM Belt 1: Passion, Dedication, Courage	7
3. SAM Belt 2: Mental Preparedness Development.....	36
4. SAM Belt 3: Establishing the Sales Assassin Mindset	53
5. SAM Belt 4: Goal Setting and Achievement.....	73
6. SAM Belt 5: Client Qualification Process	104
7. SAM Belt 6: The Mastery of Leadership Integrity.....	126
8. SAM Belt 7: Reinvestment in Your Business and You.....	142
9. SAM Belt 8: Lessons of Life.....	155
10. SAM Belt 9: Lifestyle Change.....	166
Conclusions: Discover Your SAM Distinctive Nature to Achieve.....	180
About the Author	187
Appendix.....	189
The 9 Sales Assassin Master Belts	191
How to Conquer Your Sales Fears	192
SAM Developmental Assessment.....	196
Sales Assassin Personal Assessment.....	198
Remembering Wisdom from Anthony Caliendo, the Ultimate Sales Assassin.....	199
Remembering Wisdom From the Great Leaders	201
A Survey of Sales Effectiveness.....	207
Index.....	211

PROLOGUE

THE SALES ASSASSIN is the ultimate master of sales passion and discipline, the *Sales Assassin Master* (aka SAM) of your own destiny, focused on a results-driven willingness to be prepared to control your own destiny. A SAM must be an entrepreneur of their life and business no matter what name is on your title. The SAM begins with a foundation of individual discipline built on a positive attitude and reinforced through your personal and moral commitment to sales success. A SAM is focused on everything positive in a sales person's life from family to a sales person as an individual to customers and clients. The SAM must be a master of perseverance, self-control and must possess the spirit of being responsible and accountable for your successful performance. The organization must be charged with developing and supporting the SAM mentality and tools and techniques required for success. It takes hard work to achieve SAM status. This book describes the path to Sales Assassin success—the path to positive thinking—the path to controlling your sales destiny as a SAM and the company's understanding of how SAM benefits the organization's sales strategy and corporate success.

*"Failure is the condiment that gives success its flavor."*¹

—Truman Capote

It is my goal to mold and shape the way you think and act and the way the corporation develops the SAM mentality in its' sales forces—to pass on to you and the corporation how and why I have

¹ <http://www.pbs.org/wnet/americanmasters/episodes/truman-capote/introduction/58/>

become known as the *Ultimate Sales Assassin Master*. Salesmanship is not easy. I have had successes and failures throughout my life. I like most people have failed at different times in my life, but I have never known nor will I yield to defeat. I have taught sales people and corporations throughout my professional life. I have shared my successes and failures and I have shared how I was challenged and allowed to rise to higher, more effective performance levels. I have learned and taught others that a SAM will not be defeated, but will persevere when the odds are against you, when the economy is tough, when the competition appears bigger and stronger. In these cases, my mastery is a dominant force that will not yield to defeat. It is my precision and passion and your precision and passion that lead to Sales Assassin Mastery.

“Remember that failure is an event—not a person.”²

—Zig Ziglar

Ice to Eskimos

When I was young, my family was in the Italian food business and one of our main products was Italian ice. One day, my Father and my Uncle told me that we had just sold truckloads of Italian ice to an establishment in Alaska. They poignantly told me “Son, one day you’re going to be the very best salesman there is. Your family just sold ice to Eskimos!” Even though by that time my desire for success and making money was already there, I think perhaps those words planted a deeper seed inside of me. Perhaps those words validated me and they made me feel invincible and proud of my name. Today, I still carry them around with me like a badge of honor and I share the “Ice to Eskimos” story with all of my sales people as a source of inspiration. It’s also become a directive and my

2 <http://www.ziglar.com>

mantra to achieve the impossible. “Go out and sell Ice to Eskimos” means dare to achieve the impossible.

The fact that you’re reading this book is proof that you’ve already accepted the need to improve and challenge yourself to become an exceptional sales professional. The fact that you bought this book tells me that you’ve bought others, attended sales seminars, watched videos and listened to tapes. I’m willing to bet that most career salespeople reading this book have spent hundreds of dollars on these types of tools, hoping to take away with them the skills and hopefully the magic formula needed to become a better salesperson. Now ask yourself and be honest, what has been your ROI? Dollars to doughnuts, you’re still trying to cash in on those other tools. If you want to achieve SAM status then you must be willing to make a bigger investment and accept a certain amount of risk. I guarantee you that “The Sales Assassin” is the book that will give you the right tools to earn your Return On Investment (ROI).

INTRODUCTION

*“Enchantment is the purest form of sales. Enchantment is all about changing people’s hearts, minds and actions because you provide them a vision or a way to do things better. The difference between enchantment and simple sales is that with enchantment you have the other person’s best interests at heart, too.”*³

—Guy Kawasaki

Author, Venture Capitalist and
Technologist and former Chief
Evangelist at Apple Computer

The Ultimate Sales Assassin Master at Work

When I stop by Starbucks for my early morning coffee, I shake my head at the number of sales people sitting at tables sorting through paper, scrolling through their iPhones and wildly navigating on their tablets—on the phone, off the phone—shaking their head in defeat. What the hell are they doing? Never does a day go by when I’m not asked by sales people, “Hey aren’t you *The Main Man*?” How can I be more successful in sales?” or “How can I become a Sales Assassin?”

There’s probably not a sales book I haven’t read and there is probably not a sales book that doesn’t have some value, but yet there isn’t one that I finish saying, “wow, that was great.” You see my problem is that these books come from the same starting point: A sale is the exchange of money for a product or service that results from an interaction. The process is your ability to engage a prospect on

³ Kawasaki, G., http://www.amazon.com/Enchantment-Changing-Hearts-Minds-Actions/dp/1591845831/ref=sr_1_1?ie=UTF8&qid=1387470545&sr=8-1&keywords=GUY+KAWASAKI

a personal level. My starting point begins with discovery of your SAM Distinctive Nature to Achieve—Your SAM DNA. Your SAM DNA is your ability to achieve success while overcoming failure. The SAM will find success through his or her passion, dedication and courage to overcome the great challenges of the toughest market place and the toughest competition. Through this book you must find and define your SAM DNA.

“Salespeople today ARE the differentiator. That’s why it’s so critical for you to focus on becoming a valuable business asset to your customers.”⁴

—Jill Konrath

Author of “*SNAP Selling*” and
“*Selling to BIG Companies*”

The Main Man

I read an article written about me a few years back where the author described me as a “marketing machine.” In those days I was known across the southeastern US as “The Main Man—A Marketing Machine.” I am an entrepreneur with exceptional instincts of salesmanship. I guess I won’t disagree with the statement of being a marketing machine, but I’m so much more and this book is so much more than the lessons of a marketing machine. Better stated, I am an Entrepreneurial Machine and this book describes the mechanical and instinctive skills that you must practice, demonstrate and refine for success. These are the lessons of the “Ultimate Sale Assassin Master.” I am a Samurai—a sheaf of glistening sales skills that does not cut, but systematically carves my way to sales success. For over 25 years I have been molded by self-discovering the art and mastery of drawing customers to me and delivering products and service through superior

⁴ Konrath, J., <http://www.jillkonrath.com>.

performance. Anthony Caliendo's sales mastery is the result of the successes and failures in my life. The successes in my life are not the result of doing all the right things, but instead they result from being willing to fail in a way that enables me to continuously learn how to succeed. The tools of this samurai have come from the passion for sales that I found in my body, mind and spirit. My spirit is the tenacity you can achieve growing up without a father on the Southside of Chicago. I found my instincts for survival on the streets, a place where a lack of discipline can quickly take your mind to ridiculously bad decisions and where your body must be strong enough to defeat those who desire to take life from you in any way possible.

