



# UNIT 8

## Building Relations for Success in Business

### Learning Outcomes

**By the end of this unit the learner will be able to:**

- ✓ Discover the benefits of developing a support network of connections.
- ✓ Understand how building relationships can help you develop your business base.
- ✓ Learn how to apply communication techniques to build your network.
- ✓ Learn how to apply communication techniques to build your network.
- ✓ Identify the key elements in strong working relationships, and how you might put more of these elements in your working relationships.
- ✓ Recognize the key interpersonal skills and practice using them.



## Unit 8

### Building Relationships for Success in Sales Focusing on Your Customer

There was a time where sales efforts focused on getting as much product or service sold as possible. We worked with sales quotas based on monthly, quarterly, and annual numbers. If you approached a used car lot, you might have dreaded it because you knew the salesperson would be selling hard, and perhaps it's not an approach that you appreciate. While that hard sale kind of practice is still used today, it has for the most part become very unpopular with our customers. They tell us that when sales are about being pushy, upselling, and designed to convince people to buy things they may not need, they do not want to buy from us. Instead, those **hard selling practices** are being replaced by a focus on what the customer needs.

We **can figure out what our customers need** by exploring what their challenges are and how we can help to minimize those challenges. When we take a real interest in our customers we develop relationships with them that ultimately help us to sell more. When customers have a choice about who to buy from, they shop with companies that they like, that they have positive feelings about, and that they know will help them with a problem. While you may not like each of your customers personally, it's important that your attitude reflects that you enjoy your work, and being able to help your customers.

There are several terms in current usage for this type of selling, but most often you will hear **Customer Focused Sales**, or **Consultative Selling**. While the titles sound simple, it takes consistent work and skill development to be effective and to generate sales no matter how we do it, and these relationship models make a big difference in your results.

A customer focus should be applied at each sales opportunity that you have, including telephone calls, appointments, presentations, and each conversation throughout the process. Depending on what you sell and the complexity of the buyer's decision, the process can be very brief (a phone call or visit to your front counter, for example), or it can take several months.

**Think of your own company, as well as companies in your area. Can you name some examples of older style sales?**

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Can you name some companies who are successfully using a customer focused or consultative approach?

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What do you love about sales?

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### Understanding Effort vs. Results

It's helpful if we consider our attitude and the way we approach our work as we consider our business relationships. As outlined in the diagram below, the efforts we make and the results that we get are related.

