Chapter 3 - The Fearbreakers: Eel in the Deal

There is an eel in every deal. An eel is someone who is against doing your deal - either now, ever, or at the size that you have proposed. It is important to understand their reasons in order to set your strategy on how to address their threat.

Protecting Status Quo

Symptoms

- Ask many small detail questions
- Reference past non-relevant implementation failures
- Advocate smaller bites
- Advocate longer onboarding cycles

Solutions

- Summarize/group questions to provide answers
- Reference transition map and case studies of transition success
- Set minimum size initial implementation for valuable measurable results
- Reference safety of transition maps

Symptoms

- Delay decision date or extend current provider contract
- Reduce priority of changing
- Increase anticipated friction cost of change

Solutions

- Demonstrate ease of transition map and speed of fi rst realized benefit
- Show gross and net impact of profit if possible
- Provide clear friction cost calculator (value threshold)

Lower Influence



Higher Influence

Symptoms

- Challenge your true understanding of unique business or culture
- Recruit larger numbers of disbelievers
- Focus on similarity to past successful implementations of other initiatives
- Credentialize competitor with your own or your colleagues' past experience

Solutions

- Demonstrate understanding through use of language and referent endorsements
- Work through 360 degree sessions of assessment to uncover and address issues
- Compose similar successful implementations 1:1
- References

Symptoms

- Avoid/delay Meetings
- "See more" questions on key benefits of competitor (land mines)
- Disagree with or challenge case studies
- Repeatedly change buying criteria

Solutions

- Work through agenda, have meetings with decision makers, and send notes
- Identify out of scope questions and separate within scope and answer in addendum
- Break case studies into the 3-5 demonstrated capabilities illustrated
- Establish buying criteria and review at each meeting

Protecting Alternative Solution



THE SECRET TO BIG SALES

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Identify which quadrant your Eel is in and the actions you're going to take to solve the problem.

Quadrant:

Actions: