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A manual on the art of selling

**THE
FLOOR.**

*How Tanner Kalish becomes the highest-paid salesman at
Downsview Chrysler in twelve months — and stays there.*

WRITTEN BY **RYDER BORDEN**

FOR **TANNER KALISH**

VOLUME ONE · ONE OF ONE

TANNER —

I wrote this because most car salesmen never figure it out. They show up. They wait at the door. They give the same pitch to a 22-year-old as they give to a 60-year-old. They lose the deal and blame the customer. They burn out in three years.

You're not going to be one of those.

What's in here is everything I've stolen, studied, and tested from the best operators alive — *Hormozi, Sabri Suby, Iman Gadzhi, Robert Greene, Chris Voss, Charles Duhigg, Leil Lowndes, Patrick King* — translated into the world you actually work in. The dealership floor. The phone-up. The internet lead at 11pm on a Tuesday. The single mom who's terrified of being sold to. The trades guy who has 90 seconds. The retiree who wants to be respected before he's pitched.

I'm running a different system on my side — sourcing leads, scrubbing them, feeding you the warm ones. But this manual isn't about my system. *It's about yours.* What you do when you're alone on the floor. What you say when the phone rings and it's a cold one. What you become when nobody's watching.

Read it once cover to cover. Then read each chapter again the morning you need it. Mark it up. Argue with it. Throw out what doesn't fit you and double down on what does.

You're going to be the best salesman they've ever had. I bet on it.

Yours,

RYDER

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one craft.

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BECOME THE SALESMAN.

Identity before tactics.

Everything in this manual is downstream of one question: **who do you have to become** for the techniques to work? You can memorize every script in the book and still lose the sale if the person delivering the script is unsure of themselves.

The identity shift

The average salesman thinks of himself as someone who **sells cars to people**. The top 1% think of themselves as *the person who helps someone make the second-biggest financial decision of their life*. Same job. Different identity. Different result.

That reframe is not motivational fluff. It changes what you do in the room. When you're "selling," you push, you close hard, you fear the no. When you're "helping someone decide," you ask better questions, you listen longer, you let silence breathe, you tell the truth even when it loses a deal — and you close more deals because the customer can feel the difference in 30 seconds.

The three things you stop doing today

1. **Stop apologizing for being in sales.** You're not a leech. You're the guy who knows the inventory, the financing, the trade math, and the timing better than the customer does. Stand in that.
2. **Stop chasing the close.** Chase the truth. If the customer's truth is "I'm not ready," that's a future deal. If you push past it, that's a refund, a one-star review, and a lost decade of referrals.
3. **Stop competing with other salesmen on the floor.** Compete with the version of you from last month. The floor will sort itself out.

The three things you start doing today

1. **Know your inventory cold.** Every car on the lot — trim, mileage, financing terms, the story behind it. Hesitation costs more deals than price ever has.
2. **Track everything.** Every up, every test drive, every no. The salesman who can tell you his close rate to two decimals is the salesman who can fix it.
3. **Treat every customer like they're a referral source.** Even the ones who walk out without buying. Especially them.

"You don't get what you want. You get who you are. Be the person who deserves to lead the floor and the floor will follow."

The long game

You're 20. The average tenure of a car salesman is under three years. That's because most reps treat it as a job. If you treat it as a craft — if you spend the next 36 months studying it the way an apprentice studies a trade — you'll be in the top 5% of the industry in Canada by 24, running a desk by 27, and you'll own the playbook for the next 30 years of your life. This is not hyperbole. The industry rewards mastery and almost nobody pursues it. *The ceiling is empty. Walk up.*

THE UNIVERSAL LAWS.

Tonality, presence, reading people.

Words are 7% of communication. Tonality is 38%. Body language is 55%. **You can use the perfect script and lose the sale on tone alone.** Master the silent half of the conversation first.

Law 1 · Tonality carries the room

Drop your voice by half an octave. Slow your cadence. Smile when you talk — it changes the sound of your voice on the phone, where the customer can't see you smile. The "fast-talking salesman" voice is the single most common reason cold customers shut down within 10 seconds. *Sound like a friend explaining something to a friend*, not a rep delivering a pitch.

Law 2 · Mirror, don't match

Match the customer's energy by about 80%. Not 100%. If they're loud and excited, lift your energy but stay one notch under them. If they're quiet and careful, drop your energy to nearly theirs. Mirroring is the fastest way to build subconscious trust in the first three minutes.

Law 3 · Hold eye contact, but blink

Lock eyes when listening. Soften the gaze when you speak. The "salesman stare" reads as predatory and triggers defenses. Look at the bridge of the nose if direct eye contact feels uncomfortable — it reads as eye contact without the intensity.

Law 4 · Open your body, never your arms

Stand at 45 degrees to the customer, not face-on. Face-on reads as confrontation. 45 degrees reads as side-by-side, which is how friends solve problems together. Never cross your arms. Hands visible, palms up when explaining numbers — palms-up is the universal signal of honesty.

Law 5 · The silence is yours

After you ask a question, *shut up*. After you state a price, *shut up*. The salesman who fills the silence loses the negotiation every time. Most reps can't tolerate three seconds of quiet. Top operators can sit in 30 seconds of silence with a small smile on their face. **Whoever speaks first concedes.**

"He who controls the silence controls the conversation. He who controls the conversation controls the outcome."

Law 6 • Read the four signals

Every customer broadcasts their state through four channels. Learn to read them in the first 90 seconds:

- **Eyes** — darting = wary, soft = open, narrowed = skeptical, wide on a feature = real interest. Track what makes them widen.
- **Hands** — in pockets = guarded, touching the car = imagining ownership, on the chin = evaluating. *When their hand touches the steering wheel before you offer the test drive, the deal just got easier.*
- **Feet** — pointed at the exit = mentally leaving, pointed at the car = engaged, pointed at you = trust. Feet don't lie.
- **Breath** — shallow and quick = anxious, deep and slow = comfortable. If they're breathing fast, slow your own breath and speech — they'll subconsciously follow.