My father was not there, but his legacy hung over my head, reminding me that a family name would not define me, but would instead free me to pursue what was not always the right direction, but it was my direction.

Wisdom from Anthony Caliendo, the Ultimate Sales Assassin

*In overcoming life's adversity and the difficult circumstances
we will face in life, it is your ability to learn from the past
and recreate yourself for today and the future.*

Not many 18 year olds today would have the guts or be given the respect and trust to lead the development and management of an operation such as Chicago Health Clubs. In those days, I had no fear. Six years later, at age 24, I only had success and money on my mind and that led the SVP of this great club to ask me to help build World Gyms with Arnold Schwarzenegger. This was not a career. This was excitement. I felt no stress. I felt no anxiety. But

even with Mr. Universe as a business colleague, I was not satisfied. Sure, working with Arnold was very cool and I became the envy of my Southside running buddies. We all loved the White Sox. We all hated the Cubs and as for the Chicago Bears, all I can say is I too became one of the “Monsters of Midway.” When I left World Gym, I headed across the street to the Chicago Stock Exchange. Anyone who has worked in this world whether in Chicago or on Wall Street knows the idea of survival of the fittest. Let’s put it this way: In those days, any NFL offensive player’s blood ran cold when stared down by the likes of Bears linebacker Mike Singletary. My eyes, my heart, my spirit, my willingness to sacrifice were no less than that of Iron Mike Singletary. By the time the mid-1990s hit I was one of the most successful brokers when the market boomed.

But how far can a stockbroker go with just great instincts and passion, but only barely surviving high school? I realized that change had to be in the cards for me. Accepting, managing and growing through change were core to me. As I put the pieces of the Anthony Caliendo philosophy of sales together for this book, it forced me to take stock of every business that I had engaged in that led to this moment.

The beginning of my sales journey was the pennies, nickels and dimes I earned from childhood activities. Each one of these efforts was a learning opportunity and this learning was core to my growth and evolution to becoming the Ultimate Sales Assassin. Learning is a life-long phenomenon. It is not always organized or compartmentalized to the classroom. It will not always be seen or felt, but instead it will likely be absorbed and combined with other experiences—building to something greater as we get older and mature. This is me. What I have learned in this world and especially what I have learned about sales has been an evolution. My evolution has resulted from my love and passion for what I do.

My love for what I was doing was immense. However, a new life and new business opportunities awaited me in South Florida. This change would be a cornerstone in my career. The prosperous world of mortgage financing was changing life for many during the South Florida real estate boom of the new millennium. I wanted my share of the American Apple Pie. By 2005, my new company had grossed over \$83 million in loan volume. I became “The Main Man;” radio, television and newspapers featured the mortgage world’s version of “Rocky, The Italian Stallion.” I wasn’t the underdog by any means, but my life forced me to take a lot of punches, but I could dish it out with precision. My company became the official mortgage company to the Miami Heat, the Dolphins and Florida Marlins radio networks. In fact, one day I bumped into Dan Marino, the great QB of the Dolphins, “Hey you’re The Main Man!” We shook hands as he reminded me smiling, “But I’m Dan the Man.”



The “Main Man” with Dan “The Man” Marino



“El Hombre Principal” with my Coral Gables staff at our Mortgage Company Holiday Yacht Party, 2004

My success in the mortgage and real estate world was tough work even in the best economy. The hard work paid off in so many ways, but the best of the Sales Assassins took huge hits in 2007 when the economy and real estate tanked. I was among the ones who took a severe blow to the jaw. I was one who lived on the edge. For The Main Man, I had put it all on the line. In those moments, most people would see no place else to go but down. Not me. Another opportunity was waiting, reinventing myself, creating a new Anthony Caliendo, creating a new brand. As the Ultimate Sales Assassin Master, I would live to fight and rise to the top again.

My rebranding would lead to a new partnership as the national

sales and marketing leader with a 25-year-old cheese manufacturing company. There was some trepidation. But because of the SAM I am, I was able to confront those emotions head on. My business manager, Krystal Harvey, described me as “fearless.” Yes, I am fearless and today, I’m the “Big Cheese”, aka “The Cheese Boss” at 1-800-BIG-Cheese. I am one of the largest Italian cheese salesmen in the U.S.



*Milano's Cheese at the 2013 International Pizza Expo,
Las Vegas with Justin Tomasino*

For a SAM there is no place else to go but forward and back to the top. With my tenacious sales mentality, I've been able to generate

over \$60 million in revenue for the company within 5 years. Currently, my sales office is generating over \$20 million in sales annually and rapidly growing. The Sales Assassin has nowhere to go except forward.

Wisdom from Anthony Caliendo, the Ultimate Sales Assassin

The Sales Assassin's Success is knowing your strengths, recognizing your limitations and then moving on to new challenges, new mastery and new opportunities.

The Philosophy and Structure of The Sales Assassin

I've trained thousands of sales professionals and top producers across numerous industries. My chief strategy to helping my sales people succeed in sales has always been in getting them to focus on identifying and overcoming the underlying behaviors that prevent them from meeting their goals. This strategy is universal and transcends any and all other strategies or philosophies aimed at helping sales professionals succeed. My book demands a shift in the philosophy around the sales process that corporations and sales professionals engage each day. The traditional sales philosophy teaches you basic concepts, like getting to work early and being the last to leave will help you improve your work ethic. Or like prioritizing your day to a perfect "T" will help you to become more productive.

My philosophy is a comprehensive sales approach that begins where the other philosophies end. This book is not the concepts that you find in "Sales 101" because the purpose of this book is to expose you to new ideas and tools designed to elevate you from where you are as an ordinary salesperson into Sales Assassin Mastery. This

philosophy demands and allows you to redefine yourself providing guidance for self-improvement, not only as a salesperson, but also as an individual. You will achieve this by understanding the key pieces of the puzzle and how and why these pieces are strategically placed together to apply on a daily basis and in every day, real life situations.

I enjoy teaching and through this book I am going to teach you not to just learn how to sell products and services, but also to learn to:

- spend more time gathering the knowledge you need to become a better sales person
- take more time to identify your shortcomings and to adopt the correct mindset to overcome these shortcomings
- mold, shape and help you through the transition process and elevate the average sales person from being the conventional to the exceptional
- see the distinction between the conventional sales philosophy and an exceptional SAM sales philosophy

Traditionally, sales books talk about a sales strategy as a plan that hopefully puts a company and its products in a position to gain a competitive advantage. These strategies supposedly help organizations and you focus on potential customers and communicate with them in a way that is meaningful and results in sales. Traditionally, the idea is that all you need to know is how products or services can solve customer problems. Then all you should have to do is focus on four things:

1. Find and identify potential customers

2. Qualify customers
3. Make a proposal
4. Close the sale

Yes, these four things are valid and it is where traditional sales strategy begins, however each of us has so much more to learn and experience. This book is designed to take you beyond these four traditional elements of life in the sales industry. However, the key question you must ask yourself is once you have learned the distinction and recognize the philosophical superiority of the SAM sales model:

How do you develop the desire to make the changes necessary to adopt the SAM sales model? There are five steps to this process:

1. Figure out if you really like what you do.
2. Determine if you believe in sales as a viable career; or are you in a sales job because you have failed at other careers.
3. Determine if your personality, your life style and your ways of thinking are suited for a career in sales.
4. Determine if you can become passionate about your career each day and especially when the economy is tough.
5. Determine what changes you must make in order to drive your success and determine if these changes will be impactful enough to begin your transformation process. For example,
 - a. Does fear need to evolve into courage?
 - b. Does complacency need to evolve into drive and persistency?
 - c. Do you make excuses?

- d. What things about your personality need to be examined and can they (realistically) become modified?

