

— A LIVE TRAINING CALL, DECODED

Sell the *Story*, Not the Spec Sheet.

Inside a 30-minute, unscripted mock sales call where a consultant who had never sold industrial machinery out-sold his own team — and the 12 psychological moves a Harvard-style decode reveals underneath.

RUNNING TIME · 30 MIN

FORMAT · ANNOTATED TRANSCRIPT + FRAMEWORK ANALYSIS

AUDIENCE · FOUNDERS · SALES HEADS · ENABLEMENT LEADS

A LEAD MAGNET BY

thedico

— A NOTE BEFORE YOU BEGIN

Your sales team isn't losing to *better products*. They're losing to *better conversations*.

Most sales training is a textbook dressed up as a workshop — BANT, MEDDIC, features-and-benefits. It produces people who can describe a product. It rarely produces people who can sell one.

What you are about to read is different. It's a real 30-minute internal call between a consultant named **Maran** and the sales team at **Sam Robotics**, an industrial packaging-machinery company. The team's new hire, **Nivashini**, came fresh off a sales stint at KGiSL, armed with the textbook answer for every question.

Halfway through the call, Maran stops teaching and does something rare: *"let's do a mock call — you be the customer."* He picks up a cold lead — a masala manufacturer — and proceeds to sell machinery he has never sold before, using fewer than a dozen moves, none of them technical.

It works so well that the technical head on the call, Senthil, confirms Maran's pitch is 90% accurate despite Maran never having touched the product. This document breaks that call apart at the line level — then decodes it through four classic sales frameworks (SPIN, the Trust Equation, Cialdini's principles, and consultative qualification) as a Harvard professor might in a case study.

If this document had a thesis, it would be this: sales is never lost on the spec sheet. It's lost in the silence between the questions.

— EDITOR'S NOTE

How to use this with your team

- **Read it alone first.** You'll notice moves your own team is missing.
- **Then share it in a Monday meeting.** Have one person role-play the customer, one the salesperson, and walk through the annotated section together.
- **Use the framework pages (Part 4) as a scorecard.** Rate your next five real calls against those four dimensions.
- **Don't skip the Monday plan on page 18.** It's the whole document operationalised in a week.

— INSIDE THIS PLAYBOOK

Six acts. One call. *Everything* that matters in modern B2B selling.

<i>I</i>	The Setup	P. 04
	<i>Who's on the call, what company, what's at stake — and why the trainer sets down six non-negotiable principles before anyone touches a phone.</i>	
<i>II</i>	The Philosophy Before the Call	P. 06
	<i>Six beliefs Maran installs in the room before anyone dials a lead — from the "story not data" principle to the born-salesperson idea.</i>	
<i>III</i>	The Mock Call, Annotated	P. 08
	<i>The complete transcript — every line, every move, every move labelled in the margin.</i>	
<i>IV</i>	The Debrief	P. 13
	<i>What Maran tells the team in the eight minutes after he hangs up. This is where most sales training ends and real sales training begins.</i>	
<i>V</i>	The Harvard Decode	P. 15
	<i>The same call run through four academic lenses — SPIN Selling, the Trust Equation, Cialdini's principles, and consultative qualification.</i>	
<i>VI</i>	The 12 Golden Nuggets & Monday Plan	P. 19
	<i>The entire document distilled into twelve portable truths and a five-day rollout for your sales manager.</i>	

BEGIN

*A single sales conversation contains every lesson most sales trainings need four days to deliver.
You just have to know where to look.*

— ACT ONE

The room, the cast, and the *uncomfortable* truth Maran opens with.

An internal Zoom call. The founder wants to know why leads aren't closing faster. The trainer wants to show, not tell. The new hire is about to get a lesson her last job never gave her.

The scene

Sam Robotics is an industrial automation company in South India. They sell packaging machinery — the kind that wraps, weighs, and seals masala powders, snacks, and other FMCG products. Leads come in through Meta ads (mostly Tamil Nadu) and through organic inbound. The sales team has been treating inbound leads like tickets: call, ask what they want, send a quotation, move on. The pipeline looks full. The closures don't.

