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e-sampler

CHRIS HELDER

**THE
ULTIMATE
BOOK OF
INFLUENCE**

**>> 10 Tools of Persuasion
to Connect, Communicate
and WIN IN BUSINESS**



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About Chris Helder



Chris Helder is one of the most exciting speakers in the world right now. A dynamic speaker who delivers his presentations by teaching the tools of influence, his highly entertaining messages have transformed how businesses communicate with their clients.

Chris has wowed more than 1500 audiences throughout Australia, New Zealand, Asia, Europe and the United States. He is a frequent television and radio guest on the power of genuine communication.

Originally from the United States, Chris graduated from Colorado State University (BA) and served two years as part of the distinguished Teach for America program, an American non-profit organisation that enlists high-achieving recent university graduates to teach in low-income communities in the United States. A certified practitioner of Neuro-Linguistic Programming (NLP), Chris has synthesised his work from NLP, human typological analysis, advanced communications, motivational research and behavioural modelling. Drawing from many different fields of research, Chris has created something simple yet powerful in his keynote talks.

Chris's brilliant combination of energy, wit, humour and tailored content ensures he relates to every audience member. His global client list includes Citibank, Merrill Lynch, GlaxoSmithKline, Toyota, Fuji Xerox, Levi's and IBM.

Introduction: the new reality

Do influence skills matter today?

How important is face-to-face influence in a world of email, text messaging and social media? Clearly influence has changed. But is it still as important as it used to be?

The way that business and sales are done today is without a doubt different from the way it has ever been before. Businesses and brands are embracing the digital age. They are using electronic communications and social media more than ever to promote and sell. We live in a world where decision makers are online and contactable 24 hours a day and seven days a week. Being 'out of the office' means nothing any more, as workers engage in a new era of trying to find balance between work and life.

So why then has the ability to influence a sale or an idea often become harder? Why has the timeline to get a contract signed stretched out for so many businesses? This is primarily due to three reasons:

- 1 The customer in business today is being protected by what I refer to as the electronic wall or, more simply, the e-wall. As its name suggests, this is a virtual wall of email and social media behind which your clients can now delay or procrastinate the decision process involved with a sale or a proposal. This, of course, leaves the business

development experts unable to use their face-to-face influence skills in order to close the deal.

- 2 The person presenting the proposal also hides behind the e-wall. It is often easier to just send an email than force the issue to actually create an environment where face-to-face influence can take place. This leads to an extended game of e-pong, which I will explain in the first part of this book. Either way, timeframes for closing deals blow out and often the business is missed simply because there was no leverage created by actually meeting with the decision makers.
- 3 People are not as good at face-to-face influence skills as they used to be. The pattern of communication has become less about face to face, and it is now acceptable to do business via email. Don't get me wrong—we all need to embrace the digital age. It has provided our world with an unprecedented level of access to communication at the touch of a button. However, face-to-face influence skills have not become redundant. In fact, they are more important than ever if we are to learn how to break down the e-wall.

This book is about influencing people in the new reality. It is about embracing change, and at the same time developing outstanding genuine communication skills. It is about giving you those skills of influence.

The skills in this book do not deny anything that is happening in society today and they adhere to the trends of the new reality. I want to deliver a series of tools to help you come up with solutions to break down some of these new barriers. By starting with the acknowledgement that business methodology is different today, this book will help you tackle the reality. I won't preach a method that does not reflect how sales and influence are done in the real world environment. Your best chance of influencing a decision maker still lies in face-to-face communication.

Often audiences at my presentations are made up of salespeople. They want to increase their ability to influence others, and in the process increase their sales revenue. There are generally two types of salespeople. There are salespeople who *love* being a salesperson. Those people love prospecting, love the thrill of the chase, love presenting their unique selling proposition and love the buzz of closing the sale and collecting commission. If that is you—you are going to love this book. The fact is that I am going to share with you some tools of influence that flat out *work*. Your results are going *up*.

