

THE ANXIOUS SALESMAN

A FIELD GUIDE

Audio Book Worksheets



HOW TO TRANSFORM YOUR INNER CRITIC
INTO A CHAMPIONSHIP COACH



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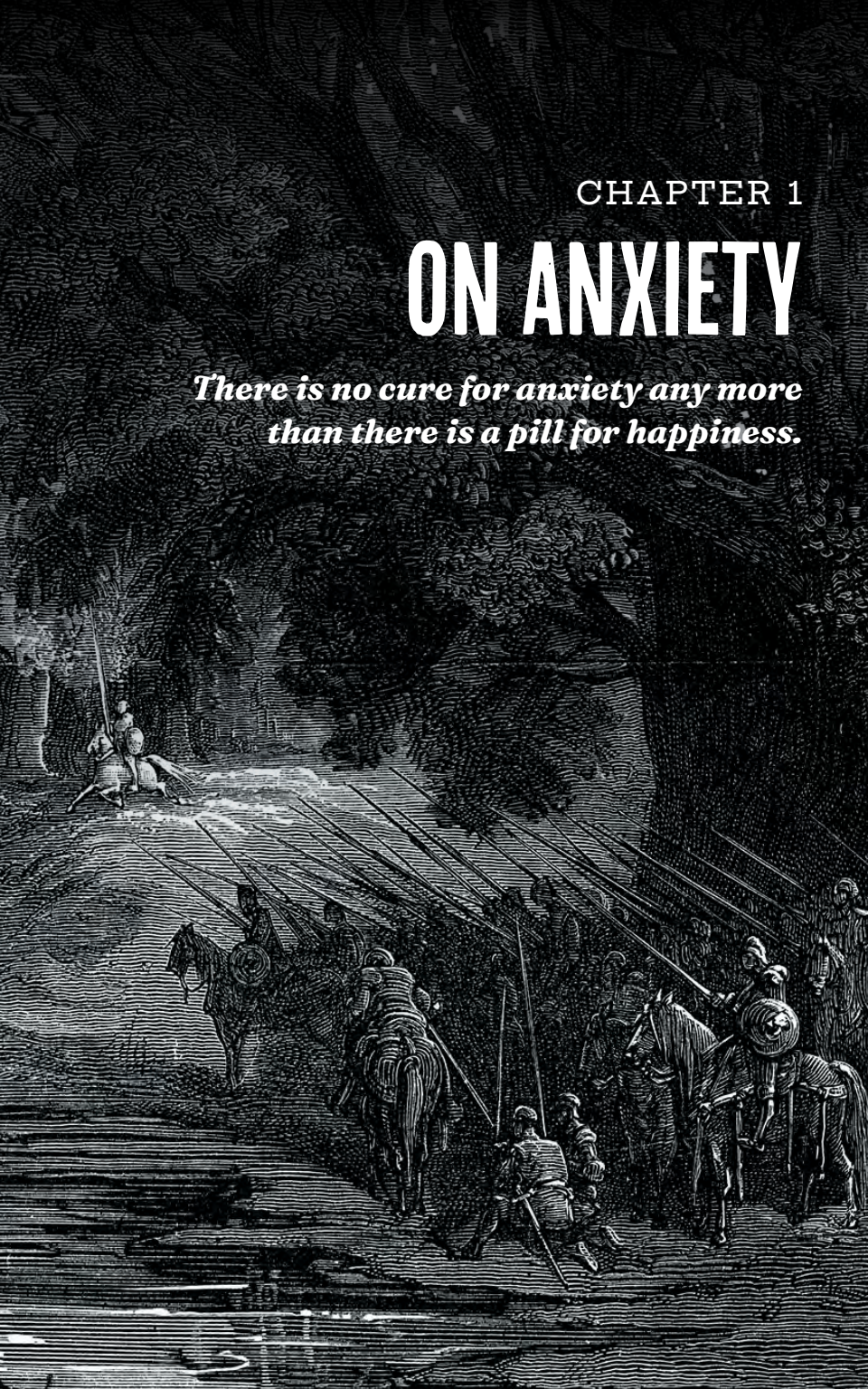
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CHAPTER 1

ON ANXIETY

*There is no cure for anxiety any more
than there is a pill for happiness.*





THE DILEMMA

I often feel anxious even when there is nothing obvious to worry about.

There is frequently an accompanying voice that says I'm not good enough or I'll get it wrong or I'll never make it.

I have plenty of concerns about my money, my family, my health, and my work, but dammit, even when those things seem ok there's a semi-constant flutter of tension or nervousness or worry in my chest.

How can I resolve this?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

1	2	3	4	5	6	7	8	9	10
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THE NEXT STEP

1. The next time you feel any degree of anxiety, perhaps even now, **breathe** consciously. Take three slow, deep breaths and fully experience the sensation of anxiety or worry or agitation coursing through your body.
2. Next, **relax** without telling yourself to relax. Just experience the feeling fully and completely and quietly. Say the words,

"I feel: _____
(sensations)

in my _____
(part of body)

***...but that feeling is not me. I've felt this way before.
I cannot willpower it away."***

Straighten your back, relax your jaw, drop your shoulders, and sink into your seat as you continue to breathe in these words:

"This feeling is not me. I've felt this way before. I cannot willpower it away."

This will almost be a meditation.

3. After a minute or two of relaxing, take **aim** with your eyes closed. Put a soft, compassionate smile upon your face.

See yourself in your mind's eye and say,

"I forgive you for _____

"

(Whatever rises to the top of your list of offenses.)

Next, with your eyes still closed, whisper softly,

"I am grateful for _____

and _____

"

(Fill in both blanks)

4. Finally, take another conscious breath and **squeeze**. With the objects of forgiveness and gratitude still firmly in your mind, decide what you can do in the next nine to ninety-minutes to bring peace to yourself and do it.



AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

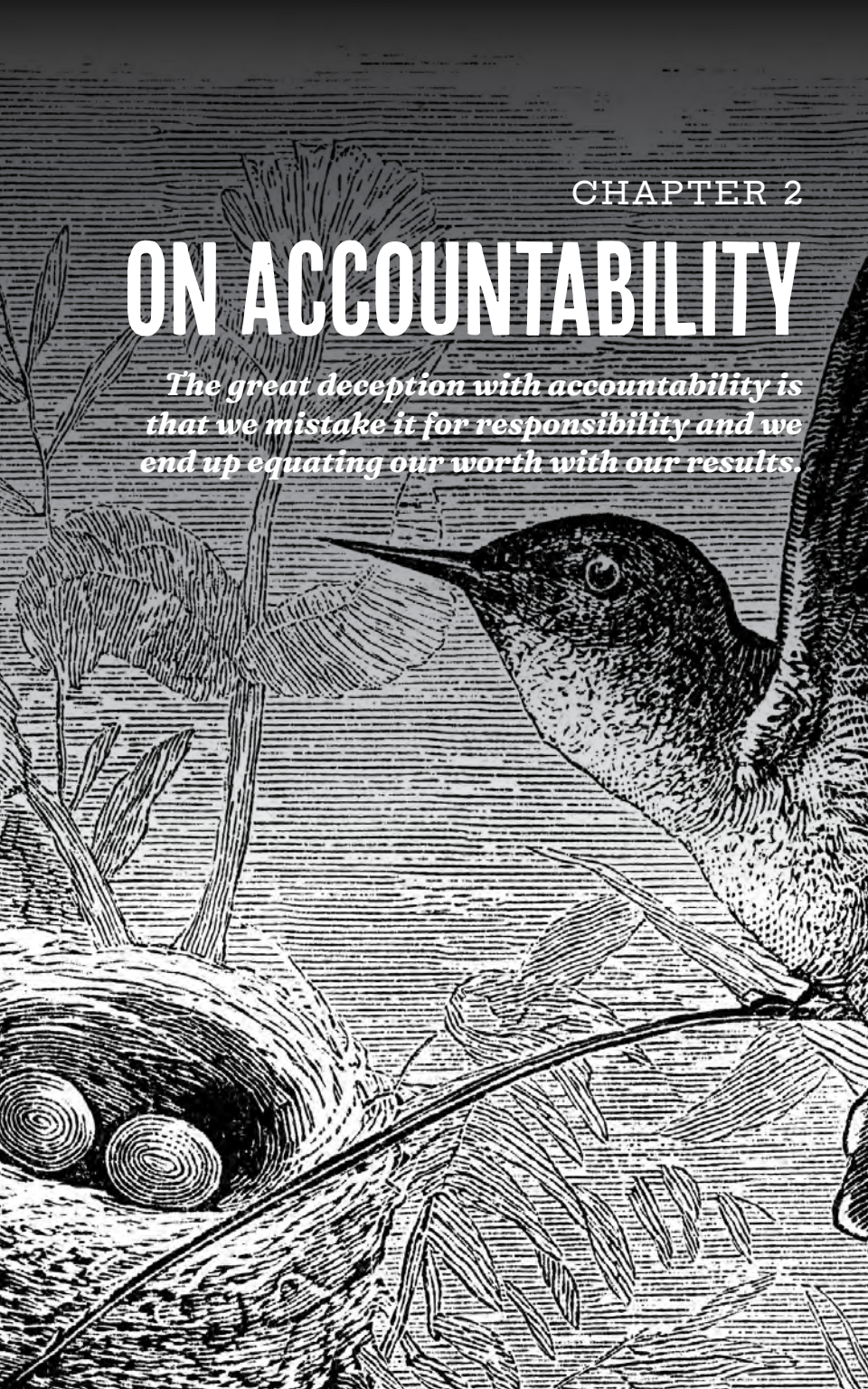
*I welcome this challenging feeling as a teacher
silently bringing me lessons that I am
learning to understand.*

MY OWN AFFIRMATION

CHAPTER 2

ON ACCOUNTABILITY

The great deception with accountability is that we mistake it for responsibility and we end up equating our worth with our results.





THE DILEMMA

I secretly hate accountability. I know what my responsibilities are but I don't want to be measured or monitored, so I often avoid it if I can.

I try my best to achieve goals but often get waylaid by people, events, or circumstances outside of my control, yet I still carry the blame for the miss.

If I must accept responsibility for my results then I must be held to account for them. But since I can only influence and not control results or outcomes, how then can I be held accountable for them?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

1	2	3	4	5	6	7	8	9	10
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THE NEXT STEP

1. Be it analog or digital, your goals, deadlines, and schedules should be written.

Using whatever medium suits you best, with whatever level of detail feels right, start or keep writing. On a scale of one to ten, rate your current goal writing routine with ten being highest.

1	2	3	4	5	6	7	8	9	10
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2. Don't bog down picking the right tool, the best method, or the optimal process. Stick with what you're naturally drawn to or use any of the the free tools you'll find at SteadySales.com.

If you rated yourself any number below seven, complete this sentence to advance toward ten:

During the next five days I will _____

3. Review the five-tool accountability list in this chapter and identify your achilles heel, that area where you most struggle with accountability.

Write it here:

4. With this one tool in mind, consider how you might add any level of structure to your day or week—less is more—to support its use.

For example, “I will practice setting 30-minute timers for myself throughout the day every Monday, Wednesday, and Friday.” Write it here:

5. And stacking tool upon tool, what simple mechanism can you employ to assure you follow through on what you just wrote. Think of this as your support mechanism.

For example, “I will tell my partner what I wrote above and ask her to check in with me at the end of the week.” Write it here:

This process, though it will ebb and flow and change, should never end. Ever.