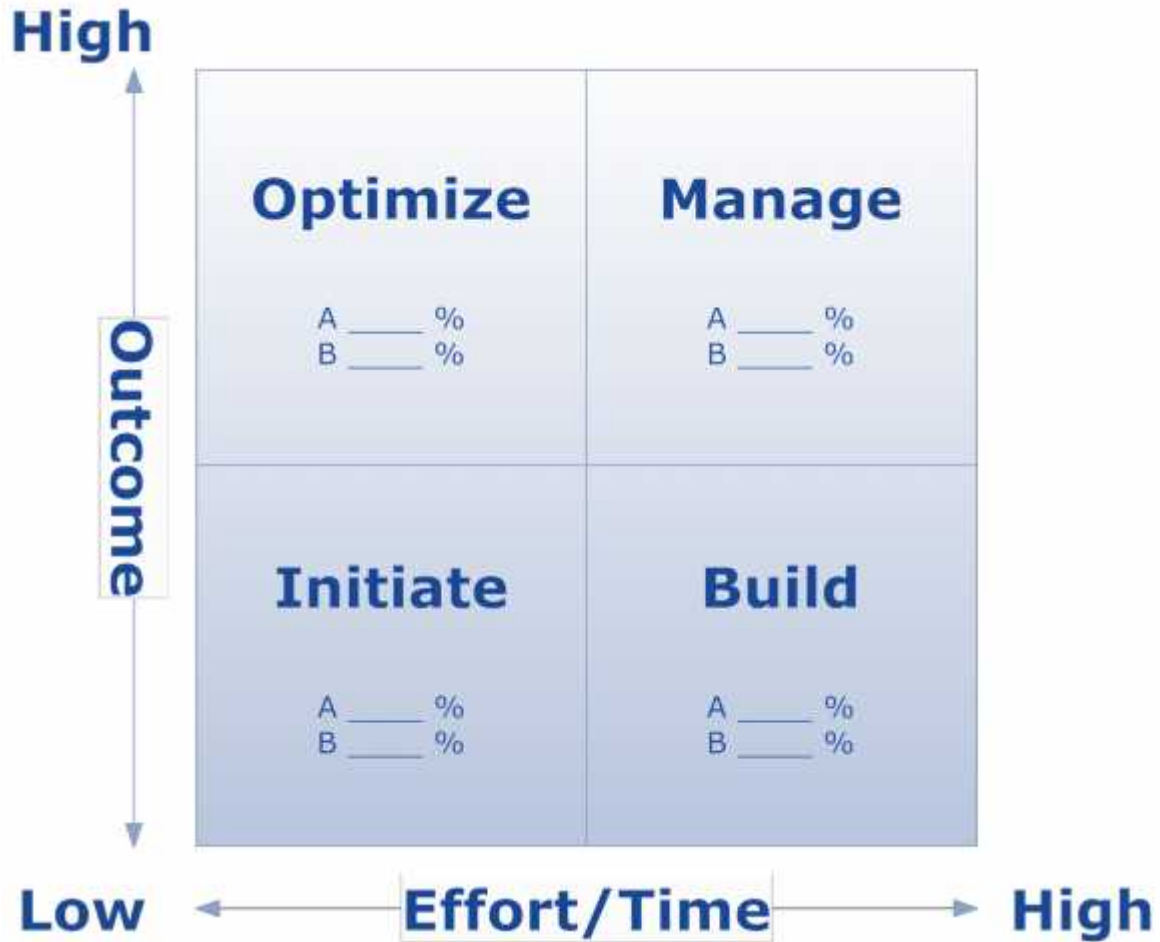


The quadrants defined by the matrix are:

- 📌 **Initiate:** Find new opportunities
- 📌 **Build:** Convert those opportunities into clients by building trust
- 📌 **Manage:** Manage the relationship and focus on serving your customers by offering solutions
- 📌 **Optimize:** Grow the relationship with consistent results and problem solving

**Activity**

Based on your work today, what percentage of your time do you spend in each category? Write the percentage on the lines marked A in each of the quadrants.



Consider your sales goals for the next 3-6 months. In order to reach your goals, what is the ideal amount of time to devote to each category? Write those percentages beside the B in each category.

Are you spending the same percentage of time according to your A and B ratings? What kind of changes would improve your results?

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**Manage**

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**Optimize**

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**What Influences People in Forming Relationships?**

**Influences at Work**

When it comes to relationships, the better you are at connecting with people, the better your quality of life becomes. While connecting with people brings tremendous rewards, it is hard work too.

Here are some of the influences at work when we connect with others.

**Appearance**

Whether we like it or not, physical attractiveness plays a role in helping us form favorable first impressions of another person. Physical attractiveness is very subjective, and varies from one culture to



another, but there are some standards we can count on. Generally, taller people are seen as more competent. People who look approachable are more attractive and more positive. This means that you have to pay attention to how you look in your role as a professional salesperson.

### **Similarity**

Individuals are drawn to one another when they share common interests or goals. Common ground is just that: finding some areas of similarity with another person. People who love sports tend to talk about their favorite games together, just as people with children or pets talk about their latest adventures with them. Finding common ground can be an important part of relationship building.

### **Complementarity**

People may be attracted to others who fulfill a particular need at a particular time in their lives. If you know their needs and you can fulfill these needs, with your own talents or with your products or services, it is easier to create an interest in what you offer.

### **Reciprocity**

This relates to our tendency to repay others in kind for what they have given us. It often comes as some kind of obligation. Some examples include inviting people to parties after they have invited us, buying a gift for someone who buys us one, or sending holiday cards in return for those sent to us.

#### **How can we make reciprocity work for us?**

- Ñ We can be generous, giving our time or our talents to others.
- Ñ We can do good turns for others without expecting payment of any kind.
- Ñ We can treat others with kindness and respect, just as we would like to be treated.

### **Competence**

People can be influenced by the knowledge and skill that people bring to a situation. Certainly, it is important to be seen as knowing what you are doing. Testimonials from others who have used your services can provide proof of your competence.

