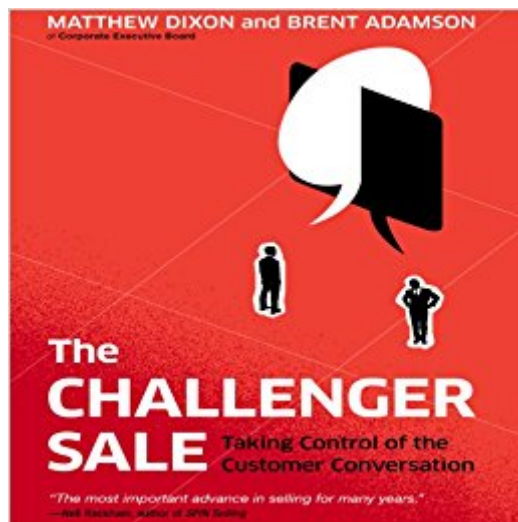




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The Challenger Sale: Taking Control Of The Customer Conversation (Your Coach In A Box)



Synopsis

What's the secret to sales success? If you're like most business leaders, you'd say it's fundamentally about relationships-and you'd be wrong. The best salespeople don't just build relationships with customers. They challenge them. The need to understand what top-performing reps are doing that their average performing colleagues are not drove Matthew Dixon, Brent Adamson, and their colleagues at Corporate Executive Board to investigate the skills, behaviors, knowledge, and attitudes that matter most for high performance. And what they discovered may be the biggest shock to conventional sales wisdom in decades. Based on an exhaustive study of thousands of sales reps across multiple industries and geographies, *The Challenger Sale* argues that classic relationship building is a losing approach, especially when it comes to selling complex, large-scale business-to-business solutions. The authors' study found that every sales rep in the world falls into one of five distinct profiles, and while all of these types of reps can deliver average sales performance, only one-the Challenger- delivers consistently high performance. Instead of bludgeoning customers with endless facts and features about their company and products, Challengers approach customers with unique insights about how they can save or make money. They tailor their sales message to the customer's specific needs and objectives. Rather than acquiescing to the customer's every demand or objection, they are assertive, pushing back when necessary and taking control of the sale. The things that make Challengers unique are replicable and teachable to the average sales rep. Once you understand how to identify the Challengers in your organization, you can model their approach and embed it throughout your sales force. The authors explain how almost any average-performing rep, once equipped with the right tools, can successfully reframe customers' expectations and deliver a distinctive purchase experience that drives higher levels of customer loyalty and, ultimately, greater growth.

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Customer Reviews

“The history of sales has been one of steady progress interrupted by a few real breakthroughs that have changed the whole direction of the profession. These breakthroughs, marked by radical new thinking and dramatic improvements in sales results, have been rare. . . . Which brings me to The Challenger Sale and the work of the Sales Executive Council. . . . On the face of it, their research has all the initial signs that it may be game-changing. . . . My advice is this: Read it, think about it, implement it. You, and your organization, will be glad you did.”

—Professor Neil Rackham, author of SPIN Selling, from the foreword

“The amazing thing is that the Challenger sales rep has been hiding in plain sight all these years. The Challenger Sale breaks the winning elements of this powerful approach into a set of teachable skills that can take even a top sales team to a new level of results delivery.”

—Dan James, former chief sales officer, DuPont

“This is a must-read book for every sales professional. The authors’ groundbreaking research explains how the rules for selling have changed—and what to do about it. If you don’t want to be left behind, don’t miss this innovative book that provides the new formula for selling success.”

—Ken Revenaugh, vice president, sales operations, Oakwood Temporary Housing

“Groundbreaking, timely, and disciplined research” presented in a way that is both intuitive and completely actionable “that has already had an impact on our organization by creating a customer lens that enhanced our sales recruiting, hiring, training, and deployment.”

—Jeff Connor, senior vice president and chief growth officer, ARAMARK Global Food, Hospitality and Facility Services

“The Challenger Sale shows you how to maintain control of the complex sale. The output of this superbly researched body of work is that you will know how to better differentiate your organization, your offering, and yourself in the mind of the customer.”

—Adrian Norton, vice president, sales, Reckitt Benckiser Pharmaceuticals

“There is a healthy dose of constructive tension throughout this brilliant book. Tension that will bring insight and clarity into how customers buy today and how your sales team must sell. If you are seeking to raise the bar in your sales organization, The Challenger Sale is a must-read.”

—Tom Meek, vice president, sales, Henkel Adhesives Technologies

--This text refers to the Hardcover edition.

Matthew Dixon is a managing director and Brent Adamson is a senior director with Corporate Executive Board's Sales Executive Council in Washington, D.C. About Corporate Executive Board By identifying and building on the proven best practices of the world's best companies, Corporate Executive Board (CEB) helps senior executives and their teams drive corporate performance. CEB tools, insights, and analysis empower clients to focus efforts, move quickly, and address emerging and enduring business challenges with confidence. For more information visit www.executiveboard.com www.thechallengersale.com --This text refers to the Hardcover edition.

The good news about *The Challenger Sale* is that Dixon and Adamson further the concept of consultative selling. Even better, in my estimation, is that the authors seemed to use some solid data on which to base their theories. I like some of their approach such as, "Lead to your solution not with your solution," and "Differentiate yourself by showing your customer something new about their industry that they didn't know or provide them with a different view." I believe the authors also get it right when they state, "In this world of dramatically changing customer buying behavior and rapidly diverging sales talent, your sales approach must evolve or you will be left behind." However, they missed an opportunity to move complex sales to the next level. By complex sales, I mean to segregate commodity sales from the intangible products and services that require trust. And by the next level, I mean a salesperson who authentically has the customer's best interest at heart and not just their own. The subtitle of this book is "Taking control of the customer conversation." As though to inoculate themselves from criticism, the authors state that they know some people will interpret this statement as being "arrogant" while stating that it isn't. They also speak about "educating the customer" and recognize that the same interpretation may be made about that point as well. Indeed, this reader believes that the mindset of a salesperson who takes it upon themselves to control the conversation and educate the customer/client is absolutely being arrogant. The authors seem to give short shrift to the human capacity to sense when they are being talked down to or manipulated. While you may be able to fool some of the people some of the time, most customers will sense when they are being manipulated. Many consumers today are, for the most part, immune or at least becoming immune to advertising and sales tactics that are focused on achieving the salesperson's goals. They are skeptical. They listen to their friends and associates and depend on organic search results (not paid results) when researching a purchase. Product, solution and consultative selling (which includes Challenger Sales) are all still focused on gaining the salesperson's goal of selling a product. Yet, between all the self-serving tactics

and training, this book does provide some nuggets of insight for the alert reader. The authors have defined two categories of sales people, core performers and high performers as well as five major salesperson profiles: The Hard Worker, The Challenger, The Relationship Builder, The Lone Wolf and The Reactive Problem Solver. In their research, the authors found that The Challenger was the person who continued to make sales quotas even through tough times like the 2008 recession. The Challengers are the debaters on the team and have a deep understanding of the customer's industry. [Debate: to engage in argument by discussing opposing views.] They took control of the conversation, challenged the customer's thinking and differentiated themselves by educating the customer on things about their industry/customers that were new to the customer. The Hard Workers are just that, they show up early, stay late and are persistent. The Relationship Builder is an unfortunate profile title. A better profile title would be The Appeaser. In this profile, the salesperson believes the relationship is the most important aspect of their job and will do nothing to jeopardize that customer relationship. They appease the customer at any cost including the cost of losing a sale. The Lone Wolf is the prima donna of the salesforce. They do things their way, AND, they are high performers despite being difficult if not impossible to manage. The Reactive Problem Solver is focused like a laser on solving the customer's problem. They will sacrifice spending time generating new sales as soon as an existing customer calls with an issue or new problem. According to the data presented by the authors, The Challengers are by far the best salespeople in terms of results with 39% of that profile in the High Performer category. The Lone Wolf (25%), Hard Worker (17%), Problem Solver (12%) and Relationship Builders (7%) profiles follow in order. A clearer and, in my opinion, better model for the new consumer driven market is that outlined by Patrick Lencione in his book *Getting Naked* and Charles Green in his book, *Trust Based Selling*. In both of those books, the authors make it clear that the proper mindset for sales is to authentically have the customer's best interest at heart, not just the salesperson's best interest. Any model that incites a mindset or intention that is designed to sell rather than to let the consumer buy will eventually be a roadblock to success. In my opinion, a closer reading of the data and parsing of the survey results will show that the so called Challenger Salesperson is someone who first builds a trusting relationship by demonstrating that they have the customer's best interest at heart, not just their own, and then help their customer better serve the end customers. They earn the right to share insights rather than simply build credibility from a position of authority. They share rather than sell, tell or educate. They listen more rather than debate. They recognize that by representing a specific company with a specific set of products and services that they are already suspected of