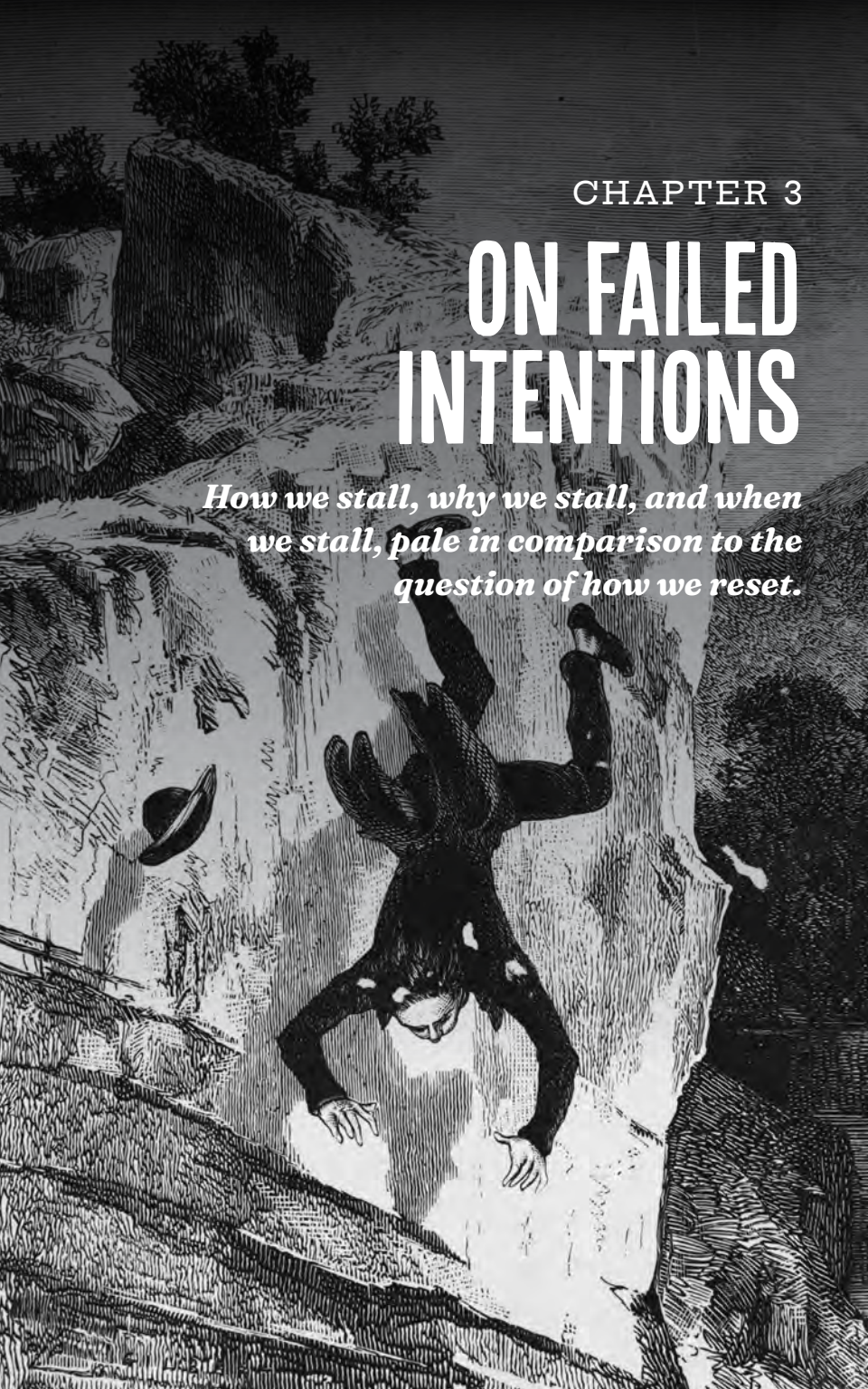


AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

I know that I am the heir to all my actions and therefore welcome the harvest of whatever seeds I sow.

MY OWN AFFIRMATION



CHAPTER 3

ON FAILED INTENTIONS

How we stall, why we stall, and when we stall, pale in comparison to the question of how we reset.



THE DILEMMA

I often criticize myself for having a string of false starts, failed intentions, projects in process, and broken promises to myself.

If completion is power, it's no wonder I feel so damn lame about what I've accomplished.

It feels like I only fantasize about big goals or settle for little more than what I'm currently doing or what I have.

How can I resolve this?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

1	2	3	4	5	6	7	8	9	10
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THE NEXT STEP

1. Think of any project, goal, or desire that you have long conceived of or struggled to complete. Write one sentence that your inner critic would use to define your efforts or your progress.

2. Read the sentence aloud with a demeaning scoff to your tone of voice.
3. Now think of yourself as a loving, veteran coach, admonishing the critic you just witnessed hissing those words into the ear of a young child.
4. Conjure an image of that coach as yourself and write what you would say to that scoffing, critical adult.

5. Next, reframe your original sentence. Write from the perspective of the veteran coach who reframes your original scoffing sentence in a way that inspires an action step.

6. Read your reframed sentence aloud but this time with the voice of encouragement, love, and support.

(Criticism is easy, thin, and dismissive. Coaching doesn't deny an outcome, it inspires the next step. Consequently, your reframed sentence must enable you to approach your original project, goal, or desire with an action, including, quite possibly, an indefinite hold.)

7. In thinking about your project, what next step could you take? What clear, next action emerged? Write it here. If nothing revealed itself, try another reframe until your next step is clear.

