

A FIELD MANUAL FOR SALES LEADERS

PEOPLE TO PRODUCT

Connect the right person to the right product.



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THE CASE

Why this manual exists

Most sales teams have one or two people who can sell anything to anyone. Everybody else is guessing.

That is not a team. That is a dependency.

When results ride on a few gifted closers, every quarter is a gamble. The moment one of them leaves, has an off month, or gets promoted, the number falls apart.

People to Product fixes that. It is the system your team uses to connect the right person to the right product, the same way, every time, without you in the room.

This is not a manual on how you sell. You already know how to sell. This is a manual on how you install selling into a team, so the result does not depend on talent, mood, or luck.

Here is the law that built this whole system. You are paid more for what you get others to do than for what you do yourself. A leader who closes is worth one number. A leader who builds twenty closers is worth twenty. That is the only math that scales.

So read it as a leader. Teach it as a leader. Your job is not to be the best closer on the floor. Your job is to build a floor full of closers.

“

A great seller closes a deal. A great leader builds a team that closes without them.



THE FOUNDATION

The one idea everything rests on

People do not buy product. They buy what the product does for them.

Connecting people to product is the heartbeat of revenue. Every result you care about runs through it. New customers. Bigger orders. Repeat business. Referrals. Team confidence. All of it.

But here is the part most reps miss. The sale was never about the product. It was always about the person.

Make it about them. Not about you, not about the company, not about the catalog. Them.

When your team internalizes that one shift, everything else in this manual becomes easy.

Telling is not selling.



THE PHILOSOPHY

How Sellership sells

There is a kind of selling that pushes. It corners people, leans on fear, and treats a no as a wall to break through. It works often enough to survive. It also burns trust, burns reps, and burns the brand.

That is selling from scarcity. This deal is the only deal, so close it at any cost.

Sellership does not sell that way, and you do not let your team sell that way.

We sell from abundance. There is always another buyer, another deal, another month. That freedom changes everything. A rep who is not desperate can slow down, ask, listen, and actually serve the person in front of them. The serving is not a nicety. It is the strategy.

“

**Help enough people get what they want,
and you will get what you want.**

That is the whole engine. You do not earn by taking. You earn by adding more value to a person's life than anyone else is offering. Pressure subtracts. Service compounds.

Then there is the test that keeps a rep honest. Do you believe what you are selling is worth more than what you are asking for it? If yes, you can sell it with full conviction, and conviction is the most persuasive force there is. If no, the problem was never your closing. It was the offer, or your belief in it. Fix that first.

“

Love people. Use money. Never flip the two.

Teach your team the difference between persuasion and pressure. Persuasion shows people the truth about what already serves them. Pressure overrides what they want with what the rep needs. One builds a career. The other ends one.

And know this as the leader. Your team will sell the way you reward. Celebrate the pressure close and you will get pressure. Coach the service, protect the standard, and service becomes how your team sells.



THE SYSTEM

The Five Keys

People to Product runs on five keys. In order.

1**Help people get what they want****2****Know who you serve****3****Ask quality questions****4****Overcome objections**

Teach them in sequence. Coach them as a set. Almost every breakdown on your team traces back to a missing key.

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KEY ONE

Help people get what they want

People buy what they want, not what they need.

They will tell you they are being practical. They are not. The need gives them permission. The want makes the decision.

Your reps' job is to find both. Meet the need and you give the buyer logic. Meet the want and you give them the reason they were looking for all along.

And they buy it for their reasons, not yours. The feature that excites the rep is rarely the thing that moves the buyer. Stop pitching what you would buy. Find what they are buying.

Here is the rule that governs every purchase ever made:

THE LAW

People decide with emotion and justify with logic.

Every buyer carries emotional reasons to buy now and logical reasons to buy now. The emotion drives the decision. The logic defends it afterward, to themselves, to a spouse, to a boss.

Weak reps argue logic. Strong reps find the emotion first, then hand the buyer the logic to justify what they already wanted to do.

Coach your team to ask one question under every conversation: what does this

person actually want, beneath what they say they need?

COACH IT

Pull a recent deal in a team meeting. Ask the rep what the buyer **wanted**, not what they needed. If they cannot answer, you just found the gap.

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KEY TWO

Know who you serve

You cannot connect a person to a product
you have not diagnosed the person.