Law 7 • The label disarms

Name what they're feeling before you try to fix it. *"It sounds like you've been burned at a dealership before."* *"Seems like the monthly is the real issue, not the car."* Labels acknowledge the emotion, which dissolves it. They also signal that you see the customer as a human, not a wallet. That alone separates you from 90% of the floor.

QUESTIONS ARE CURRENCY.*The supercommunicator move.*

The salesman who talks the most loses. The salesman who asks the best questions wins. Every question is an investment that compounds — better questions surface better information, better information surfaces real needs, real needs surface the close.

The Discovery Seven

These are the seven questions you ask during the qualifying interview. Don't fire them in sequence — weave them into a real conversation. By the time the customer is in the test drive, you should have answers to all seven:

1. **What's bringing you in today?** *Surface the trigger — lease ending, a baby, a breakdown, a raise.*
2. **What are you driving now, and what's working or not working about it?** *Pain points = future objections solved in advance.*
3. **If you had to pick three things this next vehicle absolutely has to have, what are they?** *The buying criteria. Write them down.*
4. **What's the situation with your current vehicle?** *Trade conversation, planted early.*
5. **Who else is part of this decision?** *If there's a spouse, you need to know now, not at the close.*
5. **What's a monthly payment that would feel comfortable to you?** *Never ask budget — feels confrontational. Monthly feels conversational.*
7. **What does your timeline look like — today, this week, next month?** *Urgency check. Sets the pace.*

The follow-up question is where you separate

Average salesmen ask one question and move on. Top operators ask *one more question* than the customer expects. If they say "I want something reliable," don't move on — ask "What does reliable mean for you specifically? Is it never breaking down, or low cost of ownership, or both?" That single follow-up tells the customer: *this guy is actually listening.*

Charles Duhigg's research on supercommunicators found that people who built the deepest trust fastest weren't the ones who said the most empathetic things — they were the ones who asked *twice as many follow-up questions as the average person.* The mechanic is that simple. The discipline is hard.

The three types of questions

- **Practical** — what are you driving, how many kids, what's your monthly. Facts.
- **Emotional** — how do you feel about your current vehicle, what would it mean to drive something

you actually love. Values.

- **Identity** — what kind of driver are you, what does this car say about you. Self-concept.

Most reps only ask practical questions. The conversation stays transactional. *Top operators ask all three types*, which is why their customers walk out feeling like the rep actually got them — and walk back in three years later when it's time to upgrade.

"Ask questions that prove you were listening to the last answer. That is the entire game."

CHARLES DUHIGG · SUPERCOMMUNICATORS

What never to ask

- *"What's your budget?"* — invasive, primes them to lowball.
 - *"Are you ready to buy today?"* — pure pressure, kills trust.
 - *"What would it take to earn your business?"* — beggar's question. Top reps don't beg.
 - *"What can you afford?"* — patronizing. Never.
-

THE EIGHT-STEP SALE.

Meet to delivery.

Every dealership in North America runs some version of an 8-step process. Master it, then break it when the situation demands. Most reps butcher it by rushing through steps 2 and 3 to get to the negotiation. **Skip the discovery and you negotiate from nothing.**

01

Meet & Greet

First 30 seconds. Approach at a relaxed pace from a 45-degree angle. Make eye contact at 10 feet, smile, slow down the last few steps. Open with: "*Hey, welcome in — I'm Tanner. What brings you in today?*" Avoid "can I help you?" — it triggers the "just looking" reflex.

02

Qualifying Interview

Most important step, the one most reps skip. Run the Discovery Seven from Chapter 3 — conversationally, not as a checklist. Goal: by the end you know the trigger, budget range, timeline, trade situation, decision-maker, and three must-haves.

03

Vehicle Selection

Match the customer to two vehicles, not one. Always show two. The first is the "right one." The second is one step up — what they didn't know they wanted. *Two is the magic number*: one feels like pressure, five feels like paralysis.

04

The Walk-Around

Use the *FAB framework*: **Feature** ("this is Uconnect 5") · **Advantage** ("pairs with two phones at once") · **Benefit** ("so you and [partner] never fight over Bluetooth on a road trip"). Features alone are forgettable. Benefits anchored to their specific life are unforgettable.

05

The Test Drive

The single highest-leverage moment in the entire process — Chapter 6 is dedicated to it. Never skip it, never rush it. *The car sells itself in the driver's seat; your job is to make sure it has the chance.*

06

Trade Evaluation

Run their trade in parallel with the test drive, not after. By the time they're back, you have a real number. Compresses the deal and prevents the "I need to think about it" stall. See Chapter 11.

07

Numbers & Negotiation

Present the deal as a complete picture, not a back-and-forth. Three numbers visible: vehicle price, trade allowance, monthly payment. *Always quote monthly, not total — humans buy monthly, even when they pay total.*

08

The Close & Delivery

Closing technique in Chapter 10. The delivery itself is the most underrated step. *How you deliver determines whether they're a one-time customer or a 30-year referral source.* Make it ceremonial — bow on the wheel, full walk-through, your direct line on a card, invitation to text in two weeks. They remember the delivery longer than the price.

"The fortune is not in the sale. It is in the way you sell. People forget what they bought. They never forget how it felt to buy it."

OPERATING PRINCIPLE

FIVE PERSONALITIES ON THE FLOOR.

Read the room in 60 seconds.

Every customer who walks onto the lot is one of five types. Identify which type within the first minute and you can adjust your approach instantly. **The same words sell to a Driver and lose a Skeptic.**

TYPE 01

~25% of customers

The Driver

Walks fast · talks faster · skips small talk · wants specs and price now.

Decisive, results-oriented, often successful in their own work. They hate wasted time. They will not be charmed and they will not be sold to.

HOW YOU PLAY THEM:

Match their pace. Drop pleasantries. Lead with numbers, options, timelines. "*Here's the truck, here's the price, here's the financing — what do you need to know to make a call today?*" They'll respect you within five minutes. Don't try to be their friend; be their resource.