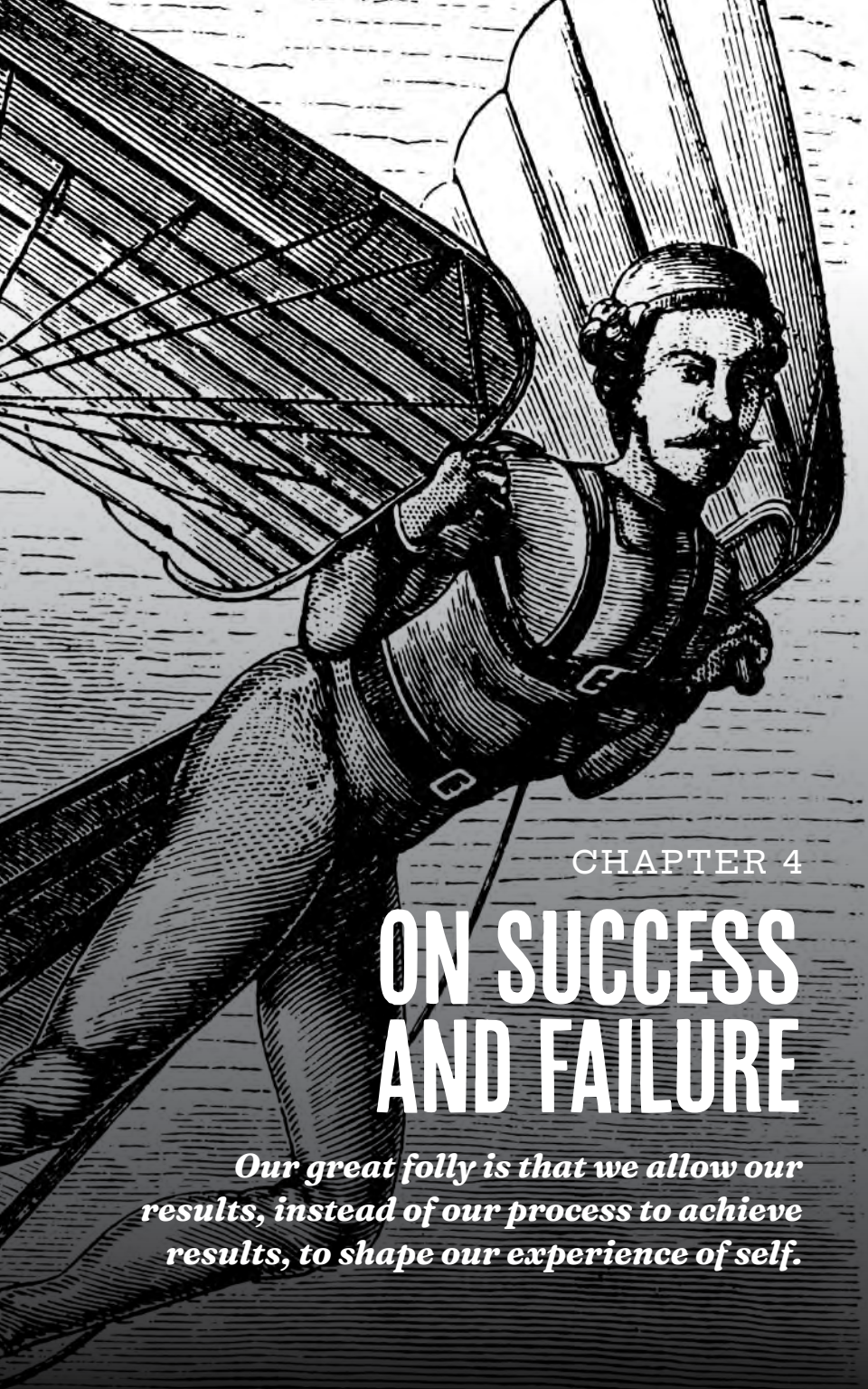


AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

*I patiently tend the seeds of my garden.
I do not dig them up to see how fast they are growing.*

MY OWN AFFIRMATION



CHAPTER 4

ON SUCCESS AND FAILURE

*Our great folly is that we allow our
results, instead of our process to achieve
results, to shape our experience of self.*



THE DILEMMA

Am I a success or a failure?

I mostly think of myself as successful. I want to believe I'm successful, but I experience failure of will, failed intentions, or failed attempts so often that I'm not sure it's true.

Plus, I hate that my emotional state always seems tied to outcomes I can't control, like reaching prospects, closing deals, or other people's efforts.

I'm not as rich as I want to be, I'm not as fit as I want to be, I'm not as joyful as I want to be.

How can I resolve this?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

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THE NEXT STEP

1. Look into a mirror or your mobile phone in selfie-mode and stare at yourself for ten seconds.
2. Say, “I am a successful salesperson.” And listen immediately to what your quiet inner voice says in reply. (Substitute a different role if you’re wrestling in another domain, perhaps, as a spouse or parent.)
3. Whatever your inner voice says next, ask “Why?”
4. Repeat step three in response to whatever answer you give to “Why?”
5. Repeat step three again and again until you hear a clear next action that results in a “yes” to item two.
 - ⌘ If you started with a “yes” in item two, ask, “How can I pay this forward by helping someone else?”
6. Bonus:
 - ⌘ The next time you, a friend, or family member competes in any event, notice if your curiosity

is about the outcome instead of the experience. That is a natural urge worth postponing.

- ⌘ Instead of first asking about the result, ask about one highlight from the experience and one lesson from the journey to get there. You'll find this a far more generative conversation than one with a binary answer.



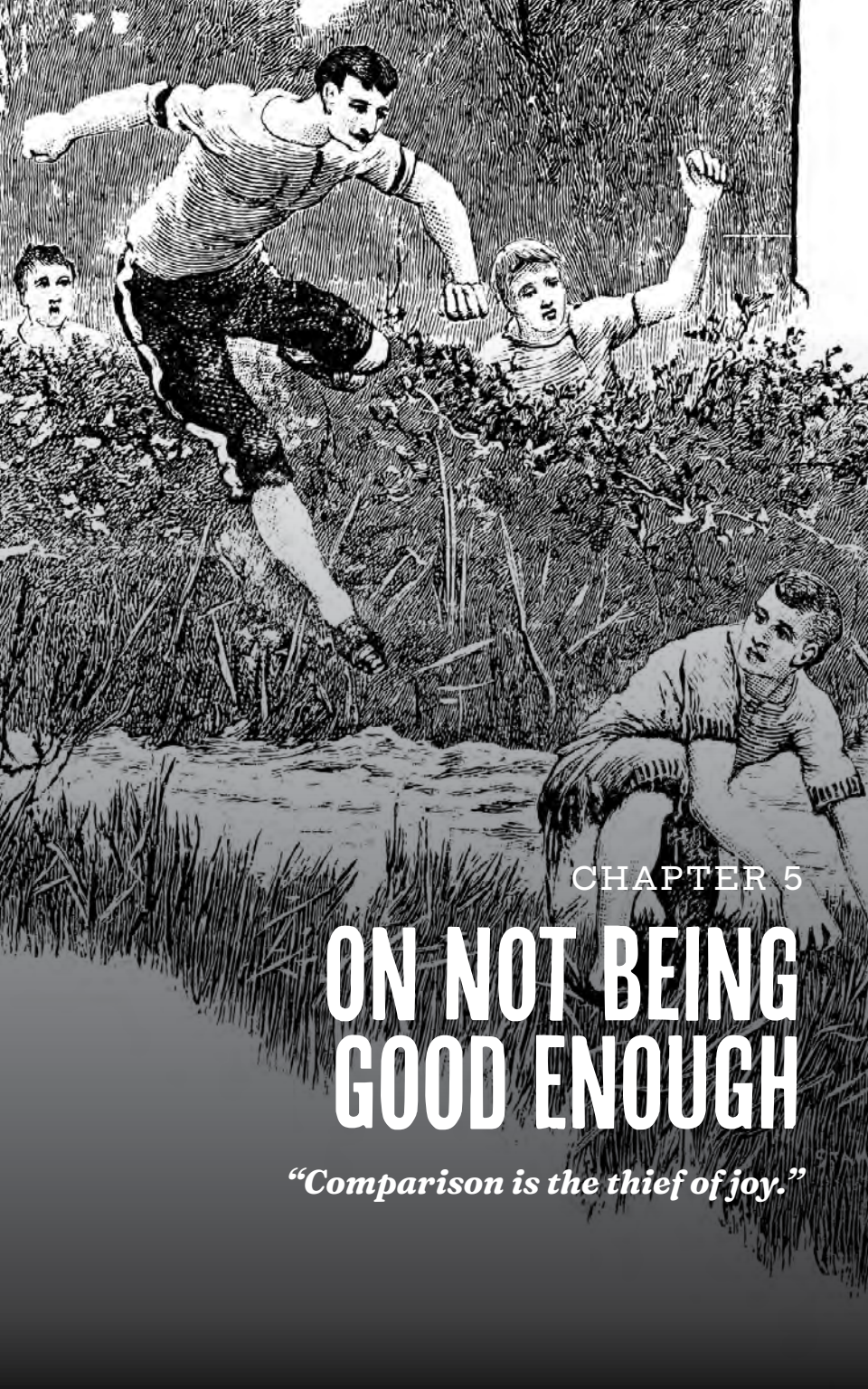
AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

*I ride the waves of my self-observation knowing that,
like a feather on the sea,*

*I am more than what is visible from the peaks
or the valleys.*

MY OWN AFFIRMATION



CHAPTER 5

ON NOT BEING GOOD ENOUGH

“Comparison is the thief of joy.”