#### **How can we become more competent?**

- Ñ Find an area of sales that you excel in, and become even better.
- Ñ Practice, read books, and learn about your field.
- Ñ Become an expert in a particular area.
- Ñ Collect testimonials.
- Ñ When people say nice things, ask if they'd put them on paper. This isn't the same thing as bragging (something most of us find obnoxious).

### **Proximity**

The sheer chance of physical location determines to a large degree those with whom we do business. On



the whole, proximity allows us to gather more information about others and to benefit from a relationship with them. How can this work in your favor?

According to research, we are more apt to form relationships with people who live in our community, our city, our province, or our state. This is good news in one way. We don't have to conquer new territories. We can build strong relationships right on our own hometurf.

However, with the advent of the Internet, we do have access to, and virtual proximity to, a far greater geographical region than ever before.

**Exchange**

In differentiating exchange from reciprocity, a person must determine whether working with another is a good deal or a wasted effort. It suggests that we seek people who can give us personal rewards equal to or greater than the costs we face in dealing with them. In economics, this is called the **exchange theory**.

**Can you think of an example of the exchange theory in your selling experience?**

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One example might be, all other things being equal, that you wouldn't incur a \$1000 travel cost to get \$500 worth of business. Getting sales training is only rewarding if we can use that knowledge to bring in more dollars than you paid out in training.

These components of interpersonal attraction influence us in our social as well as our professional lives. Most people do not have a choice when it comes to the people they work with (although these determinants often determine the degree to which they appreciate and nurture those relationships), so they may choose to exercise these factors to a greater extent when they feel they are in the driver's seat, as a buyer.

**Building Customer Connections**

**Where do you live?**

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**When is your birthday?**

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**Where were you born?**

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**If you have a significant other, what does he/she do?**

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**Where else have you lived?**

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**Where did you go to high school?**

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**Where did you go to college/university?**

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**Do you have any personal hobbies?**

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**What is your favorite vacation spot?**

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**What is your favorite meal?**

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Do you play golf?

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What is the best movie you have seen lately?

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## Disclosure

**Disclosure** is the degree to which we are willing to be authentic with others and share appropriate information about ourselves. The idea here is that the more authentic we are, the stronger our relationships will be.

There are two significant ways of becoming more self-aware. The first involves listening to yourself to understand what causes your reactions or feelings and to look at how you react. We have a tendency to ignore our reactions to people and the world around us, but we can make our feelings and reactions more conscious if we raise our awareness and work on these things.

The second way to become more aware is to ask for feedback from other people about how they see you and how they react to your behavior.

To further our understanding, we'll use the **Johari Window** concept, which was developed by Joe Luft and Harry Ingham.

	Known to Others	Not Known to Others
Known to Oneself	<p style="text-align: center;"><b>Open</b></p> <p style="text-align: center;"><b>1</b></p>	<p style="text-align: center;"><b>Partially Open</b></p> <p style="text-align: center;"><b>2</b></p>
Not Known to Oneself	<p style="text-align: center;"><b>Partially Open</b></p> <p style="text-align: center;"><b>3</b></p>	<p style="text-align: center;"><b>Hidden</b></p> <p style="text-align: center;"><b>4</b></p>

When we raise our self-awareness and we get brave and ask feedback of others, it can help us become more authentic in how we communicate and interact with people.

The window illustrates the point that there are certain things you know about yourself and certain things that you don't know. Similarly, there are certain things others know about you (that you may or may not know) and then there are things that don't know.

One assumption of the Johari Window is that it takes energy to hide information from yourself and others, and that the more information is out in the open, the better and clearer communication will be.

Building a relationship often involves working to expand your open/free or "known to self and others" window, while decreasing your blind and hidden areas. As you become more self-disclosing, you reduce your hidden area, and give other people more information to work with, thus reducing your blind area.

As you encourage others to be more self-disclosing with you, your blind area is further reduced. As you reduce your blind area you increase self-awareness and this helps you to be even more self-disclosing with others.

## How to Win Friends and Influence People

### About Dale Carnegie

One extremely successful book that has been sold and translated around the world is Dale Carnegie's *How to Win Friends and Influence People*. He first wrote the book in 1936, and after many reprints it was re-issued again by his family in 1998. It's a classic that has stood the test of time because people relate to the principles discussed and easily see their value.