TYPE 02

~25% of customers

The Analytical

Has done research · brings printed specs · asks technical questions · suspicious of incomplete answers.

Often an engineer, accountant, IT — someone who reads CarGurus and Reddit for weeks before walking in. They want data, accurate. They will catch you if you BS.

HOW YOU PLAY THEM:

Be the most knowledgeable person they've talked to. Quote real numbers and comparisons. **Admit what you don't know** — "*Let me get you the exact tow capacity, I don't want to guess*" — they'll trust you ten times more for the admission.

TYPE 03

~20% of customers

The Amiable

Friendly · asks about you · slow to decide · worried about being pressured · brings family.

The kindest customers and the most often mistreated by the industry. They want a relationship before they want a transaction. They will buy from you if they like and trust you — and tell ten friends.

HOW YOU PLAY THEM:

Slow down. Talk about life, not cars, for the first 5 minutes. Never use urgency or scarcity — it terrifies them. *"There's no pressure today, we can come back to this whenever feels right."* The Amiable often becomes your highest-referral customer over a 20-year career.

TYPE 04

~15% of customers

The Expressive

Animated · loud · talks about themselves · wants to be impressed and impressive · drawn to colors and status.

Vibe-driven. The car is an extension of identity. They want the experience to feel exciting and they want to feel cool buying. Often impulse buys when matched with the right energy.

HOW YOU PLAY THEM:

Match their energy fully. Talk about how the car looks, feels, sounds. Show them the loudest features. Drop a "you'd look unreal in this" if it's true. **They close fast when they feel seen.** Confirm the deal while the dopamine is hot.

TYPE 05

~15% of customers

The Skeptic

Arms crossed · guarded · short answers · expects to be lied to · often burned at a previous dealership.

The hardest type and the most loyal once converted. They've been screwed before. Until you earn their trust, every word out of your mouth is suspicious.

HOW YOU PLAY THEM:

Acknowledge the elephant. *"Look, I get the sense you've had a rough experience with this before — I'm not gonna pretend the industry is perfect. Tell me what happened last time so I don't repeat it."* Label the wall, lower it. Then over-deliver on every promise. **Customers for life.**

"The fool says the same thing to every man. The master says a different thing to each — because each man is listening for something different."

ROBERT GREENE · THE LAWS OF HUMAN NATURE

THE TEST DRIVE MASTERCLASS.

Where deals are won.

Customers who test drive a vehicle close at **3-4 times** the rate of those who don't. The test drive is the single highest-leverage 15 minutes in the entire sales process. Treat it as sacred.

Before the drive · the setup

Pre-position the vehicle. If possible, have it pulled out, washed, and idling — AC or heat on depending on the season — before they sit down. *Walk them to a car that's ready to be theirs*, not one buried on the lot.

Open the driver's door for them. Don't direct them in — let them choose. Once seated, give them 30 seconds to adjust the seat, mirrors, wheel. Don't talk. Let them imagine ownership. Then ask: "*How does that feel?*" Not look — feel. You're priming the body.

The route

- **Start easy** — quiet straight roads first, let them get comfortable. Don't put them on a highway in the first 90 seconds.
- **Hit the showcase moment** — every car has one. The Wrangler hits it off-road. The Pacifica hits it when Stow 'n Go vanishes a seat. The RAM hits it under acceleration. *Engineer the route to hit the showcase moment.*
- **End with a quiet stretch** — last 60 seconds should be calm enough to talk. The conversation at the end of the drive is where the buying decision crystallizes.

During the drive · what you say

The mistake every new rep makes is talking too much. *You are not narrating a documentary.* The customer needs space to feel the vehicle. Speak only when pointing out a single feature in real time, answering a question, or asking a soft check-in. Otherwise — **silence**. Let the car do its job.

The Ownership Question

All customers · run on every test drive · never skip

Tanner: "OK so honest reaction — could you see yourself in this every day?"

| *IF YES / PROBABLY / YEAH*

Tanner: "What would have to be true for it to be the right one?"

| *IF NO / NOT SURE*

Tanner: "Cool — what's not landing? Is it the car itself or the specifics, like color or trim?"

*This single exchange surfaces 90% of the real concerns before you ever get back to the desk. **If they can see themselves in it**, the next 30 minutes is just removing friction. **If they can't**, you find out now — not after another 90 minutes of pointless negotiation.*

After the drive · the return

When you pull back into the lot, don't park immediately. Sit in the running car for 30 seconds. Ask: "*Walk me through what you noticed.*" Then listen. Buying signals come out here: "*I liked the way it handled...*" "*It's bigger than I thought...*" "*My wife would love this...*"

Whatever they said becomes your anchor for the rest of the conversation. **Write it down on your notepad in front of them — visibly.** The customer who sees their words being captured trusts you more than the one who watches you tap a screen.

THE PHONE-UP & INTERNET LEAD.

Response time equals money.

A lead contacted within **5 minutes** is 9x more likely to convert than one contacted at the 30-minute mark. Most reps respond in hours. **This is your edge before you've spoken a word.**

The phone-up · inbound call

Inbound calls are the most underrated lead source. A phone-up has cleared three filters — they have your number, they're curious enough to call, and they got past their fear of being sold. Conversion rate on phone-ups handled well: 25–35%.

PHONE-UP INBOUND

The phone rings · they ask about a vehicle

The Phone-Up Response

Anyone calling about inventory · goal: book the appointment

Tanner: "Downsview Chrysler, this is Tanner — how can I help?"

| THEY ASK ABOUT A VEHICLE / PRICE

Tanner: "Great question. Let me pull it up — and just so I give you the most useful answer, are you replacing a current vehicle or is this a first one?"

| THEY ANSWER · LISTEN

Tanner: "Got it. So that [Vehicle] is here, it's [X km], listed at [X] — but honestly the listing isn't the right way to look at it because of where the market is on financing this month. The way it works out monthly for someone in your situation is probably going to surprise you in a good way. Are you somewhere I could grab 4 minutes, or should I send a written breakdown?"

| THEY SAY "SEND IT"

Tanner: "Easy. What's the best email and cell? I'll send you the breakdown in the next 10 minutes — and if it makes sense, when would be a good time this week to come see it? Most people who like it on paper love it in the seat."

