



THE MEDDPICC PLAYBOOK

**Field-Tested Questions, Tactics,
and Traps to Avoid**



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Why MEDDPICC?

Every day, sales reps around the world confidently forecast deals as Closed-Won only to see them slip, stall, or vanish.

Sales leaders grow frustrated. The pipeline looks solid on paper, but the results don't match. Deals that should close... don't.

MEDDPICC exists to solve that problem.

It's not a magic formula for "how to win a deal."

It's a practical, proven deal qualification framework that helps reps take control of the controllables – so they can work opportunities the right way, reduce surprises, and increase win rates.

Because the reality is:

There will always be things a rep can't control – budget changes, shifting priorities, missing features, bad timing.

MEDDPICC helps you master everything you can control.

It gives you a clear lens to inspect, guide, and navigate deals from discovery to close – with no blind spots. But what does it mean and how do you successfully and tactically get your team implementing MEDDPICC? That's where this playbook comes in...

Inside the Playbook

This isn't theory. It's what works.

The **MEDDPICC Playbook** is packed with field-tested insights from real reps and coaches who use this framework every day to win deals and coach others to do the same.

We asked: *What do great reps do differently?*

They answered with tactics, traps to avoid, and the questions that move deals forward.

You'll see their words, faces, and best advice throughout so every letter of **MEDDPICC** becomes something you can use, not just memorize.



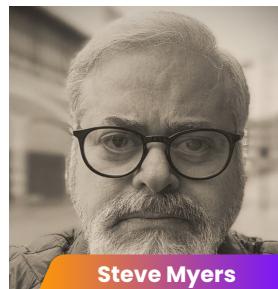
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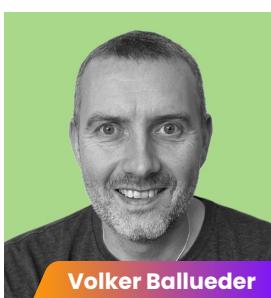
Tim Ogle



Steve Myers



Alan Clark



Volker Ballueder



Nigel Arthur

Metrics

Quantifiable measures that show the expected return from a solution, like ROI calculators or KPIs, used to demonstrate business value and performance.

Economic Buyer

The person in the buyer's organisation with the authority to approve or deny budget and make the final financial decision.

Decision Criteria

The specific standards or requirements a prospect uses to evaluate solutions and decide whether to move forward.

Decision Process

The steps the buying organisation follows to reach a decision, including approvals, evaluations, and internal workflows.

Paper Process

The administrative or legal documentation required to complete a deal, such as NDAs, compliance checks, or procurement forms.

Implicate Pain

Clarifying how the identified pain affects the broader business, including financial and operational impact as well as on the personal level.

Champion

An internal advocate who wants your solution to win, often motivated by personal benefit and influence within the decision-making process.

Competition

Any internal or external factor that could prevent your deal from closing—this includes rival vendors, other priorities, or even buyer indecision.

Metrics

Quantifiable measures that show the expected return from a solution, like ROI calculators or KPIs, used to demonstrate business value and performance.

66
The metrics tie very much into revenue... what is the expected pound/dollar amount they will receive as a return for any of the investment they put into your product or service.

66
Use an ROI calculator on the business measurement, & KPIs more on the tactical measurement within the day-to-day implementation and ramping to value

66
It is important that you are multifaceted with the way that you're thinking through metrics. Dig deeper than the standard ROI or time to break even metrics.



Emily Bair Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What revenue impact are you expecting if this works?
- ✓ What KPIs do you use to measure progress today?
- ✓ If we hit those metrics, what happens next?

3 Questions to Avoid

- ✗ Are you the decision-maker?
- ✗ What's your budget?
- ✗ Can you see the ROI?

3 Things to Do

- ✓ Bring a custom ROI calculator
- ✓ Tie metrics back to pain points
- ✓ Align metrics with multiple stakeholders

3 Things to Avoid

- ✗ Assuming one-size-fits-all metrics
- ✗ Over-promising ROI
- ✗ Ignoring internal success definitions

Economic Buyer

The person in the buyer's organisation with the authority to approve or deny budget and make the final financial decision.

