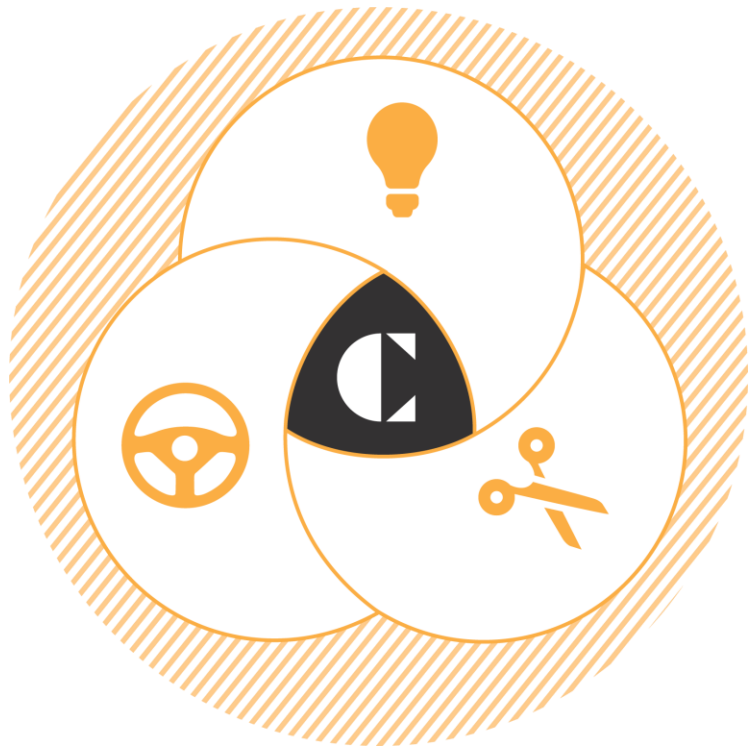


CHALLENGER™ COACHING GUIDE

**Enhance Your Team's Challenger Performance by
Improving Their Ability to Teach, Tailor, and Take Control**

Use the Challenger Coaching Guide to:

- Build Sales Challengers on Your Team,
- Understand Your Role as a Coach,
- Identify Challenger Capabilities on Your Team,
- Plan Individual and Group Exercises, and
- Prepare to Bring a Challenger Approach to Sales Calls.



THE CHALLENGER SALES MODEL

Skills for Success



TEACH for Differentiation

- Offers a Unique Perspective
- Drives Two-Way Communication



TAILOR for Resonance

- Knows Customer Value Drivers
- Can Identify Economic Drivers



TAKE CONTROL

- Is Comfortable Discussing Money
- Drives Customers to Act (Can Pressure the Customer)



Develops CONSTRUCTIVE TENSION with Customers

Understanding the Challenger

The Challenger

- ✓ Always has a unique view of the world
- ✓ Understands the customer's business
- ✓ Comfortable (and prepared) in discussing new ideas
- ✓ Proactively manages the buying process
- ✓ Generates momentum and urgency toward desired outcomes



YOUR ROLE IN COACHING THE CHALLENGER

The Coach's Role

- Focuses on developing the capabilities of the individuals on their team
- Creates developmental opportunities and assesses performance and skill growth over time
- Provides and models effective, interactive communication to reinforce Challenger behaviors and enhance problem-solving skills

Checklist To Build Challengers

One-on-One Meetings

- ☐ Introduce the Challenger Sales model.
- ☐ Ask how the Challenger model is impacting customers.
- ☐ Discuss how the seller will Teach/Tailor/Take Control in their next sales call.

Team Meetings

- ☐ Facilitate a discussion on how Challenger selling positively impacts customers and drives better business results.
- ☐ Share how customers are reacting to a Challenger approach.
- ☐ Have reps describe specifically how they applied Challenger skills in recent sales interactions.
- ☐ Review Challenger skills and concepts.