*Never quote a flat price on the phone if you can avoid it. **The phone-up's mission is the appointment, not the sale.** Book the day and time before you hang up. "I'll come by sometime" closes at under 10%. "Thursday at 4pm" closes at over 60%.*

The internet lead · the 5-minute rule

If a lead form comes in — Downsview website, AutoTrader, CarGurus, Facebook — **respond within 5 minutes**. Even at 11pm. The customer is in active shopping mode and they've contacted 3-5

dealerships at the same time. Whoever responds first wins the conversation.

INTERNET LEAD

Within 5 min of lead arriving

The Three-Touch Open

Any internet inquiry · text + email + voicemail

TOUCH 1 · TEXT (WITHIN 60 SEC)

"Hey [Name] — Tanner from Downsvew Chrysler. Just got your message about the [Vehicle]. Sec for a quick question?"

TOUCH 2 · EMAIL (WITHIN 3 MIN)

Subject: Quick note about the [Vehicle], [Name]

Hey [Name],

Tanner here from Downsvew Chrysler — saw your inquiry about the [Vehicle]. Good news, it's still here. Bad news, it's been getting attention so I want to get you real info quickly before it moves.

Two questions so I can send you the right details: are you replacing a current vehicle, and is there a specific monthly you're trying to land in? With those two, I can have a real out-the-door breakdown to you in under an hour.

— Tanner · [phone] · [email]

TOUCH 3 · VOICEMAIL (WITHIN 5 MIN)

"Hey [Name], Tanner from Downsvew Chrysler — got your message about the [Vehicle]. I just texted and emailed you but wanted to call too. Hit me back at [number] whenever works."

*Three touches in 5 minutes = the customer knows you're **serious, fast, and accessible**. The dealer they hear from in 2 hours is already irrelevant.*

The 7-day follow-up rhythm

DAY 1

Three-touch open. Text → Email → Call within 5 minutes.

DAY 2

Second call at a **different time of day**. If voicemail, send a value text with rough numbers.

DAY 4

Send a 30-sec walk-around video of the actual vehicle. **Video opens at 3-5x text rate**. Custom phone video, you in frame, casual.

DAY 7

The "out" text: *"Hey [Name] — last note from me on this. If the timing's not right, no worries — just want to make sure I'm not bugging you."* Often unlocks the real reply.

SCRIPTS FOR TWELVE ARCHETYPES.*Every customer you'll meet.*

Twelve scripts. One for each customer type that walks through Downsview's doors.
The script is a starting point, never a cage.

ARCHETYPE 01

22-32 · nervous

The First-Time Buyer*First car or first major purchase · anxious about being sold to***Tanner:** "Hey, welcome in — I'm Tanner. What's bringing you in today?"| *THEY SAY IT'S THEIR FIRST TIME / THEY'RE JUST LOOKING***Tanner:** "Totally fair — first car purchase is a lot, and most dealerships make it worse, not better. Here's the deal: I'm not here to pressure you, my job is to answer questions until you know enough to decide for yourself. Cool if I ask you a few things so I can point you at the right options?"*First-timers are **terrified of looking dumb**. Lead with the anti-pressure pitch. Make them feel safe. They will refer every friend they have for the next 5 years if you treat them right.*

ARCHETYPE 02

30-50 · with partner & kids

The Family Upgrade*Outgrown current vehicle · safety + space focused · joint decision***Tanner:** "Hey, welcome — I'm Tanner. What brings the whole crew in today?"| *THEY EXPLAIN — OUTGROWING CAR, NEW BABY, SOCCER SCHEDULE***Tanner:** "Got it. So real quick — when you imagine the next 3-4 years with this vehicle, what's the thing it absolutely has to do? Is it cargo, third-row, gas, or safety stack?"| *THEY ANSWER***Tanner:** "Cool. I've got two options on the lot that fit exactly that. One's the conservative pick, one's the slight stretch that might surprise you. Want to look at both?"*Families need to feel that **both partners are being addressed**. Equal eye contact. Ask the kids their names. Never urgency or scarcity. Sell safety and space, in that order.*

The Trades Guy

Electrician, plumber, contractor, HVAC · RAM play

Tanner: "Hey, what's up — Tanner. What are you working with right now?"

| *HE TELLS YOU ABOUT HIS CURRENT TRUCK*

Tanner: "Yeah I hear that. Quick — is the truck a personal ride or running through your business?"

| *THROUGH THE BUSINESS*

Tanner: "OK so the play is different than personal. Between the write-off and the tax position, the real monthly is way less than the sticker. Let me show you two RAMs and run the actual after-tax cost — 10 minutes. Cool?"

*Trades guys hate fluff. Drop formality. Lead with utility. Mention the **write-off angle** for business vehicles. Numbers and capability over feature lists.*

The Credit-Worried Buyer

Past credit issues · embarrassed · expects to be turned away

Tanner: "Hey, welcome — I'm Tanner. What brings you in?"

| *THEY MENTION CREDIT, HESITANTLY*

Tanner: "Hey — first thing, credit's not a moral thing, it's a math thing. Stuff happens, the system doesn't always reflect the real you. We work with lenders who look at the bigger picture. Want to walk me through your situation so I can give you a straight read on what's actually possible? No applications yet, no hits to your credit — just a real conversation."

*These customers are **terrified of being shamed**. The "math not moral" line lands hard. Most of them have never had a salesman talk to them like a human — they refer everyone they know for life.*

The Respected Elder

Cautious · brand-loyal · wants to be heard not sold to

Tanner: "Good afternoon, sir — I'm Tanner. What can I help you with today?"

| THEY EXPLAIN

Tanner: "Appreciate that. Mind me asking — what's your current vehicle and how long have you had it?"

| LONGER STORY

Tanner: [Listen fully. Don't interrupt.] "That's a great history. So tell me — what would the next one need to do for you that this one isn't doing anymore?"