If the changes you need to make are impactful, then that burning flame of desire will stay alive as you observe permanent, beneficial changes being manifested within yourself. Without being able to answer these questions and others and feel good about your responses, it will be almost impossible for you to advance through the belts to becoming a SAM.

The Old Sales Mentality

Here's your desk. Here's your phone. Now you're on your own!

Recently I went into a local wireless company in search of a new phone. Two young men were sitting at their facing desks. Another customer was looking at phones just like me. After 5 minutes, I realized neither I nor the other customer had yet to be approached. One of the sales persons was playing with his phone; I assume texting or playing a game and the other seemed to be doing paperwork.

Strike 1

Different from the other customer, I asked for some help. The texting sales guy lifted his head and said, "How can I help you?" Now understand, with the exception of his head and lips, nothing else moved. The phone was still in his hand and he still did not stand up or introduce himself. **Strike 2**

I said simply that I currently have an iPhone and I was thinking

about changing models and would like to know the difference in one model versus another. One would assume at this point this guy is ready to sell me a phone. His response to my question, “Well that depends on your needs.” My patience was now running thin, after all I’m a hot-blooded, Italian sales machine. Ok I’ll go along for now and responded, “I need a phone that does a good job with email, texting and I can get what I need online.” His response, “Well, the phone you have will do that.” **Strike 3, You’re Out.**

The best sales strategy in the world is worthless without the proper attitude, passion and mentality. This book is not only about the sales process, but also it’s about your ability to understand your product and how this product will engage customers. The time you spend in front of your customers is a precious commodity that must be managed properly in terms of what you say, what you do, how you present yourself. No matter if you work for a company or whether you’re a business owner, a salesperson must treat the profession as being in business for yourself. Each of these elements is a product of your mentality—The Sales Assassin Mastery Mentality.

I see the sales world as very similar to my martial arts training with Master Instructor Joe Goytia in Jeet Kune Do and Kali Silat. Just like the kid who starts karate lessons has a vision of the movie “The Karate Kid,” the major problem with sales people is they perceive sales as the great opportunity to make lots of money. They see the glory not the hard work. Some students succeed and others give up after a few lessons when they realize that the fun comes only after hard work and a lot of sweat. They give up, but will always say *I studied martial arts*. In my experience the sales professional, like the karate student, must commit to develop a number of skills and a very specific mind-set to enable him or her to create success.

I have seen many sales systems and processes just like there are many forms of martial arts. We each swear our system is the best and will reap great rewards. These processes are not that different, but like martial arts, success is the art of mastering certain characteristics that transcend the process regimentation.

This book speaks to corporations and sales professionals who are constantly searching for the formula that will provide you with an edge against the competition. Organizations and sales professionals struggle with understanding if the sales process they are using is the right one that addresses the obstacles they face each day. My theory is the problem sales organizations face is not about the process but rather must place a renewed focus on the training of the sales professional to acquire new sets of skills and a new mentality in using the sales process. In every other function of a company, money is spent developing the competencies of leaders. But these leaders are teaching their functional employees how to achieve success. The sales organization must also invest money and time in developing their sales team.

My years of experience working with corporations and sales professionals have taught me a couple of key points:

1. Sales professionals need a clear, specific, target-based process.
2. Sales professionals must be molded and shaped, but they must also possess sales instincts that avoid chasing nebulous opportunities.
3. Sales professionals will not succeed unless they know and understand who they are and what attitude and personal skill attributes they will need for success. The best sales process will not be successful unless the sales professional

embraces the skills and changes required to overcome the odds and the challenges placed before them.

I have designed this book around *9 Belts of Sales Assassin Mastery*. Each belt is more than a step in the Sales Assassin Mastery process. The belts represent a component of my philosophy and a way of life that supports Sales Assassin Mastery success. Each belt is achieved through mental and physical commitment and sacrifice. The belts in the SAM Sales Philosophy are generally analogous to the martial arts philosophy, as most people would understand. However, the belts are not intended to be progressive, but instead they are a series of elements and skills that exist independent of one another, but collectively provide a professional foundation for sales success. Each belt reflects the SAM's proven level of competence and just as importantly; each reflects an inner sales journey, a journey that never ends, and a step toward continuous improvement. When you understand the importance of each belt and how to embrace the concepts you must achieve to be awarded each belt, this is an accomplishment worthy of respect and one that measures another step toward success.

When I created these 9 Belts and decided what I wanted each belt to represent, I drew from my own experiences with Master Instructor Joe Goytia. Master Goytia first exposed me to the tactical and philosophical principles of martial arts. On some subconscious level, those two principles have absolutely influenced my every day approach to business and life. This revelation became evident to me when I began structuring my sales philosophy around the 9 Belts. When it comes to sales, I believe in physical and mental discipline and commitment and I absolutely believe that the tactical lessons are equally as important as the philosophical.

Tactically in martial arts, one should be able to anticipate his or her opponent's fighting style, his next strike and be able to counter those strikes with an intensely superior assault intending to defeat. In sales, one must be able to use his or her instinct and take calculated risks in order to navigate through the inevitable peaks and valleys. Philosophically, Jeet Kune Do teaches one the principle of continuous evolution and learning to improve by absorbing what is useful and disregarding and replacing what is not. Likewise, in sales, the same principal applies in that you have to consistently take stock in yourself, reinvest, reinvent and learn from successes and failures. You must always have the courage to make the changes necessary to excel to the next level.

*"If you always put limits on everything you do, physical or anything else, it will spread into your work and into your life. There are no limits. There are only plateaus, and you must not stay there, you must go beyond them."*⁵

—Bruce Lee

Don't worry, I don't expect you to become the next Bruce Lee, but he is very correct. You can't put limits on everything you do. My 9 belts of the SAM process, in the same way as the great Master of Jeet Kune Do, remove your limits and provide invaluable tactical and philosophical knowledge, skills and abilities that will differentiate you from your competition.

- ❖ SAM Belt 1: Passion, Dedication, Courage
- ❖ SAM Belt 2: Mental Preparedness Development
- ❖ SAM Belt 3: Establishing the Sales Assassin Mindset

5 Goodreads. https://www.goodreads.com/author/quotes/32579.Bruce_Lee

- ❖ SAM Belt 4: Goal Setting and Achievement
- ❖ SAM Belt 5: Client Qualification Process
- ❖ SAM Belt 6: The Mastery of Leadership Integrity
- ❖ SAM Belt 7: Reinvestment in Your Business and You
- ❖ SAM Belt 8: Lessons of Life
- ❖ SAM Belt 9: Lifestyle Change

Each SAM element will end with a summary advice called *Wisdoms from the Ultimate Sales Assassin Master*. This book will also include a number of exercises to assist my SAM students in developing their personal commitment to the *Pathway to SAM Excellence*.



9 Belts of the Sales Assassin

Finally, you might be approaching this book from a sales professional perspective, or from a personal point of view. Perhaps you are looking to learn how to manage and negotiate adversity, persevere against the odds and contribute to your own professional success or to the professional success of your team around you. Maybe you are reading this book as a member or leader of a professional association.

You might view this book from the perspective of a leader of a multi-billion-dollar organization. Or perhaps you are just starting your career, searching for opportunity. Whoever you are, wherever you are coming from, I believe you will see how my thoughts and inspirations, successes and failures, philosophies and real experiences can and will have an impact on you and your development as a Sales Assassin Master.

The challenge:

- ❖ Dig deep within yourself to become the best you can be!
- ❖ Discover your formula, passion, dedication and courage in each sales engagement!
- ❖ Become the Ultimate Sales Assassin!
- ❖ Welcome to the World of Sales Assassin Excellence!

