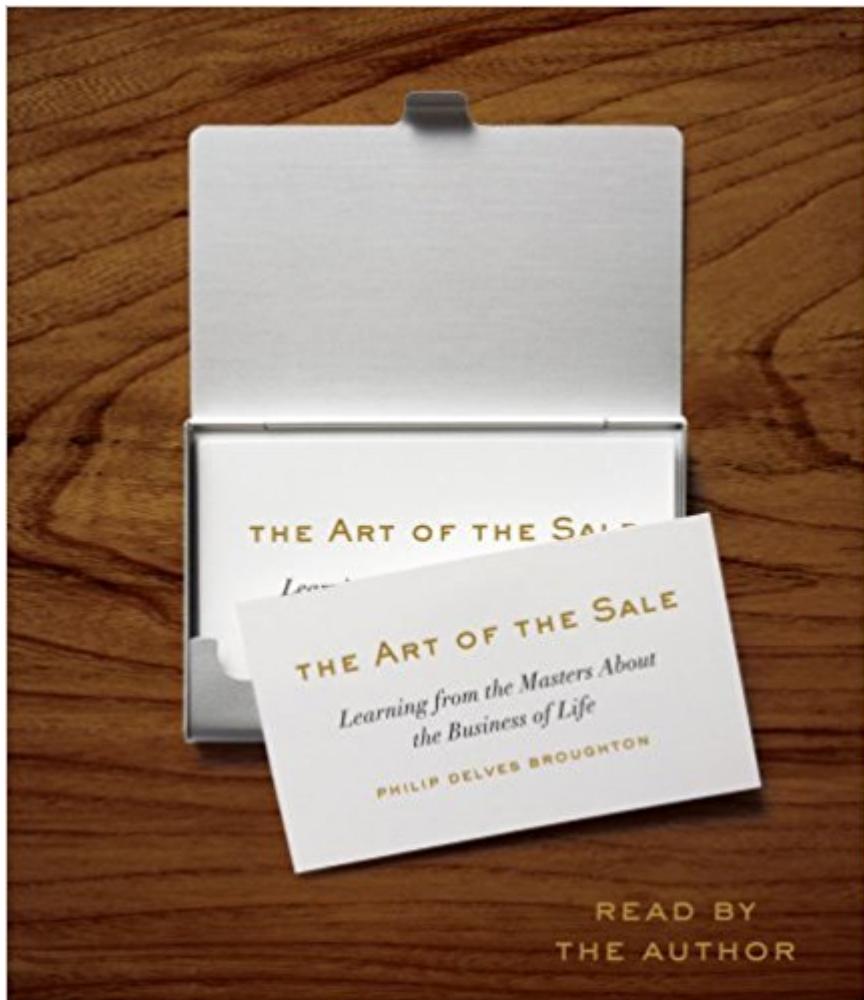


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# The Art Of The Sale



## Synopsis

From the New York Times bestselling author of *Ahead of the Curve*, a revelatory look at the importance and cultural role of sales—“an essential human attribute that underpins business, religion, romance, and more”—and the traits that distinguish the best sales people. Sales is the single largest function in business. Across the globe, in economies big and small, selling is the very engine of commerce and industry. In America, millions work in sales—more than in manufacturing, marketing, or even finance. Yet, when Philip Delves Broughton was studying at Harvard Business School, he couldn’t find a single course on sales. Indeed, very few schools teach this subject. The best-educated people of the business world are clueless about one of its most vital functions, and this ignorance has enormous consequences for the economy, and for all of us. Delves Broughton draws on extensive research, intrepid reporting, and personal experience to show the essence of sales as it manifests itself from Moroccan souks to Tokyo side streets to Wall Street trading floors, and ultimately to the countless acts of selling we all engage in every day. Along the way, he uncovers fresh answers to perennial questions about the art and science of sales: why do Americans have such extreme views on the subject (from Dale Carnegie to “Death of a Salesman”)? Can a great salesman be made, or he is born? Does a salesman have to believe in his product? Is selling ever ethical? Does it have to be? What exactly makes a great salesman, and can it be quantified? This isn’t another work about shortcuts, tips, or tricks, though it does offer a wealth of useful information on how the best salespeople make their craft an art. It’s a uniquely evidence-based investigation of the workings of a fascinating and undervalued endeavor.

