

NANCE ROSEN
Training and Coaching



**WHY
THEY
BUY
EBOOK**



The Transformation Channel

My Speak Up System uses three acts to move the buyer through the 5 stages of the Transformation Channel

To make most purchases, buyers must be led through the 5 stages of the Transformation Channel

Act One
Your Great Opening

Attention
Stage 1



Knowledge
Stage 2

Act Two
Your Streamlined Content

Preference
Stage 3

Conviction
Stage 4

Cognitive-Emotive
Chunk



Act Three
Your Great Closing

Action
Stage 5



Why Fail When Success is So Simple to Achieve

You cannot fail if you embrace one simple truth: people resist change.

How resistant are they? When most business people hear a new idea, a warning siren blares in their brains. They get a stabbing pain in their heart. They can't breathe. They hang on to their desk because the room starts spinning. They feel queasy and uneasy.

That's why you should never try to sell anything to anyone. Instead, you must ignite their desire to buy from you. Big difference.

New computer systems, major consulting services contracts and suites of office furniture are labeled "high-involvement purchases," in the literature on buying behavior. Why? Installation or integration of these purchases cause disruptive change. These purchases require organizations to do some significant learning and adaptation. Plus, there are the real and psychological costs of throwing away old systems and stuff, and perhaps displacing people who once were integral to the business.

The buyer is hyper-aware of the consequences of these decisions. The initial price is only the beginning of a litany of worries. What if the product or service turns out to be a poor fit or it's difficult to implement? There may be permanent damage to the company and its bottom line. The buyer could be fired for causing such a mess.

Your prospects' dread of negative consequences – real or imagined - is almost always the basis of their resistance to you and the products or services you want them to buy.



Extended Decision-making: Then and Now

This level of fear used to be confined to big-ticket items. Not now.

In these tight economic times almost everything, from office supplies to an office building, is a high involvement purchase. That's because management may be more focused on "managing cash" than they are on making it.

It's why otherwise intelligent people and viable companies do absolutely nothing in the face of problems or opportunity, and lose everything. It's like they're hiding in bed while an earthquake shakes their house down to the ground.

Fear so dominates them that if they thought a knock at the door could be either an ax murderer or the fire department, most people would lock themselves in a panic room and ignore the flames engulfing them.

Welcome to today's business environment. Your prospects' fear is preventing you from forming new business relationships. Your customers' fear is destroying your current relationships. When a prospect or customer is rude, hangs up on you, hides from you or stops taking your call even after committing to the deal – that's fear in action.

Your number one goal is to avoid provoking this run, duck and cover reaction to you and your proposals. You must stay well under your prospects' threshold for risk and way above their threshold for reward.



In this small book, you will learn to tie your solution to more than their immediate problems – after all, they are trying to ignore those until a crisis forces them to take action. By plugging their values into the purchase decision, you’ll show them how your solution is the best way to bridge the gap between their real (miserable) lives and their ideal lives. And, by using the “seven reasons why people buy” to describe your product or service, you’ll make it easy for them to understand your solution and say yes to its purchase.

We’re going to focus on how you must speak up in meetings, presentations and conversations with prospects and customers. My SpeakUp System’s three acts is the fastest route to transform buyers’ resistance into compliance and commitments that stick.



What Resistance Looks and Feels Like

Let's redefine your job description. Your work isn't to sell. Your work is to transform resistance – which appears as:

Negativity
Indifference
Self-centeredness
Ignorance
Uncertainty
Being stuck

And get compliance or commitments – which looks like:

Enthusiasm
Engagement
Unity
Proficiency
Confidence
Proactivity

Leading your audience through the transformation channel, as many times as it takes to get incremental progress toward the purchase decision, is how a:

“No, I’m not interested”

Becomes

“Yes, here’s your check.”

They never wanted you to sell. But, they are delighted to discover they want to buy.