Carnegie was born in 1888 and died in 1955. He worked as a salesman and recognized a need for people to become better public speakers. He developed a system for teaching public speaking which still exists today. He also strongly believed in a theory called **responsibility assumption** that describes how your actions are responsible for what you get in life.

Let's go back and revisit some of Carnegie's basic principles, since he touches directly on how we connect with people. Self-awareness is the first step towards understanding yourself and making a choice as to whether you wish to change certain current patterns of behavior to more productive ones.



**Small Group Exercise**

**Talk to people about the things they are interested in.**

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**Try to see things from their point of view.**

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**Genuinely like other people.**

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## Communication Skills for Relationship Selling

### Listening Exercise

The two most basic elements of good communication are listening to others and asking questions. The physical process of **hearing**, where sound enters your eardrum and is registered in your brain, is not the same as listening. **Listening** is more of an attitude, a desire to understand what is being communicated. It is an essential communication skill.

Many of us don't listen very well, and we fake it a lot of the time. We pretend we are listening when we really aren't, and that can create a whole lot of trouble with other people.

### Active Listening

**Active listening** means that we try to understand things from the speaker's point of view. It includes letting the speaker know that we are listening and that we have understood what was said. This is not the same as **hearing**, which is a physical process, where sound enters the eardrum and messages are passed to the brain. Active listening can be described as an attitude that leads to listening for shared understanding.

When we make a decision to listen for total meaning, we listen for the content of what is being said as well as the attitude behind what is being said (is the speaker happy, angry, excited, sad, etc.).

### Responding to Feelings

The content (the words spoken) is one thing, but the way that people feel really gives full value to the message. Responding to the speaker's feelings adds an extra dimension of listening. Are they disgusted and angry or in love and excited? Perhaps they are ambivalent! These are all feelings that you can reply to in your part of the conversation.

### Reading Cues

Really listening means that we are also very conscious of the non-verbal aspects of the conversation.

- Ñ What are the speaker's facial expressions, hand gestures, and posture telling us?
- Ñ Is their voice loud or shaky?
- Ñ Are they stressing certain points?
- Ñ Are they mumbling or having difficulty finding the words they want to say?

### Demonstration Cues

When you are listening to someone, these techniques will show a speaker that you are paying attention, providing you are not acting them out.

**Physical indicators** include making eye contact, nodding your head from time to time, and leaning into the conversation.

You can also give **verbal cues** or use phrases such as “Uh-huh,” “Go on,” “Really!” and “Then what?”

You can use **questions** for clarification or **summarizing statements**. Examples:

- Ñ “Do you mean they were charging \$4.00 for just a cup of coffee?”
- Ñ “So after you got a cab, got to the store, and found the right sales clerk, what happened then?”

### Tips for Becoming a Better Listener

- Ñ **Make a decision to listen.** Close your mind to clutter and noise and look at the person speaking with you. Give them your undivided attention.
- Ñ **Don’t interrupt** people. Make it a habit to let them finish what they are saying. Respect that they have thoughts they are processing and speaking about, and wait to ask questions or make comments when they have finished.
- Ñ Keep your **eyes** focused on the speaker and your **ears** tuned to their voice. Don’t let your eyes wander around the room, just in case your attention doestoo.
- Ñ Carry a **notebook** or start a conversation file on your computer. Write down all the discussions that you have in a day. Capture the subject, who spoke more (were you listening or doing a lot of the talking?), what you learned in the discussion, as well as the who, what, when, where, why, and how aspects of it. Once you have conducted this exercise 8-10 times, you will be able to see what level your listening skills are currently at.
- Ñ Ask a few **questions** throughout the conversation. When you ask, people will know that you are listening to them, and that you are interested in what they have to say. Your ability to summarize and paraphrase will also demonstrate that you heard them.
- Ñ When you demonstrate good listening skills, they tend to be **infectious**. If you want people to communicate well at work, you have to set a high example.

### Asking Questions

We spend a lot of our lives asking and answering questions, but we aren’t always aware of how we ask questions. Open questions in particular often give us difficulty, which is unfortunate since they are the most important ones for us to become skilled at using.