## Book Information

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## Customer Reviews

An interview with Philip Delves Broughton about The Art of the Sale What inspired you to write the book? At a personal level, I wanted to learn more about selling because I've always found it so difficult myself. I considered it a necessary evil and wanted to discover a more positive way to think about it. The challenges in selling never seemed to me the techniques or the process, but rather the deeper psychological and personal challenges: resilience, optimism, the balance between service to the client and profit for oneself. None of this was addressed during my MBA program, and sales is absent from most MBA curriculums, which is an extraordinary omission. Then finally, I'm fascinated by the most human aspects of business, those moments when two people look each other in the eye and decided whether or not to trust each other, whether to buy or sell. Sales, as one great salesman told me, is the greatest laboratory there is for studying human nature. After writing this book, I agree. What role does sales play in our culture? It's everywhere, not just in commerce. We sell ourselves to each other for jobs and friendships. We sell our children on the importance of going to school. We are all selling all the time, so it's important we get comfortable with selling well. This does not mean that capitalism has permeated every aspect of our culture--that's a whole other discussion--but rather that the back and forth inherent in selling, the importance of self-knowledge and the ability to persuade are vital to realizing our purpose, whatever that might be. People have been bombarded with books and information on how to succeed or get ahead at their job--what is different about The Art of the Sale? I hope this book helps whoever reads it to sell better, but it's not a self-help book. It's an examination of selling, the personalities who succeed at it and the psychological challenges it presents. I hope it helps people reflect on who they are and how they can make the very best of their talents through selling. But this is a very personal process. I hope that somewhere amidst the range of characters, stories and reflections in my book, each reader will find a few that deeply resonate with them. You describe your book as the "Dale Carnegie for the 21st Century"--can you elaborate? Dale Carnegie wrote about the habits and practices required to make friends and influence people. What he proposes is pure common sense. Why he's still read is because, as the CEO of the Dale Carnegie company told me, "common sense isn't common practice." I think a lot of the secrets to selling are in fact common sense, but they get buried by our enthusiasm for quasi-scientific techniques and answers. I hope that my book returns selling to a more intimate, personal level, which is where the hardest sales challenges must be solved. If you can wrestle the basics into place and develop the right mindset to sell, then it will spill over into the rest of your life with enormously positive consequences. Were there some universal qualities you found in great sales people? Resilience,

persistence and optimism are the fundamental traits of good salespeople. They have high degrees of emotional intelligence and empathy, but also sufficient ego to deal with endless rejection and to push through a sale against the odds. They are great readers of people and tend to be highly creative in achieving their goals. Many are wonderful story-tellers. They really like people. Iâ™ve yet to meet a great salesperson who wasnâ™t great company. These traits and qualities can come in all kinds of packages. Is President Obama a good salesman? Is a good salesman what we need in the White House over the next 4 years? Obamaâ™s a brilliant salesman - as you must be to be elected President. Convincing the American people to put you in the White House is one of the greatest sales challenges. His particular gift is in making the great speech when it counts. Heâ™s not an effortless glad-hander the way Bill Clinton was. But cometh the moment, cometh the man. In 2008, he created an attractive vision and mobilized a terrific campaign organization behind his ideas and personality to win against the odds. That was a great selling feat. Once in office, selling is one of the Presidentâ™s main jobs, as it is for any chief executive. Presidents need to be able to sell their policies to get them implemented. They also need to exude confidence in difficult times. No one wants to see a shrinking President. We crave one who deals ably with the realities of the present while providing a confident view of the future. So, yes, selling is a vital skill for any President, but particularly when the country needs rallying. --This text refers to the Paperback edition.

âœBest book on sales ever? Who knows, but it surely is the best Iâ™ve ever read. As a gazillion-mileÂ traveling salesman (ideas) myself,Â I learned an amazing amount about who I am and what I do from this. We all live by selling: ideas or products or peace in our time. The Art of the Sale is perhaps uniqueâœa marvelous book about selling, and life, and who we are and how we tick. And the case studies are dazzling.â•âœTom PetersâœFor the author, sales is where the rubber hits the road, where the deals are done . . . Broughton has met with top sellers around the world, traveling to Japan, Morocco, and the United Kingdom in search of the keys to success in sales . . . Entertaining, balanced, and provocative.â•âœKirkus Reviews (starred review)"Broughton, promoting the idea that sales is a virtuous calling . . . makes an appealing, contrarian pitch." âœThe Wall Street Journal" A descriptive account . . . long overdue." âœThe EconomistâœLike Malcolm Gladwell, Delves Broughton is drawn to success stories where natural talent takes second place to hard work, but heâ™s also willing to explore the manipulative, deceptive aspects of the task, as well as the endless rejection salespeople must face. His enthusiasm and admiration for skilled practitioners of the art is contagious.â•âœPublishers Weekly --This text refers to the Paperback

edition.

This is an absolute must-read for anyone who has to sell anything. The author has interviewed all sorts of fascinating salespeople all over the world, trying to understand what drives them to succeed. The reason that I especially loved *The Art of the Sale* is that it celebrates the day to day tenacity needed to keep selling - and at the end of the day that's what really drives the economy. I went to a business school that tended to ignore selling, concentrating on 'strategy' and more consultancy-type skills. This was a real omission, and this book rightly rectifies it. I also enjoyed Philip Delves Broughton's other book on HBS, so it is great to see him delivering another winner. He is one of the best writers around - his style is very readable and intelligent. All in all a great book that rivals anything by Malcolm Gladwell; actually, no - that exceeds it. Enjoy!

As advertised. Happy with purchase.