Into this walks Maran — a consultant from thedico. He doesn't arrive with slides. He opens the call by asking one of the team to share their Zoho CRM screen and show him the newest leads. Within ninety seconds, he's diagnosed the problem.

"Besides all the data you are putting here, I want to know the story. The new client has to be called immediately. If there is too much of call volume, we will slow down the call volume. All the new has to be spoken, and immediately a WhatsApp message should be sent."

— MARAN • OPENING MINUTE OF THE CALL

It is a small speech. Inside it are three fully-formed sales doctrines: **story over data**, **speed as a weapon**, and **throttle intake if you can't honour it**. We'll unpack each on the next page.

The cast

THE TRAINER

Maran

THEDICO • THE DIGITAL INSIGHTS COMPANY

External consultant. Has never sold industrial machinery a day in his life. That, as you'll see, is

THE TRAINEE

Nivashini

New sales hire. Prior stint at KGiSL. Gives textbook answers. About to learn why textbooks

Why this call deserves a case study

Three things make this particular call worth dissecting rather than the thousand others that happen in sales rooms every day.

01

The trainer is not the expert.

Maran explicitly tells the team he's not a machinery person. He doesn't know RPMs, exhaust specs, or packaging tolerances. This matters: it proves that the moves he uses are portable — they work in any industry, because they are human moves, not product moves.

02

The mock is unscripted.

Nivashini is told to play the production head of Sakti Masala — a real prospect. She plays it authentically (she has a real factory-floor problem: dust). Maran has no slides, no cheat sheet, no rehearsal. What you're seeing is improvisation grounded in doctrine.

03

The call is validated in real time.

Immediately after the mock ends, Maran turns to Senthil — the founder and technical head — and asks the question no one usually asks: *"How close did I sound?"* Senthil's answer — **"Almost 90% is same"** — is the entire proof of concept. If a non-expert can run a 90%-accurate discovery call using conversational moves alone, then the technical deficit most sales teams worry about is largely a myth.

ACT I • ENDS

What follows is Maran's pre-call doctrine in six principles — the belief system he installs in the team before anyone picks up a phone. Treat it as the operating manual that makes the mock call work.

— ACT TWO

Six beliefs Maran installs in the room *before* anyone dials a lead.

Most sales training skips belief and rushes to technique. Maran does the opposite. He spends the first ten minutes installing a worldview. The techniques that follow only work because the worldview is already in place.

01

Data without story is dead weight.

A CRM full of contact fields and product codes tells you nothing. Maran wants the narrative: *who picked up, what is their role, what did they say, what did they not say, what is the emotional temperature, why are they buying now and not six months ago?* If this isn't in your notes, you didn't make a sales call — you updated a spreadsheet.

02

Speed is the cheapest competitive advantage you will ever buy.

New lead comes in? Call in minutes. WhatsApp follow-up in the same window. Corporate video within the hour. Maran's rule: if your intake is faster than your ability to honour it, slow the intake. Never let a lead sit cold. Every hour of silence is a competitor's opportunity.

03

Your CRM should contain personal intelligence, not just company data.

The car they drive. The age of their child. The holiday they're planning. Whether they've bought from a competitor before — and why they're coming to you this time. The reason is not voyeurism. It's that humans buy from humans who see them as humans. A CRM built like a yearbook outperforms a CRM built like a spreadsheet, every time.

"Sales is not about the product. Sales is about emotion and psychology. If you can manage the emotion and psychology of a person, you will be able to sell."

— MARAN • THE CORE THESIS

04

People buy the value of the product, not the technology.

The customer doesn't care about your machine's rotations per minute. They care about *how many packs per hour* and *how many come out damaged*. This is the fundamental reframing: every technical spec exists only to answer a business question the customer actually has. If you lead with the spec and the customer doesn't know the question, you've already lost.

05

You are already the best salesperson in the world.

The moment you cried for milk as a baby, you closed your first deal. Every child who rolled on a shop floor until a parent bought chocolate is a sales legend. Maran uses this to cut a specific anxiety — the feeling that sales is a special talent you either have or don't. Sales, in his framing, is not a skill you acquire. It's a skill you **remember**.