*Older buyers want **respect first, information second**. Use "sir" or "ma'am." Slow your tempo. Take notes by hand — they notice these things and remember them.*

The Researcher

Knows inventory better than you · has Reddit bookmarked

Tanner: "Hey, welcome — I'm Tanner. What are you researching today?"

| SPECIFIC TRIMS, MODEL COMPARISONS

Tanner: "Cool, sounds like you've done your homework. Quick — what have you read that you want me to either confirm or push back on? I'd rather skip the pitch and answer real questions."

*Researchers respect **competence and honesty**. Never BS them. Admit what you don't know. Push back where you have real grounds. They want a peer, not a pitchman.*

The Burned Skeptic

Bad past experience · suspicious · short answers

Tanner: "Hey, I'm Tanner. Welcome in — and just before we start, I'm getting a sense you've been through this before and it wasn't great. Am I reading that right?"

| **THEY OPEN UP — OR STAY GUARDED**

Tanner: "OK, here's what I'll commit to: I'll write down anything we agree to, you'll get every number in writing before paperwork, and if something feels off, you tell me and I'll fix it. Fair?"

*The Skeptic responds to **explicit commitments in writing**. They want receipts, not vibes. Over-deliver on a small promise and the wall comes down. Lifetime referrals.*

The Price Shopper

Calling 5 dealerships · wants the lowest number

Tanner: "Hey, great question — happy to talk numbers. Quick before I do: are you comparing across dealerships, or have you locked in on this specific [Vehicle] and you're checking the math?"

| **COMPARING ACROSS DEALERS**

Tanner: "Got it. Here's where I'll be straight — sticker isn't the right number to compare, because every dealer gives a different number on financing, trade, and add-ons. What I can do is give you a real all-in monthly with everything included, and you can compare apples-to-apples. Want me to run that?"

Reframe from "lowest sticker" to "lowest real cost." You're the one being honest about the total picture; that earns the deal.

The Cash Buyer

No financing · expects a discount for cash

Tanner: "Awesome — paying cash makes the back end simpler. One thing to know — the dealer makes more on financing than on the sale itself, so a lot of dealerships actually price cash deals *higher*, not lower. The play here is for me to make sure we get you the right deal regardless of how you pay. Cool?"

*Cash buyers expect to fight for a discount. **Reframe their expectation early**. Sometimes a low-rate financing deal effectively gives a better price than cash.*

The Warm Referral

Sent by friend or family · highest-converting customer

Tanner: "Hey [Name] — [Mutual] told me to expect your call, glad you reached out. So before anything else, how do you know [Mutual]?"

| TAKE 60 SEC TO TALK ABOUT THE MUTUAL CONTACT

Tanner: "Awesome. So [Mutual] mentioned you were looking at [vehicle type] — tell me what's driving the change, and I'll either point you at the right options or tell you straight if we're not a fit."

*Warm referrals convert at **3-5x cold**. Use the referrer's name multiple times. Close with "I'll let [Mutual] know how we did" — built-in follow-up reason.*

The Newcomer

First major Canadian purchase · unfamiliar with system

Tanner: "Hi, welcome — I'm Tanner. How long have you been in Canada?"

| THEY SHARE THEIR STORY

Tanner: "Welcome. So first thing — the car-buying process here can be confusing because there's a lot of small fees and decisions, but I'll walk you through every one. Question first — is this for work, family, or both? And do you have a Canadian credit history yet, or are we starting from zero?"

*Newcomers are often anxious about being taken advantage of. **Slow down. Simple language without being patronizing.** Be explicit about every fee. Newcomer communities talk — one well-served customer becomes a pipeline.*

The Peer

Same age as Tanner · Wrangler, Challenger, Charger buyer

Tanner: "Yo what's up, I'm Tanner — what are you driving right now?"

| *HE ANSWERS*

Tanner: "Not bad. So what's the move — looking to step up or just kicking tires today?"

| *LOOKING TO STEP UP*

Tanner: "Bet. So real talk — what speaks to you, are you a Wrangler guy or more on the Challenger / Charger side?"

*With peers, **drop the formality entirely**. Iman Gadzhi confidence — clean, direct. They smell desperation faster than any other archetype. Be the guy they'd grab a coffee with.*

OBJECTION MASTERY.*Twelve real responses.*

An objection is not a no. It's information — a signal that **something isn't yet clear enough** for the customer to say yes. Your job isn't to overpower the objection — it's to surface what's underneath it.

The universal framework

1. **Acknowledge.** "I hear you." Never argue.
2. **Label the emotion.** "Sounds like you're worried about [X]." Naming dissolves.
3. **Ask the deepening question.** "Help me understand specifically what's behind that."
4. **Reframe with new information.** Only after the first three. Most reps skip to step 4 — that's why their close rate is 8%.

"I need to think about it."



"Totally fair. Just so I help you think about the right thing — is it the vehicle, the numbers, or the timing you want to sit with?"

Convert vague to specific. Usually covers a concrete concern they didn't volunteer.

"It's too expensive."



"Yeah I hear you. Quick — is it the total number, the monthly, or the down payment that's the issue?"

Voss move. "Expensive" is rarely actually about price. Separating turns one unsolvable objection into three solvable ones.

"I need to talk to my spouse."



"100%, big decision. Two thoughts — would it help if I sent both of you the same written breakdown? And is there anything specific you think they're going to ask, that I could answer for you now so the conversation is easier?"

Get ammunition into their hands before they leave.

"I want to shop around."

→

"Smart, you should. So you're not wasting time, here's what to compare apples-to-apples: not sticker, but all-in monthly with all fees included. A lot of dealers play games on the back end. I'll write down what I quoted so you can hold them to the same standard."

