

# **ALL-IN SELLING**

REVISÉD

## **MASTER THE ART OF SUBLIMINAL PERSUASION**

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## All-In Selling: Master the Art of Subliminal Persuasion

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## Introductory Intervention

SO THERE WAS THIS KID growing up on the barren, windswept plains of rural Oklahoma. His wardrobe consisted of a pair of tattered overalls. On a good day his prospects were dismal. But he was a stubborn kid who was determined to get out into the world and make something of himself. He knew he would have to make his own way with limited opportunities. He decided his best chance of fulfilling his dreams was to be a salesman. He wanted that in the worst way.

When he grew up he succeeded. He was a salesman in the worst way. One who can't sell. I was that kid.

Figure 0-1. *Author, age 6, enjoying the unaccustomed thrill of standing upright on a rare windless day in the Oklahoma Panhandle (36°30'16"N 101°47'11"W). It was not the end of the earth but you could see it from there.*



Because this is a book on selling it probably doesn't take a genius to suspect that I did not remain a failure as a salesman. Things changed. Eventually I did become a successful salesman. In fact, even if I do say so myself, I was not just successful in the ordinary sense. I was very, *very* successful. I broke national sales records in three different areas of sales. Then repeatedly broke my own records. Made more money than I ever dreamed possible. Went from ragged overalls to tailored suits. Custom

made shirts. English hand-made shoes. Spent a fortune on luxury and sports cars.

So what explains my transformation from farm boy to successful salesman? That is a question I have been asked numerous times over the years. No one seemed to understand whenever I tried to give a serious answer. Eventually I learned to give an answer modeled on the way a heart surgeon once answered a question I had asked. I was curious to know how patients are kept alive during a heart transplant operation. Specifically, I wondered how the patient was kept alive during the brief period between taking out the old heart and putting in the new one. But I was not specific enough and asked, "How do you transplant a heart?" He gave me a wise-guy answer, "Simple. Just prep the patient, have another heart on hand, remove the patient's heart, replace it with the new one. Done."

Clearly, the devil is in the details. (I now know the answer is the temporary use of an artificial heart.)

Here is my wise-guy answer to how I became such a successful salesman: I failed for a long time till I discovered subliminal persuasion, then I sold a whole bunch and went to Europe and bought my dream car. Done. Not bad for a hick with no education.

Once again you can see that the devil is in the details. Some things cannot be answered simply. It takes a book to answer the question, especially if you want a blueprint on how to do it yourself. Hence, this book. I know it will do the trick because of all the people who contributed to the making of this program over a number of years, people who achieved great success with these methods.

Here is something you need to know right from the get-go: This book does not even remotely resemble the nuts-and-bolts kind of approach to selling you are accustomed to seeing. It will not teach you the methods and techniques of salesmanship. It is definitely not just more of the same ol' same ol'. All-in selling is radically different, and it is transformative. With these methods you will sell and achieve more than you ever could with just salesmanship skills alone.

*But...* you will have to put some effort into it. Hopefully by now you have had enough experience in life to know that there



Figure 0-2. *The author in Europe where he had just purchased this classic Austin-Healey.*

is no free lunch. Those who try to pull you in with words like “free,” “new and improved,” “power selling phrases,” “guaranteed closing tips,” “one minute sales mastery,”—and above all, “easy”—are trolling for chumps. They might give an occasional tip or idea that you can use, but they will not make you a sales champion.

Many have discovered that the easiest prospects in the world to sell are salespeople. Salespeople have lower sales resistance than other people. That is why there are so many lightweight books, seminars, training programs and self-anointed sales gurus making a killing out there.

The biggest scam of all is “easy.” Nothing truly worth having or achieving is totally easy. If it were, everyone would already have it and it would therefore be common and, I’d be willing to bet, not very interesting. The odds are very much against meaningful achievement with anything that is easy. For nothing, you get nothing. No input, no output. Nada!

To say there is no free lunch does not mean you have to spend money to get your sell on. The price you will pay—quite negligible, really—will be in time and energy. In other words,

some assembly is required. You'll have to do at least a little work.

How long does it take? There actually is an answer to that question. And, no, it's not, "it depends on you." You don't need to hear that old cop-out yet again. You know it's up to you. You know good and well that just glancing through this book won't do much for you, that you're gonna have to do some stuff. With that understanding in mind, here is the answer to the question of how soon to expect results:

SEE RESULTS IN ABOUT 21 DAYS

This 21-day period is based on the participation of large numbers of research volunteers and students who worked with the all-in selling methods. Their experience almost universally showed that, on average, if you follow the instructions and do the exercises, you will begin to see results in about three weeks.

