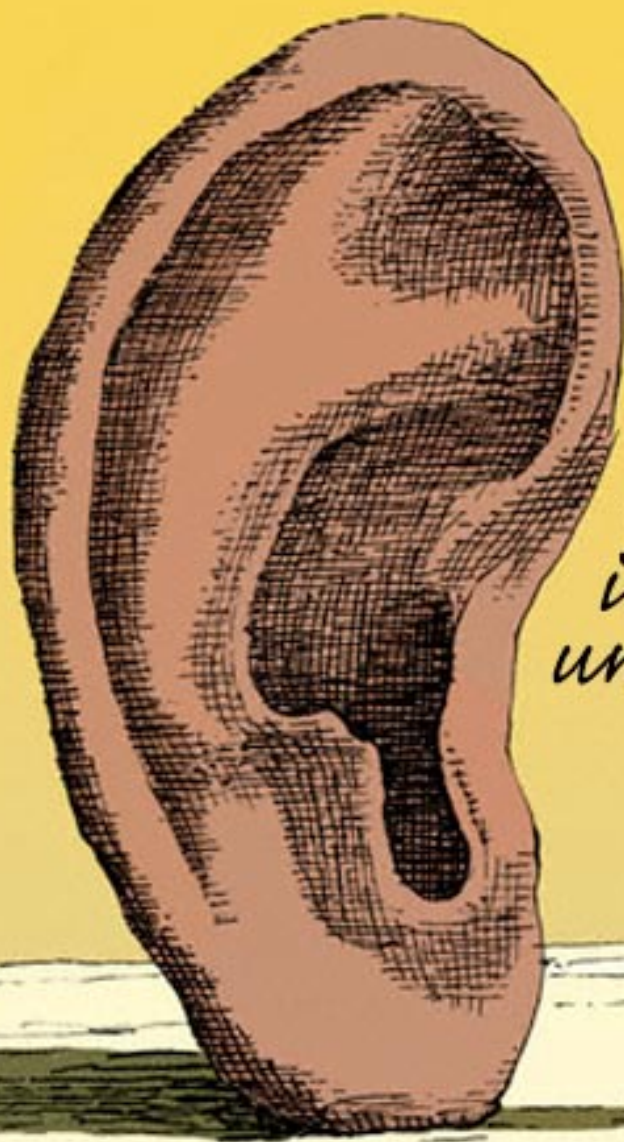


JEFFREY GITOMER'S **LITTLE E-BOOK** of

# LISTENING

*How  
to  
listen  
with  
the  
intent to  
understand*



Thank you for being my customer!

I appreciate your  
business and support.

This e-book is your bonus  
and my gift to you.

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are making history,  
thanks to YOU!



Make sure everyone  
you know has  
all of these books  
(except your competition)!

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# *Learn to listen in two words...shut up!*

It's amazing how much you can learn by just keeping quiet. People think you're smarter if you're quiet. When you keep quiet, people will often ask if everything's okay.

You learn more by listening  
than by speaking.

How well do you listen?

Answer each of the following statements by circling **R** for rarely, **S** for sometimes, or **A** for always.

**R - S - A** I allow speakers to complete sentences.

**R - S - A** I make sure I understand the other person's point of view before responding.

**R - S - A** I listen for the important points.

**R - S - A** I try to understand the speaker's feelings.

**R - S - A** I visualize my response before speaking.

**R - S - A** I visualize the solution before speaking.

**R - S - A** I am in control and calm when listening.

**R - S - A** I use listening noises (um, gee, I see, oh).

- R - S - A** I take notes when someone else is speaking.
- R - S - A** I listen with an open mind.
- R - S - A** I listen even if the other person is not interesting.
- R - S - A** I listen even if the other person is a jerk.
- R - S - A** I look at the person I'm listening to.
- R - S - A** I am patient when I listen.
- R - S - A** I ask questions to be sure I understand.
- R - S - A** I have no distractions when I listen.

## How do you rate as an effective listener?

How many *always* did you get?