Arm them. Most reps fight against shopping — top reps champion it because their numbers hold up.

"The interest rate is too high."

→

"Yeah the rate isn't great right now industry-wide — that's a real thing, not a sales line. The play is usually shorter term, larger down, or different lender — let me see what mix gets us into a number you feel good about."

Acknowledge the truth of the market. Don't defend — problem-solve.

"I can get it cheaper at [other dealer]."

→

"That's possible — what number did they give you, and was that an all-in monthly with tax, financing, and fees, or a sticker quote?"

9 times out of 10 the other dealer quoted a number missing pieces. Once they see that, your number looks honest by comparison.

"I'm just looking today."

→

"Cool. Real quick — what are you looking

for

? Like, if you walked out today and found exactly the right thing, what would it have to be? I can save you a lot of online time if I know what matters."

Convert browse to interview. "Just looking" is mostly a defense — drop the pressure and they engage.

"I'm not sure about the color / trim."

→

"Totally fair — should feel right because you're going to look at it every day. What would your top pick be? If we don't have it on the lot, I can usually find it within a week through dealer transfer."

Often a stalling tactic. Solve the surface objection and the real one usually melts.

"Let me sleep on it."

→

"Of course. Before you go — what's the one thing that, if it changed, would let you decide tonight instead of tomorrow? Just curious."

Surface the real friction. If they name it, you address it.

"I'm worried about depreciation."



"Smart concern. Honestly, every new vehicle depreciates. The two ways to manage it are buying CPO / used that's taken the first hit, or buying a model that holds value well. Want me to show you the residuals on the [Vehicle] versus a comparable?"

Smartest move is often to suggest a CPO option — close even at a lower price.

"I'm worried about reliability."



"Fair. Two things: this one's got [warranty] left, and we can extend it. But more important — what's the worry behind the worry? Bad past experience, or just general caution?"

"What's the worry behind the worry" is one of the most useful tools in your kit.

"I'll get back to you."



"Cool — want me to put a soft hold on this until [day]? That way you're not deciding under pressure, but I know not to let it go. Fair?"

Set a real next-touch date. "I'll get back to you" with no date = 5% close. "Thursday at 2" = 40% close.

"Behind every objection is a fear, and behind every fear is a question that hasn't been answered yet. Your job is to find the question."

CHRIS VOSS · NEVER SPLIT THE DIFFERENCE

CLOSING WITHOUT PRESSURE.*Five techniques, one principle.*

*The hard close is dead. Customers detect manipulation in three seconds and a pressured close erodes lifetime referral value. **The principle underneath every great close: make it easier to say yes than to say no.***

Close 1 • The Assumptive Close

The default for the customer who's already 80% there. Instead of asking "are you ready to buy?" you assume the buy and move forward.

"Cool — so what color do you want me to put your name on?"

"Are you taking it home today or want me to detail it for pickup tomorrow?"

Best for: **Drivers, Expressives, customers with clear buying signals.**

Close 2 • The Alternative Choice

Give them two yeses to pick between, never a yes/no.

"Would you rather put \$3,000 down and have \$389 monthly, or \$5,000 down and \$342?"

"Finance through us, or through your own bank?"

Best for: **Analyticals, Amiables, anyone showing decision fatigue.**

Close 3 • The Summary Close

Walk them through everything they told you they wanted, and how this vehicle delivers it.

"So earlier you said you needed the third row for the kids, wanted under \$450 a month, and wanted AWD for winter. This Pacifica gives you all three at \$432, plus the extended warranty. Anything I'm missing before we wrap it up?"

Best for: **Analyticals, Skeptics, families.** Hard to argue with — they set the criteria.

Close 4 • The Soft Take-Away

The most counterintuitive close and one of the most effective. When the customer's on the fence, gently take the option away.

"Honestly — I'm not sure this is the right one for you. The way you described your situation, the [other vehicle] might fit better. Want me to pull that up?"

Either you save them from a wrong purchase (and earn trust), or you trigger loss aversion — they wanted this car, now the idea of losing it makes them want it more. *Use only when sincere.*

Close 5 · The Permission Close

The most under-used and the most respectful. Ask for permission to close.

"It sounds like this is the one — would it be OK if we wrote it up?"

Best for: **Amiables, Sceptics, anyone sensitive to pressure.** Customers don't return cars they felt they chose freely.

"The strongest close is the one where the customer doesn't notice they were closed. They walk out thinking they made the decision — because they did. You just made the path clear."

OPERATING PRINCIPLE

The walkaway · when no isn't no yet

THE WALKAWAY

After 2-3 failed close attempts

The Honest Out

Any stalled deal · often unlocks the close

Tanner: "OK look — I want you to leave here today feeling good about whatever you decide, even if it's not buying from me. Let me ask you one straight question, and I want a straight answer: is this not the right car, or is this not the right time?"

| *THEY TELL YOU THE ACTUAL TRUTH*

Tanner: "I appreciate that. Let me write down what we talked about and you can take it home. If anything changes, my line stays open. And if you find something better somewhere else, I'd rather hear that than have you buy something you regret. Sound fair?"

*Counterintuitively, **30-40% of walkaways close within 7 days.** The pressure release is what unlocks them. They come back when they're ready — and refer everyone because you were the salesman who didn't push.*

THE TRADE-IN CONVERSATION.

The second half of every deal.

*Half of every deal hinges on the trade — the customer's vehicle is often the largest piece of capital they own. **How you handle the trade conversation determines whether the deal closes or stalls.***

The principle · plant early, harvest late

Never bring up the trade for the first time at the negotiation table. Mention it conversationally in the qualifying interview and run the appraisal in parallel with the test drive. By the time you sit down to talk numbers, the trade value is already a known piece of the picture.

How to present the trade number

TRADE PRESENTATION

After test drive · before final numbers

The Three-Number Reveal

Every customer with a trade · frame as complete picture

Tanner: "OK so let me show you the full picture — three numbers. The first is what your trade is worth to us, the second is the price on the [new vehicle], the third is what that lands at monthly. The reason I want to show all three together is the trade alone never tells the story — what matters is what you walk out paying."