CHAPTER 1

UNDERSTANDING CORPORATIONS AND SALES ORGANIZATIONS

COMPANIES ARE CONTINUOUSLY working with their sales organizations to address the most pressing challenges that exist in the marketplace:

- ❖ Improving Organizational Alignment and the Sales Process
- ❖ Identifying Critical Sales Indicators of Success
- ❖ Enhancing Sales Skills and Strategic Behaviors that Support Sales Success
- ❖ Building a Sales Coaching Culture
- ❖ Building and Embedding Sales Tools and a Support System that Drives Sustained Sales Performance

The sales function is like the unharnessed and unexplored world of space. There is so much we don't know and are learning each day. Sales organizations thrive in the chaos of what is the latest and greatest tool, technique or sales system. The chaos is real, the competition is fierce and bodies of those who do not succeed in the business litter the hallways of every organization.

Wisdom from Anthony Caliendo, the Ultimate Sales Assassin

Your ability to maneuver within the chaos of a massive corporation requires the strength and willingness to at times fail before succeeding, but it also requires the corporation be willing to allow you to learn from your failures and for the corporation to realize that your failure is also the organization's failure.

Achieving great sales organizations and growing great sales professionals starts at the top of any organization. The best sales organization achieves success starting with the CEO and working down to achieve buy-in and a commitment from all elements of the organization. When the proper buy-in is achieved, risk and the challenges are minimized. It is at this point that sales organizations begin to transform themselves.

The Search for the Sales Assassins

The search for the best sales professionals is a search for those who have the mentality, mindset and commitment to become a Sales Assassin. You must remember that the best producers of sales performance are those who have the *SAM DNA—**Distinctive Nature to Achieve***. The SAM DNA belongs to those who will produce with or without the tools, training and resources of the biggest organizations. They have the instincts and out-perform the average person. Finding the best is not luck, it is about a search for the personality characteristics that differentiate success from failure. No matter the nature of your business or its size or characteristics, finding the sales professionals that possess qualities that ignite passion to succeed is an imperative. Sales professionals are a special breed no matter the industry. Are people to be sales

people? Certainly there is the old saying that says this is the case, but I'm not convinced. What I do know and I will say over and over is that I've never seen a person grow up or go to college with a desire to be a sales professional. Further, are there any tools that accurately predict sales capability? I have been through a ton of personality profile tools in search of the one that best predicts success. I'm sorry—**there is no such tool that has the one and only formula to predict success.**

People Transformation Drives Success

When organizations struggle, transformation within the sales force is necessary. Change is never easy in an organization. When the economy is tight, sales professionals are the first to feel the pinch. The path to success is to consider how to transform the people business. The key to success will be the anticipation and a deep enrichment of the techniques that will change the dynamics around the business. In advance of the latest and greatest of new products and prior to any new pricing models and cost control initiative, the ability to anticipate the needs around sales people and transforming the sales force to a SAM mentality becomes the smartest change mechanism that you can discover.

I have proven that the need to change the impact of your sales process leads to changing how the sales function acts each and every day. This change is focused around the 9 belts of SAM success that we will discuss in the next chapters. This is a new framework that is focused on reducing the risks of failure that are seen each day in the sales industry.

Organizations and the sales professional have to be willing to embrace this new methodology. The most successful sales force is that in which the corporation has integrated the sales dynamic into the mainstream of all elements of the organization.

They realize that the SAM methodology demands a vigorous integration of sales professionals in the normal organization platform. The SAM methodology is not designed as a win/loss proposition but as a system that integrates SAM mastery in the operations process and the operations process with the sales dynamic. This is a very difficult shift in thinking.

The most successful business operations focus on three change ideas:

1. The sales function must be integrated with the rest of business. Sales cannot be an island of people working independent from all the other aspects of a corporation.
2. The sales function data, reports, ideas and concepts must be available and well understood by the organization and key stakeholders to determine how it impacts organizational decisions and the changes required for sales success.
3. The sales function cannot be successful when it is a source of confusion and chaos. It must be a stable function with stable professionals who are well prepared and fully appreciative of their work and how this work contributes to profitability.

The best organizations understand that the sales function does not succeed when it displays a theoretical approach to business. It must

be integrated and understood as the lifeblood and revenue stream of the organization. When the marketplace changes, the sales function must demand changes to keep pace. The mechanism, processes and training of sales professionals cannot be static, but instead the tools and development of the workforce must at times go through painful transitions and efforts to modernize thinking. This modernization must be a tenacious effort of expansion of its business intelligence. Business intelligence is then cascaded down to sales professionals. It is this business intelligence that will create the platform for front-line Sales Assassin development.

**The sales function is now prepared to lead
organizational success with a relentless, outrageous
approach to attacking the market place and providing
the most differentiated approach to clients possible.
The Sales Assassin Methodology will move your
organization from the “hoopla chaos” of the past to a
rhythmic precision for the future.**

My Sales Assassin methodology reinforces that the demand for products, services and revenue drives the success of business performance. A Sales Assassin team of professionals knows they will either lead or get out of the way of progress—and get out of the organization. When they lead, there is outrageous potential for success. The word *outrageous* must be seen as a mandate for an aggressive approach. The organization must learn that failure to meet goals is not about the loss of the individual big sales opportunity, but instead it's about loss and misuse of all the resources that it took to get us to this place and time—misuse of manufacturing

and engineering efforts, misuse and cost of inventory left in the warehouse. The Sales Assassin is always seeking to better understand how the sales force WILL perform, rather than how it hopes and prays it will perform.

Finally, any successful organization must be focused on a stellar sales methodology that is customized to meet the organization's needs. The process must be integrated and aligned with all the other aspects of the business. Organizations may have within their sights a well crafted structure and significant investment in a sales method and sales leadership training, but then discover that the investment results in laborious work and a low ROI. The bottom-line is exact. Success for your organization demands a fully integrated approach to sales with the rest of the organization. The Sales Assassin approach is an intensive change mechanism, clearly focused on the people assets of your business.

Lessons From the Ultimate Sales Assassin Master:

1. The best producers of sales performance are those who have the *SAM DNA—Distinctive Nature to Achieve*. The SAM DNA belongs to those who will produce with or without the tools, training and resources of the biggest organizations.
2. The sales function is like the unharnessed and unexplored world of space. There is so much we don't know and are learning each day.
3. Sales organizations thrive in the chaos of the latest and greatest tool, technique or sales system. The chaos is real, the competition is fierce and bodies of those who do not succeed in the business litter the hallways of every organization.

CHAPTER 2

SAM BELT 1: PASSION, DEDICATION, COURAGE

“Passion is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic and faithful, and you will accomplish your objective. Nothing great was ever achieved without passion.”⁶

—Ralph Waldo Emerson

IN THE MARTIAL arts, the great masters of the art were in constant search for the students who demonstrated the characteristics of which Emerson speaks. The masters who selected students for Shaolin Temple demanded a great commitment from students. They were tested in the face of horrendous conditions. Some were eliminated while others continued the journey to Master Level acceptance. This commitment to passion, dedication and courage was told in stories from the great Zen Master Bodhidharma.

⁶ Maier, Angela, 2012. The 5 C's of Passion Driven Leadership, <http://www.angelamaiers.com/2012/01/the-5-cs-of-passion-driven-leadership.html>

Zen Master Bodhidharma's successor, Hui-K'o, was born in 487 AD and journeyed to the Shaolin Temple at age 40 in order to meet the great Zen Master Bodhidharma.

Hui-K'o saw Bodhidharma meditating quietly and so waited until the master noticed him. As he waited it began snowing, but he simply stood there, until the snow reached his knees. Bodhidharma then asked him what he wanted, and Hui-K'o said "nothing, except to become your pupil."

Bodhidharma answered, "What I have been practicing asks for painstaking efforts. It is impossible for one who does not have the will and the courage; to him it will only be wasted effort and much suffering."