- 14-16** You're Excellent!
- 11-13** You're Good. But need help in a few areas.
- 7-10** You're Fair. Probably think you know it all, but could increase your income significantly with skill building help.
- 4-6** You're Poor. Not listening at all.
- 1-3** Take out your ear plugs!

*Turn any of your listening weaknesses into listening affirmations by substituting the words "I will" for "I," or "I will be" for "I am."*

**Shhh...** Effective listening requires regularly practiced skill building techniques to improve.

*Here are eight that will help:*

- Look right at the person you're listening to.
- Use occasional listening noises (wow, gosh, then what, really, that's horrible, great, that's too bad, I didn't know that, I see, gee).
- Limit distractions (even change locations to listen better).
- Visualize the situation being described to you.
- Visualize your response or solution before responding.
- Listen with an open mind. No pre-prejudice.
- Listen to the content – not necessarily how it's being delivered.
- Focus your attention on the words and their meaning.

How hard is it to listen? For some it's impossible.

### **Look for these two symptoms of lousy listeners:**

A person who interrupts, usually isn't listening (or at least is not a good listener).

A person who seems to have all the answers, usually isn't listening.

You can work out anything,  
if you take the time to  
understand the other  
person's point of view.

**Listen with the intent  
to understand before  
you speak, then you can  
respond with the full  
knowledge of what has  
been communicated.**

# *A course in listening skills*

Have you ever had a course in listening skills?

*How to listen* lessons were never offered as part of any formal education. It's amazing to me that the skills you need the most for personal success were never taught in school.

Listening is arguably the most important aspect of the selling process, yet it's usually the weakest part of a sales professional's skills.

You listen to TV, radio, and CD's, and you can recite chapter and verse the next day, or sing the songs word for word. But if your spouse or child says something to you, you say, "What?" or "I didn't hear you."

How often do you ask someone to repeat what they said? How often do you hear, "You weren't listening to a word I said"?

There are reasons for poor listening, and thank goodness I'm *writing* them – otherwise you'd be forced to listen.

Here are the fundamental lessons of listening:

***LISTEN LESSON #1*** *The two biggest impediments to listening are:*

- 1. You have an opinion (of the person you're talking to, or what you're going to say) before you begin listening.**
- 2. You have made up your mind before you begin listening, or before you hear the full story.**

***LISTEN LESSON #2*** *The two important rules of effective listening must be observed in this order or you will not be an effective listener:*

- 1. Listen with the intent to understand.**
- 2. Listen with the intent to respond.**

***LISTEN LESSON #3*** *Think about the way you listen right now:*

- Are you doing something else when someone is speaking?**
- Do you have your mind on something else when someone is speaking?**
- Do you fake listening so you can get in your comments?**
- Are you waiting for a pause to get in your response, because you already know the answer?**

***LISTEN LESSON #4*** *At some point you stop listening. When does that occur?*

- **After you have formulated your response.**
- **After you have been turned off by the speaker.**
- **When you decide to interrupt someone to say something.**
- **When the person speaking isn't saying anything you want to hear.**

***LISTEN LESSON #4.5*** *What causes people not to listen?*

- **You are afraid to hear what is about to be said, so you block it out. Don't be afraid to listen.**
- **You take the other person (spouse, parent, child, boss, coworker) for granted.**
- **You're mentally preoccupied with other things.**
- **You're just rude.**
- **You have other things on your mind.**
- **You know the person speaking, and have prejudged them.**
- **You don't respect the other person and block the listening process.**
- **You think you know what is about to be said.**
- **You think you know it all.**

***LISTEN LESSON GUIDELINES:*** Here are 14.5 guidelines to observe that will maximize your listening skills, increase your productivity, reduce errors, gain customer loyalty, and help you make more sales:

- 1. Don't interrupt. (But...but...but)**
- 2. Ask questions. Then be (veweeey, veweeey) quiet. Concentrate on the other person's answers, not your thoughts.**
- 3. Prejudice will distort what you hear. Listen without prejudging.**
- 4. Use eye contact and listening noises (um, gee, I see, oh) to show the other person you're listening.**
- 5. Don't jump to the answer before you hear the ENTIRE situation.**
- 6. Listen for purpose, details, and conclusions.**
- 7. Active listening involves interpreting. Interpret quietly or take notes.**
- 8. Listen also to what is not said. Implied is often more important than spoken. HINT: Tone of speech will often reflect implied meaning.**
- 9. Think between sentences. Think during quiet times.**