[Show all three on paper. Pause. Let them see the monthly first.]

| *"I THOUGHT MY CAR WAS WORTH MORE"*

Tanner: "Yeah, I hear that — most people see the higher private-sale numbers online. The honest gap is private sale takes 6-10 weeks, strangers in your driveway, tire-kickers, lowballs, and risk of bounced payment. The trade number is what we can do today, no headache, applied directly. The math usually works out close once you factor in your time."

*Never argue trade value. Acknowledge that private sale is higher, then sell the **convenience differential**. For professionals with no time, the convenience is worth the gap.*

Negative equity

Many customers owe more than the car's worth. Most reps handle this badly. *The truth is your friend:*

"OK so just real with you — your payoff is about \$4,200 more than the car's worth, that's called negative equity. Not rare, lots of people are in this position. Two options: roll the gap into new financing (raises monthly by ~\$80), or pay it down before we trade. Which feels better?"

Honesty disarms. The customer expected to be manipulated and instead got educated. That's the conversation they tell five friends about.

The "what's my car worth" caller

COLD TRADE QUOTE

Phone-up · trade inquiry

The Quote-and-Hook

Anyone asking for a trade quote

Tanner: "Happy to run that for you. Three quick things I need — VIN, kilometers, and any major service or damage history. I can have a real number under an hour."

| *THEY PROVIDE INFO*

Tanner: "Cool, I'll text it over. While I'm running it — are you actively looking at a replacement, or is this more information-gathering for now?"

50% of people asking for a trade quote are 30 days from buying a replacement. The trade quote is the door — what happens after is the deal.

BUILD YOUR PERSONAL PIPELINE.

Don't wait for ups.

*The bottom-tier salesman waits at the door. The middle-tier salesman works the leads management hands him. **The top-tier salesman builds his own pipeline so he never depends on either.***

Why this matters more than anything else

Most reps plateau at 8-12 cars/month because they're capped by dealership traffic. Top performers do 20-30+ because **half their volume comes from leads they generated themselves**. When the showroom is dead Tuesday, they're closing deals on the phone with people they cultivated over 6 months.

The five owned channels every salesman needs

01

Your contact list

Open every contact in your phone. Mark each: *just bought, 1-2 years out, 3-5 years out, never going to buy from me*. Reach out to "1-2 years out" three times a year — not pitching, just maintaining presence. By year 2 this list alone should generate 30-40 deals.

02

Past customers

Every customer you sell gets a check-in at **30 days, 6 months, 1 year, 2 years**. The 6-month and 2-year checks are highest value because that's when referrals come in. Chapter 14 covers the system.

03

Service department conversion

Customers in service on older vehicles are pre-qualified — loyal to the brand, already in the building. Walk through the service drive every morning. Ask the advisor to introduce you to anyone over 4 years in their vehicle. **Service-to-sales is one of the highest-converting channels** and almost no rep works it intentionally.

04

Lease expiry farming

Pull a list of customers whose lease is expiring in the next 6 months — your sales desk can usually get this. **Lease-end is a forced buying decision**. Reach out 90 days before with the "three options" conversation (return, buy out, upgrade). You become the guide, not a competitor.

05

Community presence

Join 2-3 local GTA Facebook groups. **Don't pitch.** Answer questions. Be the helpful person who happens to be in the industry. When someone says "looking for a car recommendation," you're the obvious DM.

"The best salesmen never sell. They are simply present in the lives of enough people that when those people are ready to buy, the salesman is the obvious choice."

OPERATING PRINCIPLE

The Weekly Five

Every week, no exceptions, hit these:

- **Monday** — 5 past-customer check-in texts.
- **Tuesday** — 3 service-drive intros in person.
- **Wednesday** — 5 contact-list outreach (1-2 year out).
- **Thursday** — 3 lease-end calls.
- **Friday** — 1 community post or helpful comment.

That's **17 touches/week, 68/month, 800+/year.** At 2% conversion = 16 extra deals/year, ~\$6-10K of incremental commission for under 4 focused hours weekly. The math is undeniable. *The discipline is everything.*

PERSONAL BRAND & SOCIAL SELLING.

@tannersells.

*Top-performing car salesmen in 2026 don't compete on the floor — they compete on Instagram, TikTok, and Google search. **The customer who already knows you before they walk in is 10x more likely to buy from you.***

The premise

Every month, thousands of GTA residents search "[vehicle] Toronto" or "Jeep dealership near me." Whoever shows up as the most helpful, knowledgeable, human face becomes the obvious person to contact. You're not building a personal brand for vanity — you're building a top-of-funnel lead source that runs 24/7.

The handle & bio

Pick something clear and durable. Options:

- *@tannerkalish* (personal name)
- *@tannersells* (clear function)
- *@tanner.chrysler* or *@askfortanner* (brand-tied)

Lock the same handle on Instagram, TikTok, YouTube. Own them before someone else does.

The bio:

Line 1: *Tanner Kalish · Sales @ Downsview Chrysler Dodge Jeep Ram*

Line 2: *Helping you skip the dealership headache · GTA*

Line 3: *Text me for inventory ↓ [phone]*

The content system · five post types

01

The walk-around video

60–90 sec, you to camera, walking around a new arrival. Three things you like, *one thing you'd push back on*, and the price. The pushback is what makes you not feel like a salesman. Post 2–3 per week.

02

The educational post

"5 things to never say at a dealership" · "What 'no money down' actually means" · "Lease vs. finance, the honest answer." You're the salesman who tells the truth. **Posts like this get shared** because customers want to feel smart, and your name goes with the share.

03

The customer delivery

Photo of you handing over keys (with permission). Caption: a one-sentence story. *"Maria upgraded from her '08 Caravan to a 2024 Pacifica today — three kids, twelve years of brand loyalty, and a smile that made the whole week. Welcome to the family."* Builds social proof faster than any other content.