Listening May Be Dangerous

The so-called gurus who preach “active listening” tell you to let prospects or customers talk on and on, while you nod your head, take notes and repeat what they’re saying. But that just sets up a downward spiral. While they’re talking themselves to death, going on about how bad the economy is, how many customers they’ve lost and how little they can do about it – odds are if you repeat that back to them, you’ll be hammering nails into the coffin of your deal.

Avoid falling into a listening trap. Be an assertive listener. Ask specific questions that help you see the real problem through the buyer’s eyes. Investigate exactly what the pain is, how significant it is and what are the consequences of NOT remedying it.

By asking assertive questions, you and your prospect will get fixed on the constellation of problems or domino effect that will occur if nothing is done or bought to fix the one problem they do recognize. Your questions may be something like these:

- How many people will be at risk if your network isn’t secure – and what will it cost your company to repair their credit?
- What happens to the downstream production if this turbine breaks – and how does that affect the penalty clause in your contract with the department of water and power?
- If you did nothing about the staff morale problem, what can you project in terms of your defect rate on component parts and the cost of re-working them?



Make sure you and the prospect are clear on what specific, unrelenting misery will have to be endured, by whom and how often, way before you present your solution. Then, tailor the way you present your proposal. Your speed of relationship building and thus, your roll-out of information are directly related to how urgent and awful that misery is, and how much it's wearing down your decision-maker.

Your questions will ignite their desire to solve the problem. However, if you push the relationship faster than they can think and feel their way to their own conclusions, they won't make the purchase, even if it's a perfect remedy for their pain.



When to Drive in the Slow Lane

If your prospect is very fearful of change, plan to:

1. Obliquely slip the prospect into stage one of the transformation channel: attention. For example, if you were selling Internet consulting services, you would get their attention by saying,

“I just read that 4 out of 5 companies can’t figure out how to get better rankings on Google’s organic listings. That’s too bad, because most consumers don’t remember actual URL addresses – even for companies they do business with. Instead, they use the Google search function.”

2. Use a conversational style, even when you actually making presentations. Don’t break out charts and graphs right away.

3. Plan ahead to link together several interactions, making small but steady progress toward your desired outcome. You might have several conversations before you get to formal meetings and presentations. The rules of this road:

- Slowly heat up their desire to buy by asking questions about their pain and its consequences.
- Talk about other companies that have successfully dealt with similar circumstances, so they can see “social proof.”



- Prepare an assessment and a simple method of using it, like interviewing other managers for a quick ten-minute interview. This will give you more access within the organization and they will feel less personal risk as others get involved.
- Provide a pilot or another way for them to sample what you offer.
- Put together a letter of agreement to discuss the terms, before you send over a contract and ask for the check.

Don't over reach in any one interaction. Remain a trusted, helpful resource.



When to Speed Along the Fast Lane

On the other hand, if your prospect or customer sees a problem as truly urgent – like the power going out intermittently and shutting down their plant without notice:

1. Plunge your prospect into the transformation channel with more direct information connecting your solution to the problem. For example, if their current equipment puts them in jeopardy of missing production targets, get attention with a success story that’s directly on point. For example:

“My client SunPoke came to me because their plant managers were getting calls in the middle of the night, whenever the plant unexpectedly shut down. I got the metrics on their valves’ ring wear and immediately diagnosed where the erosion was coming from. I retrofitted the valves with these severe service components. SunPoke hasn’t had an unplanned plant trip since.”

2. Plan on making greater progress in each interaction. Right from the start, gather and organize all the content that supports the purchase decision: examples, samples, props, data with analysis and the like.

3. Expect meetings to go longer than planned. Two interactions that you planned to link consecutively may become one long meeting, with people pulled in to provide additional input or feedback.

4. Be ready to sign the deal. As soon you can frame the right-sized solution: create the contract and implementation schedule. Buy a commemorative pen to hand the buyer at the check signing.



The Tightrope of Decision-making

In all cases remember: the real resistance you face is not about your solution's performance, benefits, feature set, cost or how well it compares to the competition.

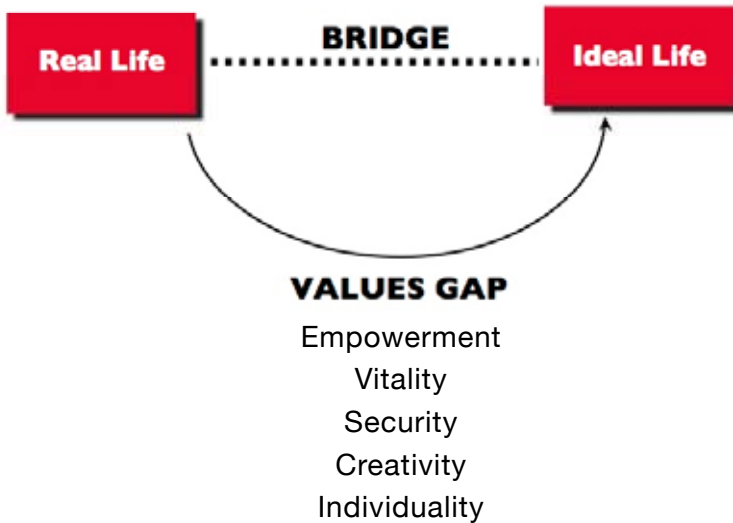
It's not enough to talk about solving the immediate problem; the winning strategy is for them to see how much more you, your company and your solution mean to their broader mission and goals.



A Bridge Over Troubled Values

Key Point

Most consumers and customers are sorely feeling the gap between their real lives and their ideal states of living (actualizing their potential, mission and goals). Almost universally, the ideal personal or business life includes these five values: empowerment, vitality, security, creativity and individuality.



What Values Sound Like

Consider how you can connect your solution with your prospect's values. The language that references values is underlined on the examples below.

Ex. Empowerment

"This system empowered a customer to exceed its productivity goals for three consecutive years."



Ex. Vitality

“After 10 years battling competition that was eroding profit margins, our client needed to re-vitalize its product portfolio, without adding R&D expenses. They were able to successfully enter a new, very lucrative market because our new packaging transformed the look and feel of their products, and made them attractive to a yet untapped target.”

Ex. Security

“Our products have the longest continuous safety record in the oil industry. That’s why our clients sleep soundly at night.”

Ex. Creativity

“While our medication is the gold-standard in the treatment of arthritis, we support new clinical studies on its use with other medical conditions.”

Ex. Individuality

“We are happy to customize the training for your company, so you will own a set of materials that reflect your unique mission.”

How You Get To Yes

What Thoughts and Feeling Do You Need to Evoke?

As you orchestrate your questions and information, you’re progressively lowering prospects’ resistance. Over one or more linked interactions, prospects must be led to have a specific sequence of thoughts and feelings that give them greater comfort with change and more urgency to enact it.



The Yes Sequence

Here are the refrains you must ignite in their brains
In the order that you ideally evoke:

1. "This person is interested in me."
2. "There's something about him/her I like."
3. "I feel confident it would be of some value to me if I continued to talk with him/her."
4. "I can trust this person to help me."
5. "There's a lot of evidence that when people make this decision, the rewards are literally or virtually guaranteed."
6. "These other companies got a lot more than the product. They're reaching their potential (for revenue, profit, market share, share price, productivity, or visibility)."
7. "I can see how I would implement this in my company, and what a positive effect it would have on our potential (for revenue, profit, market share, share price, productivity, or visibility)."
8. "Why am I trying to live with a pressing problem for which there is a simple cure and all these cascading benefits?"
9. "If I don't make this decision in time, it might cause a lot of trouble. Others are counting on me."
10. "I better right act now - or I might be making a big mistake by missing this opportunity."
11. "I am relieved and in fact, delighted to make this purchase."



Key Point

Accelerate their progress through the Yes Sequence by framing your solution in these terms.

