The MasterStream® Method

Program Reinforcement System

Objective

The goal of the Program Reinforcement System is to help integrate the concepts and skills of the MasterStream® Method into an Explorer's daily sales efforts.

Participants

"Certified MasterStream® Facilitators" are select sales training and sales management professionals who have been trained and are responsible for presenting the Discovery Sessions and Application Sessions.

"Primary Guides" are select sales management professionals who have been trained and are responsible for providing Performance Coaching Sessions.

"Field Guides" are select sales management professionals who have been trained and are responsible for conducting Drill Sessions, Rehearsal Sessions and RealPlay Sessions.

"Explorers" are students of the MasterStream® Method.

The System

The MasterStream® Method is taught and reinforced through a specially developed system. The system involves five specific techniques: Dialectic, Scriptorium, Rapid Drill, Rehearsal & Realplay.

The Dialectic Technique

The Dialectic Technique focuses on leading Explorers on the "Path of Self-Discovery." This is achieved by structuring a line of questions in such a way that as the Explorer answers each question, the next answer becomes self-evident. Through this technique, the Explorers progressively discover for themselves the logic and validity of the concepts being guided.

The Dialectic Technique is based on the Socratic Method of Philosophical Inquiry, which focuses on a four part questioning approach:

Q — Question — Initiate the discovery process by presenting any foundation information and asking a question.

O — Observe — Observe the response of the Explorer. Observe with your ears as well as your eyes. Notice whether or not they understood the question in addition to the answer the Explorer provided.

U — Utilize — Utilize your observation to formulate a clearer and more focused question.

Q — Question — Ask another question

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Types of Questions —

There are several types of questions that are useful. Use a variety of questions in order to stimulate the Explorers' creativity.

Short Answer —

"At what level of tension will someone take immediate action?"

Multiple Choice —

"Would you describe the decision making abilities of someone in Power as reactive, proactive or inactive?"

Essay —

"In what ways could anger prompt someone to change?"

Fill In the Blanks —

"As tension goes _____, honesty increases."

Complete the Statement —

"Pay attention to …"

For example, if a Guide wishes an Explorer to discover that there is no productivity in the absence of tension:

Guide	*"Tension is defined as the level of physical, emotional and/or intellectual activity an individual is experiencing at any given moment in time. How would you describe someone who is experiencing zero physical, zero emotional and zero intellectual activity?"*
Explorer	*"Dead."*
Guide	*"When someone is dead, how productive can they be?"*
Explorer	*"Not at all."*
Guide	*"So in the absence of tension, what can you tell me about productivity?"*
Explorer	*"In the absence of tension, there is no productivity."*

The technique requires practice and a strong commitment to using it — but your effort will repay you in many ways: more Explorer involvement, accelerated learning, maximized retention and a much more interesting and entertaining experience for everyone involved — including the Guide.

Whenever even remotely possible, it is the responsibility of the Guide to structure all training and coaching activities in such a way that the Explorers themselves are responsible for all discoveries made. Let the Explorers be the stars!

The Scriptorium Technique

The Scriptorium Technique is designed to help Explorers develop, refine and formalize the content of the full spectrum of prospect interactions.

Performing a Tension Analysis — This exercise helps Explorers understand tension management by examining existing sales collateral materials with a critical eye on tension flow.

Developing Asset Lists — Several steps of the Protocol have myriad possibilities in the range of suitable things to say. Asset lists are collections of those possibilities.

Planning the Sales Call — This exercise helps Explorers build a foundation for what they are going to say prior to an actual interaction with the prospect.

Perfecting Your Script — As the Explorers use the scripts and refine what they are saying, they update the scripts until the scripts are an exact recording of what the Explorer actually says.

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The Rapid Drill Technique

The Rapid Drill Technique is designed to accelerate the learning process of Explorers, boost retention and facilitate integration. The technique involves creating and conducting a series of increasingly complex structured drill exercises.

Types of Drills —

There are several types of exercises that are useful. Use a variety of exercises in order to maximize the Explorers' flexibility.

UNISON — Issue a command sequence and have the entire group of Explorers answer together.

VOLUNTEER — Throw out a command sequence and see who can come up with an answer. Volunteers can't go twice in a row.

PROGRESSIVE — Moving in one direction around the circle.

GUIDE-DRIVEN RICOCHET — Issue a command sequence, assigning the Explorer of your choice to answer.