06

The salesperson owns the deal — beginning to end.

Quotations shouldn't die in the technical team's inbox. The salesperson should know the product well enough to build a quotation, or — failing that — should engineer a process so that quotations don't need the technical team at all. In a growing company, Maran warns, your technical lead will eventually be too busy. If your sales depend on their attention, your sales will die.

"Sales should start and close with the salesperson. We should not be dependent on the technical team too much."

MARAN • ON OWNING THE DEAL

A note on order

These six are not ranked. They operate as a single system. Remove any one and the others weaken. You can tell which one your team is missing by watching one call: if the notes read like a spreadsheet, #1 is gone; if leads sit for hours, #2; if quotations lag, #6. Diagnostic by symptom.

— ACT THREE • THE MOCK CALL, LINE BY LINE

Maran picks up the phone. *He has never sold this product before.*

What follows is the entire mock call, reconstructed from the recording. Nivashini plays Naveen — production head at Sakti Masala, a real prospect. Maran plays himself, calling from Sam Robotics. The left column is the dialogue. The right column is what Maran is strategically doing.

Stage direction:

Nivashini has been given a character sheet of one line: "You are Naveen, production head at Sakti Masala." Maran has been given nothing. He has not rehearsed. He is about to make four moves before either of them says anything of substance — and those four moves will determine the outcome of the entire conversation.

MARAN

"Hello, Naveen. How are you?"

MOVE 01 • WARM OPEN

First name, no preamble, no "am I speaking to..." friction. Signals relationship, not ticket.

NAVEEN

"Doing well, Marin. How are you?"

MIRRORING

Customer reciprocates with warmth. The register for the whole call is now set.

MARAN

"Hey. I'm doing good. Good. Good. See — we got an inquiry from you. I just wanted to do a quick call. Is this a good time?"

MOVE 02 • CONSENT

Asking permission costs nothing and buys everything. It reframes Maran from intruder to guest.

NAVEEN

"Yes, I can talk to you now."

MICRO-COMMITMENT

The first "yes" of the call. Small, but it begins the chain of agreement that closes a deal.

MARAN

THEDICO • THE "WHY NOW"
"All right. Now before I jump into all the technicalities of things, I just want you to explain — two minutes. What's the purpose of this purchase? I know you've asked about machines and I'm sure you're using hundreds of

MOVE 03 • THE "WHY NOW"

The single most important question in B2B sales. Skips product talk entirely. Places the

MARAN

"Okay. Fully automated meaning until where? Until the packing? Or do you want the machine to put it on the carton box — that level of automation?"

MOVE 04 • THE SECOND WHY

The probing follow-up. "Automation" is a word; "until where" is a specification. Maran refuses to let ambiguity pass.

NAVEEN

"So we have a machine in the factory and it's very dusty. I want the product to be clean and packed and sealed. So I need a machine for a completely automated [line]."

THE REAL PROBLEM

The answer shifts from "automation" (feature) to "dust" (pain). This is the actual buying trigger. The probe surfaced it.

MARAN

"Oh fantastic. Oh okay. I got it. I know — it's one of the biggest challenges, especially in the masala industries. Right? The dust can also be very, you know, irritating for people. I've been in that situation. I've gone to many factories and seen the same problem. See — we have a machine we build that has a proper exhaust. Can you tell me — is the exhaust system already available in your factory floor?"

MOVE 05 • EMPATHY + AUTHORITY

Three moves stacked: (1) validates pain as common, (2) claims quiet authority via implied experience, (3) returns with a precise technical question that sounds casual.

NAVEEN

"No, not currently."

NEW PAIN DISCOVERED

Maran has surfaced a second, unspoken problem the customer hadn't raised. This is the SPIN method's "implication" question in action.

MARAN

"Okay. So we can actually also help you with the exhaust system. I'll talk to my technical guys about how to build that. But I can definitely make sure that there is, you know, a 100% dust-clear mission can be done by us. And this is to pack what kind of product?"

MOVE 06 • EXPAND THE SALE

Notice: Maran has grown the deal from "one machine" to "machine + exhaust system" — without pushing. He expanded by asking.