Not *final* results, of course. It will take you longer than that to even begin to approach your pinnacle of power selling. For that matter no one ever reaches their absolute maximum of ability. But you will begin to notice differences within a few weeks.

The differences will be things like positive outcomes when you least expect them. People will buy from you even when you thought they would not. You will increase your closing rate. People will respond to you differently, more positively, and you will be aware of the difference. Not just when you are selling but most of the time.

Fear gradually becomes a thing of the past. Prospecting becomes fun and much more rewarding in every respect when you are unafraid. Same for sales presentations. The entire gamut of selling activity becomes thrilling once there is no part of it that is frightening and unpleasant, and you are being successful.

What you will really notice are those times when you "pull one out of your ear," as we used to say. This is when you say or do something unusual, something that just popped into your mind and you can see the prospect changing into a buyer right before your eyes. Sometimes it is so incredible you will be amazed and in awe of what your mind is capable of coming up

with. It is awesome, and I don't use that overworked word very often.

There will still be times when you have no idea how you made a sale. These are typically the times when you surprise yourself with something you said, and whatever it was you said clearly made the sale for you. Sometimes they are hard to figure out, and of course you will drive yourself nuts wondering how you did it. Been there, done that.

You will discover that many of those times you thought you knew why someone bought something, you were wrong. You might even laugh at all of your post hoc rationalizations<sup>1</sup> of the past once you have an understanding of how people *really* make decisions and the *real* reasons why they buy things.

You will find that all-in selling is both revolutionary and evolutionary. It is revolutionary because it replaces the primacy of the old sales regime with new concepts that are in keeping with contemporary discoveries in neuroscience, psychology, and rhetoric. It is not that the old sales orthodoxy is wrong, it is just that it is inadequate, insufficient and incomplete. All-in selling is evolutionary because it incorporates many of the tenets of the old sales orthodoxy, improves them, and puts them in their proper place. It adds new dynamics and clarifies old ones by redefinition and changed emphasis.

As you read this book you will see a few big words here and there. I do not shy away from using the kind of language—the *only* kind of language—that can adequately present and explain big, new ideas. All-in selling is different from anything you have ever encountered before.

“If it is so great,” you might be wondering, “why haven't I heard about it before?” For the same reason we don't hear about a lot of things. Vested interests are almost always the problem. They make *mucho dinero* and have enormous power with the boat the way it is. They don't want it rocked. “They” in this case being the self-declared prophets and protectors of the current orthodoxy of selling. It is they who are the keepers of the keys to the myth of salesmanship, which I refer to as the *orthodoxy of salesmanship*.

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<sup>1</sup>Assignment of meaning after the fact, often incorrectly.

The orthodoxy of salesmanship is the conventional set of mainstream ideas about what constitutes salesmanship and what allegedly makes it work. It is what “everybody knows.” When everybody knows all about something, that makes alternatives hard to see. Sometimes the thing that is everywhere is taken for granted and never noticed. Like a fish takes water for granted. Ask a fish about the water it swims in and you will get, What water?

The orthodoxy of salesmanship is composed of all that sales lore that everyone is convinced they have to master to be successful in sales. That is unfortunate because it is in fact that conventional approach itself that holds so many people back. Deeply held beliefs enslave the mind and make it hard to break away from their gravitational field.

Over the years I discovered this again and again when trying to help other salespeople. Very often people are too deeply mired in orthodox thinking to break free of it. Which is what they would have to do to become the really great salespeople they could be. It is as if they were asked to change their religion. The orthodoxy of selling is very much like a religion.<sup>2</sup>

The dominant ideas about persuasion in general—and salesmanship in particular—constitute a faith-based belief system. It is a creed that people are willing to believe in without supporting evidence or verifiable proof. This explains why the conventional beliefs about selling are revered and held in near-religious awe.

The orthodoxy of conventional selling methods is sustained by faith, not by evidence. There is very little empirical evidence to support many of the orthodox selling procedures and an unquestioned belief in them. On the other hand, there is a good deal of empirical evidence behind the tenets of deep structure persuasion as presented here.