- 10. Digest what is said (and not said) before engaging your mouth.**
- 11. Ask questions to be sure you understood what was said or meant.**
- 12. Ask questions to be sure the speaker said all he or she wanted to say.**
- 13. Demonstrate you are listening by taking action.**
- 14. If you're thinking during speaking, *think solution*. Don't embellish the problem.**
- 14.5 Avoid all distractions. Turn off the cell phone. Close the door. Clear your mind and sit or stand in close proximity of who you are listening to.**

Listening has nothing  
to do with hearing,  
it has everything to do  
with paying attention.

# *I'm sorry, I didn't hear you. Could you repeat that?*

“I didn't hear you.”

No, you weren't *listening*.

“Our people need to listen better.” No, your people need to understand WHY they don't listen.

**REALITY:** You quit paying attention for one reason or another *and* blame it on the person talking to you. Two rudes don't make a right.

How do you listen? That's both a question and an enigma. Listening is one of the “big three” in selling. The other two are asking (engaging), and being friendly.

If you ask most salespeople, they would admit that listening is their weakest quality. In part due to impatience, but mostly because they don't know how. Or even deeper, they don't know the components or factors that make up the “why” of listening.

To complicate the listening process even further, there are manners in which people listen – no, not “Please pass the salt” manners – attitude and mood manners. These manners can affect the listening competence level by more than half.

*There are 3.5 opposite sets of manners of listening:*

- 1. Active or passive.**
- 2. Positive or negative.**
- 3. Open or closed.**
- 3.5 Distracted by other business or personal matters, or not distracted.**

You can get the feeling and meaning of these manners without me explaining them.

Listening is also broken down into elements. Each representing a “why.” I have added some additional description to clarify each element, and defined a few.

*The good elements of listening are:*

**Listening with the intent to understand.**

A sermon. A movie. In a classroom.

**Listening with the intent to take action.**

Someone giving instructions.

**Listening with the intent to learn.**

A teacher. A trainer. A seminar leader.

**Listening with the intent to enjoy.**

Music. Sounds of nature. Waterfalls. A crackling fire.

**Listening with the intent to remember.**

Driving directions. A Web site address. A phone number.

*Who* you're listening to can have a huge impact on the quality of your listening. Your mother, your boss, your spouse, your kids, your best friend, your favorite celebrity, someone you like, or someone you dislike can affect the outcome of your listening ability. It's their words, your mood, and your level of respect that make up the listening effectiveness model.

*The bad elements of listening are:*

### **Listening with the intent to respond.**

You start responding *before* the other person has finished talking. CURE: Just ask the person if they have finished their thought *before* you respond.

### **Listening to figure out an angle (manipulate).**

Interacting with a customer during a selling situation.

### **Listening because you have to obey.**

Parents, teachers, and bosses top the list.

### **Listening because you are forced to.**

A boss, teacher, or parents yelling at, or disciplining you.

### **Listening with the intent not to pay attention.**

Tuned out because of your unhappiness or ill feeling towards the person speaking.

### **Listening with the intent to argue.**

Whenever you're in an argument or fight, listening is overpowered by anger and negativity.

There is also the ever popular, *pretending to listen, but in another world*. You have other things on your mind that are more powerful than what is being said, so you tune out whoever is speaking.

Telltale signs of not listening? Asking people to repeat. Getting instructions wrong. Making mistakes on the job. Getting rejected.

Have you ever heard someone say, “Now everybody listen up, this is important!” What does that mean? It means that without that preface to whatever is being said next, the odds are that very few, if any, are paying attention to the person speaking.


Think about it. Does Bill Gates walk into the room and say, “Okay, everybody listen up”? Billy Graham? Steven Jobs? Madonna? Michael Jordan? Ted Turner? No, they walk into a room and everyone says, “SShhhhhhhhh, it’s.....” A hush falls over the room like a magic spell, and everyone in the room is “all ears.”