**Closed questions** can be answered with a single word or two or a simple yes or no. They can begin the closing process in a conversation, or provide confirmation of a detail, but they don’t usually lead to gathering more information. Where most people need more practice is asking the **open question**, those where the listener is given a chance to explain, to tell how they feel about an issue, or offer suggestions.



Open questions give us more information because:

- Ñ They encourage other people to talk
- Ñ We get opinions and ideas from others
- Ñ They can help us determine if people have interpreted what we say correctly
- Ñ They can help us arrive at consensus much more readily

Good open questions include:

- Ñ “What is your opinion?”
- Ñ “How do you think we should solve the problem?”
- Ñ “What would you do in my shoes?”
- Ñ “Tell me more about...”

Note: Be very careful about “**why**” questions. All too often these questions sound like accusations, and the listener immediately becomes defensive.

It is **easier to build relationships** with potential customers if we become skilled at asking questions that give us more information about that person and their wants and needs. The questions help us find common ground with someone, show the person we are interested in them, and we put the emphasis on them rather than us.

Good **customer-focused questions** can include:

- Ñ What do you think we can do about this?
- Ñ What would you like me to stop doing?
- Ñ Would it be helpful if I...?
- Ñ Supposing we were to...?
- Ñ Help me understand where you’re coming from?
- Ñ Let’s set a time when we can talk about the changes we’re prepared to make.
- Ñ I’m prepared to... Would that ease the situation?

**Write down the names of three people that you consider good listeners.**

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## Non-Verbal Messages

Non-verbal messages can be far more important than the words we say. The way we stand, what we do with our hands, the sound of our voice, the way we walk, and the expressions on our face can support, enhance, and even contradict what we say.

In our fast-paced world, we don't have time to get more than a quick snapshot of how a person looks before we make up our mind about them. They are making up their mind about us at the same time, so it is essential that our non-verbal messages are consistent with what we say verbally.

### When we meet, what should we be watching for?

- Ñ Rejection of our comments (for example, the person physically moves further from us by sitting back in their chair or slouching in their seat)
- Ñ Anger on the face and in their posture
- Ñ Lack of understanding or comprehension (such as furrowed brows, pursed lips)

### What are some other non-verbal signals we must be careful not to communicate?

- Ñ Boredom
- Ñ Anger (our own flushed face, or the way we put things on our desk will all convey our own mood)
- Ñ Arrogance

The face and the eyes are the most expressive means of non-verbal communication. Additional positive or negative messages are sent by your gestures, posture, and the space between you and the other person.

Positive body language is important to encourage conversation and support your positive intent in meeting with the other person. When we don't pay attention to our non-verbal signals, we often send mixed or confusing messages to people. Get control of your image by working on your non-verbal language.

## Managing Your Messages

**What are some things that we need to consider about the following aspects of our body language?**

### Facial Expression

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**Smiling**

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**Eye Contact**

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**Body Language**

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**Voice**

Your attitude is projected through your voice as well as your body language. Make sure your body language and voice always says, “I’m here to help as best I can.”

When your voice is annoyed, impatient, or condescending, the other person may become angered or angrier. Speak with a calm, firm, caring, soothing tone. Your communications will be more relaxed, more pleasant, and better understood.

The speed and rhythm of your speech is important as well. Clear communication includes appropriate pauses and inflections to support the words.

**Qualities of a Good Voice**

- Ñ Awake and interested
- Ñ A smile in your voice

- Ñ Straightforward language, without jargon
- Ñ Glad the person called or visited
- Ñ Easy to understand with moderate volume and rate
- Ñ Well-modulated, varied tone

## Managing the Mingling

The underlying principle of networking is that people prefer to do business with, to hire, or to buy from, people they know.

Networking can not only help you get what you want; it can also add immeasurably to your polish and sophistication. Attending meetings of business organizations or community groups and getting to know new people gives you greater self-confidence, builds your people skills, and offers you opportunities to interact with successful business people. Networking exposes you to new ideas and helps you keep current on what is going on around you.

It's important to flex your networking muscles as much as possible. Many people network only when they are looking for a job or when they first get into sales. The trick is to network constantly and to keep your contacts current, so they will be there for you whenever you need them.