EXPLORER-DRIVEN RICOCHET — Once an Explorer has answered a command sequence, the Explorer creates another and assigns it to the Explorer of their choice. The Guide may stand aside and observe the drill, or included themselves in the mix.

HOT POTATO — Add one beanbag to add a physical element to the tension level.

DOUBLE HOT POTATO — Add two beanbags to add both a physical and another intellectual element to the drill.

FOUNTAIN — Adding multiple beanbags for even more physical and intellectual complexity.

SPEED — Adding a strict time constraint to push the Explorers to cover material at an accelerated pace.

SCRAMBLE — Total randomization of all topics, command sequences and drill styles.

Command Sequence —

The Rapid Drill Technique begins with a 5-part structured command sequence: Topic-Command-Focus-Pause-Assignment.

TOPIC — Tell the Explorers what the subject matter for the drill will be.

COMMAND — Tell them what you want them to do with the subject matter.

FOCUS — Tell them the direction you want them to go with the command.

PAUSE — Give the group a quick moment to get their thought together.

ASSIGNMENT — Choose the Explorer or Explorers to respond.

Basic Commands —

There are dozens of commands a Guide may use when designing and conducting a drill. Among the most frequently used are:

GO — Used to direct Explorers to the focus.

MOVE — Used to direct the Explorers to change to a different focus.

ADVANCE — Used to direct Explorers to jump ahead in a pattern.

REWIND — Used to direct Explorers to retreat in a pattern.

STAY — Used instead of repeating a complete command sequence, STAY directs the Explorers to answer the exact same command sequence given to the person before them.

RESTATE — Used when the Guide would like the answer just provided to be restated in a different way by a different Explorer.

CLEAN UP — Used when the Guide would like an Explorer to clarify, simplify or rephrase the previous response.

STRENGTHEN — Used when the Guide would like an Explorer to add verbal, tonal and/or physical pathway elements to make a previous answer more powerful.

REVERSE! — Used only during a progressive drill to instruct the Explorers to change direction.

BZZZT! — Used as an auditory alert by the Guide or other Explorers that a mistake has been made.

EXPLAIN — Used if the Explorer who received a "BZZZT!" can't figure out what he or she did wrong, the Guide chooses an Explorer to quickly explain the mistake.

PASS TO — Used by an Explorer to pass the responsibility to another Exporer (including the Guide). Whoever receives the pass cannot pass it on to someone else.

Drill Progression —

As the Explorers develop a level of comfort with a particular drill, subsequent drills need to become more challenging. For example, exercising the Phase 2 Path could involve many different drills, listed here in order of increasing sophistication:

Single Topic, All Colors, Unison
All Topics, All Colors, Unison

Single Topic, Single Color, Volunteer
Single Topic, All Colors, Volunteer
All Topics, All Colors, Volunteer

Single Topic, Single Color, Progressive
Single Topic, All Colors, Progressive
All Topics, All Colors, Progressive

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Single Topic, Single Color, Guide-Driven Ricochet
Single Topic, All Colors, Guide-Driven Ricochet
All Topics, All Colors, Guide-Driven Ricochet

Single Topic, Single Color, Explorer-Driven Ricochet
Single Topic, All Colors, Explorer-Driven Ricochet
All Topics, All Colors, Explorer-Driven Ricochet

Single Topic, All Colors, Hot Potato
All Topics, All Colors, Hot Potato

Single Topic, All Colors, Fountain
All Topics, All Colors, Fountain

Single Topic, All Colors, Scramble
All Topics, All Colors, Scramble

Advice on the Rapid Drills —

Plan to Transfer Responsibility to the Explorers —

> The purpose of these drills is to leave someone behind who can run them as a way of ensuring on-going reinforcement.

Train Faster Than a Speeding Bullet —

> The goal behind increasing complexity and speed is to get them to drill at a speed that is FASTER a sales call. We want people to be able to use the skills in real time.

Aim for Momentary Mental Failure —

> We are trying to reach momentary mental failure. Just like building muscles, it doesn't get bigger until it needs to get bigger. Also, keep it going as fast as possible. Bait the hook to get people interested.

Avoid Closed-Ended Questions —

> Generally speaking, the use of closed questions is discouraged during your early attempts at becoming fluent in the technique. As your level of proficiency increases, there will be times when you will use closed-ended questions for emphasis of certain points.

Never Memorize Lines of Questions —

> Since the direction of each question is determined by the answer received to the previous, it is impossible to memorize a line of questioning which will prove workable. Accept the fact that flexibility and spontaneity are cornerstones of the technique.

Repeat Correct Responses —

> Often when instructing a group, there are so many answers being given at once that the correct answer is obscured. Since most people in the room didn't hear the correct answer, if you say, "That's right!" most people will wonder "What's right?" To avoid confusion, repeat the correct response so that the entire group knows what it was.

Keep the Pace Fast —

Do not give the group too much time to come up with answers. Gear your program for the brightest Explorer — not those who are struggling.

Don't Focus on One Explorer —

Make sure that the entire group is responding to your questions — not just an individual or two.

Maximize on Spontaneous Comedy —

Often, Explorers will spontaneously blurt out something funny in their attempt to come up with good answers. Realize that intentional comedy is an attempt to self-manage tension levels and that everyone could use a little relief. Whenever possible, have fun with your group.

Drill with Speed as your Primary Goal —

The singularly most important aspect of the drill is speed.

Commands Precede Assignments —

In order to ensure that all Explorers are preparing responses to your commands, never assign a command by alerting the Explorer you intend to call before the command is issued. Keep everyone on their toes! Pause momentarily before assigning the command in order to allow everyone a few seconds to formulate a response.

Watch Flagging —

During rehearsals, pay close attention to the flagging activity of the group. Insist that everyone participate — not merely play with their flags. Pay particular note to when there is a yellow flag and when there seems to be some controversy.

Drill for Exhaustion —

Keep a drill going until the creativity of the Explorers' is exhausted.

Keep Exercises Simple —

Don't go for the more complicated and challenging drill exercises until the Explorers have the basics mastered. Confuse them and they will lose interest.

Keep Commands Consistent —

Avoid creating your own commands. As a way of providing uniformity among your fellow Guides, use the standard commands. Standard commands allow a group of Explorers to be drilled by a variety of Guides — and consistent commands allow greater drilling speed.

Finish the Dialectic Review Before the Drill Begins —

Once the drill has begun, returning to a dialectic review could dramatically lower the level of tension and slow the pace of the session. If you must review content, keep the pace pronto!

Keep Directions Brief —

   Say as little as possible, sticking to the format: Topic - Command - Focus - Assignment.
   (Retirement - Go - Green - Sheila) Do anything you can to keep the speed of the drill rapid.

No Positive Feedback —

   Avoid providing any positive feedback, including "Right!" "Good!" and anything else you can
   think of! Let the Explorers know that unless there are flags present or they get BZZZT!, they can
   assume they were correct. Positive feedback slows the entire drill process down. The slower
   the drill, the less valuable the session.

Don't Discuss Answers Unless Flags are Raised —

   Correct answers are what they are. To discuss an answer the Explorer already knows does not
   enhance their abilities. Flags should be discussed immediately.

Keep the Side Conversation to a Minimum —

   Stifle side discussions among the Explorers immediately. It is not possible to talk and listen
   simultaneously, so they're not getting what they're there to get if you let them yak. Continue the
   drill and assign your next command to the talker. Both during and between drills, keep
   tangents and interludes to a bare minimum.

Animate your Performance … it's Show Time! —

   Think of yourself as a cross between the coach of a top ranked sports team, a personal fitness
   trainer and a game show host. You must educate, empower, inspire and motivate — and be
   interesting, entertaining and fun at the same time! (You wanted to be Guides!)

Drill for Exhaustion —

   Keep a drill going until the creativity of the Explorers' is exhausted. When the Explorers seem
   dazed, fazed or crazed, it's time to move on! Momentary mental failure is the target.

Constantly Invent New Exercises —

   There is absolutely nothing magical about any of the sample exercises we have provided. We
   made them up. Feel free to do likewise. The more creative your drills, the more productive they
   will be for everyone involved. Just do the Explorers a favor and think the exercise through before
   you launch into it! Confused Explorers aren't having a good time and they aren't learning any-
   thing.

The Rehearsal Technique

Our answer to traditional role playing, "Rehearsals" put the focus on preparing the Explorers to perform in the field.

Types of Rehearsals —

Diad — A generally unsupervised practice session.

Triad — A Diad supervised by a more experienced Explorer.

Fishbowl — A semi-unstructured Diad observed and critiqued by a group of Explorers.

Screenplay — A practice session incorporating Scriptorium.

Dress Rehearsal — An uninterrupted full-scale performance observed and critiqued by a group of Explorers.