The three best states to be in when listening are: the state of calm, the state of happy, and the state of willing. These are “ear opening” states. (The worst listening states are the state of New Jersey and the state of New York. Many people there already know everything.)

To enhance your listening skills, write down answers. It proves you care, preserves your data for follow up, keeps the record straight, and make the customer feel important.

I know all of you are looking for the silver bullet that will make you an instant better listener. I’ve got it for you. Two words. And this time, they’re not “Shut up.”

The secret words and action of listening are: “Take Notes.” When you take notes, you show respect, always “hear,” and have a reference to help you remember what was said or promised.

**Free GitBit:**  I have a list of things that negatively affect the listening stream. A self-awareness list to help you understand *why* you’re a poor listener. Go to [www.gitomer.com](http://www.gitomer.com), register if you are a first time visitor, and enter the word WHAT? in the GitBit box.

Learn how to be a better listener by asking a question at the end of a statement. If you make a statement, it's possible that you were interrupting. But with a question, you almost *have* to wait until they're finished speaking.

Listen all the way out. Make sure the customer has told you everything. Don't interrupt. Ask questions to understand their problem better, and to find out what it will take to help them – the way they want to be helped.”

# ***A lesson from a laugh. Listen to this one.***

Ho, ho, ho.

No, it's not Christmas. But it is the season to be jolly. Jolly is always in season. Some people look at it as a “laugh” – I look at it as a learning device, listening tool, attention grabber, self healer, powerful selling tool, and – of course – fun.

An airline flight attendant from Alaska airlines started his “flight safety announcements” with the statement, “Welcome to Alaska’s flight #320 to San Francisco. If you’re not headed to San Francisco, now would be a great time to get off the plane, and one of our friendly gate agents will steer you in the right direction.”

I was smiling. So were the rest of the passengers.

I was listening. So were the rest of the passengers.

“My name is Mark. I’m the lead flight attendant.” He continued, “My ex-wife Sandra, and her new boyfriend, Bill, will be serving you in the back cabin today. This should make for an interesting flight.” Now I was laughing and I was *still* listening. And so was every passenger on the plane.

I listened to EVERY WORD he said from then on.

I get in airplanes more than 200 times a year, and I *never* listen to the safety instructions. Oh, I hear them mumbling, but I don't *listen* (pay attention) to them. This flight was different. After the first joke, I was listening for the next joke (and to the instructions). This guy was genuinely funny.

The object of the safety instructions, or any oral communication, is to get people to *listen*.  
Otherwise, why make it?

If you've ever seen the way "safety instructions" are typically given on an airplane, you'd howl. One attendant hides behind a wall and reads a script in a monotone, while another robotically goes through the motions of pantomiming what the other has said. It's a joke – but a pathetic one. No one listens.

Newer planes have safety videos where one person of every race, creed, and religious orientation is in each scene, and all of them are plastic (with a white male pilot, of course). This technological innovation does have one thing in common with its "human" predecessor -- no one pays attention. It's dull. Their communication is without an iota of a compelling reason to listen. In the beginning they beg you to pay attention to this *important* safety announcement. No one does. Not even the flight crew.

Are people listening to you?

Are you sure?

Are they listening to your presentation?

Are you sure?

Are they paying attention to your important communications?

Are you sure?

**MAJOR CLUE:** How much humor is in your communication?

**HERE'S THE RULE:** Laughter leads to listening.

Whatever you say *after* you say something funny, will be heard and remembered ten times more than to drone on and “think” or “expect” that others hear you – much less are listening.

Laughter leads to  
listening *and* creates  
the highest listening  
environment.

What makes laughter make people listen better? Easy! People would rather be laughing. After the first laugh you want, maybe even expect, another.

I wasn't disappointed with that Alaska flight attendant. After the first round of laughs he gave the announcement about smoking and electronic devices, "If you're caught smoking, we throw you off the plane immediately. And for those of you who brought a TV with you on board, it won't work."

Perfect. Laugh, then listen. Every person on the plane was paying complete attention.