They might have some sort of personal win out of it, and they want to be associated with the success of the deal and the project that comes on the back of it.

Are their department or people within their circle of responsibility impacted by the problem your solution is fixing?

It's more common and better for a longer-term relationship that it's part of the team that are responsible for selling, delivering, and making the project a success



Richard Bounds Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What other departments or teammates are affected by this problem?
- ✓ Who else needs to feel like this is a win for it to move forward?
- ✓ What role do you usually play in making a project like this successful?

3 Questions to Avoid

- ✗ Are you the decision-maker?
- ✗ What's your budget?
- ✗ Do you have final sign-off?

3 Things to Do

- ✓ Ask who is actually responsible for approving the deal
- ✓ Understand who else is involved and why it matters to them
- ✓ Look for personal or political wins—who wants to be seen as driving success?

3 Things to Avoid

- ✗ Assuming the budget holder is the most important stakeholder
- ✗ Treating the deal like a one-person decision
- ✗ Ignoring the team dynamics behind how things get approved

Decision Criteria

The specific standards or requirements a prospect uses to evaluate solutions and decide whether to move forward.

66 These are the criteria by which the customer will decide to do something or not. And these are sometimes stated and sometimes unstated.

66 You can get tripped up by new stakeholders coming in if there's a change of ownership or leadership.



Tim Ogle Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What written requirements or business cases are you using to compare options?
- ✓ Have those requirements changed recently—or are they likely to?
- ✓ Who else might enter the picture and shift how decisions get made?

3 Questions to Avoid

- ✗ What's your budget?
- ✗ Can you share the ROI you need to hit?
- ✗ Is this the final version of your decision criteria?

3 Things to Do

- ✓ Separate stated vs. unstated criteria. What's written down vs. what's really driving this
- ✓ Check for internal shifts. New stakeholders, new goals, changing priorities
- ✓ Ask for the underlying business case or success metrics they need to satisfy

3 Things to Avoid

- ✗ Assuming the written RFP tells the whole story
- ✗ Trusting the status quo will stay intact
- ✗ Overrelying on ROI models as the only factor in the decision

Decision Process

The steps the buying organisation follows to reach a decision, including approvals, evaluations, and internal workflows.

66 Has the salesperson understood everything from: Why are we doing this? Who's involved? What are the timings? And how does this organisation actually issue a purchase order or signed contract?

66 Very often it's the people who play supporting roles—or even extras—who end up influencing whether the decision gets made



Steve Myers Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ Who actually initiates and signs off the purchase—what does that final step look like inside your org?
- ✓ Are there any informal influencers or supporting roles who need to be looped in?
- ✓ Why are those timelines the way they are—what else is happening in the business that affects them?

3 Questions to Avoid

- ✗ When will this close?
- ✗ Can you sign by end of month?
- ✗ Are you the one who sends the PO?

3 Things to Do

- ✓ Map the formal and informal parts of the buying process
- ✓ Clarify the internal admin process—what's the literal action that turns this into "Closed Won"?
- ✓ Dig into timing: not just when, but why then

3 Things to Avoid

- ✗ Assuming timelines are static and purely logical
- ✗ Skipping over how procurement or contract steps work
- ✗ Ignoring quiet influencers behind the scenes

Paper Process

The administrative or legal documentation required to complete a deal, such as NDAs, compliance checks, or procurement forms.

66 *The paper process definition is there to remind us that these are actual documents – NDAs, security checks, things that get signed off.*

66 *There's usually different people that might have to sign off as things progress, especially in more complex deals*



Alan Clark Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What needs to be signed or approved before this becomes official?
- ✓ Who handles things like NDAs, security reviews, or vendor onboarding?
- ✓ What could hold this up from a paperwork or process point of view?