At this Hui-K'o pulled out his sword and cut off his left arm and presented it to Bodhidharma as proof of his serious intent. Moved by this Bodhidharma accepted him as a pupil. Upon Bodhidharma's death, Hui-K'o received his robe and alms bowl, so making him the second patriarch of Chan (Zen) in China.⁷

—Harry Cook, British, martial artist, teacher, and author

The art of mastering SAM status does not require you to cut off your arm to demonstrate your commitment, but it does require **Outrageous Passion, Dedication and Courage (PDC)** to persevere the greatest of obstacles. Your Distinctive Nature to Achieve is grounded in PDC. PDC is the holy trinity of the sales professional's heart, mind and spirit. It will drive success in the best and worst of times. Although PDC is an internal mindset, it is visible to everyone around you in the swagger of your walk and the way you talk. We have all heard that the 3 keys to success in the

⁷ Ford, James Etsujo. Boundless Way of Zen, <http://www.boundlesswayzen.org/teishos/secretteachings.html>

restaurant business are “location, location, location.” Likewise, 3 keys to becoming successful in sales and further, to become a SAM is Passion, Dedication and Courage. These are core to forming your SAM DNA—Your ***“Distinctive Nature to Achieve.”***

PDC is a set of strong emotions and confidence that will move you past your comfort area—the area that most often brings the salesman to a screeching halt. These emotions and confidence come from reinvesting in yourself and especially your attitude, finding exceptional ways to do your work. This winning attitude has to come from your heart and mind and your spirit. This SAM element is the pure emotion that helps you realize and drive through and beyond your potential. I cannot teach you Passion, Dedication and Courage, but I can assist you in finding yours.

Wisdom from Anthony Caliendo, the Ultimate Sales Assassin

Passion, Dedication and Courage should be the energy that fuels you each day. This energy can be the powerful excitement that drives your ambitions. Success is the realization of your ambitions.

Developing the Passion

During my entire life I have soul-searched in an effort to unleash my passion—to tap into the type of passion necessary to soar to new heights and to the highest levels possible.

Passion is a word we love to say we have, but do we really have it, know it and feel it?

- Where does it come from?
- Where is it going and where can it take us?
- Are we born with it?
- Do we learn it?
- Do we build up to it?
- Or does it just happen in special moments of our lives?

For the sales professional, where does passion come from? We find our passions by finding meaning in life. **What is your meaning in life, what matters to you, what do you aspire to?** Throughout your life, what were the moments when you experienced the most passion, the most meaning and the most desire? And why? Another way to understand this point is to ask yourself what are the passions in your world that will *keep* you passionate. What are the passions in my world? The answer for me is simple. My passion is ME; me and every person or project or every endeavor that flows through me and around me. It is having a wholehearted conviction that whatever I decide to pursue I'm going to be the best at it. I exercise my passion every day by focusing on my vision. The underlying theme of everything I do is all about starting with an idea, adding some hope and ingenuity, and zeroing in on my vision of passionately building it, watching it come to fruition and being the very best at it. Effectually, I live with this conviction and passion because I am passionate about every aspect of my family and my children. However, when I think about myself as an individual I know that my true inner passion is all about making a mark, making an impression and making a difference not only for my family but for my businesses, the people who help me run my businesses and for my community.

Passion is to motivation as motivation is to passion. In other words, your passion develops once you determine what matters to you and where your motivation lies. For instance, if making a lot of money is your passion, then you will use that as your motivation. If your product or your service or your belief in what you do is your passion, then it becomes the basis for your motivation.

There is that rare individual whose passion is innate and they don't have to find it. These are the professionals with the right DNA—Distinctive Nature to Achieve. This individual has passion in everything they do, in their personal life and in their business realm. Kudos to this person, for he or she has probably already found success and found the way to sustain it.

Exercise

Identify 2 moments when your passion for something drove you to success. List one personal moment and one professional moment and state why and what drove you to success:

1. _____
2. _____

Passion Selling

Great sales people must have great passion, not sometimes, but all of the time, every day, hour, second! Why do some sales people live each day for potential success? What creates the distinction between that person achieving great things and that person who is constantly struggling to achieve? It's that the successful people have seized their sales opportunities (no matter what they are) and have learned to channel that inner passion and excitement about

what they are doing. Simply put, great sales people must have great passion not sometimes but all of the time, every day and every hour of the day! Once you understand how absolutely important the role passion plays in selling, then the sky's the limit!

Television has become saturated with reality shows. There are Idols and X-Factors, Housewives and Mob Wives. We keep up with celebrities and have become guiltless voyeurs of countless wars: storage wars, survival wars, cooking wars, fashion wars, and love wars—the list goes on and on. I normally totally tune out to this stuff, but I do occasionally tune in when a certain real estate sales show comes on featuring these 3 guys who sell million dollar plus apartments in New York City. Talk about passion: these guys are off the charts. I realized that their entire success is about passion, dedication and courage. Their passion for what they do is indescribable. What I realized is that they are not necessarily smarter than other real estate agents, but their success is based on their drive, love and passion for what they do. Most intriguing is Fredrik, an obnoxious 35ish guy who sees the world and every opportunity as his and only his. Selfish yes, self-centered yes and passionate about his job, his products, and passionate and confident that there is no one better than him. Fredrik's success begins by demonstrating his passion to each potential client, his passion for their apartment and for meeting their specific needs and expectations. He then conveys and transfers his passion for his client and their property to perspective brokers and buyers. There is nothing that stands in this guy's way and nothing that destroys his passion for success. Fredrik is a Sales Assassin Master—a heat-seeking missile filled with PDC.

Passion is necessary in our attitudes. Equally, passion is one of the

most important keys when it comes to relaying your product or service to your prospect. If you have a passionate attitude about your job then you will adopt that same passion for your product or service. You must feel a relationship with your product, no matter what it is. It means getting to know your product, becoming intimate with it and having a relentless belief in its benefits so that when you speak about it, that passion and energy projects from your gut, out of your mouth and into the minds of your customer!

When a salesperson is passion selling, selling is so fluid that it's not even selling anymore. Selling is no longer an effort, it has become second nature, and it has become natural and comfortable. In order to become a SAM you must learn and apply the concept of passion selling where the passion sweats from every pore of your body.

I had a conversation with my oldest son, Steven when he purchased his Apple computer. He was so ecstatic about his purchase, had become so well versed in its features, was so absolutely convinced about why it trumped other computers that when he spoke to me about it I wanted to run out and buy one for myself (and I didn't even need a new computer)! His demeanor and intonation was so darn fascinating to watch. He was selling that Apple computer without ever realizing it because he was so passionate about it. THAT'S PASSION SELLING and he's not a sales guy! If I had my eyes closed I might have thought I was talking to Fredrik the real estate guy. He should have saved his money when he got his Master Mechanic certification and went to Apple to be their top products sales person that very minute!

This is the strength of passion in sales! If the passion is strong, then you don't have to try. Your presentation is so believable because it is

conveyed in such a way whereby you don't have to sell. Think about it this way. As a salesperson, when you "sell," your prospect senses that and you're actually perceived as the "pushy salesperson." Guess what, the new generation of customers does not want to be sold. I respect used car salespeople tremendously, but that old stigma surrounding that industry is one that most customers try to avoid. I'm here to inform you that nobody buys from someone they don't like. When your prospect signs on the dotted line, it's because he or she believes that you're sold on your own product's benefits and its ability to benefit them as well (and because you were likable).