And you cannot diagnose a person you are busy judging. You will never get through to a buyer while you are quietly deciding they are cheap, or difficult, or wasting your time. Influence starts the moment you actually try to understand their world.

Before anyone on your team recommends anything, they should be able to answer five things about the buyer. The frame is **NWWAM**.

**Needs**

What problem does this person actually have to solve?

**Wants** WHERE THE SALE LIVES

What do they desire beyond the need? This is the emotional driver.

**Wounds**

Where does it hurt? Find the pain the buyer is living with, show them the relief, and you have a motivated buyer. To raise the want, raise the cost of staying stuck. What does it cost them to do nothing?

**Authority**

A**Authority**

Can this person actually make the decision, or are you selling to someone who has to go ask?

M**Money**

Do they have the money, or access to it? Desire without budget is a conversation, not a sale.

A rep who can fill in all five is in control of the conversation. A rep who skips them is pitching in the dark.

Then have every person on your team run a simple self-audit, often:

- ◆ Do I serve my customers, or sell to them?
- ◆ What is the experience a customer has when they buy from me?
- ◆ Am I creating that experience every time, or only when it is convenient?

THE LAW

Service is the posture. Revenue is the result.

Before any rep presents, make them say the buyer's NWWAM out loud. No diagnosis, no pitch.

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KEY THREE

Ask quality

questions

Questions are the focusing tools of the mind.

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Whatever you ask, you get an answer to. Ask weak questions, get weak answers. Ask sharp ones, and the buyer tells you exactly how to sell them.

This is the discipline most reps never build. They talk. They pitch. They feature-dump. Then they wonder why the buyer went quiet.

Teach your team one law and put it on the wall:

“

Never tell a customer something you can ask them.

Because here is the truth about persuasion:

If you say it, they doubt it. If they say it, it is fact.

When a rep states the value, the buyer braces. When the buyer states the value, the buyer believes it. Quality questions move the words from the rep's mouth into the buyer's, where they actually land.

Questions do something else too. They take the pressure off. A rep who is asking is not carrying the whole presentation on their back. The conversation becomes shared. And the simple act of asking, then listening, tells the buyer they matter.

So teach the team to listen the right way. Listen to validate, not to respond. Most people listen only for the gap where they can jump back in. A champion listens twice as much as they talk, and hears what the buyer actually said.

The test close

The most useful question your team can master is the test close.

A closing question asks for a decision. A test close asks for an opinion. It is far less threatening, and it tells the rep exactly where the buyer stands before anyone is on the spot.

Train these into reflex:

- turn these into reflex.
- ◆ In your opinion, do you feel this is a fit?
 - ◆ What are your thoughts so far?
 - ◆ Does that make sense?
 - ◆ Just suppose we handled that concern. In your opinion, would this work for you?

Then teach the discipline behind it.

THE LAW

ABTC. Always Be Test Closing.

Not closing hard. Closing early and often, with low-pressure opinion questions, so nobody is ever surprised at the end.

much they tell and how little they ask.

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KEY FOUR



Overcome

objections

Most reps lose the deal here. Not because they cannot handle objections, but because they attack them before they understand them.

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Most people in sales try to solve an objection before they understand it. That is what gives sales a bad name.

Slow down. People resent a rep who decides he knows their concern and rushes to crush a worry that was never really there. He answers the wrong thing, feels good about it, and walks into a close that was dead on arrival. The most

important skill in this whole key is to listen and actually hear the buyer out.

Because most of the time, an objection is not a wall. It is a request for more information. The buyer is asking you to keep going. If they truly did not care, they would have gone quiet and left.

So teach your team to separate two things that look alike.

A CONDITION

A real, valid reason not to buy. No budget at all. No authority. No fit. You do not overcome a condition. You respect it and move on.

AN OBJECTION

A request for more information dressed up as a no. That one you stay with.

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The five kinds of objection

Teach your team to sort every objection into one of five buckets:

01

Groundless

Based on no fact at all. Clear it up with information.

02

Unfounded

Verbal static. The buyer is testing you or brushing you off. Do not chase it.

03

Excuse

The most common, and the biggest time-waster. Nothing burns more time than solving an objection that was never real.

04

Sharp buyer

"I can get this cheaper somewhere else."
This is usually a buying signal in disguise. A good prospect.