The 7 Why-to-Buys

Simplicity

•

Speed of Benefit

•

Easy, Low-Risk Trial

•

Observe-ability or Visibility

•

Compatibility

•

Competitive Advantage

•

Symbolism



Simplicity

Make your presentation and products easy to understand. For example, if you are providing complex user training, provide a quick reference guide. Use photos, graphics and simple captions to take the audience step-by-step through the procedures.

Speed of Benefit

Make sure some portion of your offering provides instant gratification. For example, if you sell vitamins, stress that every time they pop those pills, your audience should feel proud that they are taking action every day to improve their vitality.

Easy-Low Risk Trial

Most people won't want to completely overhaul their lives or their businesses without personally experiencing some benefits first. Identify a simple way for them to "taste" or "sample" your solution. For example, if you offer comprehensive consulting services, what can you help them accomplish in one hour?

Observe-ability or Visibility

Showcase or tout the places where your audience can see others happily using your products or services – even if they can't go where your solution is being used. For example, if you can't take people out to a current customer's location to see your product at work, provide success stories on video and application write-ups that mirror your prospect's pain and goals.

Compatibility

Like ducks, most people like to follow others – or keep their decisions in line with their own previous commitments. For example, if you are selling new surgical instruments, focus on how similar these tools feel to the ones currently in use – even though they do a much more precise job.



Competitive Advantage

Everyone likes to have an edge over others. For example, if you sell software, prepare a chart documenting how much better companies perform using your programs, when compared to companies using competitors' products. Use measurements that go beyond feature sets, but include metrics on productivity, defect reduction, satisfied customers and the like.

Symbolism

Visual and verbal metaphors tie your product or service to the ideal qualities of life. For example, if you want to signal that your senior housing development keeps life stimulating, use vibrant colors brilliantly lighting the distant horizon as a background for your outdoor exercise classes. Feature strong, attractive trainers working closely with residents, who are enjoying a variety of activities.

Communication Leadership

Look back at the Yes Sequence one more time. Think back to the last time you spoke with a prospect. Did you have the right material at the right time to engender the right refrain, in the right order? If you don't plan and execute your interactions to turn out this way, you will delay or completely deny yourself the reward of making a deal.

In the past, you may have misunderstood your role. You might think that you are your job title. Do you believe that a sales representative should always be selling? Actually, we should all be developing relationships that lead to reaching our financial, corporate and personal goals.



Of course, some of your interactions will be persuasive-style. However, you'll be welcomed more warmly if your prospects perceive the majority of your interactions are more like training, team-building and briefing sessions. These other styles of interacting help them build trust in you, which is the foundation for getting the decision you desire.

So you must see that your real job is communication leadership. You are about to be trained to lead an audience, which is my name for your prospects, buyers, funders, suppliers, even co-workers and boss - whether you're speaking to just one person at a time, or more than one thousand in a ballroom.

By using my SpeakUp System, anytime you have five minutes or more to interact with an audience, you have the perfect way to organize your information, so you get the Yes Sequence rolling and you can come home with a check. If that's not reasonable to accomplish in the first interaction – and most often it's not, you simply plan out a series of linked interactions that incrementally move your prospects forward until the deal is done.

When you lead with intention, you will always make progress along the Yes Sequence. Because when you lead, others do what comes naturally: follow.



Key Point: Start at the Finish Line

Always have your outcome in mind BEFORE you get on the phone, go into a meeting or launch into a presentation. Depending on your audience and the particular interaction, you might have one of several outcomes in mind for them.

OUTCOMES

Buy
Approve
Agree
Cooperate
Join
Believe

Key Point

Break down your ideal outcome into incremental actions. Identify specific things you want your audience to do, say and commit to doing in each interaction. Look for evidence, not a feeling or a thought that you are winning.

Every salesperson has left a meeting, thinking: "I did a great job!" or "They really liked what I said!" or "I'm sure they're going to buy!" Then, reality bites. The so-called buyer never returned another call.