For all-in selling, no faith is required. You will be able to verify every aspect of the all-in selling methods. The only decision you need to make right now is to keep on going, to read on and do some of the work to become an all-in seller. You

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<sup>2</sup>*Orthodoxy* is the word most often used to describe a religious creed. It is the body of beliefs that people conform to without question.

will eventually break free of the old thinking that holds you back.

And that is because *this is an evidence based method*. That is very important.

You will see the evidence for these techniques as you go. You will be able to convince yourself of their efficacy. That is why this is called an *intervention*. It is to intervene in an over-reliance on sales rudiments, of salesmanship methods. This is an intervention that will get you *off* the path that cannot get you where you want to go, and put you onto the path that *will* take you to the selling success you want.

Logic alone should be enough to convince you of the truth of this. Give a thought to your own sales experience. I am willing to bet that you are not presently selling at stratospheric levels. You are not breaking records and you are not making huge amounts of money. I could be wrong, of course. But I know from experience that most salespeople are in the same boat, frustrated by their inadequate sales production and trying to figure out what is wrong with *them*. Get it? They have been convinced that the reason they are not getting rich is that *they* are the problem, that there is something wrong with them.

They should instead question the myths they have been peddled. Have you read books on salesmanship, applied what you learned from them, and improved your sales only a little if at all? For that matter, take a look at the people around you. Do you know anyone who has read a lot about selling methods and techniques, who has attended countless seminars and training programs, and as a result has become a super seller?

It is unlikely you know anyone like that. If you do happen to know someone whose sales production is really high, I'm willing to bet that it is not the rudiments of salesmanship that have made them successful. I will tell you later how they really do it because you, too, are going to learn to sell that way.

To deal with this orthodoxy in your own selling, and to know what to do about it, it is necessary to stand back and look at the big picture. This is easier said than done. Consider for a moment just how enmeshed you are in a vast belief system about selling. One that is promoted, sustained and reinforced

by people with a vested interest in its preservation. Who are they?

**Sales Managers.** Sales managers, like most people, feel threatened by anyone with too much competence. Record-breaking salespeople are rate-busters who might threaten to take a manager's position. They may not consciously conspire to keep their salespeople's production from soaring, but then they don't have to. They know from experience that conventional sales training will not enable most people to sell more than at average levels. Their biggest mistake is an absolute belief that the fault lies with salespeople, not the orthodoxy of selling.

**Motivational Speakers.** This is a large and profitable industry with a vested interest in perpetuating the conventional orthodoxy. Do you have any idea how much these people are paid for their jump-and-shout routines? It is huge. You really won't need them later.

**Sales Trainers.** Both in-house and external trainers are expensive and heavily invested in the perpetuation of the status quo. There is an endless list of training programs that promise the moon, but in fact they can do little more than train people to be mediocre salespeople.

**Publishers and Authors.** There are thousands of new books every year on every aspect of selling, from the most basic techniques to pie in the sky motivation. Not all are new; some of the books that are still selling today were written back in the 1930s and '40s. This immensely profitable industry fights tooth and nail against any variation in the prevailing orthodoxy they have invested so much to maintain.

**Salespeople.** You may have noticed that the pedestrian, run-of-the-mill salespeople in an organization will do anything they can to disrupt the success of rate-busters. They are almost always thrilled by, and receptive to, anything heralded as *new* so long as it is not *really* new. A little over

87 percent of the adult human population is threatened by newness. An even higher percent of salespeople find unacceptable anything that deviates visibly from orthodox sales methods. Please think about that and keep it in mind.

Don't get me wrong. Conventional sales training programs and materials are not only useful, they are absolutely essential, at least in the beginning. I will be saying more about these things as we go along, but in the meantime know this: persuasion—which is what all salesmanship is, or at least what it should be—exists at two different levels, or structures.

The first and most obvious is the *surface structure*. This is the level at which books, seminars and training programs play a part. Closing techniques, selling words and language, prospecting and telephone skills, and all the rest of the long list of salesmanship topics belong to surface structure selling.

Surface level salesmanship tools can show you how to say things correctly, what kinds of gestures to make, how to dress, how to prospect, how to close sales, and on and on. There are more books, YouTube videos, and training programs on the topic of selling than any one person could ever get around to in a lifetime. They are the *elementary* building blocks of a career in sales. Your familiarity with at least some of the most basic ones is essential. Master enough of the skills and techniques in the body of surface structure information and you can become a *competent* salesperson of average success.