THE DILEMMA

Where is the dividing line between permission to be as I am in any given moment and rationalizing my low performance?

The voice of my conscience and the voice of my critic are scarcely indistinguishable.

How do I maintain a life of high standards without feeling like I'm not measuring up or could always do better or more?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

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THE NEXT STEP

My triathlon coach, Martha Grinnell, once told me, “When you compare yourself to others you give away your power. Don’t race their race. Race your own.”

1. Call to mind a frequent, deflating, comparison that you make in any context be it personal, professional, or relational. Write it here.

2. Give it a voice and read the comparison aloud. Immediately notice how this sound makes you feel. Describe it here. *(My first therapist asked me to do this, and an annoying chipmunk emerged. I found it grating and petty and therefore easy to dismiss.)*

3. Write what the voice of your coach-conscience could say in reply? (*In my case, replying to the chipmunk.*) If it's the same as the critic, try again.

4. Say it aloud and immediately notice how it sounds and makes you feel. Again, if it's the same as the critic, repeat step three. Describe it here.

An internal debate between your critic and your coach will likely emerge. Your critic is invested in winning. Your coach is committed to gains, no matter the size. To whom will you listen?



AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

Today I have complete permission to be as I am.

*I compare myself to no one because my journey
is my own.*

*I feel good about my true self, and am excited to bring
more of it into the world.*

MY OWN AFFIRMATION

CHAPTER 6

ON YOUR PERFECT MOMENT

*This moment, right now, whispers not a
criticism but a choice.*





THE DILEMMA

I understand that I am the master of my own fate
but I feel at the mercy of my mood, my money, or so
much I can't control.

Prospective buyers are unresponsive, slippery, or
jaded. My outreach feels fruitless and deals seem to
drag on forever. I also feel hampered by all sorts of
obstacles and pressure.

Often, I don't feel masterful; I feel miserable or meh.

How can I resolve this?

On a scale of 1 to 10, rate the degree to which you find
this dilemma reappearing in your life. If it's more than
five, reread the coaching and next steps of this chapter
three more times in the next month.

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THE NEXT STEP

1. First, remember that all humans carry pain and doubt and struggle, even those whom you most admire.
2. Complete this short exercise if you are feeling anxious or sad for any reason. It will create some mental space to respond from a place of power instead of pain.
 - A. Find a quiet, solitary place preferably with some beauty visible.
 - B. Sit comfortably. Put a soft smile on your face and take three deep, long, slow breaths as you sink into your seat.
 - C. Relax your face and the rest of your body while you allow all your pressing worries, ruminations, or impulses to chatter in your mind's ear. The depth or the nature of the chatter doesn't matter—it's yours.
 - D. Notice the chatter but don't evaluate it. You will evaluate it, but notice your evaluating. Don't follow a particular train of thought but allow it to pass in and out of your focus like scrolling

words on an electronic sign or like leaves floating down a creek. Just keep watching it come and go. Do this for two minutes.

- E. Continue watching the thoughts and then turn your attention to where in your body you feel a particular worry. Place your hand there and whisper to yourself as if you were soothing a scared seven-year-old.
- F. What would you say? Write the kindest, most loving thing you can think of here. Begin the sentence with, *"I know that you feel..."*

- 3. If what you wrote to yourself feels inauthentic or thin, rewrite it until it feels authentic and loving.
- 4. Say it aloud, slowly. Breathe it in.