NAVEEN

"So it's mainly — as you know — masala powders."

QUALIFYING

Maran now has product type, problem, and adjacency. Keeps collecting.

MARAN

"How many packs do you want to do in a day? I mean, how many packages a day?"

MOVE 07 • QUANTIFY

Volumes come out only when you ask. Never assume scale.

NAVEEN "So per day I might require like 60 per minute."

THE LOWBALL

Customers often anchor low — either out of caution or because they haven't computed the number. Maran catches it.

MARAN "You want 60 per minute? Okay. Okay. Would you mind if — you know — that productivity is a little more? Because for me 60 sounds a lot lesser. If that's your requirement, it is fine."

MOVE 08 · GENTLE PUSH-BACK

He doesn't accept the number. He also doesn't argue. He names his instinct ("60 sounds lesser") and leaves the choice with the customer. This is masterful.

NAVEEN "Yes. So 60 per minute. Per day it should be around more than 1500."

CUSTOMER RE-ANCHORS

Given permission, the customer refines upward. The moment you challenge gently, prospects tell you more.

MARAN "That can be done. Very much possible. All right. I just wanted two other questions. How urgent is this requirement, Naveen? Is it something you want to make a quick purchase on, or are you just trying to understand how the machine works — where are you at in the buying stage?"

MOVE 09 · TIMELINE

The third letter in BANT, but delivered as genuine curiosity. "Where are you at" is a softer, more accurate question than "when will you buy".

NAVEEN "I might require this machine immediately, within one month."

QUALIFIED

Need: clear. Urgency: one month. Volume: 60/min. Adjacency: exhaust. Deal shape is now visible.

MARAN "Okay. Can I send you a video of a fully automatic machine after this call? And I'll also send you a few questions on your email after talking to my technical guys. They might ask some questions — will you be able to answer those, Naveen?"

MOVE 10 · THE TRIPLE COMMITMENT

Three micro-asks in one breath: video, email, response. Each asked as a question. Each needs a "yes". Commitments stack.

NAVEEN "Yes, sir."

LOCKED

Naveen is now psychologically committed to respond. Without this sentence, the email dies.

MARAN "Fantastic, Naveen. What we'll do — I'll close this call right now, send you the WhatsApp video, and an email with a few questions. Why I'm asking these questions — every machine is different. Naveen. Every industry

MOVE 11 · JUSTIFY + FLATTER + SCHEDULE

Explains the why, flatters genuinely, books the next

— THE MOMENT AFTER

Immediately after hanging up, Maran asks the *one question* most trainers never risk asking.

"Senthil — how close did I sound? Like, I'm calling from a packing company — because I'm not a packing company guy. How close did I sound?"

The room goes quiet. Senthil is the founder and technical head. He's built the machines Maran just sold. If anyone is going to catch the bluff, it's him.

"Sir, almost 90% is same."

SENTHIL • FOUNDER, SAM ROBOTICS

Ninety percent. From a man who has never touched the product. Using zero technical vocabulary. Relying entirely on eleven conversational moves any human can execute after one read-through of this document.

The remaining ten percent is technical detail — pricing, motor specifications, food-safety certifications, delivery logistics. That ten percent lives in the email follow-up and in the second call. It is handled by the technical team in support of the salesperson. It never leaves the salesperson's ownership.

This is the central insight of the whole training. Not that you shouldn't know your product — you should, eventually, deeply. But that the conversation that converts a cold inbound lead into a booked follow-up call does not require that knowledge. It requires eleven moves, two minutes of rapport, and the confidence to ask the next question.

— ACT III • ENDS —

— ACT FOUR

The eight minutes *after* the call — where most sales training ends and real training begins.

Maran now spends eight minutes unpacking what he did for Nivashini and the room. What follows are the five ideas he leaves on the table. They are the difference between a one-off brilliant call and a replicable sales practice.

01**Don't become a technical person. Become a smart person.**

Maran's kindest advice to Nivashini is counter-intuitive: she should not try to learn the product technically in week one. Technicality comes over six to twelve months. Until then, the job is to be smart — to route technical questions, to ask good probing questions, to commit to follow-up. Confusing smart with technical is the reason many new salespeople freeze on the phone.