*But they are not enough to get you into the award winning, record breaking stratosphere of selling!*

The orthodox creed of selling makes four major assumptions about human persuasion. Whether you articulated them to yourself or not, you have probably been aware of them and how they seemed wrong for you. If you went so far as to question their authenticity in your own thinking, you probably felt somewhat guilty because you felt like you were sinning against the orthodoxy. But as I have already pointed out, it is not you who is to blame. It is these assumptions that are at fault. More than that, they are just plain wrong. Part of the potency of sales orthodoxy is that it makes you the culprit if your production

is not high. Take a look at the four assumptions and see if you have not had reason to question at least a couple of them:

**ASSUMPTION 1:** *All decisions are consciously made.*

**ASSUMPTION 2:** *Sales production is limited only by ability.*

**ASSUMPTION 3:** *The semantic (meaning) and syntactic (structure) of any language are the primary instruments of persuasion.*

**ASSUMPTION 4:** *Positive Thinking works like magic.*

These four assumptions are of fundamental importance to sales orthodoxy. They are at the heart of most sales training (in addition to learning about the product or service being sold). They will always fail to live up to their promises because they address only surface structure persuasion.

That is the most serious failing of the orthodox viewpoint. It focuses almost exclusively on surface structure persuasion and is heavily weighted toward self-responsibility. Taking responsibility for one's own actions and failures is a useful and viable concept, but not when it is the orthodoxy of selling that is at fault. Surface structure is certainly important. It is not to be dismissed. But it is impossible to reach the top rungs in selling and stay there without knowledge of, and attention to, deep structure persuasion.

Deep structure persuasion is considerably more important than surface structure persuasion. You must understand this and put it to work to *get your sell on*, which is an expression we use to indicate that you are an all-in seller. That is the goal of everything in this book.

This is a reversal of conventional thinking. To put deep structure persuasion on top is an extraordinary claim. Extraordinary claims require extraordinary proof. That proof exists in abundance. There is an abundance of both experiential and scientific evidence that says the erroneous assumptions listed above are wrong. Along those same lines there is plenty of evidence that makes deep structure persuasion far more important than any surface structure influence.

Most salespeople know very little about deep structure selling because vested interests have largely ignored the evidence.

When these interests do address the subject they mostly just mystify and obfuscate things. Hence the sales training and motivation fields have made deep structure selling obscure, unclear, and largely unintelligible. The mess they have made of it mirrors their own confusion and meager knowledge of deep structure persuasion. These people with a strong vested interest, these mavens of orthodoxy, mystify the hugely important topic of deep structure selling in two ways.

First, through a universal emphasis on the superficial techniques and tactics of conventional sales training which is focused almost entirely on surface structure selling.

The second common way deep structure selling is mystified is by putting too much emphasis on the formulaic aspects of Positive Thinking. The ordinary kind of positive thinking, the maintenance of a positive attitude and outlook, is good. *Positive Thinking*, which I choose to distinguish by capitalizing the first letter of each word, is not. It is institutionalized dogma, just a substitute for thinking. Search the Internet for it and you will find numerous scientific reports that spell out exactly why it does not work and how it can actually work against you.

You absolutely should keep a positive attitude and always try to think positively. But you will not need Positive Thinking.

Here is a fact that some of the more successful salespeople have figured out: salesmanship skills will take you only so far. It takes a while to realize that. We all start out thinking we will learn all the tricks and secrets of sales and make a ton of money. Sooner or later, though, that rush of enthusiasm runs up against the wall of reality. No matter how much we study, practice, observe, and work, there seems to be something we are missing. Sound familiar?

What is missing is the knowledge and ability required to tap into deep structure persuasion. Early in the twentieth century some people attempted to remedy this absence with their “discoveries” of what they believed were the critical ingredients of deep level selling: *thinking* and *attitude*. This sounded good to them and there was a ready-made market of salespeople desperate for something magical, so they peddled positive thinking and attitude as the key ingredients of successful selling.

A key influential work in this movement was *Think and Grow Rich* by Napoleon Hill, first published in 1937. The theme of Hill's book was that *knowing what you want* and *confidence in your ability to get it* were the main secrets of success. Hill's book was followed in 1952 by *The Power of Positive Thinking* by a New York preacher named Peale. The influence of these two books and their authors has been enormous. Their influence and the relentless promotion of their works led to the development of today's huge multi-billion dollar motivation industry.