Two things to get right include:

- Ñ Remembering names
- Ñ Your handshake

## The Handshake

### The Professional Handshake

During the important first few minutes of a new relationship, a handshake is usually the only body contact between two people. It can communicate warmth, a genuine concern for the other person, and an image of either strength or gentleness. It can also communicate indifference and weakness. Developing a professional handshake is perhaps one of the most valuable business skills you can ever cultivate.

The message you communicate with your handshake is determined by five factors.

### Degree of Firmness

Your grip should be firm, rather than weak. However, you don't want your handshake to be painful to the other person. Consideration is appreciated. Be especially considerate if you are shaking hands with



someone in a receiving line who has many more hands to shake, someone who is wearing a lot of rings, or someone who is obviously elderly and perhaps fragile.

### **Dryness of Hand**

We all prefer to shake a hand that is dry. While you typically don't want to obviously dry your hands before greeting someone, this is perfectly acceptable if you have been holding a cold glass. Similarly, if you are at the buffet table and have been eating, it is expected that you would wipe your hand on your napkin before extending it to be shaken.

### **Depth of Grip**

A handshake is palm to palm. Generally you will place your hand so that the web between your thumb and forefinger meets the web of the other person's hand, briefly. Your hand remains perpendicular. If your palm is facing up, this may be construed as a sign of submissiveness. Similarly, if your palm is on top, it can be seen as a sign of aggressiveness.

### **Duration of Grip**

The perfect handshake is about 3 seconds. You can gently pump once or twice but this is not necessary. Then pull back your hand, even if you are still talking.

### **Eye Contact**

While this will vary from culture to culture, in North America we expect the person shaking our hand to make eye contact with us.

### **Tips for Success**

Have something to say as you shake hands, if possible. It doesn't require anything witty. It may even be the old stand-by, "Pleased to meet you." However, these few words set the stage for some small talk that can be the beginning of a new business relationship.

Grasping the top of the other person's hand with your other hand, so that their hand is enveloped in yours, may very well signal warmth and affection. However, this may be seen as patronizing and too familiar for an introductory handshake. Save this handshake for a meeting with an old friend.

### **Business Card Etiquette**

Don't leave home without your cards. However, **don't hand out your business card to everyone you know**, as if you are spreading the wonder of who you are. First, see if people need or want your card. Handing out your cards like chewing gum makes you seem like a pushy salesperson – not the image you want to project.



Make sure your business cards are clean and in **good condition**. They are a part of your business image. A business card that is dirty or curled at the edges leaves a poor first impression. Use a business card case to keep your cards clean and fresh.

When your cards are **damaged or out of date**, print new ones. If you start crossing out information on a card and write new information on top of it, it makes it difficult to read and looks messy. Business cards are part of your image. Make sure yours are well designed and up to date.

**When you receive a card**, take a moment to look at it. Make a positive comment about some aspect of the card: the logo, the company name, or business location. This shows respect for the other person, and demonstrates your interest in them. As well, this is an excellent way for you to find out more about them, such as their job title. It also helps you remember their name, or reminds you of their name in case you forgot – a very common occurrence.

If someone hands you a card that you don't want, **don't refuse** to take it. Accept it, look at it, and put it in a pocket. Throw it out later.

After you've looked at the card, place it carefully in a card case, or in a front pocket – not a back pocket. Treat the card with **respect**. This includes being careful about writing on people's cards. Although this may seem contrary to current thoughts on networking, in many cultures (specifically Asia), a business card is part of the overall persona, and should be treated with respect. People spend time and money designing a professional card and may not appreciate you writing across it. If you need to record information, write on the back, not the front. Ask first, "Do you mind if I write on your card?"

### **Handy Hands**

Stand up and move about the room, shaking hands with several of your colleagues. Candidly evaluate the other's handshake by using a 1 through 5 rating scale, based on the five factors listed above. (1 indicates a very ineffective handshake, while 5 is a very effective handshake.)

Tell the other people your reason for giving them the scores you did, and listen as they explain the score they gave your handshake. After each evaluation, before shaking hands with the next person, attempt to correct any deficiencies the others have pointed out to you. Keep practicing until a comfortable, confident handshake has become second nature to you.