Don't leave with the impression you've been successful. You either have evidence that you made progress or you don't. That's why the outcome you have must be translated into an action you will see the audience take – before you leave the interaction. Depending on where a given meeting, presentation or conversation is on the map to your ultimate outcome, one of these actions may apply.

ACTIONS – Your audience

- Reviews your achievements and ask hard questions to evaluate your solution
- Tells their technical staff, managers or users to cooperate with your data gathering
 - Gives you information so you can do an analysis or make a proposal
 - Provides a meeting room and brings in the decision-maker or buying group
 - Completes an application
 - Agrees to your terms or negotiate others
 - Signs documents
 - Writes you a check
 - Gives you a referral



Key Point

Only when you have a clear destination in mind, are you ready to start your journey with an audience. Then, in each interaction along the way, you simply lead your audience through the five stages of the transformation channel. By leading the communication in this way, you can transform an audience's highly ambivalent or resistant mindset into engagement and enthusiastic compliance.

Key Point

The SpeakUp System gives you an easy to remember and highly effective way to get your audience through the transformation channel, every time you interact. You organize each interaction into three acts, to take your audience through all the stages of the transformation channel.

Act 1: Deliver Your Great Opening

You get attention.

Act 2: Deliver Streamlined Content

You transfer knowledge, engender preference and ignite conviction.

Act 3: Deliver Your Great Closing

You give instructions and get the action or outcome you desire.



Act One

Your Great Opening

Stage One: Attention

Key Point

Provoke interest and inspire confidence. Give them a reason to listen.

Ex. “‘I would do anything to live a normal life for just one day.’ That’s what I heard from Rosalie Marin, a young girl entering high school with a body covered in eczema. Her arms and legs were scaly and raw. She never wore anything but long-sleeved shirts and pants, covering not only her medical condition but also her shame. Hello, I’m Dave Meredith, a scientist at Keck Promedics. I’m proud to be on the team of researchers who gave that young lady the chance to play volleyball, unselfconsciously in a T-shirt and shorts. Because now she looks just like any normal girl on her team.”

Ex.

Ex. “Where there is no vision, people perish. Proverbs 29: 18. Your vision is what gives us our mission at Dbold Interactive. Today we are going to ask very direct questions to help us learn what matters most to you and your company.”



Act Two

Your Streamlined Content

In the middle stages of your presentation: you must rapidly and thoroughly fill your audience's hearts and minds. Via streamlined content - just enough facts, figures, examples, insights, and stories - you must make your audience smarter, bring to light their concerns and ambitions, show them how others are reaching their potential with your solution, and ignite their enthusiasm to purchase.

Stage Two: Knowledge

Key Point

E engender trust by delivering clear, objective, reliable and well-sourced information.

If you have set up your Library of Success, the one place where you have organized all your content for your topic, you'll see which sections work best and what components to pull. If you haven't set up your library, you can collect what you need from various sources so you are prepared to transfer knowledge to your audience. Knowledge is gained from your presentation of:

Section: Logic

- Blueprints or Technical Drawings
- Data with Objective Analysis
- Facts and Figures
- Technical Data



Section: Demonstrations

- Features, Functions and Benefits
- Product Demonstrations
- Proprietary Processes or Parts
- Samples
- Props

Section: Insights

- Examples
- Graphics, Photos, Animation and Artwork
- Props
- References and Resources
- Video and Audio

Key Point

Ask yourself: what does this audience already know or believe about my topic/plan/product/company? What content do I need to deliver, to get them up to speed or restructure their current opinion? Use just what you need, not one syllable more.

Key Point

Connect your content to the reasons why people buy (underlined in the examples below,) whenever you can. That engages your audience at a deeper level.

Ex. “ProProfs.com is an easy way to test the knowledge of anyone you know, with little risk. You can run the program on our website, while you’re learning how to write surveys, quizzes and assessments. When you’re satisfied, you can put these up on your website at no charge, just like these companies did. Here, I’ve set it up so you may sample the program for yourself and see if it’s compatible with your information gathering goals.”



Ex. “It’s simple and fast to re-ignite your medical practice. You can see the entire practice blueprint, which covers how to build new streams of patients and referrals sources, when you sign up with Great Foot Doctors. Every program comes with step-by-step instructions, and you can see what these other physicians are doing. The first step is to complete the brief questionnaire, and we can pre-qualify you in minutes.”

Key Point

You are going to encounter resistance at various points in your interaction. During the knowledge stage, let the facts speak for themselves. Don’t argue. In fact, greet objections with affirmations: Great. Interesting. Thank you. Super. Brilliant. You might even write them down – just don’t react. Objections – even argument - during the knowledge stage is a very good sign that your audience is trying to figure out how to buy from you.

Key Point

If this is not your first meeting, just touch on stage two by adding a bit more knowledge, and go big with stage three. Depending on your audience’s urgency, this stage lends itself to charts, graphs, video clips and anything that makes your audience feel like they are in better company if they go with the winners who already chosen you. We call this “social proof.”



Stage Three: Preference

Key Point

It's time to work on their hearts. Show them how others feel. Share the risk and rewards of working with your solution. Point out the differences between options and alternatives.

From your Library of Success, or from various sources, use content that gets them thinking how great it would be to have your solution working for them. Help them visualize the benefits and feel what life would be like if they could enjoy what you have to offer. You engender preference by presenting:

Section: Comparisons

- Comparison of Direct Competition

- Comparison of Alternatives (or not taking action)

Section: Credibility

- Testimonials and Endorsements

- References

- Third Party Standards and Evaluations

- Your People Profiles (management, experts and service staff)

Section: Inspiration

- Success Stories, Applications and Case Histories

- Invention or Discovery Stories (how you got what you got)

- Rewards and Results



Key Point:

Use the five universal values as you describe how you help them bridge the gap between their real lives and their ideal lives. You're connecting your solution to these highly desirable qualities of life.

Empowerment

Vitality

Security

Creativity

Individuality

You might not use these exact words, but may choose metaphors or symbolic images that represent values, which are underlined.

Ex. “There’s a big advantage with our corporate health initiative at Bio-Mechanix. Because we employ only Certified Strength and Conditioning Coaches, the NSCA – the most prestigious, independent certifying agency – has tested and approved the qualifications of every member of the fitness staff training your executives. Other companies have trainers with weaker credentials – how they deal with sports injuries or even congenital conditions may be a matter of luck. With Bio-Mechanix, you have the greatest degree of security.”

Ex. “Getting in over your head with financial matters is pretty common and lots of so-called experts take advantage of desperate people who don’t know where to turn for legitimate help. Let’s look at the typically outstanding results and success stories individuals share from their personal, empowering experiences at the Borrower Care Center. It’s more than money. They regain their vitality and self-respect.”



Stage Four: Conviction

Key Point:

Capitalize on your audience's growing enthusiasm and amplify their sense that they will miss out if they take an alternative or do nothing at all, instead of going with you. It will help to give them as much real experience as possible with your solution. Let them have a taste of how your solution fills the gap between their real life and their ideal life. You ignite conviction by emphasizing "the reasons why people buy."

Simplicity
Speed of Benefit
Easy, Low-Risk Trial
Observe-ability
Compatibility
Competitive Advantage
Symbolism

By the end of this stage buyers must know and feel you are a trusted advisor with their well-being firmly in mind. If you have a clear reading that they have arrived at step 9 of the Yes Sequence: Go over the terms and conditions, measurements and metrics, and be clear if there is the possibility that things might go wrong. If that's the case, articulate that they can count on your support throughout the process of integration or implementation. If necessary, provide an additional consulting agreement to accommodate any changes or tweaks they might need.

From your Library of Success, or from various sources take the next step or action. Use content that gives them everything they need to say yes.



These are strong components for igniting conviction to purchase.