Leadership (Manager) Meetings

- ☐ Ask peers about their team's Challenger successes.
- ☐ Share valuable internal/external resources that will help provide customers with a unique perspective (insight).
- ☐ Identify any resources you need to build Challengers on your team.

Ask Your Team How You Can Help.

- How could I better support your shift to a stronger Challenger approach?
- Where are our team's biggest strengths? How can I reinforce those?
- What Challenger skill should we practice in our next team meeting?



CHALLENGER COACHING

GUIDE: **TEACH**



Key Skills	✓ GOOD Behaviors (Do)	✗ BAD Behaviors (Do Not)
Offers Unique Perspective	<ul style="list-style-type: none"> • Shares insights relevant to customer's current challenges and areas of focus • Prepares a theory or hypothesis regarding the customer's needs which is tested during the conversation • Challenges the customer to think differently about their business 	<ul style="list-style-type: none"> • Leads with a discussion of products • Bombards the customer with excessive questions
Drives Two-Way Communication	<ul style="list-style-type: none"> • Ensures understanding of the customer's unique situation by paraphrasing his/her thoughts • Looks for verbal and physical cues to see if the customer is surprised or interested • Asks open-ended questions to help uncover valuable information about the customer's organization 	<ul style="list-style-type: none"> • Asks customer to repeat information they have previously given • Moves forward without validating pain points/ challenge areas

Pre-Call Planning Questions

- What are the business problems we solve better than the competition?
- How are these business problems preventing the customer from achieving his or her business objectives? How does this impact the senior stakeholder team?
- How new and intriguing will this insight be to the customer? Why hasn't the customer figured it out already?

Post-Call Planning Questions

- How intrigued or provoked was your customer with the insight(s) you shared?
- How could you tell?
- What information would have made your teaching more impactful?
- Is there anything you would do differently on your next call? What impact would that have?

Teach: Coaching Exercises

- Understand the Context: Ask the seller to pick one customer account and answer the following questions for your next coaching conversation:
 - What are the company's strategic objectives for the next one to three years?
 - Where are they strongest against their competition? Where are they lagging?
 - How do the strategic objectives relate to the contact's role and business objectives?

As the coach, partner with your seller to identify any opportunities to align the customer's identified business needs with your company's strengths to craft a more compelling teaching conversation.



CHALLENGER COACHING GUIDE: TAILOR



Key Skills	✓ GOOD Behaviors (Do)	✗ BAD Behaviors (Do Not)
Offers Unique Perspective	<ul style="list-style-type: none"> Establishes how an opportunity directly impacts the customer contact's business success Thinks through their strategy for each customer contact—knows conversation will vary based on the role and communication preferences of the customer they are speaking with 	<ul style="list-style-type: none"> Uses generic language that isn't specific to the customer's industry, company, and/or role Leads with their own personal agenda instead of first grounding the conversation
Can Identify Economic Drivers	<ul style="list-style-type: none"> Demonstrates knowledge about the customer's industry and the current economic climate Arms the customer with the data or information to back up assertions Presents information in an easy-to-understand format 	<ul style="list-style-type: none"> Seller presents challenges that he or she will not be able to solve or that are irrelevant to the customer Uses unrealistic data or irrelevant examples to support arguments

Pre-Call Planning Questions

- What are some of the latest trends in this customer's industry? How would the customer describe how these trends are affecting their company's operations?
- What is unique about this company's position in the marketplace? Where are they most vulnerable?
- What are the contact's job responsibilities and key performance indicators? How will they measure success?

Post-Call Planning Questions

- What did you learn about the customer's economic drivers?
- What goals, motivations, or information did you encounter that you hadn't expected? How did you respond?
- What do you think explains the contact's perception of us compared to our competitors?

Teach: Coaching Exercises

- Tailored Delivery:** During your weekly team meetings, assign several sellers to tailor a commercial teaching "pitch" for two different customers (either two contacts in different functions at the same account OR two different contacts at two different accounts).