Showtime — A formal, videotaped performance with a thorough review and critique by a group of Guides.

Types of Feedback —

Tension Tracking — drawing tension curves

Path Tracking — recording color choices

Protocol Tracking — monitoring compliance

Style Tracking — evaluating delivery

The Realplay Technique

Similar to a Showtime Rehearsal, the RealPlay Technique uses actual sales calls that have either been recorded or can be observed without disruption.

12-Week Reinforcement Plan

Following the classroom portion of their MasterStream training, we suggest that all participants attend a weekly reinforcement session, designed to strengthen their understanding and command of the skills they learned.

A different focus has been attached to each week, leading the student through a natural chronological review of the sales process. For each week, we have a mapped out a set of reinforcement activities. Please note that the activities we have listed are merely suggestions and represent a fraction of the exercises one could create. That being said, completing all of the activities listed in the outline we've provided for each week would easily require between 2 and 3 hours of concentrated time. Since we suggest that each session run for not more than 60 minutes, you have plenty to choose from!

Once you have completed a 12-Week Reinforcement Plan, do it again. When you're finished, do it again. Then, do it again. You get the idea.

Week 1: Developing Stronger Opening Statements

Dialectic —

Review: Phase 1 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset lists for Phase 1 Steps 7-10

Rapid Drill —

Drill 1: Steps of the Phase 1 Protocol
Drill 2: Standard Prompts for Phase 1 Steps 7 – 10
Drill 3: Creative Prompts for Phase 1 Steps 7 – 10
Drill 4: Complete Opening Statements
Drill 5: Topic-Specific Opening Statements

Rehearsal —

Rehearsal 1: A general cold call.
Rehearsal 2: A topic-specific cold call.
Rehearsal 3: The first face-to-face meeting.
Rehearsal 4: Getting past the gatekeeper.
Rehearsal 5: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 2: Asking Better Questions

Dialectic —

Review: Phase 2 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset Lists for Phase 2 Steps 2-5

Rapid Drill —

Drill 1: Steps of the Phase 2 Protocol
Drill 2: Creating General Questions for Phase 2 Steps 2-5
Drill 3: Creating Topic-Specific Questions for Phase 2 Steps 2-5

Rehearsal —

Rehearsal 1: Asking questions appropriate for a telephone call.
Rehearsal 2: Asking questions appropriate for a first meeting.
Rehearsal 3: Recapping questions during a second meeting.
Rehearsal 4: Asking questions leading to a specific product/solution.
Rehearsal 5: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 3: Bridging to your Presentation

Dialectic —

Review: Phase 2 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset Lists for Phase 2 Steps 6 and 8.

Rapid Drill —

Drill 1: Steps of the Phase 2 Protocol
Drill 2: Restating problems as questions.
Drill 3: Restating questions as goals.

Rehearsal —

Rehearsal 1: Phase 2 Steps 6-9 for specific scenario.
Rehearsal 2: Entire Phase 2 Protocol for specific scenario.
Rehearsal 3: Entire Phase 1 and Phase 2 Protocols for specific scenario.
Rehearsal 4: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 4: FBA?

Dialectic —

Review: Phase 3 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset Lists of Features, Benefits and Advantages for all products.

Rapid Drill —

Drill 1: Steps of the Phase 3 Protocol
Drill 2: Benefits of a specified feature.
Drill 3: FBA for a specified problem area.

Rehearsal —

Rehearsal 1: Phase 3 for specific scenario.
Rehearsal 2: Entire Phase 1 – Phase 3 Protocols for specific scenario.
Rehearsal 3: Phase 3 during a formal presentation.
Rehearsal 4: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 5: Closing Summary

Dialectic —

Review: Phase 4 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset Lists for Phase 4 Path questions.

Rapid Drill —

Drill 1: Steps of the Phase 4 Protocol.
Drill 2: Creating General Questions for Phase 4 Steps 1-4
Drill 3: Creating Topic-Specific Questions for Phase 4 Steps 1-4

Rehearsal —

Rehearsal 1: Phase 4 Steps 1-4 for specific scenario.
Rehearsal 2: Phase 3 and Phase 4 Protocol for specific scenario.
Rehearsal 3: Entire Phase 1 – Phase 4 Protocol for specific scenario.
Rehearsal 4: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 6: Objection Handling

Dialectic —

Review: ObjectionPath Protocol

Scriptorium —

Develop: Asset List of every objection routinely encountered.