What can the power of laughter do for you and your sale?

Listen up! (Please pay attention, this is *really, really* important).

*After laughter:*


- The prospect is listening.
- The prospect is more "in the mood" to buy.
- The prospect is on the edge of their seat, listening for what is next.
- And during your one-hour sales presentation, the prospect won't look at their watch ONCE.

Beyond the listening and the understanding of the prospect, the most powerful, unspoken part of laughter is that it's *tacit approval*. A prospect's laugh is a form of personal agreement. Once you get tacit approval (they like you), then all you need is verbal approval, and you have the order. Then the joke's on the competition. Ho, ho, ho.

# ***Funny bridges the gap between professional and friendly.***

Got humor? *To get a laugh, or a bunch of laughs, here are a few things you'll need to do:*

- 1. Test your humor on a friend to be sure it's funny before you say it.**
- 2. Make sure the laugh is at your own expense, not at someone else's.**
- 3. Not funny? Study humor.**
- 3.5 Timing is everything. Study comedians, they know *how* and *when* to deliver a punch line, and how long to pause.**

**Free  Bit:** Want to learn a few more ways to be **funny?** I've prepared a list of 15.5 ways. If you would like the list, go to [www.gitomer.com](http://www.gitomer.com), register if you are a first time visitor, and enter the word HUMOR in the GitBit box.

**Listening, followed  
by doing, leads  
to mastery.**

**Listening, followed  
by no action,  
leads to misery.**

***– Jeffrey Gitomer***

# ***A tune you can listen to. A message you can hear.***

It's a long flight from Charlotte, North Carolina to Warsaw. Eight and a half hours, and that just gets me to Frankfurt.

A screaming little kid forced me to break out my earphones. It will drain my laptop battery faster, and on this ancient (okay, old) US Airways plane, there are no computer outlets. That's for a \$3,500 "Envoy Class" ticket. Heck, for that money, they could pass out batteries. (They would taste better than the food, but that's another story.)

I began listening to my music while I worked on my seminar.

I have more than 1,400 songs stored on my iTunes. Every tune is one of my favorites. Everything from Broadway songs like *Sit Down You're Rocking the Boat* from Guys and Dolls, to David Bowie wailing *Watch That Man*. Everything from 1940's torch songs, to Iggy Pop's *Lust for Life*. And, of course, I have the music I grew up with. Fifties Doo-Wop. The Dubs, Little Richard, The Five Satins, and on into the night.

Today I started with Leonard Cohen. A 1960's legendary folk/rock lyricist of the first order. Anthems like, *Hey*, *That's No Way To Say Goodbye* and *Suzanne*. If you've never heard them, you're missing an important lesson in listening. No, not the tunes, the message. Well, the way the message is sung. And listened to.

It's a lesson about how to get others to listen to you.

**FACTOID:** *Every* sales team I visit, *every* salesperson I speak to, laments that his or her listening skills are below par.

Wanna learn to listen better?

Two words: Take notes.

Note taking makes listening a certainty, and lets the customer know his or her words are valuable enough to write down.

A bigger question is: How do you get people to listen *to you*?

Here's the million-dollar question: Why do we listen so well to music, but not each other?

The answer to that is the secret to understanding what constitutes, "the science of listening."

The compelling aspect of Leonard Cohen is that he is listen-able because he sings a complete song. He makes listening a pleasurable experience. Everyone wants pleasure. "Music to my ears." You've all heard that. Many of you have said it (especially if you've rung the cash register – that's music).

How pleasurable are  
you to listen to? What are  
you whining about when you  
could be singing? What are  
you droning on about  
when you could be making  
music? Sales music. Business  
music. Service music.  
Music to profit by.

**FACTOID:** If you play a song once, you may like the beat or the hook. You may want to hear it again. If you listen fifty times (or less), you can sing it. Word-for-word.

I'm playing music as I write and edit this. I'm bobbing along with the music I know. Singing while I think and write. Pausing to do both. And then one at a time. Occasionally pausing for a memory, or thought of days gone by.