02**The 15-minute / 1-hour rule.**

"In the next 15 minutes, if you send the first message, and in the next one hour if you send the technical email — that's it. It's over." Speed is what makes the trust promise real. Ask for an email reply and then take three days to send the email? The prospect has already concluded what kind of vendor you are.

03**Don't chase the technical team. Chase ChatGPT.**

This is the single most operationally useful line in the call. Instead of waiting on the busy technical lead for follow-up questions, Maran says: paste the machine's browser spec into ChatGPT, ask "*what kind of technical questions should I ask to fulfil this order?*", then send the generated list back to the technical guy for a sign-off. He will correct 10% in thirty seconds. You just turned a week of dependency into fifteen minutes of independence.

"When the company grows, the technical person will become busy. They won't respond. How to overcome that? Set up a process. How to build a quotation. What parts are you using. Is it rocket science to find out? No. There's no rocket science."

— MARAN • ON REPLACING PEOPLE WITH PROCESS

04

Rapport compounds. Track the small things.

In the same debrief, Maran recalls a detail from an earlier call with Nivashini: *"I heard a child talking behind you. Is that your child? Girl or boy?"* This is not small talk. This is inventory. Next time he calls, he opens with "how is Chiku?" and the sale becomes a friendship. Friendships don't need chasing for quotations. They volunteer them. Treat every personal detail in a conversation as a deposit into a future conversation.

05

Ask for help — out loud.

At the end of the debrief, Maran models a line he wants the team to use: *"Naveen, this month I need to do good business. And we are counting on you. We want to do business with Sakti Masala. We are a small company, you are a big company. You want your logo on our website. Please help me, Naveen."* This is vulnerability deployed as strategy. Asking for help is one of the most under-used closes in B2B sales — it flips the power dynamic, makes the buyer a patron, and turns the sale into a small act of generosity. People love to help.

"Take this call recording. Hear it every morning, like you are praying to God every day. In the next two months, you will be the top salesperson in the world."

MARAN • CLOSING MINUTE OF THE TRAINING

The instruction sounds theatrical. It isn't. Sports psychologists have known for thirty years that elite performers review film daily. Maran is asking for the same discipline of a salesperson — treat your own best call, or someone else's, as daily scripture. Pattern match. Internalise. Repeat.

ACT IV • ENDS

What follows is the same call, run through four academic lenses. This is where the training gets formalised — and replicable at scale.

— ACT FIVE • A HARVARD-STYLE ANALYSIS

If this call were dissected in a *case-study classroom*, here is what four frameworks would reveal.

The four frameworks below are the canonical pillars of B2B sales theory. None of them were explicitly invoked by Maran during the call. All four are visible in what he did. Which is another way of saying: when instinct aligns with theory, what you're watching is mastery.

FOUR LENSES

SPIN Selling · Neil Rackham, 1988 · the structure of a consultative question

Principles of Influence · Robert Cialdini · the six psychological levers that move decisions

The Trust Equation · David Maister · how trust is actually built, turn by turn

Consultative Qualification · Evolved BANT · how to qualify without interrogating

Lens 01 • SPIN Selling

Neil Rackham's 1988 research analysed 35,000 sales calls and discovered that top performers asked four types of questions in a specific order: **Situation, Problem, Implication, Need-Payoff**. What made the research surprising is that most salespeople already asked Situation and Problem questions. What distinguished top performers was asking Implication and Need-Payoff.

SITUATION	"Currently you have semi-automatic machines?" — Maran establishes the factual baseline in a single sentence, not five. He does not dwell here. Novices do.
PROBLEM	"Fully automated meaning until where?" — he refuses to accept a vague problem statement. The probe surfaces "dust" — the real pain — which Naveen had not originally volunteered.
IMPLICATION	"Is the exhaust system already available in your factory?" — a masterstroke. Maran enlarges the problem by surfacing an adjacent one Naveen hasn't yet named. This is the single move that expands deals.