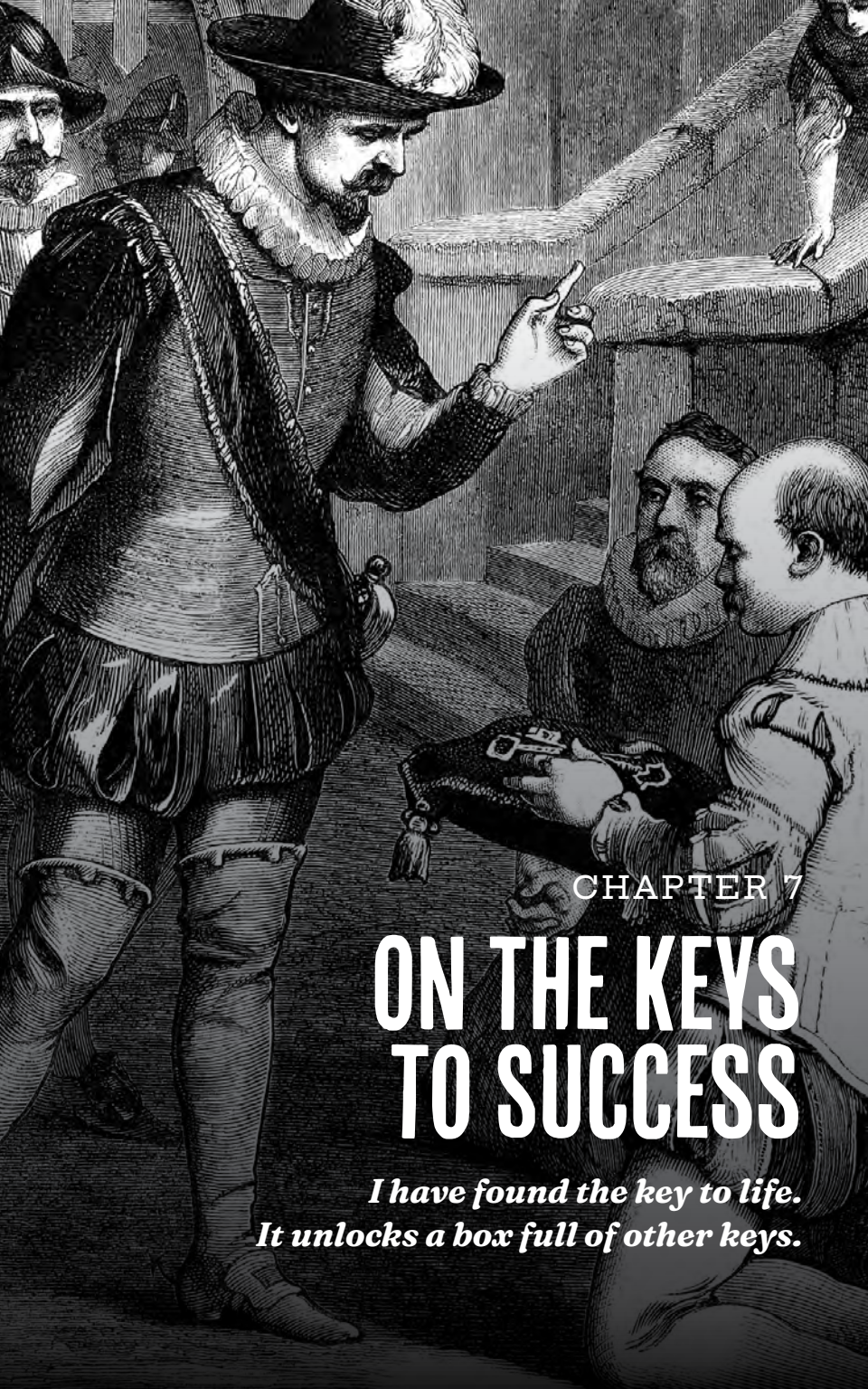


AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

I am an infinite choice maker therefore infinite possibilities are mine.

MY OWN AFFIRMATION



CHAPTER 7

ON THE KEYS TO SUCCESS

*I have found the key to life.
It unlocks a box full of other keys.*



THE DILEMMA

There is such an endless stream of resources on how to optimize every element of my life that I don't know where to begin, whom to trust, or how to prioritize what's actually best for me.

I find myself constantly drawn to the latest and greatest ways to improve my health, my relationships, my fitness, my mindset, my business, my skills, and my habits.

This fitful dabbling in tips and tricks doesn't help me feel I'm getting better but rather like I'm missing out on the best ways to improve my journey or speed things along.

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

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THE NEXT STEP

— PART ONE —

1. Briefly review the five master keys described in this chapter and select the one that presently feels the most neglected. Write it here:

2. Take a moment to reflect on the master key you wrote above, and think of two simple actions you could take in the next 36 hours to jiggle a lock. Write them here:

3. If you need to, replace your “I should or I could” language with “I will” and then pick one of the two actions above. Refine it here if need be and do it now. If you can’t do it now, schedule a time to do it in the next 12 hours.

4. Repeat this process once more in the next week. Do this for two more weeks and you'll have a full month of weekly practice.

— PART TWO —

1. Next, anytime you hear yourself negatively judging someone else, complete the sentence you silently heard yourself utter with the words "Just like me."

✂ *For example: "That person is such a jerk, just like me." (If that doesn't ring true for you, ask yourself how or why that person is a jerk, then try again. For example, "That person is such a jerk because he's so opinionated, just like me.")*

If you are aware of recurring negative judgements you carry about someone, say a political figure, try the exercise right now. Write the complete sentence here:

If you don't think that whomever you judge is *just like you*, dig two or three layers beneath your protective surface and you will find elements of yourself.

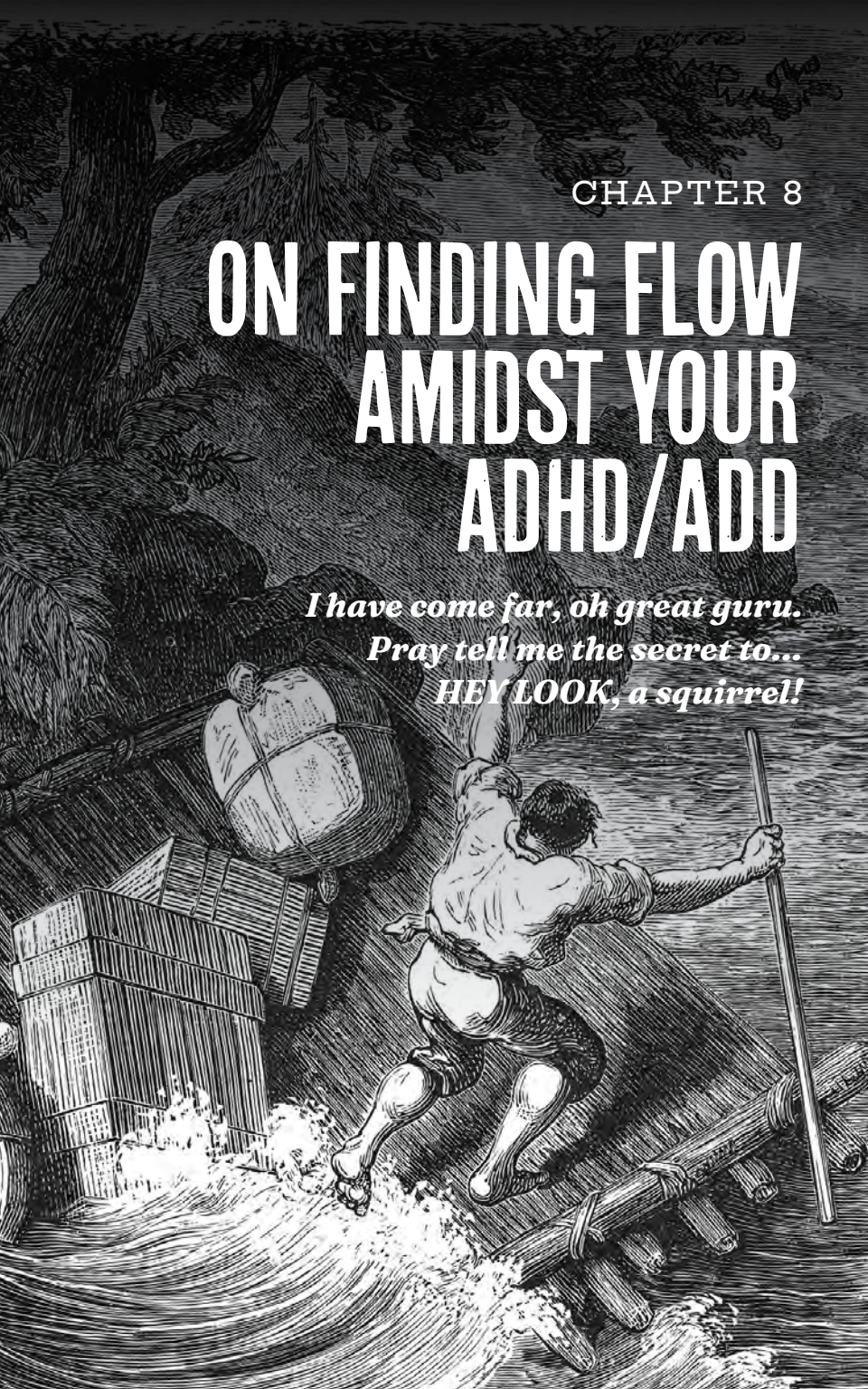


AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

***I deepen my self-understanding and love for who I am
so I can take meaningful action.***

MY OWN AFFIRMATION



CHAPTER 8

ON FINDING FLOW AMIDST YOUR ADHD/ADD

I have come far, oh great guru.