Without question, you cannot and will not achieve this maximum level of sales ability without passion! Sales passion and passion in general is something you either have or don't have and it can come and go like the sun and the moon. It's up to you to figure out how to create it and how to keep it alive. For starters, you must focus on your goals, find out where your motivation lies and keep it real with yourself! If your passion truly is your product and you believe it is the best most beneficial product or service for businesses and/or consumers, then your prospects will undoubtedly hear that passion, confidence and sincerity in your presentation. If you know that success is your passion, no matter what sales opportunity you have been given, no matter if you're entry level looking to aspire to that "corner glass office" or if you're a "veteran sales person," then your desire for success will be the constant which drives you every single day.

Passion: From the Real Italian Stallion

Rocky Marciano, the original and real "Italian Stallion" is the only World Heavyweight Champion in boxing history to go undefeated or untied during his entire career. At a simple 5'11" and 185

lbs., Marciano was able to defeat his opponents by delivering his infamous “Suzy Q” right hand to overcome his size and reach disadvantage. Marciano is consistently ranked as one of the top ten heavyweight champions of all time. Even with staggering stats, it has been argued that Marciano was only able to hold on to the title because he never faced quality opponents. However, the point is that Marciano didn’t recuse himself from the sport simply because of the sport’s lack of talented fighters at the time. He continued to defend his title with the same passion and veracity as ever because he was a true champion, a true warrior at heart—a true winner.

Finding your sales Passion, Dedication and Courage is not always easy, but you need to understand how it works. In combination with one another the PDC trinity not only lights our fire but it has continuous hot coals burning beneath us and within us. It also gives power and energy to others and it will give power and energy even to your customers. I always ask my audiences to close their eyes for a moment and think about their greatest, most inspiring teacher, coach or boss. Then I ask them to write three words that best describes them. I am always amazed when I poll the room and ask how many people wrote some form of the word “passion” and the word “dedication”. Passion, Dedication and Courage makes an impression on us and we feel it and see it in others. But what we feel and see in people with passion, dedication and courage comes from their heart and it penetrates the heart and spirit of others around them. This is the beginning step of creating a value proposition for customers and for the corporation. It is through PDC that you will make a lasting impact and begin to create exceptional results.

Passion, Dedication and Courage are enduring characteristics of the great samurai, athletes, our soldiers and those that are superior achievers who understand the concept of winning. PDC is an aspect of SAM that you ignite: the embers stay in you and in tough times can be reignited on a moment's notice. The SAM is not distracted when your Passion, Dedication and Courage are in gear. When I find that gear, lookout: I'm in "the zone" and nothing is going to stop me.

Exercise

Developing the Dedication

Are you really dedicated to what you do? Do you have a "self-sacrificing" devotion to your work or are you just pacifying yourself with your current job hoping something better will come along? STOP reading for 30 seconds and complete this exercise. What are 3 things that you have a "self-sacrificing" devotion to support or to achieve?

1. _____
2. _____
3. _____

If it took you longer than 30 seconds to answer this question, you should question if you are truly dedicated to these things. Most people immediately say their number one dedication is to family. That answer comes in seconds. Why? The reason is that we have clarity around family and realize our dedication. And in this case it is linked also to a passion and love for family. Was your job one of your 3 answers? Why? How long did it take for you to list your job? Why did you list your job as something you are dedicated to?

We can be dedicated to our jobs for many reasons:

- Because it is a source of security for you and your family
- Because you have a passion for the mission the job represents
- Because you have been dedicated to building a skill that you enjoy and the job provides you an opportunity to use the skill

Regardless of your rationale, dedication is another one of the more important must haves when it comes to getting ahead in your career and to getting ahead in life. You must be dedicated to a cause and to what you do on a daily basis. Without dedication, your outcomes are pretty predictable—predictably bleak. Realize that dedication and passion are two different things. They do not automatically link together. I believe that a majority of people do not have a problem or difficulty in being dedicated to their job but the challenge is how they will convert the dedication to passion.

You might ask yourself, how can I dedicate myself to anything worthwhile (i.e. my career, my life) when I'm constantly faced with challenges, setbacks, and obstacles? To the contrary, it's *dedication* that allows you to forge ahead and overcome daily challenges! Staying dedicated must be a mission like a straight and narrow path that you must constantly walk; having unbreakable faith that true dedication will lead you to becoming the best and having success, no matter what challenges or setbacks you face.

True dedication is total immersion. You have to go “all in” like Texas Hold ‘Em! And as much as you’d like to justify being non-committed by making excuses about not having fair opportunities

in life and the like, until you can commit to being “all the way in” you’ll never achieve the success leading you to your “Promised Land.”

Your lifeline in sales absolutely depends on being able to be 100% dedicated to the job. In order to become a SAM, you must find a way to accept adversities and setbacks as a part of the sales process and then manifest that level of dedication that helps you move forward with your objectives. Realize: there are certain action items you must focus on in order to stay dedicated and they revolve around “personal professional” enrichment. Are you taking the time to learn, for example, how to be a better salesperson, how to have a better attitude, how to take responsibility for your rises as well as your falls, how to have more passion? If not, ask yourself why and figure out what you need to do to change your thinking because figuring out what you’re dedicated to be is absolutely integral and essential while you’re walking down that straight and narrow path.

Dedication Challenge Exercise:

Define an occasion when you became dedicated and driven to accomplish a goal over an extended period of time. Define what you were so dedicated to. Was it money or was it an internal desire for success?

1. What was the focus of your dedication? What did you want to achieve?

2. What was your motivation to achieve this goal? Money, pride etc.

3. Were there things that distracted you and lessened your commitment?

What differentiates a SAM from the conventional sales person is his or her dedication to the job and passion they have to drive through the most difficult times. It truly sets him or her apart from their counterparts. Don't cheat yourself or your company by maintaining a lackadaisical, undedicated approach to your craft. Your sales performance will definitely show it! Not every sales person is fortunate enough to work in an environment where he or she can thrive, where management willingly and graciously gives its sales staff every sales tool accessible, or where personal goals are fostered and nurtured. If you want success, you must seize every

opportunity to demonstrate your hard work and dedication. Not only is it infectious, but your superiors will notice, your customers will notice, and the people in your life will notice. Effectually, success is in the palm of your hand both professionally and personally.

“We’ve all heard about people who’ve exploded beyond the limitations of their conditions to become examples of the unlimited power of the human spirit.

You and I can make our lives one of these legendary inspirations, as well, simply by having courage and the awareness that we can control whatever happens in our lives. Although we cannot always control the events in our lives, we can always control our response to them, and the actions we take as a result.

If there’s anything you’re not happy about—in your relationships, in your health, in your career—make a decision right now about how you’re going to change it immediately.”⁸

—Tony Robbins

A Lesson in Life: Overcoming Defeat

I remember when I was transitioning out of the health club business and into the stockbroker profession, I was faced with one of my greatest professional challenges. Anyone desiring to be a stockbroker in the U.S. must take the General Securities Representative Examination, which is often referred to as the Series 7 or Stockbroker Exam. The exam is a six-hour test of your knowledge, skills and integrity. I didn’t realize how difficult and how much dedication I had to put into this exam, in order to pass.

During this time, I was going to school and studying for the test,

8 Goodreads. https://www.goodreads.com/author/quotes/5627.Anthony_Robbins

leaving one business and trying to get my license for a new business. I studied relentlessly and remember there was so much material to learn in a short period of time. I was never a person who found it easy to study and retain information in preparation for a test. But I am smart, I study and I'm always committed. This test was going to take all my strength and dedication. I spent months studying to prepare for a business I knew nothing about.

The first time I took the test, I failed by 3 points. I was disappointed and upset because I know how much time and effort I put into trying to pass. I went back to the drawing board and started again and studied harder—more time, more effort, 3 more months of agony. My bank account was draining. I was stressed and overwhelmed, but it was time to take the test again. I failed again—one point from passing. I was more than upset. Everything and all of the hard work meant nothing because I could not pass the test. I had never had that feeling, because I had never accepted or had to deal with defeat.