Leonard Cohen sings some of the music I grew up with. And I like the memory association. The familiarity. And of course, the sing-along-ability. I listen.

So, what can you do to get others to listen to your song? Well, if you listen to the songs I recommend, the answers will be apparent.

*Here's what you'll learn to do:*

### **MAKE EVERY WORD UNDERSTOOD.**

The first thing you are stunned with about Leonard Cohen is how clear his words are. How clear are your words?

### **TELL A STORY AS YOU DELIVER THE MESSAGE.**

Stories have a hook. Facts are boring.

### **USE GREAT LYRIC.**

Word choice is high in the listening hierarchy. Cohen's words are chosen so carefully. They are spoken and sung at the same time. They rhyme. And they make sense. They're cool. Way cool.

### **THE MUSIC ADDS TO THE MESSAGE.**

No one listens to a monotone drone on no matter how important the message. Priests and rabbis spend hours preparing sermons -- and their congregants fall asleep in the middle of the message. Whose fault is that? If you make music as you speak, your message gets across.

### **ADD PRODUCTION QUALITY TO YOUR WORDS.**

Words are more attractive if presented in the right manner and atmosphere. Musical words scream, "Listen!" Consider that your message may not be sung in the proper voice or tune.

The reason I am so enthralled with Leonard Cohen is that his words are enunciated in a way I've never heard. Perfect clarity. And in rhyme that makes the message double clear. Clear words, clear meaning. Leonard Cohen compels you to listen. What is compelling about your message?

What can you do to adapt this method to your speaking style? How can you gain a higher "listen to me" factor? Start with your favorite songs. The music that's familiar to you.

Listen to the voice, not just the music. Listen for the tone, not just the tune. And listen to how the melody creates the hook for the message to get through.

Then go buy a Leonard Cohen CD. The two I am listening to are "Songs of," and "More Best of." Listen to the clarity of the spoken word. He's speaking and singing at the same time. Do that.

The listening answer is so simple, most overlook it completely. Just say your words as clearly as you can. Use double-clarity in speech AND meaning. And then add melody to your voice. Sing your words.

If your music is cool, others will want to listen, sing along, and buy.

# ***Toward Error Free Positive Communication...***

Ever make a mistake?

Ever commit a communication error?

Ever blame it on someone else – or, should I say – do you *always* blame it on someone else?

Or maybe the fault lies with the person who's reading this. Yes, maybe it's your fault.

Most business errors, both internal and external, occur because people were not focused on the message at hand being delivered — people not writing things down, or people not understanding what had been said.

When someone talks to you, updates you on a project, asks you to do something, assigns you a task, has a business communication of any kind or just needs a favor.

Here is a method that has proven effective in eliminating misunderstandings and errors:

**1. Focus on the communicator.**

*Stop* – whatever else you're doing.

Distractions cause errors.

*Look* – at the person who is talking. People communicate both verbally and non-verbally.

*Listen* – with your eyes and ears. Using eye contact increases listening intensity.

**2. Write the communication down.**

Writing the message or task reduces error by 90%.

**3. Repeat it back.**

This gives the communicator peace of mind that the message has been received and understood.

Repeat all dates and numbers twice.

**4. Get confirmation.**

The communicator will appreciate acknowledging that you are correct in receiving and understanding the communication.

**4.5 Deliver what you promised.**

Delivery is as important as listening, writing and confirming – combined.

Error-free communication is up to you.

# ***Test your listening self-discipline***

Try being silent for 1 hour.

Try not talking in a group of people.

Try not talking at a party.

*Here are 9.5 listening building skills you can practice:*

- 1. Write things down as others are speaking. Don't interrupt the other person's thought.**
- 2. Verify the situation before giving feedback.**
- 3. Qualify the situation with questions before giving feedback or responding.**
- 4. Don't interrupt – even if you think you know the answer.**
- 5. Go for an hour without speaking.**

- 6. Next time you eat with a group, don't talk for the first half hour.**
- 7. Ask questions to clarify.**
- 8. Ask questions to show interest or concern.**
- 9. Ask questions to get more information or learn.**
- 9.5 Ask yourself if you're listening the way you want to be listened to.**

Listening is a tough lesson for me to give.