Here is a book that answered what is in the deep core of a salesperson. The answer comes in the very last chapter and is backed up with 8 previous chapters complete with interviews and profiles of famous salespersons from around the world. The author did an impressive job travelling to many countries and finding the very best salespersons in various fields. I loved the stories that each one shared and how the writer connected them well. I highly recommend this book, especially if you have already read other sales books from Gitomer and Og Mandino because this book talks about them and you will benefit from knowing these other works.

Amazing book. Considering how much I dislike being approached by salesmen this book kept me interested from page one. It gives an in depth view of what makes a good salesman.

I like this book a lot since it is not prescriptive but descriptive on what makes a sales person outstanding by studying great sales practitioners from many different fields across the globe. After reading this book, one realizes that the salespeople he has written about makes it look simple by perfecting the craft from learning, thinking, doing and teaching. According to them to be good, the secret, as Ben Hogan was apt to say, "is in the dirt." I highly recommend this book. It is not only teaches you a lot about sales, but it is well written and well researched.

The author begins by acknowledging that in the halls of business at Harvard, sales is not taught, not

even an option and yet it's both the fuel and charge that allows all the other mechanistic and electronic components to function. Through multiple lenses cast on successful salesmen/saleswomen of all sorts, the author uses the power of story to illustrate the primary importance of sales. This is must reading for anyone in business, regardless of your role. The salesman will be empowered and the non-salesman will be more appreciative.

Excellent. I've been in sales for 30 years and this is a great read. There are plenty of "how to" books on sales that all pretty much tell you the same thing: "shine your shoes, be friendly, close " etc. etc. This is not that book. Great stories on "the dance" between buyer and seller and the personality of successful salespeople who are out there, after all, " with a shoe shine and a smile," as Willie Loeman said. There is almost nothing in this world that hasn't been bought or sold. I know that I will re- read this book several times.

When I first learned about The Art of the Sale last Friday, I knew I had to read it. I downloaded it immediately to my Kindle and finished it on Saturday morning somewhere between California and Florida. It's that good. There are three key messages in this book: The overlooked importance of selling in business and life. The book is useful for sales professionals and non-salespeople alike. I wish everyone in business who is not in sales would read this book, because it explains why nothing in business would happen without the special talents, tenacity and hard work of salespeople. Business is fundamentally about two things: a) producing goods and services and b) selling them. Guess which one of those two is almost never taught in the typical MBA program? "All over the world, from the most basic to the most advanced economies, selling is the horse that pulls the cart of business." In spite of this, "Many supposedly well-educated people in the business world are clueless about one of its most vital functions, the means by which you actually generate revenue. The absence of knowledge about sales has opened a class division between salespeople and the rest of business." If you want to contribute to closing this class division, give copies of this book to your leadership team. And it's not just business; in life, you are always selling or being sold to. Unless you're a hermit, most of what you do in life has to be done through others, and selling is the vehicle of interpersonal relationships. Examining the dilemmas and tradeoffs of selling Broughton also helps to put into perspective and clear up some misconceptions about the motivation and integrity of those who sell for a living. Of course there are dishonest and pushy salespeople, and there are those who see customers only as instruments of their own commissions. The same could be said for any other profession. Broughton examines the balance and sometime contradiction

between trying to sell a product and being paid to sell it. Selling is neutral; intention makes the difference. When you sincerely believe that what you are selling will improve the life of the buyer in some way, there is nothing wrong with trying hard to sell them on it. In the end, it's much easier to be really good at something when it aligns with your values and your sense of meaning, and as Broughton tells us, "...the best salespeople see themselves as the means by which customers achieve their purpose." Portraying the qualities of great salespeople if you've been in sales for any length of time you won't learn anything new in this book, but you will be inspired and recharged by the stories of some remarkable individuals who portray the great virtues that all of us could use more of: optimism, resilience, lifelong learning, and work ethic. When you read about the pace kept by Memo, the Mexican immigrant who has created a successful construction business, you realize that you don't work near as hard as you could. Majid in Tangier reminds you about submerging your ego, keeping quiet and learning. Although I'm not sure what its lesson is, the story of Ted Turner's pitch to the New York advertising agency is worth the price of the book. It's not a story I can repeat in this review, so you'll have to buy the book. The common thread in most of these stories is that selling is the "great leveler"; when you can sell, when you can apply these virtues in sufficient quantities, you can make what you want out of your life. Ditch the Pseudo-Science The book does contain one annoying flaw. The science parts feel as if they have been bolted on to please a marketing manager; whenever it seeks to inject science into the discussion, it's forced, superficial and inaccurate. For example, he tries to explain one salesperson's success using a technical explanation involving fluid intelligence and working memory that mostly points out ignorance of what those terms really mean. In another chapter, he throws in a few pages about the evolution of cooperation and altruism, and tries to connect it to the use of Salesforce.com. (May I just don't have the fluid intelligence to understand the connection.) Despite that last complaint, I strongly recommend this book. If you're in sales, you will want to read it; if you're not, you need to read it.

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