Lens 02 • The Trust Equation

David Maister's formula — drawn from decades of research at McKinsey and Harvard Business School — gives trust a surprisingly concrete shape:

$$\text{Trust} = (\text{Credibility} + \text{Reliability} + \text{Intimacy}) \div \text{Self-Orientation}$$

CREDIBILITY	Claimed quietly. "I've been in that situation. I've gone to many factories." No brand-dropping, no certifications recited. Credibility shown, not told.
RELIABILITY	The triple commitment — video, email, follow-up call — each promised with a timeframe. Reliability is the intersection of specific promises and specific delivery.
INTIMACY	First-name use ("Naveen") ten times in four minutes. "Call me Marin." Conversational tone throughout. Intimacy is not about oversharing — it's about warmth.
SELF-ORIENTATION	The divisor. Notice what Maran never does: he never talks about himself, his company's revenue, his machine's features until asked. The entire call is oriented to Naveen's factory. Low self-orientation is the cheat code to high trust.

Lens 03 • Cialdini's Principles of Influence

Robert Cialdini's six levers appear, with near-academic precision, across Maran's eleven moves:

RECIPROCITY	"We can also help you with the exhaust system." Maran offers value Naveen didn't ask for — before price has been discussed. The customer now feels the quiet pull to reciprocate with information and, eventually, an order.
COMMITMENT & CONSISTENCY	"Is this a good time?" → yes. "Can I send a video?" → yes. "Will you answer the email?" → yes. Each micro-yes increases the probability of the macro-yes (the purchase). Humans stay consistent with their prior commitments.
SOCIAL PROOF	"You guys are really the biggest factory out there." Naveen is implicitly placed alongside other major customers Maran has served. The flattery is also social proof.

Lens 04 • Consultative Qualification (Evolved BANT)

The traditional BANT framework — Budget, Authority, Need, Timeline — is often accused of being transactional and interrogative. In Maran's hands, the framework survives because the **delivery** changes. Every qualifying question is reframed as curiosity.

NEED	Asked as <i>"what's the purpose of this purchase?"</i> — not <i>"what's your requirement"</i> . Purpose surfaces pain. Requirement surfaces specs. One opens conversation; the other closes it.
TIMELINE	Asked as <i>"where are you at in the buying stage?"</i> — not <i>"when will you decide?"</i> It acknowledges the buyer's journey. It also discovers stalled deals that would otherwise waste quarters.
AUTHORITY	Inferred from title (production head) and tested indirectly. Maran asks about Naveen's factory operations — the answers reveal whether this is the decision-maker or someone gathering information upward.
BUDGET	Deferred deliberately. Maran does not ask for budget on the first call. Budget on the first call is the mark of a seller under pressure. Value first. Price later.

The cross-framework synthesis

What a case-study classroom would likely conclude, putting all four frameworks alongside this single five-minute call:

- 01 Maran is practising consultative selling, not solution selling.**
 He is not leading with "here is what our machine does". He is leading with "what does your operation need". This is the difference between an advisor and a vendor. Prospects are loyal to advisors. They are disposable to vendors.
- 02 His pace is the innovation.**
 The entire call is ≈ 5 minutes. Classical consultative selling assumes 30- to 60-minute discovery calls. Maran compresses SPIN into five minutes because he's working with an inbound lead — they are already qualified; he only needs to route them to the next step. Match your framework to the stage of the funnel, not the textbook.
- 03 The close is invisible.**
 There is no "would you like to move forward?" at the end. The "close" is a set of small commitments — the next call is booked, the next email is expected, the next asset is awaited. This is the modern close. It looks like nothing. It works like compound interest.

The case-study verdict

As an external sales consultant evaluating this call using the four frameworks above — here is how I would score it on the standard dimensions used in sales effectiveness research.

DIMENSION

Discovery Depth

Probes beyond the surface answer within two exchanges. Finds an unspoken adjacent problem (exhaust). **9 / 10.**

DIMENSION

Trust Construction

Builds all three numerator variables of the Trust Equation in under sixty seconds. Self-orientation throughout the call is near zero. **10 / 10.**

DIMENSION

Qualification Rigour

Captures need, timeline, pain, volume, and adjacent opportunity. Defers budget — correctly — to call two. **9 / 10.**

DIMENSION

Commitment Engineering

Four explicit customer commitments in the last minute. Every future action has a hook in the buyer's brain. **10 / 10.**

COMPOSITE

COMPOSITE CALL QUALITY SCORE

9.5/10

A score earned by a caller with zero product expertise. The takeaway isn't that Maran is a prodigy — it's that the gap between a mediocre salesperson and an excellent one is not product knowledge. It's eleven moves and the discipline to use them.