For the second type of salesperson who is interested in influence skills, you have picked up this book for some other reason. You may not see yourself as driven by money or driven by commission. Instead, maybe your role has changed at work in the current economic climate. Suddenly, you are being asked to sell to customers. Perhaps your company has undergone a culture change and they are really driving the bottom line. Perhaps you have had a job change and you are now finding yourself needing to sell something. Maybe this is something you have never really done before and you are looking for some great tips on how to get started. Once again, you will love this book.

This book is loaded with simple tools that will help you meet budget and start down a path of sales and influence that you are comfortable with. At the many sales conferences I speak at, there is always a clear connection between the growth of the business and the ability of the sales team to influence the clients.

Recently, I was presenting at a sales conference in Hawaii. I had finished my talk and I wandered into a sports bar to watch the NBA finals. I sat at the bar and started talking to the man next to me. The conversation started about LeBron James and the level of spice on the buffalo chicken wings we were eating when we began talking business. He was a national

sales manager for a global skin care company. He turned to me and asked me a very direct question. ‘Chris, you talk at all these conferences. What do you really talk about? Ultimately, what is it that you believe makes a great salesperson?’

My answer came quickly with congruence. ‘That’s easy,’ I said. ‘The key is *certainty* and *simplicity*. Great people of influence are certain about what they believe and they are able to present their message in a way that is simple for people to get their head around.’

He smiled. ‘That is a great answer. You’re right — that’s it.’

The reality, however, is there are a great number of salespeople who are what I call PFNs (product-flogging nerds). You can watch the PFNs in action when their idea of selling is to flip through pages of their proposal. They flip from page to page explaining the graphs that demonstrate market share, company information and increased revenue. Actually, I call these salespeople the PTPFNs (page-turning product-flogging nerds).

Many salespeople put their hand up at this point and claim that they used to be one of those people. They tell me how they used to flip pages, but now they have launched into the 21st century and do their presentations on an electronic tablet such as the iPad. One of the first tablet presentations I ever observed with a salesperson flipping pages with their finger and thinking themselves clever completely disengaged the client. The salesperson was failing to look at and connect with their client. Ultimately, they were simply an IPPTFN (iPad page-turning product-flogging nerd) and they failed to do the one thing that really makes a difference. They failed to influence that client.

Other people might have picked up this book to improve their leadership skills. Perhaps you find yourself having to manage people and bring them together for a common goal. Many people are thrust into roles at work and in life where

they are suddenly expected to lead people. This is often a terrifying moment when people are stricken with self-doubt. That is totally normal and, congratulations, you are in the right place! This book will give you an understanding of people that will allow you to manage them more effectively and ultimately influence the people that you work with to achieve the best results.

At the leadership conferences that I speak at, there is always a clear connection between the leader's influence skills and the results of the team. As the saying goes, 'Great organisations grow from the top, and a fish rots from the head.'

You may, however, be an experienced leader who is simply looking for an edge. The tools in this book have helped CEOs and managing directors improve their ability to influence and control outcomes. It is critical that the leadership team is equipped with the tools to lead the team to success. If the leadership team is not willing to work on influencing skills, results go down and staff retention levels plummet. This book will give leaders the tools to identify what is driving each member of the team and provide ideas on how to drive results with each of those team members.

Perhaps for you it is none of those things. You might have picked up this book for reasons that have nothing to do with sales or leadership. You might have picked up this book because you are looking for a way to improve the quality of your life. You are simply aiming to gain clarity about what it is that you want to achieve and how to get started in the process of not only influencing others but also influencing yourself. This is a book that will take you on a very simple and effective journey and help you gain clarity about your goals, turn the anxiety that we all feel into action and influence people to improve your ability to get what you want!

I have had the privilege of giving more than 1500 presentations to audiences in the last 10 years as a professional speaker.

I have presented throughout Australia, New Zealand, Asia, Europe and the United States. One of the exciting parts of my job is the variation in the companies that I have worked with. I have spoken at conferences throughout the finance industry, insurance, real estate, mortgage broking, pharmaceutical, software, wine, travel and many more.