3 Questions to Avoid

- ✗ What's your budget?
- ✗ Is this just a quick sign-off?
- ✗ Can we skip procurement if you're on board?

3 Things to Do

- ✓ Ask about real docs: NDAs, security forms, onboarding paperwork
- ✓ Map out who handles each part of that process
- ✓ Prep your team to speed things up by pre-clearing common blockers

3 Things to Avoid

- ✗ Assuming paperwork is a rubber stamp
- ✗ Forgetting that complex deals have multi-step approval flows
- ✗ Leaving procurement and legal steps till the last minute

Implicate Pain

Clarifying how the identified pain affects the broader business, including financial and operational impact as well as on the personal level.

6 Identifying pain is not just about problems—it can be about ambition. People want more success than they already have.



Alan Clark Sales Coach, MySalesCoach

6 Pain and gain are two sides of the same coin.



Steve Myers Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What problems or frustrations are slowing your team down right now?
- ✓ Is there a target or ambition you're trying to hit faster or more easily?
- ✓ What paperwork or approvals will we need to get this across the line?

3 Questions to Avoid

- ✗ What's your budget?
- ✗ Is pain really a priority right now?
- ✗ This should be a quick sign-off, right?

3 Things to Do

- ✓ Dig into both pain and aspiration – what hurts, and what could be better
- ✓ Frame pain in terms of impact: who feels it, what's the consequence
- ✓ Ask early about legal, procurement, and paperwork so it doesn't stall later

3 Things to Avoid

- ✗ Assuming pain only shows up as a “problem” – sometimes it's about wanting more
- ✗ Forgetting that paperwork is a real phase of the process, not a formality
- ✗ Delaying questions about sign-off until the end of the deal

Champion

An internal advocate who wants your solution to win, often motivated by personal benefit and influence within the decision-making process.

66 *The champion is your internal advocate – someone who wants you to win, whatever their motivation is.*

66 *You need to understand what each person's motivation and influence actually is.*

66 *Sometimes you can prep for pushback by department, based on who's involved and how they feel about change*



Volker Ballueder Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ Who in the business is actively rooting for this to happen – and why?
- ✓ What would it mean for them personally if this succeeds?
- ✓ What kind of pushback are they likely to hear from others internally?

3 Questions to Avoid

- ✗ Is there budget for this? (before you've built a relationship)
- ✗ Are you the person who signs off?
- ✗ Can you just introduce me to the decision-maker?

3 Things to Do

- ✓ Find out your champion's real motivation – personal wins, career growth, team pain, etc.
- ✓ Support them by prepping for department-level objections
- ✓ Make it easy for them to sell this internally (slide, email copy, whatever helps)

3 Things to Avoid

- ✗ Treating everyone who replies to your email as a "champion"
- ✗ Ignoring who else influences your champion's credibility internally
- ✗ Assuming one champion is enough in a complex sale

Competition

Any internal or external factor that could prevent your deal from closing—this includes rival vendors, other priorities, or even buyer indecision.

“Competition isn’t always another vendor – it could be an internal project, limited bandwidth, or just ignoring the problem.”

“You’re not just competing against solutions, you’re competing against inaction.”

“Asking who else they’re speaking to doesn’t help you win – understanding how they’re making the decision does.”



Nigel Arthur Sales Coach, MySalesCoach

3 Questions to Ask

- ✓ What other priorities or projects could compete for this budget?
- ✓ What are the other ways you could solve this—even if it’s just living with the problem?
- ✓ What criteria will be used to decide between options?

3 Questions to Avoid

- ✗ What other vendors are you speaking to?
- ✗ Who else are you getting quotes from?
- ✗ Are we winning so far?