— ACT SIX • PART ONE

Twelve *portable truths* from the call, pull-out-and-keep.

Send this page to your team. It is the entire document compressed into twelve lines any rep can internalise over a coffee.

01**Story over data.**

If your CRM notes don't read like a short story, you didn't sell — you filed.

02**Speed is the cheapest moat.**

Fifteen minutes to WhatsApp. One hour to email. Throttle intake to match.

03**Log the personal.**

The child's name, the car, the holiday. Next call's opening line is hiding in last call's background.

04**Sell the value, not the mechanism.**

Packs per hour beat rotations per minute. Always.

05**Smart > Technical.**

In month one, you don't need product mastery. You need question mastery.

06**Permission unlocks conversation.**

"Is this a good time?" costs nothing. Skipping it costs the call.

07**Probe twice.**

The first answer is the label. The second answer is the pain. Always ask the second question.

08**Enlarge the problem.**

Surface adjacent pain the customer hasn't named yet. That's how deals grow without pushing.

09**Stack micro-yeses.**

Each small commitment raises the odds of the final one. Ask for three.

10**Own the deal. Process the rest.**

Don't inherit your technical team's bottleneck. Build a quotation process. Use ChatGPT as your junior engineer.

11**Ask for help, out loud.**

"Please help me, Naveen." The most under-used close in B2B. It works because it's true.

12**Treat recordings as scripture.**

One great call, heard daily, beats a quarter of workshops.

— YOUR FIVE-DAY ROLLOUT

A concrete plan your *sales manager* can execute next week.

Reading a playbook is not a programme. Here is the five-day, five-action rollout that operationalises this document across a real sales team.

☐ **Monday • Circulate Part III to the whole team, read-together.**

Thirty-minute team meeting. Everyone reads the annotated call. Each rep picks one move they've never used and commits to trying it this week.

☐ **Tuesday • Audit your CRM against the "story over data" test.**

Pull ten random leads from the last fortnight. Does each entry tell a story, or is it a form? Set a baseline. Target: every new lead this week passes the test.

☐ **Wednesday • Install the 15-minute / 1-hour rule.**

Define the SLA for new leads. Every inbound gets a call within fifteen minutes and a WhatsApp within the hour. If the volume is too high, throttle paid ads before you throttle quality.

☐ **Thursday • Record one call per rep. Score it against Part V.**

Use the four frameworks — SPIN, Trust Equation, Cialdini, consultative qualification — as a simple scorecard. Each rep rates their own call. The manager rates it too. Discrepancies become the coaching conversation.

☐ **Friday • The "Golden Nugget of the Week" ritual.**

End the week with a fifteen-minute huddle. Each rep brings one nugget from the twelve on page 18 they used this week — and the outcome. Ritualise it. This becomes your culture.

NEXT

Repeat this loop for four weeks. Then audit the pipeline. You will see the shift. If you don't — call us.

— ■ ABOUT THIS PLAYBOOK

We help companies *stop* losing deals to the wrong things.

thedico — The Digital Insights Company — works with founder-led sales teams on what most training providers don't touch: the doctrine, the process, and the tooling that make a team *replicably* good, not episodically lucky.

This playbook is a 30-minute snapshot of the thinking we bring to a sales engagement. If any page of it made you pause, good. That pause is usually worth a conversation.

WHAT WE DO

Sales playbook design · CRM architecture · Live call coaching · Lead-intake SLA design · Sales enablement content · AI-augmented sales workflows · Quarterly call-quality audits.

IF THIS WAS USEFUL, THE NEXT STEP IS A CONVERSATION.

thedico.in

Write to Maran at mmr@thedico.in · Or book a 20-minute diagnostic on our website.