Have each seller present their message back to the team, and ask team members to identify how the commercial teaching conversations were different. Can the other sellers identify what tailoring occurred? Did the sellers that tailored make each conversation unique enough?

CHALLENGER COACHING GUIDE: TAKE CONTROL



Key Skills	✓ GOOD Behaviors (Do)	✗ BAD Behaviors (Do Not)
Is Comfortable Discussing Money	<ul style="list-style-type: none"> • Focuses on the value of the solution—the pain points it solves and the value created for the customer • Is able to acknowledge and delay price requests to appropriate time in the conversation 	<ul style="list-style-type: none"> • Introduces the details of company's offering too early (does not gain agreement to the value of the general solution first) • Allows a pricing discussion to occur on the first call; does not get the customer to acknowledge the value first
Drives Customer to Act	<ul style="list-style-type: none"> • Anticipates any objections the customer may have to the proposed solution and is prepared to respond • Understands and articulates the outcome they are hoping to achieve by the end of the conversation • Creates a sense of urgency to drive the sales process • Clearly explains next steps and guides the buying process 	<ul style="list-style-type: none"> • Leaves the conversation open-ended without clarity on next steps/firm agreements to move process forward • Agrees to customer requests without asking questions to understand the customer's motivation • Speaks up prematurely to fill extended pauses/silence

Pre-Call Planning Questions

- What information do you want to protect from the customer, and what are you willing to share?
- What are your next steps to ensure the purchase process moves forward?
- What is your understanding of the customer's buying process?

Post-Call Planning Questions

- What did this conversation do to move the sale forward?
- When did you feel most uncomfortable? Were you surprised or taken aback by any objections?
- What are the next steps in the customer's buying process?

Teach: Coaching Exercises




- Developing and Asserting Value: For your next coaching interaction, ask the seller to prepare two ways to overcome the two most likely purchasing objections for an important account. Review the following together to further strengthen how the seller can maintain the value of their solution:
 - How do we address/quantify the risk of not taking action when responding to this objection?
 - What will change for our key contacts when they move forward with our solution? How will we make them successful? Are we communicating this clearly in overcoming this objection?
 - What can the “win-win” proposal be to manage this objection?

Have each seller present their message back to the team, and ask team members to identify how the commercial teaching conversations were different. Can the other sellers identify what tailoring occurred? Did the sellers that tailored make each conversation unique enough?

IN-FIELD CHALLENGER SKILL REVIEW

Instructions: To review the quality of Challenger skill execution during a customer sales call, you can use the following checklist to quickly rate proficiency.

You may also want to review this checklist together after the call, based on your actual and specific observations. Use the grid below to help you provide accurate and meaningful feedback in post-call debriefs or follow-up coaching conversations.

	Actions/Behaviors	Success (1 = Not at All, 4 = Excellent)			
 Teaching for Differentiation	Effectively led with the customer's challenges and business issues rather than our products/solutions.	1	2	3	4
	Led with insight (e.g., "Companies like yours tend to...") rather than generic open-ended questions (e.g., "What keeps you up at night?").	1	2	3	4
	Heightened the customer's awareness of a problem we uniquely solve, clearly explaining the problem's impact in numerical or business terms.	1	2	3	4
	Increased the value that the customer attaches to our unique capabilities.	1	2	3	4
 Tailoring for Resonance	Explained how the challenges we solve directly impact company, functional, or individual business goals.	1	2	3	4
	Established and confirmed with the customer how to measure success using the customer's own success metrics—function-specific if possible.	1	2	3	4
	Helped the customer look past functional biases (e.g., short-term focus) to focus on bigger picture results.	1	2	3	4
 Taking Control	Maintained confidence and composure in the face of multiple objections.	1	2	3	4
	Responded to objections by 1) acknowledging the customer's concerns and 2) repositioning the value proposition.	1	2	3	4
	Clearly articulated the loss/risk to the customer of not moving forward.	1	2	3	4
	Confirmed next steps to lead the customer toward making a buying decision.	1	2	3	4