Rapid Drill —

Drill 1: Steps of the ObjectionPath Protocol
Drill 2: Validating Objections
Drill 3: Restating Objections as Questions
Drill 4: Entire ObjectionPath

Rehearsal —

Rehearsal 1: A pricing objection.
Rehearsal 2: A stall objection.
Rehearsal 3: Multiple objections.
Rehearsal 4: Dealing with invalid objections.

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 7: Protecting the sale

Dialectic —

Review: Phase 5 Goals, Strategy, General Guidelines and Protocol

Scriptorium —

Develop: Asset Lists for Phase 5

Rapid Drill —

Drill 1: Steps of the Phase 5 Protocol.
Drill 2: Creating future benefits.

Rehearsal —

Rehearsal 1: Phase 5 Protocol when a sale was secured.
Rehearsal 2: Phase 5 Protocol when a sale was NOT secured.
Rehearsal 3: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 8: Referral Gathering

Dialectic —

Review: Phase Referral Gathering Strategy, General Guidelines and Protocol

Scriptorium —

Write: Protocol Planner for Referral Gathering

Rapid Drill —

Drill 1: Appealing to the prospect's nobler motives.
Drill 2: Creating General Questions for Referral Gathering
Drill 3: Enlisting the prospect as an ambassador.

Rehearsal —

Rehearsal 1: Securing a basic referral.
Rehearsal 2: Securing a targeted referral.
Rehearsal 3: Securing a second referral.
Rehearsal 4: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 9: Putting it all together

Dialectic —

Review: All Phases of the Protocol

Scriptorium —

Write: Protocol Planner for Basic Sales Calls

Rapid Drill —

Drill 1: Full Protocol
Drill 2: Opening Statements
Drill 3: Phase 2 Path questions.
Drill 4: Phase 4 Path questions.

Rehearsal —

Rehearsal 1: Full Protocol for a new sale to an individual decision maker.
Rehearsal 2: Full Protocol for a new sale to multiple decision makers.
Rehearsal 3: Full Protocol for an add-on sale to an individual decision maker.
Rehearsal 4: Full Protocol for a renewal sale to an individual decision maker.
Rehearsal 5: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 10: Appointment Setting

Dialectic —

Review: Protocol as it applies to appointment setting.

Scriptorium —

Write: Protocol Planner for Appointment Setting

Rapid Drill —

Drill 1: Full Protocol
Drill 2: Opening Statements
Drill 3: Phase 2 Path questions.
Drill 4: Steps for closing for the appointment.

Rehearsal —

Rehearsal 1: Setting an appointment with a new prospect.
Rehearsal 2: Setting an appointment with an existing customer.
Rehearsal 3: Setting an appointment with a resistant new prospect.
Rehearsal 4: Setting an appointment with a resistant existing customer.
Rehearsal 5: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 11: One-Call Approach

Dialectic —

Review: Protocol as it applies to a one-call close.

Scriptorium —

Write: Protocol Planner for a one-call close.

Rapid Drill —

Drill 1: Full Protocol
Drill 2: Opening Statements
Drill 3: Phase 2 Path questions.
Drill 4: FBA.
Drill 5: Phase 4 Path questions.

Rehearsal —

Rehearsal 1: A sales call with a generic new prospect.
Rehearsal 2: A sales call with a specific new prospect.
Rehearsal 3: A sales call with a resistant new prospect.
Rehearsal 4: A sales call with multiple decision makers.
Rehearsal 5: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.

Week 12: Two-Call Approach

Dialectic —

Review: Protocol as it applies to a two-call close.

Scriptorium —

Write: Protocol Planners for Call 1 and Call 2.

Rapid Drill —

Drill 1: Full Protocol.
Drill 2: Opening Statements for Call 1.
Drill 3: Phase 2 Path questions for Call 1.
Drill 4: Revisit of Phase 2 Path questions for Call 2.
Drill 5: Phase 4 Path questions for Call 2.

Rehearsal —

Rehearsal 1: Call 1 with a generic new prospect.
Rehearsal 2: Call 2 with a generic new prospect.
Rehearsal 3: Call 1 with a specific new prospect.
Rehearsal 4: Call 2 with a specific new prospect.
Rehearsal 5: Call 1 with multiple decision makers.
Rehearsal 6: Call 2 with multiple decision makers.
Rehearsal 7: Monkey Wrenches

RealPlay —

Apply this week's concepts to the Explorers' actual sales calls.