Pray tell me the secret to...

HEY LOOK, a squirrel!



THE DILEMMA

I frequently struggle to stay on task and, as a result, have so many open loops that things take me a long time to complete, if I complete them at all.

I start and stop frequently, and get distracted or bored so easily that it's often challenging for me to find a rhythm or flow.

In the end, I feel frustrated by my slow pace, overwhelmed by loose ends, and resigned to my scattered brain.

How can I resolve this?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

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THE NEXT STEP

1. Call to mind the most efficient, productive person you know. See them on a plane flying straight overhead. Smile at the distance they cover. Don't scowl that you aren't aboard.

Write their name here:

2. Now see yourself packing the trunk of your car for a road trip to the same place. Smile knowing you will get there too, provided you pack the four essentials needed for every trip.

Quietly conduct a yes/no inventory by asking yourself, "Do I have ..."

- A. A picture of my destination. (That is to say, do I have a clear goal in mind? Did I specify an outcome or purpose for my trip? What's my level of commitment to arriving at this goal in the next hour or next month?)

YES

NO

- B. A multi-tool to account for deadlines, regardless of their distance. (That is to say, am I willing to use a stopwatch, a timer, and a calendar at least as much as I use food and water?)

YES

NO

- C. A roadside assistance plan. (That is to say, can I access other people to help me get unstuck, provide directions, or make repairs? Do I know how to find and use support?)

YES

NO

- D. Ass glue, used sparingly. (That is to say, can I stick my ass to the seat and stay longer, go farther, or push beyond my first impulse to get up, switch tasks, or quit?)

YES

NO

3. With your goal, tools, and support in hand, hit the road. But double your estimate of how long a trip takes. This will reduce your frustration with the inevitable detours.
4. Enjoy the scenery and the pace. You are on a road trip after all.



AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

I maintain my natural rhythm and flow, gently guiding myself where I need to be.

MY OWN AFFIRMATION



CHAPTER 9

ON SUCKING IT UP

*Your inner drill sergeant is a
one-trick pony*



THE DILEMMA

I often scold myself for not being stronger when times are tough, the work is heavy or I feel anxious or like quitting.

As a consequence, I feel some shame for not having more strength, discipline, or endurance when I need it or think I should have it.

My attempts at self-understanding or forgiveness feel more like excuses and rationalizations than they do self-motivating.

How can I find a more consistent way to toughen up without feeling lame about myself when I don't?

On a scale of 1 to 10, rate the degree to which you find this dilemma reappearing in your life. If it's more than five, reread the coaching and next steps of this chapter three more times in the next month.

1	2	3	4	5	6	7	8	9	10
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THE NEXT STEP

1. **I often tell myself I should:** (circle one)

suck it up	drive on	deal with it
toughen up	be strong	gut it out
man up	not be a sissy, wimp, wuss, or: (insert your own word here)	

when I am...

(Describe struggle, activity, or emotional state; e.g. budgeting, exercising, depressed)

2. During such moments I typically think of myself as: (circle one)

**Your
Inner COACH Thoughts**

capable
resourced
matched to the task
full of potential
strong
smart
disciplined
hopeful

**Your
Inner CRITIC Thoughts**

limited
outmatched
overwhelmed
a phony
a fraud
weak
dumb
undisciplined
pessimistic

3. These thoughts typically leave me feeling:
(circle one)

**Your
Inner COACH Feelings**

empowered
healthy
inspired
ready
brave
eager
excited

**Your
Inner CRITIC Feelings**

disempowered
unhealthy
unmotivated
in over my head
scared
hesitant
bored

4. When I feel _____,

(insert most resonant feeling from above)

my subsequent actions generally tend to be:

(circle one)

**Your
Inner COACH Actions**

deliberate
decisive
powerful
progressive
forward
bold
right
purposeful

**Your
Inner CRITIC Actions**

haphazard
slowed
inhibited
avoidant
tentative
halting
regressive
faulty
random

5. When I act _____,

(insert action from above)

the results I generally experience are:

(circle one)

**Your
Inner COACH Results**

desirable
sustainable
noticeable
positive
uplifting
measurable

**Your
Inner CRITIC Results**

not what I want
unsustainable
scant
negative
depressing
amorphous

6. Now tie the words together and read the results from your exercise aloud.

When I struggle with:

(challenge)

I tend to think of myself as:

(thoughts)

Which usually leaves me feeling:

(feelings)

Which generally causes me to:

(actions)

Which invariably creates results for me that are:

(results)

What small adjustment can you make to find the balance between hard and soft, rough and smooth, revving or resting as you face your struggle or challenge? Write it here.