having a self-serving and highly biased point of view. Anything they say is suspect the same way that paid results in a Google search are suspect. They work hard to gain trust to offset the natural skepticism. If we take the author's research and survey results to the logical conclusion and combine that with how consumers are skeptical of large companies and their vested interests, we would wind up with the best salespeople being independent consultants and manufacturer's representatives rather than our own direct sales employees. Our products or services would be employed only by the customers who would truly be best served by using them as determined by someone who had nothing to gain by selling one manufacturer or consulting service over another. That is, presumably, how large complex ERP systems are sold – independent consultants and the customer review the large complex software offerings, determine the most suitable fit and the selection is made by the customer with only their arm's length influence by the software vendor. We would be forced to recognize that the new customer (i.e. the consulting firm) is as knowledgeable as or perhaps even more knowledgeable than we are. We would definitely change our approach to be more based on trust and competency. Words are important and will establish a mindset in those who are listening. The authors have chosen words that will create aggression rather than assertiveness, being didactic rather than sharing information and focusing on the salesperson rather than on the customer. It is unfortunate since the authors are exactly correct that "In this world of dramatically changing customer buying behavior and rapidly diverging sales talent, your sales approach must evolve or you will be left behind." Sadly, their prescription will result in more of the same salesperson focused tactics. Ironically, if you want to sell more you have to stop selling. Instead, build trust, demonstrate competence, be dependable and always authentically have your customers best interest at heart, not just your own.

The authors explain the research and findings very well. However, the name "CHALLENGER" was obviously chosen for 'Impact', a more appropriate name would have been "Influencer", but that's too mundane when you are trying to sell a training program and a book. The concept takes Neil Rackham's advanced model just a stage further bringing up the lesser Decision Criteria of the client so that they appreciate the 'Value' that they add to the purchasing decision. I would have liked to have had more comment from Neil Rackham on the model over and above what he added, especially as his business relationship with CEB is so strong. Reducing the importance of 'Relationship' and focusing on 'Challenger' behaviors will not be so effective in the Asian setting. Without having the relationship you won't get to the point where you can influence the client when

the time arises. In a current research project in the Philippines conducted by a major company in the Telco industry, relationship with the client was still seen by both the clients and the salespeople as being the most important factor in achieving sales success. However, that said, the verbal behaviors and process outlined in the book will increase the success of a sales interaction providing you have the relationship in the first place.

I wanted to not like this book because it seems like a lot of sales advice these days makes me react like, "Well that's good for you that it worked out like that, but for the rest of us it doesn't apply." But I have to say this has some great insight and it's easy to get down. I found myself highlighting all the time and it has changed my sales approach drastically. I'm excited to start applying it to my sales career!

25 years of B2B sales and senior sales management in complex sales environments (along with tons of training and sales advice consumption reveals this: Yes, this book is a rehash. It is also packed with sage advice about really doing your research on you prospect instead of wasting valuable face time doing interrogation (Q and A) finding out information you should have known going in. Having a Point of View that is compelling and thought provoking is the most effective way of gaining attention and establishing credibility. "Leading to" and not "Leading with" is timeless, valuable sales advice. Sometimes in this book I did find myself rolling my eyes a bit at the oversell of a client's emotional reaction, but in the end it didn't take away from the excellent messaging. Oh, and yes.....restating and repackaging a great idea in a new book just means that we get to "re remember" advice we've heard before...and that isn't a bad thing. Everyone who lives in a commercial selling environment (whether as a sales, C level, or marketing professional) should read this book, and in my case I have taken specific action using specific concepts articulated here to craft sales presentations for prospects.

The kindle version was the least expensive. I like the amount of data used to support the sales method. Challenging the relationship seller model is done well. The Challenger Method seems like it will be hard but worth implementing

The Challenger sales model is a transformational and fantastic sales process. It turns the old school sales model into something that brings value to the sales teams AND the customer.

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