### **Small Talk**

Small talk has a bad reputation. Sometimes we think of it as the poor cousin to a "real" conversation, and in certain cultures it is not valued at all. However, without small talk, many of us will never get to those







### What Doesn't Work?

- Ñ Don't attempt to make a derogatory remark under the guise of humor (that's sarcasm).
- Ñ Don't try to shock. Some people are hard to shock anyway, and others may be shocked in a very negative way, so it just isn't worth the risk.
- Ñ Lengthy emotional debates will not contribute to the gathering. Death, politics, religion, illness, and children usually head the list of subjects to be avoided. There are, of course, exceptions to every rule, such as when you must express your condolences to someone when someone has been ill or have somebody they care for who is ill.

### Exit Lines

No matter how seriously you try, not all conversations can be made into engaging discussions. Eventually even good conversations may come to an end. Tell the other person how much you have enjoyed speaking with them and go on to meet other people.

### What are some exit lines that let you bring a conversation to a close?

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## Networking

### Organizing Your Network

Once you start meeting people, you should organize your network.

- Ñ List the people you want to contact over the next three months.
- Ñ Consider how much time and money you have available to devote to networking.
- Ñ If you don't have business cards, get some!
- Ñ If you collect a card, note the date you met, where, and at what event. Enter them into your database if you have one.
- Ñ Do you need to do any follow-up? If so, put the details into your calendar.
- Ñ Create a networking notebook. This can be a handwritten file or a computer document. Keep track of those contacts you want to cultivate.

## Networking Tips

Sometimes when we enter a room full of strangers, we look around and everybody is already talking. What do we do besides stand there and look foolish? How do you get the conversation going?

- Ñ Set a reasonable **goal** for the number of new people to talk with each day...and do it!
- Ñ At gatherings, **limit the time** you spend with friends and people you already know. They will probably want to network too.
- Ñ Prepare and rehearse a brief **description** of who you are and what you do, something that takes only three seconds to say. What is your message?
- Ñ Exchange **business cards** with everyone who is appropriate and interested. If you don't have business cards and your role is to be out networking, then you need to get some cards so potential customers can reach you. If you go to networking events where people don't have cards (which would be rare, but possible), have a notebook or PDA handy to collect their details, and at least get the name of their company, and if possible, their telephone number.
- Ñ **Use your time effectively** if you are in transit or lining up for meals at a business or social event. It is smart to network at training or organizational sessions, and some of our most interesting networking is done at meals or in hallways.
- Ñ If you have a **name tag**, wear it on the upper left side of your chest. This makes it easier to read when you are shaking hands, and that part of your clothing doesn't wrinkle when you reach across to grasp someone's hand.

Keep Wayne Dyer's words in mind: networking is about developing relationships, and out of those relationships can come the things you want in life. Networking means sending what we have and what we know out into the system and having it reciprocated continually through the network.

Business authority Marilyn Moats advises that, "Networking is just another way of organizing your luck. Who you meet today may very well determine where you are tomorrow."

## Case Study

John Rose owns a small printing plant in town. He believes that the big tourism attraction on the outskirts of town must have some printing needs he could meet. One day, on the way back from delivering an order to a client, he stopped in at the administration office and asked who made the decisions about print advertising. When they told him it was Jane Collins, he asked where her office was located and immediately marched back to talk with her.

He knocked at the door, but he could see she was busy and didn't look up so he went on in and introduced himself. She looked up like she was a little annoyed at being interrupted, and looked at her watch. He decided he'd better hurry and tell her as much information as he could, without delay. He told her about what he could do to help her—brochures, newsletters, site maps, place mats for the dining room—and how quickly they could get them printed, as well as the quantities he thought she would need and what that would cost her. He especially emphasized what a great deal he was giving her.



He handed her his card and told her to call him if she ever changed her mind. He left the building feeling he had been snubbed and mentally wrote her off his list of possible clients.

**Discussion Questions**

**What do you think John might have done differently?**

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**If you were giving John some friendly advice, what might you suggest he do now?**

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**Further Reading:**

- ✓ *Berkley, Susan. Speak to Influence. Campbell Hall Press, 2004.*
- ✓ *Blake, Joanne. No More Cold Calling . Business Plus, 2007.*
- ✓ *Carnegie, Dale. How to Win Friends and Influence People. Pocket Books, 1998 (Reprint).*