Let me ask you a question. If you could improve your ability to influence people, would your business grow? Do you currently hide behind the e-wall? Is it time to increase your face-to-face time and get in front of people to get the results you deserve? Are you a person who simply wants to get your own way more often?

This is a book about how to influence other people. It is time to recognise the appropriate time to utilise technology and the appropriate time to meet face to face. It is also time to make sure that when you do meet in a direct environment that you have the influence skills to get the result that you want.

By the way, I am a firm believer that if things are presented in a simple way, change can happen very quickly. Therefore, I have picked my favourite influence tools that I talk about at conferences and put them together in this book. Some of these tools will help you understand your customers and some will help you understand yourself. In this book there are some language tools that will help you influence others, and some that will help you get through a random Tuesday with greater effectiveness.

I hope you enjoy this book!

Part I

Influencing yourself— action and clarity

The first part of this book is about influencing yourself. When I say that, it is about creating a new level of action to go achieve what it is you are after. The problem, of course, is many people do not have any idea what it is that they are after. So, this part of the book will address these two main concepts—action and clarity

Three tools will be presented in this section of the book:

Tool number 1: breaking down the e-wall

- How to avoid a game of e-pong, where the customer hides behind the e-wall.
- Strategies for creating leverage and moving that customer to taking action.
- How to create a face-to-face environment to influence the customer directly.

Tool number 2: the butterfly

- How to recognise that the number one thing that holds people back is fear.

- How to change anxiety into an action signal.
- How to use that action signal to create successful habits and new results in business and life.

Tool number 3: the sunset

- How to gain clarity about what area of your life you want greatest results in.
- Using the sunset as a tool to uncover the clarity of others.
- How to use that understanding of others to influence them.

Chapter 1

Tool number 1: breaking down the e-wall

Customers are busier than they have ever been before. The easiest way for them to decipher and consider your proposal is when it has been in writing and sent via email. In this way, they are the ones who are in the box seat, able to read and consider the proposal in *their* time. They are able to compare your proposal to other written proposals, shift around the priority of the proposal depending on their workload, and all of this without your being able to exert your power of influence.

This is because the digital age has created a virtual electronic wall, the e-wall, which our clients can now hide behind. The pattern of communication has become less about face-to-face interaction, and it is acceptable to do business via email.

The e-pong timeline

This is a typical interaction for a proposal that is emailed in the new reality. It is a game that I call e-pong! You have researched, found your decision maker and sharpened your angle to win the business.

- You make a call. The decision maker is pleased to hear from you, but he or she is busy. They ask you to put your proposal in writing and send it to them for review, *via email* (one week).
- You send your proposal *via email*.

- The decision maker responds that he or she has received your proposal and will review in due course and respond *via email* (two weeks).
- You follow up *via email* in a couple of weeks after hearing nothing back (four weeks).
- Your decision maker is busy and distracted by the day-to-day running of a business. They take four days to respond to your email and say that they are apologetic but will get back to you shortly with a decision after they chat to the relevant people *via email* (five weeks).
- Based on the reply, you are inclined to give the decision maker another week before hassling them again *via email* for an answer.
- You send another email to your decision maker asking if a decision has been made (six weeks).
- Nothing is heard back, and doubts creep in about the priority your proposal is being given.
- You write *via email* one last time stating that you are just wrapping up the quarter or ticking things off your task list and asking once more whether any decision has been made (seven weeks).
- You receive an answer *via email* four days later from your decision maker, thanking you for the hard work you put into the proposal, but unfortunately other priorities have arisen in the company and they are unable to proceed with the business at this time (eight weeks).

Eight weeks of e-pong, with no result. This has all happened because you let the decision maker hide behind their e-wall. In fact, this happened because *you* also hid behind the e-wall! It takes courage to break down the wall and be in a position to influence that customer face to face.