3 Things to Do

- ✓ Map out all the competition—including internal projects, workarounds, and inertia
- ✓ Ask how they’ll weigh up their options, not just who they’re talking to
- ✓ Position against “do nothing” just as much as against other vendors

3 Things to Avoid

- ✗ Focusing only on named competitors
- ✗ Ignoring unrelated projects that may steal time or budget
- ✗ Acting like it’s a two-horse race—it rarely is

MEDDPICC Scoring Sheet

Score 1-5

Score	1	2	3	4	5
Metrics	Our solution may not significantly impact the business of the prospect	Deal size has the attention of Champion and EB	Deal is material to the prospect	Champion confirms that money is compelling	Deal size is a game changer for the prospect - critical for the future success of their business
Economic Buyer	We have no idea who the Economic Buyer (EB) is.	We know the name of the EB and have confirmed their status as the EB with Champion.	We have met the EB, and communicated the value proposition to the EB	EB is in agreement with the terms of the deal.	EB is deeply engaged in the deal, can clearly communicate the impact & benefits on their business
Decision Criteria	We have no idea how the prospect is evaluating the deal	Loose definition of deal criteria provided by prospect.	Champion has confirmed deal evaluation criteria	We have influenced the deal criteria in our favor.	EB has confirmed the clearly defined criteria and confirmed that we meet the criteria
Decision Process	Limited knowledge of decision process and timeline	General knowledge and the beginning of a sketch of a reverse timeline	Champion has assisted in developing a reverse timeline for the deal.	Other stakeholders in organization confirm reverse timeline with Champion and us.	EB and Champion have a written and confirmed Reverse Timeline for all components of the deal
Paper Process	Limited to zero knowledge of how to get agreement reviewed let alone signed in the prospect organization	Likely flow of the process, nothing confirmed	Champion has defined prospect's internal paper process with description of path to signatory	All relevant people who touch a paper to be signed are aware of the process and timeline.	Champion has confirmed approvals, we have EB contact info, the EB has acknowledged that they are ready to sign.
Identify Pain	Our solution is at best a nice to have, but not compelling as related to prospects business	Our solution is identified as a higher priority project for the prospect	We can describe the key initiatives of the customer that Our solution can help solve, and Champion agrees	T.E.D. questions and Value Based Conversation yield agreement from Champion and EB	Benefits of Our solution will help solve a big business problem for the organization
Competition	We do not have any sense of the competitive landscape	We know there is competition and have differentiated with the Champion	Champion accepts our differentiation, and can articulate the differences	EB accepts our differentiation and can articulate the differences.	EB and Champion have determined that we are the best option for Our solution as compared to competitors
Champion	We have a name.	We've confirmed that person's role is relevant to our solution, and they have expressed interest. We've now named a potential Champion	Champion has introduced us to the EB, we've confirmed they have power & influence. They know they're our Champion!	Champion agrees that we are the right solution for their company	Champion is actively selling for us on our behalf when we are not in the room.

Source: meddpicc.com/meddpicc-scoring-sheet

Total Score/40

Happy Ears vs Active Listening

One of the silent killers of deals across every part of the **MEDDPICC** framework.

Happy Ears

Definition

When reps think they've heard what they need to hear... but they haven't. They hear buying signals in vibes, not substance.

66
Happy ears is when reps get too eager to tick the box. They hear something that sounds like a need and they jump ahead – they stop investigating.

66
It's usually based on assumption. They want the deal to be good, so they interpret everything as a good sign, even when it's vague or fluffy.

Why it kills deals

- Reps miss the real decision drivers.
- Forecasts become fiction.
- Deals stall when unspoken objections surface late.

How do you know you're doing it?

66
Ask yourself—am I summarizing or challenging? If all I do is nod and echo, I'm probably not listening deeply. But if I'm asking 'why now?' or 'what happens if you don't fix this?'—that's active.

Active Listening

Definition

When reps truly tune in to what's said—and what's not. They pick up on cues, dig deeper, and get to the why behind the why.

66
Active listening is hearing something and using it to go deeper—not moving on. It's asking why that matters. It's being curious, not just responsive.

66
A great rep hears a problem and says: 'Tell me more about that—why does that matter right now?' That's how you get to the truth.

Why it kills deals

- You uncover real business pain.
- You surface hidden objections early.
- You align solutions to true priorities.