Nevertheless, I would not be defeated. By the time my third attempt at this test came around, I was losing everything. I owned my own house, cars, and motorcycle and now I was watching all my hard work being swept away. My lights were getting shut off, my cars were in jeopardy of getting repossessed. I was at the bottom. But I studied even harder this time. I went to the library and studied 12 hours a day. I was there from open to close.

The day came for the 3rd test. If I didn't pass, the rules say that I would have had to wait another 6 months before I could re-test. I just couldn't afford defeat. I passed with a 70 and got my Series 7 license. This was probably the most dedicated I have been in my life

when it came to not allowing myself to stop. I pushed when most would quit and say “it’s not for me” and give up. Dedication is what separates success from failure.

In sales, you must learn to be 100% dedicated to what you’re doing. You have to be dedicated in a way that sets you apart from everybody else. Your hard work and dedication will propel you to a level you cannot imagine. Most people go through life, giving up when things don’t work out and they simply give up. Dedication is what sets you apart from everybody else.

We all know negative people. They come into work negative, constantly unhappy, acting like everything around them is everyone else’s fault and that’s why they cannot succeed. They are no longer dedicated. You have to have a straight path that you constantly pursue, that you truly believe that if you dedicate enough time and effort ,you will become the best.

Many salespeople do not have sufficient dedication. They don’t immerse themselves. They don’t go all the way in. Like Texas Hold ‘Em, if you want to win, you have to be all in—all or nothing. Not once in a while, but all the time. This is what true dedication is all about. We constantly have obstacles thrown at us every day. Overcome them and move forward. Focus on your dedication to your job and your career! You’re a salesperson! Truly you are selling yourself! Dedication is very important. Focus on it.

“Tough Times Never Last, But Tough People Do.”

—Dr. Robert Schuller

9 Philosiblog, 2011. <http://philosiblog.com/2011/11/23/tough-times-never-last-but-tough-people-do/>

Determining Your Courage

When courage is combined with passion and dedication the Sales Assassin becomes the victor of the sales wars, finding the means to persevere the odds, always able to leverage the forces around him or her—pros and cons. Courage is an immeasurable trait that is an instinctive ability to know when to gamble and the ability to feel comfortable with the odds of that gamble.

Courage is one of the most valuable traits you can have and develop as a salesperson and as a business professional. Courage is the ability to act in spite of fear. It's being able to do things when the fear would freeze a weaker man. And courage is a trait that can be developed. Developing courage is like building a muscle. You've got to exercise it, work it out, stretch it and stress it. And as long as you don't overdo it, your muscle will get stronger. This means taking risks, big enough ones to stretch yourself, but reasonable enough ones that you can succeed at them. Smarts and talent are overrated. There are plenty of smart, talented failures in the world, they keep hoping for success, and not understanding PDC is the answer. The SAM knows how to apply the ***20 Seconds of Insane Courage*** rule to every challenging sales engagement.

One of my favorite movies is *We Bought a Zoo*. In the movie, Benjamin Mee, played by Matt Damon, wants to instill courage and bravery in his children after the tragic loss of their mother. In one of the great scenes of the movie he says to his son, "*You know, sometimes all you need is twenty seconds of insane courage. Just literally twenty seconds of just embarrassing bravery. And I promise you, something great will come of it.*"¹⁰

¹⁰ IMDb, 2011. *We Bought a Zoo*. <http://www.imdb.com/title/tt1389137/quotes>

Benjamin is right, however I believe a Sales Assassin finds 20 seconds of insane courage every hour of every day and they live a creed to search for Passion, Dedication and Courage as a way of life. However, even in the 20-second rule things go wrong, but PDC provides you the faith to remain strong and engage, knowing that you must do everything in your power to succeed, rather than relying on hope that things will work out. Passion, Dedication and Courage when properly applied will bring you whatever you want in this life and will allow you to succeed as a sales professional or within any other professional endeavor that you may choose.



The Trinity of Emotion

Finding Your PDC

PDC is not a trait that we can anticipate or predict because it will be self-discovered in each of us in a number of different ways. The first belt of Sales Assassin Mastery is not intended to be a formula that is predictable. It is a concept that kicks into gear, like a running back that moves with instinct, never knowing where danger or the next challenge will lurk. It permits an urgent response to challenges we face and gives us strength to endure.

There are six concepts that will help you understand and find your PDC:

1. **Plan:** Organize yourself and lay out a mental and physical plan for action.
2. **The Search and the Hunt:** Search for the opportunities. Find some small, quick wins for confidence.
3. **Engagement and Self Sacrifice:** You must find and feel a desire to act each day. You must find the resources in the form of people and process and connect with them and through them.
4. **Discipline:** The ability not to be discouraged when your plan is not going as designed. The ability to regroup and refocus your efforts.
5. **Risk Taking:** The ability to step beyond when others are guarded, cautious, and unwilling to go beyond the norm. You love the thrill of taking a chance and the adventure of the hunt.
6. **Continuous Improvement and Opportunity:** The ability to never be satisfied, continuously improve and continuously search for new opportunities and challenges.

PDC allows the difficult days and most challenging of circumstances to become energy for us. The challenges will become your fuel and fear will no longer constrain your ability to grow and succeed. Organizations teach sales skills each day, but can they teach courage? No, but I can help you realize it and discover what courage is to the sales process. The process of learning new things isn't hard, once you get started. And if you are afraid to get started, then of course you never learn. And you stay stuck "doing" the business, making products for it, prettying it up, but never getting enough customers.

Remember, the Sales Assassin Master will never be denied, for you will have achieved Passion, Dedication and Courage—your sword will be sharp and precise. You will move with precision and confidence through your sales journey. PDC is not a balancing act. PDC will always outweigh fear!

Passion, Dedication and Courage In The Words of Great Leaders:

- **Sun Tzu**, author of *The Art of War*, an ancient Chinese military treatise, quoted in many leadership and business books, underscored the importance of passion, "*Soldiers who care about their cause fight harder. Their passion invites support. They turn the world on their side.*"¹¹
- **Nelson Mandela**, the South African anti-apartheid revolutionary, politician, and philanthropist who served as President of South Africa from 1994 to 1999 said, "I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."¹²

11 Unlimited Success Blog, 2012. What is your passion? Who do you want to be? What do you want to do with your life?, <http://www.unlimited-success.co.uk/blog/what-is-your-passion/>

12 Nsehe, Mfonobong, 2013. 19 *Inspirational Quotes From Nelson Mandela*, <http://www.forbes.com/sites/mfonobongnsehe/2013/12/06/20-inspirational-quotes-from-nelson-mandela/>

- **Steve Jobs**, the great visionary of the Apple empire said, “Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma—which is living with the results of other people’s thinking. Don’t let the noise of others’ opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.”¹³
- **Mihaly Csikszentmihalyi**, the psychologist said, “*Passion is the feeling of total engagement in the activity so that you don’t notice anything outside of what you’re doing.*”¹⁴
- **Richard Branson**, founder of Virgin Group, says of passion, “*If you’re into kite-surfing and you want to become an entrepreneur, do it with kite-surfing. Look, if you can indulge in your passion, life will be far more interesting than if you’re just working. You’ll work harder at it, and you’ll know more about it. But first, you must go out and educate yourself on whatever it is that you’ve decided to do—know more about kite-surfing than anyone else. That’s where the work comes in. But if you’re doing things you’re passionate about, that will come naturally.*”¹⁵

13 Vaillancourt, Marc, 2011. *Steve Jobs: Your Time is Limited, Don’t Waste It*, <http://theconversationhub.com/steve-jobs-your-time-is-limited-dont-waste-it/>

14 Russell, Leigh, 2012. *It’s Easier With Passion*, <http://www.leighrussell.com.au/tag/passion/>

15 Krippendorff, Kaihan, 2012. *How to Find Your Passion Workbook*, www.Kaihan.com



Finding Your PDC Balance

The Ultimate Fighter—Passion Dedication Courage

About 15-20 years ago, I started getting into the new age sport and style of fighting, known as Mixed Martial Arts (MMA) and the promotion company that catapulted it into the mainstream, The Ultimate Fighting Championship (UFC). Naturally, I was drawn because of my own martial arts training, but mostly because I enjoy the physical and psychological rivalry of combat sports. The history of the UFC tells a very interesting story.