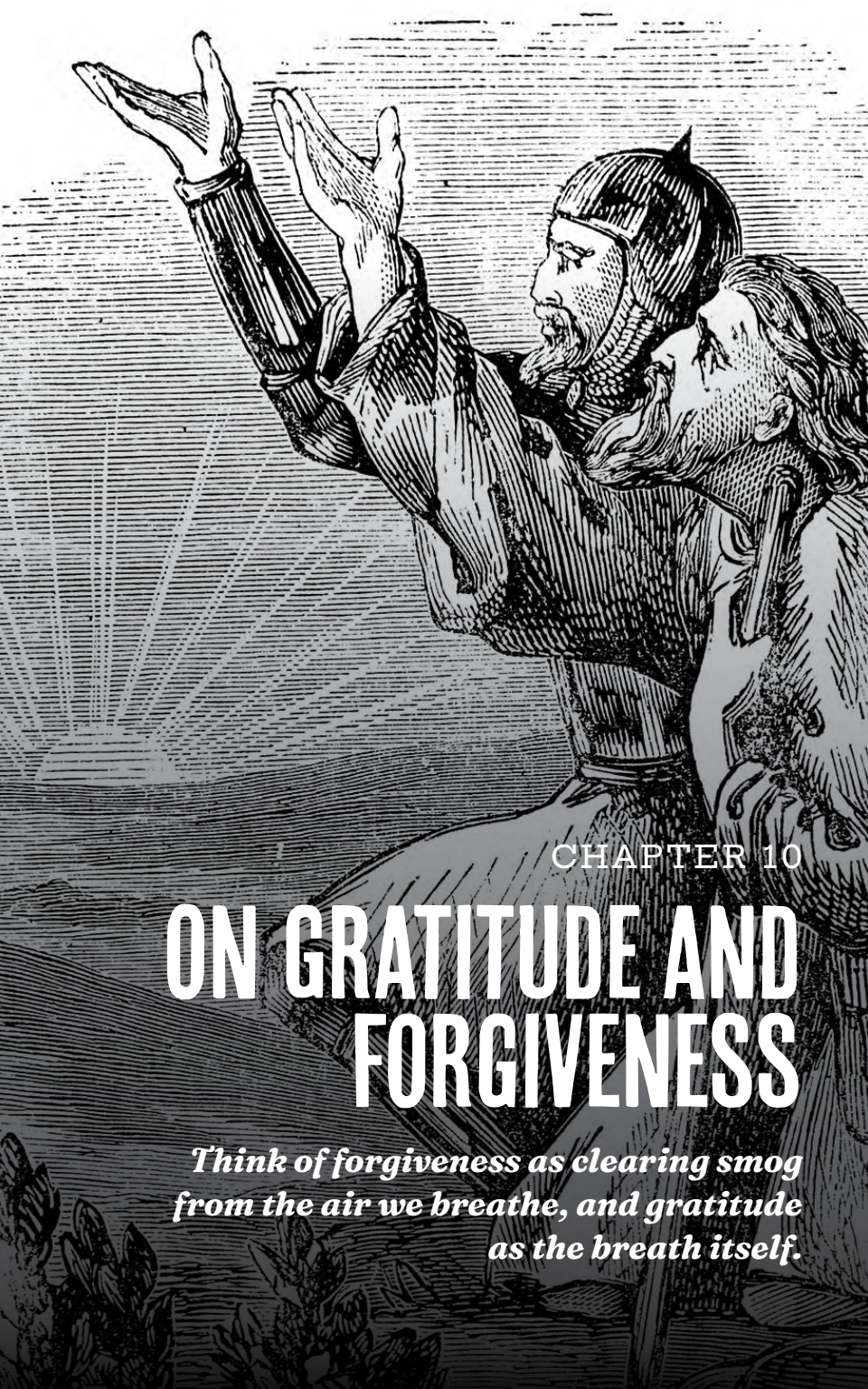


AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

With every burden I willingly bear, I gain strength from the voice of my inner coach.

MY OWN AFFIRMATION



CHAPTER 10

ON GRATITUDE AND FORGIVENESS

*Think of forgiveness as clearing smog
from the air we breathe, and gratitude
as the breath itself.*



THE DILEMMA

My temper flares when I feel I'm being wronged,
misunderstood, or ignored.

I get so angry at people sometimes, and it's not just
strangers. Often, I lash out at the people I'm closest to.

And it's not just other people, I get really mad
at myself sometimes.

Usually what I feel is disappointment or shame for
some pattern of behavior that I know doesn't serve me
well but I persist with.

How am I supposed to experience gratitude
or forgiveness when I feel so hurt or
provoked or reactive?

On a scale of 1 to 10, rate the degree to which you find
this dilemma reappearing in your life. If it's more than
five, reread the coaching and next steps of this chapter
three more times in the next month.

1	2	3	4	5	6	7	8	9	10
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THE NEXT STEP

— FORGIVENESS —

When you are really angry at yourself or at someone else, and are not at all interested in forgiveness, offer up this portion of the “Prayer Before the Prayer” found in *The Book of Forgiving*, by Desmond Tutu and Mpho Tutu:

*“I want to be willing to forgive
 But dare not ask for the will to forgive
 In case you give it to me
 And I am not yet ready
 I am not yet ready for my heart to soften
 I am not yet ready to be vulnerable again
 Not yet ready to see that there is humanity in
 my tormentor’s eyes
 Or that the one who hurt me may also have cried
 I am not yet ready for the journey
 I am not yet interested in the path
 I am at the prayer before the prayer of forgiveness
 Grant me the will to want to forgive
 Grant it to me not yet but soon”*

—GRATITUDE—

I attempted this simple, three-part gratitude practice daily, immediately upon waking, for a year. I even tracked my progress with tick-marks on a calendar. After a few months, the practice became almost automatic. Now, I awaken most days with all manner of simple blessings flooding my consciousness.

1. Think about yourself and write one thing that you love about yourself.

2. Think about where you live and write one thing that is beautiful.

3. Think about a person you love and write one thing that you cherish about them.

4. Now tie all three objects together and say them aloud in a single sentence beginning with the words, I feel deep gratitude for ...

5. Repeat the sentence slowly, with your eyes closed.
Breathe deeply and put a faint smile on your face as
you say the words.



AFFIRMATION

Quietly repeat the following affirmation when you find yourself struggling with this chapter's dilemma or write your own using the DIY guide on page 175.

As I want to be forgiven, so will I forgive.

*I welcome the gifts of my miraculous body,
an abundant earth,*

precious people and the will to nurture all.

MY OWN AFFIRMATION

CHAPTER ∞

DIY RULES TO CREATE SELF- AFFIRMATIONS

Affirmations can sound like cheesy schlock. They can also soothe the savage beast.

Every chapter ends with an affirmation as the last action step. Use the one provided or create your own using these three rules as a Do It Yourself (DIY) guide.

A vast body of clinical research confirms that self-affirmations are an effective tonic, but only if you act as if the affirmations are true. Which, of course, they are.

RULE ONE

Rote recitations won't work. Effective affirmations aren't rah-rah, pump me up, lovely delusions in the face of doubt or despair. They are positively stated, present-tense truths grounded in what you value and know about yourself.

For example:

- ⌘ Not: “I know how to attract abundance and I can make all the money I desire” if you are struggling with money and self-doubt.
- ⌘ But: “I know abundance surrounds me and I am capable of gathering more,” which is more believable to your struggling self.

RULE TWO

Your present-tense, credible, and believable affirmation must also be stated positively using “I” statements.

For example:

- ⌘ Not: “I will avoid wasting time on prospects who don’t value my services,” which is negative.
- ⌘ But: “I believe my territory is full of prospects I know I can serve and I eagerly seek them out.”

RULE THREE

Experiment. Like a radio dial, tune your words until you get a clear signal.

The difference between static and music on a radio is like the difference between cheesiness and resonance with an affirmation: a tiny adjustment may be all it takes.

Try a quick experiment now.

1. Call to mind a current struggle, worry, pain, fear, or doubt. State it.
2. Without pondering, point your finger to any of the following “I” statements:

I am...	I can...	I choose...	I accept...
I release...	I welcome...	I invite...	I trust...
I believe...	I have...	I know...	I love...

3. Test ways to complete the sentence with uplifting and reassuring language that rings true and speaks to your struggle.

Remember, aspirational, action-oriented, positive, and believable are key. Get to it!

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