It is simply *easier* to have an email relationship with someone. It is *easier* to send your client a monthly update or a quarterly newsletter and consider that the job is done. Most of all, it is certainly *easier* to try to win a sale by sending the client a proposal and play e-pong. It is much harder to pick up the phone and get face to face with our clients to cut through all of the procrastination and time wasting.

Don't get me wrong. There are times that email is the only option. I realise that. All I am trying to do is challenge you to think about how you can create more face-to-face interactions. What can you do to break down the e-wall?

Changing timelines

Let's take sales, for example. Salespeople talk to me all the time about the difficulty in getting face to face with their clients so they can utilise their skills of influence. They discuss changing trends in technology and adapting to the way business is done. However, the timeline of a sale has barely changed in terms of basic action plan connect points, but the underlying message consistently flowing through is that the amount of time between first contact and closing has significantly increased.

Why has this happened?

It would be easy for salespeople to stand fast, and claim that the e-wall is just another excuse or a trend, and that if you believe in your being personable and having sound communication skills, then nothing should stop you or delay your sales process. My personal favourite excuse dished out by your average motivational speaker is: 'If it's not working, then you must be doing it wrong!' To my way of thinking, this is less than helpful advice, and certainly does not recognise the changing way that business is being conducted in the 21st century. You cannot deny the advances in technology. The statistics tell us that we are more likely to communicate by

email or social media than to pick up the phone or meet face to face. We are nearly all capable of conducting business in a completely mobile environment and we are more contactable than ever with our portable devices and Wi-Fi technology, and yet to close a sale is taking longer than ever before.

Five strategies to break down the e-wall

Here are five strategies you can use to help break down the e-wall and stop playing so much e-pong.

1 *Identify the decision makers*

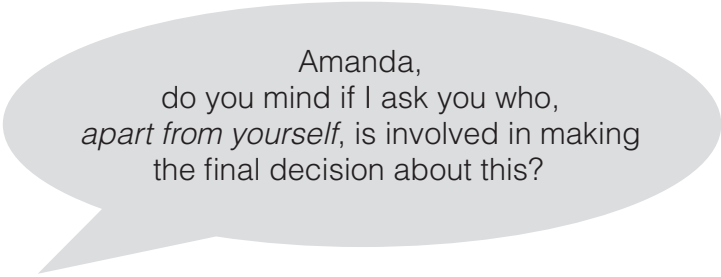
At some point, usually before you have the opportunity to meet face to face with the client or send them a proposal, you will have spoken to the client on the telephone to set up everything. One of the biggest mistakes that I see people make is that they send through information without knowing exactly who all the decision makers are. They know the person that they are dealing with, however they have not asked the question in terms of who will *really* be making the call.

Now, I know what some of you are thinking: ‘Chris, it doesn’t work that way in my business! We can’t always get to the decision maker right away.’ Okay, fair enough. This book is throwing a whole bunch of spaghetti (ideas) at the refrigerator door. If it sticks, take it. If not, let it fall to the floor. However, in your business, I want you to be clear that the person you are presenting to is *definitely* the person who can get you to the *next level* of your sale.

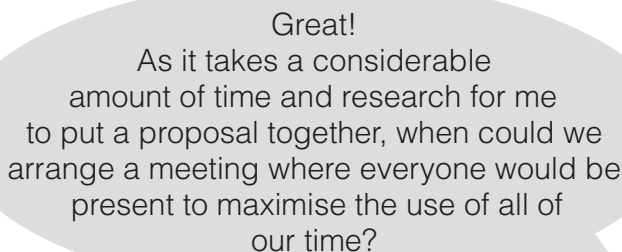
It happens all the time that people speak to a non-decision maker simply because it was *easier* to send them through the information. Often, you were directed to this person as a gatekeeper. You are spending hours putting together a proposal for your business and this non-decision maker is encouraging

you to send it through to them where it really has no chance of getting off the ground.