05 · THIS ONE IS A GIFT

Sincere

A real concern. It tells you exactly what is in the way.

A rep who can name the type in real time stops wasting energy on static and starts solving what is real.

Handle it up front

The best time to handle an objection is before it shows up.

If you know the objection is coming, raise it yourself. Brag about it in advance. Kill the baby monster before it grows up. Do not feed it by waiting and letting it become the buyer's whole focus.

Most objections are not facts anyway. They are Fear, Uncertainty, and Doubt.

Pluck the FUD® before it takes root, and half your objections never get spoken.

Align, then redirect

When a real objection comes, the move is never to argue. It is to align, then redirect. Three aligning phrases let your reps disagree without being disagreeable:

I appreciate that, **and...**

I respect that, **and...**

I agree, **and...**

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Notice the word. **And**, never **but**. But erases everything in front of it. And keeps the buyer on your side.

Then the most powerful redirect in selling:

THE REDIRECT

"That is exactly why..."

The objection becomes the reason to move forward. "I am not sure I have the time for this." "That is exactly why this matters, because it gives you time back."

And teach the oldest reliable structure for a sincere concern.

FEEL

I understand how you feel.

FELT

Others felt the same.

FOUND

Here is what they found.

One reframe to give every rep

A no is not always a no. Sometimes it means "I don't know."
Sometimes it means "not yet."

And buyers who end up buying tend to object more, not less. Objections are not

the enemy. Silence is. An objection means they are still in the room.

COACH IT

Run live objection drills weekly. Pick the three your team hears most and rehearse align-and-redirect until it is reflex, not improvisation.

Help people decide

The whole system points here. Not to a hard close. To a decision.

A decision based on what they want, not what the rep wants to sell.

If your team ran the first four keys well, this one is short. They know what the buyer wants. They asked the questions. They cleared the real objections. The

decision is the natural next step, not a fight.

Help them take it. A closing question is just a decision-making question, asked cleanly, once the buyer is ready.

The reps who struggle here almost always skipped a key. They never found the want. They told instead of asked. They argued an objection they did not understand. Trace the breakdown back, fix the missing key, and the close takes care of itself.

“

You do not close people. You help people decide.

How to install this in your team

Reading this once changes nothing. Installed correctly, it changes your numbers permanently. Here is how a leader puts People to Product into the floor.

1

Teach one key at a time.

Do not dump all five in a single meeting. Take one a week. Let it sink in and show up in real conversations before you add the next.

2

Role-play the hard parts.

Especially objections. Run the ones your team hears every week. "I don't have the time." "I don't have the budget." "I need to think about it." "I can get this cheaper elsewhere." Have reps practice until the response is reflex, not improvisation.

3

Listen on live calls.

You cannot coach what you do not hear. Sit in. Note which key broke down. Coach the key, not the rep.

4

Debrief the losses.

Have reps respectfully follow up with one buyer who said no, in the spirit of learning, not selling. Ask what got in the way. The answer is almost always a missing key. That is gold for the whole team.

5

Make it the standard, not the suggestion.

What you tolerate becomes your culture. If People to Product is optional, it will not exist. If it is simply the way your team sells, it compounds.

Remember the multiplier. The point is not to run this system yourself. The point is to build reps who run it without you, then leaders who teach it to the next team. That is how one good quarter becomes a durable machine.

“

Recruiting never stops. Training never ends.

The five keys, on one page

1

Help people get what they want

They buy wants and justify with needs. They buy for their reasons, not yours. Emotion decides, logic defends.

2

Know who you serve

NWWAM. Needs, Wants, Wounds, Authority, Money. You cannot influence what you are judging.

3

Ask quality questions

Never tell what you can ask. If they say it, it is fact. Listen to validate, not to respond. Always be test closing.

4

Overcome objections

A condition is real. An objection is a request for more information. Name the type. Handle it up front. Align and redirect. "That is exactly why."

5

Help people decide

Based on what they want. The close is the result of the first four keys, not a separate fight.

And under all five, the Sellership way: serve from abundance, never pressure from scarcity. Sell only what you believe is worth more than its price. Help people get what they want, and you will get what you want.

Make it a great day.



KEEP GOING

Take the next step at Sellership University

Build the team that runs this system without you. On-demand training, the masterclass, and the full Sellership System®.

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