This motivation industry could as appropriately be called the endorphin circuit. Endorphins are the peptides that activate the body's opiate receptors. (They are also called *endogenous opioid neuropeptides* in case anyone asks.) All sorts of things can give us an endorphin rush, like sex, exercise, and especially pep talks. That's why people usually feel good after listening to a good motivational speaker; their endorphins are pumped.

Just as with the clergy in the early years of the United States who traveled around spreading the gospel—they were called circuit riders—we have itinerant public speakers gifted in their ability to motivate people and get them excited about selling. It is an enthusiasm renewal industry. They get their listeners charged up and feeling good. They get their audience's endorphins flowing.

These speakers range from business, political and show business figures to people who specialize in making motivational speeches. Those who specialize in motivation spend all their time at it and include speakers like Wayne Dyer, Tony Robbins, Les Brown, and of course one of the top guys when he was alive, Zig Ziglar, to name just a few. These days motivational speakers are plentiful and they are everywhere.

The pumped-up drive that usually follows attendance at one of these shows does not last long. I hasten to point out, though, it does not hurt anything and it can help for a little while. (Or maybe even longer. Scientific evidence indicates there is a cumulative effect from frequent contact with good motivational speakers. But I am sure there is a limit.)

Later on I will be telling you about my experience and how it led to the dramatic discovery at the heart of all-in selling. And, as promised earlier, I will tell you about something Zig

Ziglar told me when we were both selling waterless cookware. It did not help me sell more, but what he told me probably kept me in sales. And we will get much further into deep structure selling and its control with subliminal persuasion.

To give you a foretaste of just how mysterious, dramatic and transformative subliminal communication can be, here is an example from a field unrelated to selling: family therapy. It comes from a method called systemic family therapy which has been sweeping Germany the last few years.

This is a form of group therapy in which patients meet in a group of around 15 or so. All of them are strangers to one another; none have met previously. Each member of the group gets a turn at being the protagonist.

The protagonist picks other participants, usually around seven or eight, to act as stand-ins for various members of her family, living or deceased. One person might represent the protagonist's mother, another her father, another her sister, and so on. The protagonist puts each person in whatever position she deems appropriate, wherever it feels right to her. A person playing the role of the protagonist's father might be positioned in the center of the room, while the person playing her mother might be, say, two feet to the right of and facing away from the "father." And so on until all family member stand-ins are in various positions, in different distances from one another, and facing different directions. Or some of the stand-ins could be close to, perhaps facing each other. The positioning is entirely up to the protagonist. There is no set arrangement to be followed.

Because they are all strangers, none of the stand-ins have any knowledge about anyone else in the group. Yet, when stand-ins are asked to tell how they are feeling, they sometimes seem to have gained access to significant family secrets. Illegitimate births, suicides, and similar kinds of explosive information often come up. In some cases the protagonist herself did not know about something until she checked with older relatives who know about it.

As an example of this, in one group session the stand-in for the protagonist's mother, when asked how she felt, said she was very sad about losing their first child. The protagonist knew

nothing about it but her aunt later confirmed that it was true. Somehow the stand-in had perceived this from the protagonist's subconscious mind, even though the protagonist herself was consciously unaware of her folks' loss of a first child. This is not the work of mind reading, it is subliminal communication at work.

Some recent research done at the University of Heidelberg has indicated another outcome of this therapy practice that is of strong interest to us in selling. That is that *the spatial position of a person in a group appears to carry with it certain emotional states*. When volunteers were asked how they felt at different locations they gave remarkably consistent answers. They felt strong in some places, weak in others.

In some locations the volunteers would feel connected to certain members in the group. At other locations they felt disconnected. When asked where they felt best in the group, they were always attracted to the same relative locations. This remained consistent across different groups at different times. The same relative location in the spatial arrangement would elicit the same response in other people in different groups. Even in different cultures. The same research in China resulted in the same responses to the same locations.

This is an example of the deep structure of mind at work. It is powerful. It is what you are going to learn to make work for you in the form of subliminal persuasion.

There is a Sufi saying that when you are ready the answer will appear. I hope you are ready because the answer is about to appear. The information contained in this book can transform your life in ways you cannot now even imagine. I mean that in a good way.

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This concludes the free sample of *All-In Selling* by Charles Edwin Henderson, PhD.

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