If you want to make sure that you know who all the decision makers are, here is the *gold*. I've tried this question a lot of different ways and this is the way that will give you the best chance to get this information.



Amanda,
do you mind if I ask you who,
apart from yourself, is involved in making
the final decision about this?



Great!
As it takes a considerable
amount of time and research for me
to put a proposal together, when could we
arrange a meeting where everyone would be
present to maximise the use of all of
our time?

As simple as that is, so many people ask it the wrong way. I hear people say things like, 'Do you mind me asking: are you the decision maker with this?'

This is so close, but it leaves a lot of loopholes because it is so easy for the non-decision maker to say, 'Yes, I am the decision maker.' Then, after you spend two hours putting a proposal together for them, they tell you that they have to run it by the boss or by the HR department. You've wasted your time!

The reasons that they say ‘Yes, I am the decision maker’ may just be that they are one of the decision makers, and they may not want to bother the boss until they have all the information. It could be that they are putting you off. It may simply be a case of ego. However, when you use the words ‘*apart from yourself*’, they realise the importance of not wasting everyone’s time and it also flatters their ego. By the way, if they won’t have the meeting with all of the decision makers present, you *may* have just realised that you were going to be put off anyway!

By using these simple words you have increased your ability to know who will be involved in making the final decision. Give this a try and increase the impact of your time and effectiveness.

2 Dictate the best method of communication

It happens all the time that a client will simply say, ‘Email your proposal through and we will have a look at it.’ It is *easy* for everyone. The first part of the game of e-pong is underway. The question I would ask you is how often does your client dictate how the communication will work through the pitch and decision process? Do you let your client tell you what the best way to contact them is? Can you dictate how it should work?

Ask yourself these three questions:

- What is their preferred method of communication?
- Is that going to be the best form of communication to get your proposal approved?
- What is your strategy to create an environment where you can communicate in the best possible way to get that proposal approved?

Remember, there are times when you are going to have to email the proposal through because that is the method of communication that the client requires. However, let me challenge you: are you hiding behind the e-wall because it is an *easier* option?

Recently, my manager and I put together a sales training proposal for an internet-based company that was using me monthly in different parts of their business. We had sent through an email proposal on how they could save money by buying my time in bulk. If they locked in 15 sessions for the year, they would be able to use me at a better rate than paying one session at a time.

We were playing some e-pong. The email proposal couldn't get approved until the board meeting. The messages from my manager to the decision maker went unanswered. My manager was becoming frustrated. It was time for a wake-up call. Finally, realising that we were falling into this e-pong trap that I talk about all the time, we answered the three questions:

- Their preferred method of communication is email.
- This is *not* going to be the best form of communication to get our proposal approved.
- The strategy is to get Chris face to face for a 15-minute meeting with the managing director.

That strategy worked. I called the MD directly and explained to him that he was simply paying too much. I got in to see him the next day and we negotiated a deal for the 15 days on the spot. It was time to celebrate because we broke the e-wall!

Once again, there are times when this is not possible. However, in an environment where both salespeople and customers can hide behind a game of e-pong, the question is whether there are other communication methods that would be more effective in getting your proposal approved.

3 Map out your decision timeline

Part of breaking down the e-wall is making sure that the client knows your expectations of what is going to happen in this process. Giving a client a deadline ensures they have something to aim for and they won't continually shift the decision because of other priorities.

It is very important in creating a decision timeline that there is either an advantage in making a decision now or, alternatively, a disadvantage in delaying the decision. If you have not created any leverage for the client to make a quick decision, it is even easier for the client to hide behind the e-wall. There is no reason for them to do anything. They can sit on your proposal and wait while you become more anxious. I will explore this further in the next part of this book in the pain-pleasure principle.

Ask yourself these questions:

- When do you want the decision to be made?
- What is the advantage for them in making a decision before this deadline?
- What is their disadvantage if they do not make a decision before this deadline?
- Will getting face to face expedite the decision-making process?