Section: Interactivity

- Assessments
- Hands-on Practice
- Questions and Answers
- Role-Play

Section: Tips

- Lists of Do's and Don'ts
- Advanced Techniques
- Tips, Secrets and Hints

Section: Downsides

- Contrary Data or Conclusions
- Plan B
- Risk Analysis

Section: Accountability

- Budgets
- Contracts
- Forecasts
- Roadmaps and Timelines
- Specifications
- Total Costs and Use Analysis



Key Point:

Go as slowly as needed so you don't lose their trust at this critical stage.

Ex. “At Shuffler.com, our top-level engineer does a multi-point assessment of your entire network. Our business analyst makes certain we understand not just your technical, but also your business objectives. Let's take you through this question guide to help you forecast the additional productivity and cost savings you'll enjoy from our managed service solutions.”

Ex. “You can be getting so much more from your real estate portfolio. Home Shield Financial does a downside risk analysis and gives you a Plan B, should the market take another downturn. There's a lot of contrary data about future conditions that I want you to fully understand, before you see how our more advanced techniques may give you the return you desire in the future.”



Act Three

Your Great Closing

Stage Five: Action

Key Point:

Traditional sales and negotiations tactics called “closing” often are based on tricks or manipulations to get the other side to say yes. Buyers hate these high-pressure techniques. Even when a “hard-sell” is successful in the moment, buyers often call back to rescind their approval, refuse to take delivery or return the purchase.

Instead, during this fifth and last stage with your audience, leverage the transformation you made in their mindset. At this point, prospects are thinking and feeling: “There is unique and immense benefit to me and my company if I take action. I better take advantage of this opportunity. If I don’t act right now, I seriously risk missing out.”

As you give instructions so they will take action, you might touch again on 1) the five universal values and 2) seven reasons why people buy. The examples below are with buyers who are at stage 10 and 11 in the Yes Sequence.

Ex. “Your investment today in these Control Components valves will bring a renewed vitality to your company’s manufacturing capacity and empower you to easily avoid the penalties associated with excessive waste management disposal, at no risk to your production. Here is a commemorative Mont Blanc™ pen to sign the agreement.”



Ex. “Now you know that your family’s immediate need for security is assured with one simple investment in this umbrella insurance policy, exactly like you’ve insured your car and house. Make your check to Farmlife Insurance. The amount is four hundred and thirty five dollars.”

Key Point:

Whenever you have five minutes or more, you can slip your audience into the transformation channel, and get an outcome you desire. Sometimes you need more than one link to get your ultimate outcome for the relationship, which may be a significant purchase or a complex one. However, you’ll use every conversation, presentation and meeting to move your audience from one action to the next, building on the trust you engender. With this approach you ignite and capitalize on their desire to have a relationship with you that is good for them. That transcends the product or service you sell – and gives you an unbeatable advantage over your competition.



About The Author

Nance Rosen, MBA is the managing partner at NAX Partners, a marketing and communications consulting company. She also teaches marketing, sales and business development on the campuses of UCLA and UC Irvine. She speaks around the world to audiences on buying behavior and business communication.

At NAX, Nance is the lead account service executive and marketing strategist for clients in B2B and B2C markets. She coaches top management by formulating and executing growth and exit strategies. She trains sales representatives, engineers and others who interact with buyers. Her team produces research and analysis on new markets and products, as well as a full range of communications including websites, brochures, advertising, seminars, events and marketing programs.

Formerly, Nance was a marketing executive at The Coca-Cola Company, president of the Medical Marketing Association, first woman director of marketing in the Fortune 500 technology sector, host of International Business on public radio and a general manager at Bozell Advertising and Public Relations (now Omnicom).

Her new book is *Speak Up! And Succeed: How to Get Everything You Want in Meetings, Presentations and Conversations*. Other elements in this series include the *Speak Up! and Succeed Quick Start Guide*, plus workbooks, e-books and multi-media.

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