The very first UFC competition served one, distinct purpose; to determine once and for all which fighting discipline is the most effective in a real combat situation. A by-product of that determination was if skill, technique and tactics could defeat pure size and brute strength.

At UFC 1, ultimate warriors representing every fighting style from boxing, kickboxing and wrestling to Brazilian Jiu-Jitsu, Karate and Judo were recruited to compete in the event. UFC co-founder, Rorion Gracie hand selected his brother Royce Gracie, a Brazilian Jiu-Jitsu black belt to fight in the competition, not only to showcase his immense skill level and family legacy in the art, but also because he was a meager 175 lbs. to his 250-400 lb. opponents. Pay-per-view fight fans watched in anticipation as these warriors stepped into The Octagon™ in a no-holds-barred, unregulated, and what some would call barbaric submission matches.

What happened was revolutionary. Royce Gracie dominated UFC 1, proving that size and strength does not necessarily prevail over skill and technique. Gracie maintained domination between UFC 1 and UFC 4 and from that a hypothetical became law. Fighters started cross training in different disciplines and became skilled in different types of fighting styles. Modern day MMA was born and the UFC emerged from an unregulated, banned in thirty-six states sport into a sanctioned, legitimized, mainstream phenomenon.

Not everyone reading this book will be a fan of the UFC. But, as an Ultimate SAM, I believe its history; its organization, its ultimate warriors and the entire UFC culture demonstrates an outrageous example of tenacity, strength and PDC.

Dana White, current UFC President along with Zuffa, LLC owners Lorenzo and Frank Fertitta, took the sport from obscenity and virtual obscurity to a global brand, broadcasted today in 19 languages to more than 1 billion homes in 148 countries.¹⁶ UFC color commentator Joe Rogan (former host of Fear Factor), also a 2nd Degree Black Belt in Taekwondo and a Black Belt in Brazilian Jiu-Jitsu is a master at commentary because of his lifelong passion and dedication to martial arts. These fighters have to be trained and skilled in multiple disciplines and must make the transformation from “man to machine” before they’re considered fit for The Octagon.[™] The UFC demands of these modern day gladiators unrelenting Passion, Dedication and Courage and their name in blood that they will remain mentally and emotionally voracious.¹⁷

Lessons From the Ultimate Sales Assassin Master:

1. Nothing can be created in your life without your passion for the product and your passion for who you are and what you want to be.
2. Dedication is first focused on your willingness to self-sacrifice and to commit to allowing your passion to flourish and be realized.
3. With courage we have an ability to be mentally or morally strong and be willing to venture, persevere, and able to withstand danger of failure and the fear of failure.
4. We need 20 seconds of insane courage every minute, of every hour, of every day.

¹⁶ (<http://www.bloomberg.com/news/2012-08-01/fertittas-made-billionaires-by-head-blows-with-chokeholds.html>).

¹⁷ (<http://www.ufc.com/discover/fighter/what-it-takes.html>).

A Sales Assassin Master Challenge

Self-Discover your abilities and control in **SAM Passion, Dedication and Courage: Belt 1**

1. How do you perform against each of the PDC competencies?

Scale: 5 = SAM, 4 = Evolving to a SAM, 3 = SAM is my Goal

2 = I'm Struggling, 1 = I'm failing as a sales professional

- a. _____ **Plan:** Organize yourself and lay out a mental and physical plan for action.
- b. _____ **The Search and the Hunt:** Search for the opportunities.
- c. _____ **Engage:** You must find and feel a desire to act each day. You must find the resources in the form of people and process and connect with them and through them.
- d. _____ **Discipline:** The ability not to be discouraged when your plan is not going as designed. The ability to regroup and refocus your efforts.
- e. _____ **Risk Taking:** The ability to step beyond when others are guarded and cautious and unwilling to go beyond the norm. You love the thrill of taking a chance and the adventure of the hunt.
- f. _____ **Continuous Improvement and Opportunity.**

2. How do others view your performance against each of the PDC competencies?

Scale: 5 = SAM, 4 = Evolving to a SAM, 3 = SAM is my Goal

2 = I'm Struggling, 1 = I'm failing as a sales professional

- a. _____ **Plan:** Organize yourself and lay out a mental and

physical plan for action.

- b. _____ **The Search and the Hunt:** Search for the opportunities.
 - c. _____ **Engage:** You must find and feel a desire to act each day. You must find the resources in the form of people and process and connect with them and through them.
 - d. _____ **Discipline:** The ability not to be discouraged when your plan is not going as designed. The ability to regroup and refocus your efforts.
 - e. _____ **Risk Taking:** The ability to step beyond when others are guarded and cautious and unwilling to go beyond the norm. You love the thrill of taking a chance and the adventure of the hunt.
 - f. _____ **Continuous Improvement and Opportunity:**
The ability to grow and learn from success and failure.
3. In your SAM journey, I'm sure you are proud of certain things and not so proud of others. Be specific: Who, What, When, Where, Why?
- a. What are you proud of?

 - b. What would you like to have done differently?

 - c. How do your customers respond to you?

4. What is the gap between your PDC levels today and your PDC vision for the future? Which of these steps defines your

greatest opportunity for improvement and why?

- a. _____ **Plan:** Organize yourself and lay out a mental and physical plan for action.
- b. _____ **The Search and the Hunt:** Search for the opportunities.
- c. _____ **Engage:** You must find and feel a desire to act each day. You must find the resources in the form of people and process and connect with them and through them.
- d. _____ **Discipline:** The ability not to be discouraged when your plan is not going as designed. The ability to regroup and refocus your efforts.
- e. _____ **Risk Taking:** The ability to step beyond when others are guarded and cautious and unwilling to go beyond the norm. You love the thrill of taking a chance and the adventure of the hunt.
- f. _____ **Continuous Improvement and Opportunity:**
The ability to grow and learn from success and failure.

Passion Dedication Courage Exercise

Know Your Strengths As a Sales Professional—*What are you good at?*

If you find yourself to be good at something, chances are you'll become at least a little fond of that subject. It works in two ways actually; we try harder to be good at things that we are fond of and we like the things that we are good at. It's sort of a ***positive vicious circle*** that's definitely worth getting into. Assessing your strengths makes it easier to narrow down the subjects that you would naturally be good at, and that way, also naturally ***like***. Answer these questions and be honest with yourself.

1. As a sales professional what are the skills that you feel you are really good at doing?

2. Are you passionate about doing these things? Yes or No
3. Do you put extra effort into the things you do very well? Yes or No
4. As a sales professional, what are the skills that you feel you do NOT do well?

5. Are you passionate about doing these things? Yes or No
6. Do you put extra effort into the things? Yes or No

Generally speaking, most people put far more effort into the things they naturally do well. I'll bet you answered question 5 as a big NO. We become more passionate about things we do well and can feel the potential for success. This is a natural result. However, the real challenge and the thing that really takes our sales performance to the next level is to be committed to the things we do NOT do well. This can be a tough venture, but if we can put time into improving our weaknesses, we will become more passionate about them. They will become new strengths and new passions within your sales life. This is a cornerstone lesson you will discover in the chapters to come.