Sometimes this process will be out of your control. The question, however, is whether you have mapped out an expectation for the client to make a decision.

By the way, this process is no different from some of those big decisions in life, like marriage. How often have you spoken to a woman in your life who has been dating the same man for a very long time? She explains that she is becoming impatient

with the decision timeline. The man, however, may have no reason to make the decision to act now. He is happy with the status quo. In his mind, they already live together. He doesn't *gain* anything directly by making a decision to ask her to marry him. By the same token, he doesn't *lose* anything by not asking her. At this stage, she may be frustrated, but she is certainly not about to walk down the aisle any time soon.

In this scenario, she needs to set out a decision timeline. She needs to set out her expectations. She needs to set out exactly what they will gain by being married, and at the same time what he will lose if he doesn't take action.

It is the same in business. You need to make sure that you put forward a reason for the client to make a decision in an appropriate timeframe. Otherwise, there is no reason for them to prioritise you. Some examples of this may include:

- In the speaking industry, the client has to make a decision to lock in the date because otherwise the speaker may no longer be available.
- In the real estate industry, the buyer has to make a decision to offer now because if they wait for Saturday afternoon, after the open house, there may be a new buyer who is interested in offering as well. This will create competition and drive up the price.
- In the landscaping industry, the client has to make a decision to get started with the project now if they want to have their pool in by the summer holidays.

By the same token, make sure that, at the end of every communication, you begin putting into practice a habit that I call next steps. In the decision timeline, what do you want the next step in the process to be?

Tip

Here's how to get to next steps by email:

'The next step would be for me to meet all the decision makers face to face and present the proposal. Is there a time that all the decision makers come together and I would be able to meet them?'

Here's how to get to next steps by phone:

'After you've had a chance to read the proposal, the next step would be for us to meet again next week to look at moving forward. What time will suit you next week?'

To execute this most effectively, it is important to nail the client down for the next steps while you have them on the line and while their interest is still piqued.

4 Leave something in the chamber

Without underselling your product or service, can you get the client's attention in the written proposal, but leave some information out which is best presented face to face?

People frequently put their heart and soul into their proposal and then leave no other reason to actually meet the client face to face. The customer then has all the power and can very easily email and say, 'I have all the information. I will read through it and get back to you.'

What is unique about your product or service that would drive the *need* for a face-to-face meeting with all the decision makers? Is there something that you can leave up your sleeve that would be particularly compelling to your customer? For example, a salesperson may ask for a 30-minute meeting and explain that if the client will meet with them, there will be

something that can be *added* for them in the negotiation. This could be things like:

- free delivery
- extra services
- priority customer service
- benefits
- better price.

This will give you more power in closing. If you have additional information ready to pull out, you can use it at a critical point in the presentation or negotiation.

5 Cast off dead wood

It is important to back yourself to stick to the decision timeline deadlines. Let me ask you a question. How much time do you waste by chasing business that will never happen? Sometimes it takes nerves of steel, but it is important to maintain your value and credibility in the marketplace. There are times it is better to recognise are you better off chasing a new client than someone who is only going to waste your time.

I come across this at conferences where an organisation will say to me that their salespeople are great at having conversations, but are not getting the deals done. Remember, there is a big difference between a great conversationalist and a great salesperson! The great salespeople are good at recognising that long conversations or extended e-pong is simply going nowhere. There is a time and a place to cut the cord.

Chapter 1 summary

The new reality is that the majority of people would rather communicate via email, text message and social media than face to face. We all have the ability to communicate with more

people in less time than ever before. That has made the world an exciting, smaller place, and information accessible and virtually instant.

That being said, there is a growing frustration as customers are often playing a game of e-pong and hiding behind the e-wall. This means that while it is easier to get them the information, in some ways it is harder for you to get them to make a decision. I challenge you to make a conscious effort to workshop what needs to happen in your business to break the e-wall and create more direct communication opportunities which lead to greater results.