How do you coach it?

66
You need to play back call recordings and pause on moments where they missed something. Ask: 'What could we have dug into here?' Coaching active listening is like coaching film in sports.



Rich Smith Head of Growth, MySalesCoach

Passive Buyers vs Active Buyers

We've heard a lot about what the rep needs to do. Time for a change of pace. We interviewed Graham Smith, Marketing Director at Ebsta to understand what the experience of going through these calls and processes is like. Both when he is actively looking to make a purchase, and when he takes a meeting from a cold outbound outreach.

Passive Buying

When I've been reached out to cold, I need some more understanding of who the company is and what they do. I don't already know and haven't looked into them, so there's a bigger gap to bridge there.

Along with that, why do I need to care about what they do? That's very important to get started with early in the discussion. But keep it simple. Every vendor thinks they have 20 ways they can help, but let me digest the 1 or 2 biggest ones so I can vet the need to continue the conversation. And lastly, I need to know if we can afford the ballpark pricing. Otherwise, why carry on talking?

Good Experience

- ✓ Understanding me & my company is vital
- ✓ Establishing credibility and making the call a good experience straight away
- ✓ A fair understanding and appropriate follow up with expectations set around timings
- ✓ Follow up with case studies, data, things you'd like to know in nurture
- ✓ Even if the buyer qualifies the vendor out, the vendor should still advise the buyer on the best path forward

Bad Experience

- ✗ Not respecting my time - demo'ing before needed
- ✗ Strictly qualifying us in or out of their sales process
- ✗ Non-helpful information on the slides.
- ✗ Loads of customer logos, the Founder's story
- ✗ Not a peer to peer conversation
Refusal to answer ballpark price

Active Buying

I know who these vendors are and have an idea what they do. But I need them to help me understand how exactly it solves the specific problem I get in touch with them to solve. And how does implementation work? What is the ramp time like, how difficult will it be, hidden costs, what steps are required?

Then it's 2 key things. How do they compare to the other vendors, what is the differentiator? And what case studies or stories can they tell of similar customers in the same market to prove it works.

Good Experience

- ✓ Did you do homework? Coming prepared with as much information as you can find externally
- ✓ Look at our website, LinkedIn profile, industry beforehand
- ✓ They have a published case study or customer story relevant to our industry
- ✓ The rep advises me on a peer to peer level, I leave with insight and information gained

Bad Experience

- ✗ Scripted, robotic, heavily structured agenda and flow to the call
- ✗ Coming right out into a demo or pitch not tailored to us
- ✗ Asking the words "What is your budget?"
- ✗ Not respecting my time. Demo'ing before needed, being late, fluff.
- ✗ Strictly qualifying us in or out of their sales process.



Graham Smith

Marketing Director, Ebsta

Deal Coaching



QR CODE

At [MySalesCoach](#), our Deal Coaching gives sellers fast, focused support on the deals that matter most. With real-time access to specialist deal coaches, reps can connect within minutes or hours to get the help they need - whether it's a quick 20-minute strategy tune-up or a deeper 40-minute deal debrief.

These sessions are designed to deliver immediate, actionable guidance: tactics to get deals unstuck, skills to maintain momentum, and clarity to avoid common blind spots which can derail opportunities. It's hands-on, practical coaching that empowers reps to increase their chances of winning deals.

MEDDPICC Learning Path



QR CODE

Want to move from understanding MEDDPICC to mastering it in real deals? Our [MEDDPICC](#) Learning Path is designed to turn theory into high-impact execution. Through a blend of expert-led workshops, real-world deal coaching, and 1:1 tactical support, we help you and your team embed the [MEDDPICC](#) methodology into your daily sales motion.

Whether you're qualifying complex opportunities, building champions, or aligning tightly with buyer metrics - we'll coach you to sell smarter, faster, and more consistently. Ready to sharpen your deal strategy and close more business with confidence? Contact us to learn more about our [MEDDPICC](#) Learning Path for your team