First, because I am not always a great listener myself. (I can attribute poor listening and poor questioning to almost every sale I ever lost.) And second, because it's likely that I can't change in one small booklet what took you twenty (or more) years to create.

Writing these lessons has helped my listening focus – as I hope reading these lessons and putting them into practice will help yours. Be aware that while listening is perceived to be passive, it is actually active. Listening is an activity, not a situation. The more you take an active role in the process, the more you will understand and be able to harness the power of this skill.

If you have any thoughts on the subject, e-mail me at [salesman@gitomer.com](mailto:salesman@gitomer.com). I'd love to listen.



## JEFFREY GITOMER

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**AUTHOR.** Jeffrey is the author of The New York Times bestseller *The Sales Bible* and *The Little Red Book of Selling*. All of his books have been number one bestsellers on Amazon.com, including *Customer Satisfaction Is Worthless*, *Customer Loyalty Is Priceless*, *The Patterson Principles of Selling*, *The Little Red Book of Sales Answers*, and his latest book, *The Little Black Book of Connections*.

**OVER 100 PRESENTATIONS A YEAR.** Jeffrey gives seminars, runs annual sales meetings, and conducts live and Internet training programs on selling and customer loyalty. He has presented an average of 120 seminars a year for the past ten years.

**IN FRONT OF MILLIONS OF READERS EVERY WEEK.**

Jeffrey's syndicated column, *Sales Moves*, appears in more than ninety-five business newspapers worldwide, and is read by more than four million people every week.

**BIG CORPORATE CUSTOMERS.** Jeffrey's customers include Coca-Cola, D.R. Horton, Caterpillar, BMW, BNC Mortgage, Cingular Wireless, MacGregor Golf, Ferguson Enterprises, Kimpton Hotels, Hilton, Enterprise Rent-A-Car, AmeriPride, NCR, Stewart Title, Comcast Cable, Time Warner Cable, Liberty Mutual Insurance, Principal Financial Group, Wells Fargo Bank, Baptist Health Care, BlueCross BlueShield, Carlsberg Beer, Wausau Insurance, Northwestern Mutual, MetLife, Sports Authority, GlaxoSmithKline, AC Nielsen, IBM, The New York Post, and hundreds of others.

**SELLING POWER LIVE.** Jeffrey is the host and commentator of *Selling Power Live*, a monthly, subscription-based sales resource bringing together the insights of the world's foremost authorities on selling and personal development.

**ON THE INTERNET.** Jeffrey's WOW! Web sites [www.gitomer.com](http://www.gitomer.com) and [www.trainone.com](http://www.trainone.com) get as many as 25,000 hits a day from readers and seminar attendees. His state-of-the-art Web presence and e-commerce ability has set the standard among peers, and won huge praise and acceptance from customers.

**SALES CAFFEINE.** Jeffrey's weekly e-zine, *Sales Caffeine*, is a sales wake-up call delivered every Tuesday morning to more than 130,000 subscribers, free of charge. This allows him to communicate valuable sales information, strategies, and answers to sales professionals on a timely basis.

**TRAINONE ONLINE SALES TRAINING.** Online sales training lessons are available at [www.trainone.com](http://www.trainone.com). The content is pure Jeffrey -- fun, pragmatic, real-world, and immediately implementable. TrainOne's innovation is leading the way in the field of customized e-learning.

**SALES ASSESSMENT ONLINE.** The world's first customized sales assessment, renamed a "successment," will not only judge your selling skill level in twelve critical areas of sales knowledge, it will give you a diagnostic report that includes fifty, mini sales lessons. This amazing sales tool will rate your sales abilities and explain your customized opportunities for sales knowledge growth. The program is aptly named KnowSuccess because *you can't know success until you know yourself.*

**AWARD FOR PRESENTATION EXCELLENCE.** In 1997, Jeffrey was awarded the designation of Certified Speaking Professional (CSP) by the National Speakers Association. The CSP award has been given less than 500 times in the past twenty-five years and is the association's highest earned award.

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