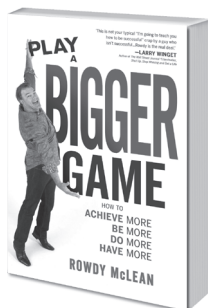
Quick questions

- Can you do a better job at finding out who all the decision makers are?
- Are you consistent at discovering preferred methods of communication with your customers?
- If so, is the client's preferred method also the most effective?
- Do you lay out a decision timeline with your customers and establish clear expectations?
- Are you in the habit of laying out Next Steps at every contact point in the decision cycle with your clients?
- Do you leave something in the chamber for face-to-face meetings? Do you leave clients with a reason to need to meet with you?
- Are some customers simply wasting your time? Are there clients in your business that are simply taking too much time for no reward?

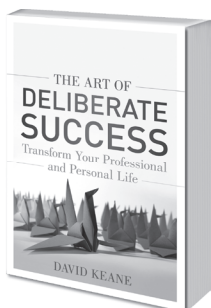
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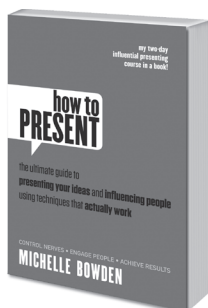
The One Thing
Creel Price



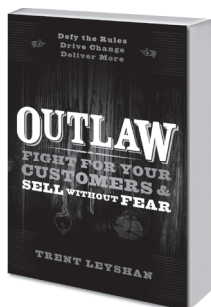
Play a Bigger Game
Rowdy McLean



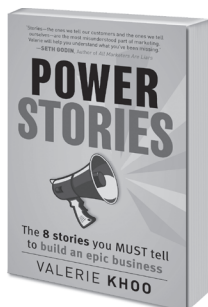
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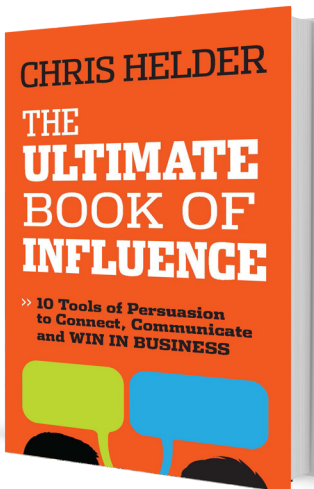
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The Book

Master the power of influence and persuasion to achieve more in work and life

For business leaders and managers, as well as those who work in sales, the power of influence can be a potent advantage. The ability to persuade others based on what you know about them is the first step to convincing someone to buy your product or buy into your business vision. In *The Ultimate Book of Influence*, author Chris Helder—a master of communication and one of Australia’s most sought after speakers on influence—shares ten essential tools that will enable you to influence others so you win the sale or seal the deal.

The Author

Chris Helder is a certified practitioner of Neuro-Linguistic Programming specialising in advanced communications and behavioural modelling. His global client list includes high-profile companies from the financial, technological, pharmaceutical, manufacturing and automotive industries. He regularly presents his high-impact presentations and workshops throughout the Asia-Pacific region, the US and Europe.

Visit www.chrishelder.com or follow on Twitter @HelderChris

What if you could magically increase your power to influence people? Imagine how it could increase your bottom line!

Better yet, what if you could influence yourself to achieve greater success? Imagine the impact that would have on your life and fortunes.

The Ultimate Book of Influence takes these ideas out of the realm of what-if and turns them into reality.

Chris Helder is a business communication genius and master storyteller whose workshops and presentations have radically transformed how thousands of people worldwide communicate with clients, customers, colleagues, staff and teams.

This book will give you the powerful tools to:

- understand what drives your team to boost results
- make stronger connections with customers and close more sales
- zero in on people's feelings, dreams and desires and appeal to them directly
- engage, inspire and motivate your staff to achieve more than they ever thought they could.

Whether you're a new manager looking for direction, an experienced leader looking to hone your skills or a sales professional looking for better ways to connect, *The Ultimate Book of Influence* is for you!

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