04

The behind-the-scenes

Day-in-the-life content. Service department. Coffee at 7am. The lot at sunset. *People follow people, not brands.* The more they feel like they know you, the more they want to buy from you.

05

The Q&A

Ask followers what they want to know. Answer publicly. *"Q: What's the actual difference between Limited and Summit on the Grand Cherokee? A: ..."* Positions you as the resource. Evergreen content.

The DM-to-sale pipeline

The goal of social content is not vanity metrics — it's DMs. When someone DMs:

- Respond within 10 minutes
- Move them off the platform onto SMS or phone within 3 messages
- Run the same qualification as a phone-up
- Book the appointment

By year 2, expect **15-30% of total volume** to come from social DMs. By year 3, possibly half.

"Build an audience while you have time. Build a business when you have an audience. Build a legacy when both compound."

IMAN GADZHI

THE REFERRAL & REPEAT MACHINE.

Past customers, future commissions.

A new customer costs you time, energy, and lead-gen spend. **A returning customer or referral costs nothing and closes at 3-5x the rate.** The salesmen who plateau ignore past customers. The salesmen who build careers obsess over them.

The 4-touch lifetime sequence

Every customer enters a 4-touch sequence over the next two years. Set calendar reminders the day you close.

DAY 7

The thank-you check-in. "Hey [Name] — quick check-in. How's the [Vehicle] treating you? Anything I should know or anything you need?"

DAY 30

The hand-written card. Physical, hand-written, stamped. Include a \$20 coffee card. *The cheapest, highest-ROI marketing in the industry.* Almost nobody does it. They keep it on the fridge.

MONTH 6

The referral ask. "Hey [Name] — half a year in, hope the [Vehicle] is still treating you right. Quick favor — if you've got anyone in your life thinking about a new car, I'd love an intro. I do \$100 cash on any referral that closes."

YEAR 2

The next-vehicle conversation. "How's the [Vehicle] holding up? If you're thinking about anything new in the next year, the market is shifting and your trade value is probably higher than you realize. Want me to run a quick number?"

The referral bounty

Most reps don't pay referrers anything. *Pay \$100 cash on every closed referral.* Out of your own commission if needed. \$100 cost on a deal that pays you \$400-\$800 = net positive every time, and the referrer becomes a permanent sales channel.

Print physical cards. *"Refer a friend, \$100 cash on close."* Hand one out at every close. **This single tactic, run consistently for 12 months, will generate more business than any other action.**

The repeat customer

A customer who bought from you once and had a great experience is closer to yes on their next purchase than 99% of cold prospects. Most car buyers are on a 3-5 year cycle. The 2-year touch plants the seed — harvest at year 3.

The birthday card

Once you've sold 50+ cars, run a birthday card system. Capture their birthday at close. Send a card with a small note. Cost: \$2. Effect: every year on a date that matters to them, your name shows up in their mailbox. *Compounded over 5 years that's a community of customers who genuinely like you.*

"The new customer pays for today. The repeat customer pays for next year. The referral machine pays for your career."

OPERATING PRINCIPLE

THE 12-MONTH PATH TO #1.

The actual schedule.

*Goals without dates are dreams. Dates without numbers are guesses. **This is the calendar — month by month, action by action — that takes you from new hire to top of the Downsview floor in 12 months.***

The daily cadence · every working day

7:30 AM

Arrive. Walk the service drive. Note 4+ year-old vehicles in for service — ask the advisor for intros.

8:00 AM

Inventory walk. Every new arrival, every price change, every demo. **Hesitation costs deals.**

8:30 AM

Follow-ups. Every text, email, call from yesterday cleared. Pipeline updated.

9:30 AM

Lot opens. First-up rotation. Stay sharp, stay visible, stay in motion.

12:00 PM

Lunch — 30 min max. Use 10 of those for the Weekly Five touchpoint of the day.

4:00 PM

Internet lead clearing. Recovery touch on anything that missed the 5-min window earlier.

7:00 PM

Day close. Update pipeline. Plan tomorrow's three priorities. One piece of social content posted or queued.

The 12-month path

MONTH 1

8 cars

Goal: Master the 8-step process. Memorize every vehicle. Don't try to be clever — follow the script.

MONTH 2

10 cars

Goal: Start the Weekly Five. Capture birthdays and start the 30-day card system.

MONTH 3

12 cars

Goal: Launch @tannersells. Post 3x/week. Internet lead response under 5 min, no exceptions.

MONTH 4-6

14-16

Goal: Top quartile by month 6. Referral bounty active. Social DMs producing 1-2 deals/month.

MONTH 7-9

18-22

Goal: Top 3 on the floor. Personal pipeline = 40%+ of volume. Social at 1,000+ engaged followers.

MONTH 10-12

22-28

Goal: #1 on the floor. Repeats and referrals 30%+ of deals. Conversation with management about senior role.

The numbers behind the numbers

At 25 cars/month and \$350-\$500 avg commission across new and used: **\$8,750-\$12,500/month**. With top performer bonuses and spiffs: \$12,000-\$18,000/month is realistic by month 12. This is what the top 5% of GTA car salesmen earn. *The seat is sitting there. The only question is whether you sit in it.*

The 5-year vision

If month 12 lands where it should, doors open: senior salesman (\$150-200K/yr), finance manager (\$120-180K/yr), assistant sales manager, or — if entrepreneurial — your own brokerage by year 4. The skills you're building are *the same skills that build any sales-driven business*. Cars are the proving ground. The career is bigger than the cars.

"You will not rise to the level of your goals. You will fall to the level of your systems. Build the system. Trust the system. The numbers come."

JAMES CLEAR · ATOMIC HABITS



NOW GO BE THE OPERATOR
you decided to be.

*Read this until the principles are invisible. Mark it up.
Argue with it. Throw out what doesn't fit you and double
down on what does. This is the playbook — the next
twelve months are the proof.*