

CHALLENGER TRANSFORMATION DIAGNOSTIC

A Challenger implementation will stall if the organization does not commit to robust sustainment. Working with hundreds of other sales organizations, we have identified six pillars and 24 individual objectives relevant to a successful transformation. Having your leadership team rate the Importance of — and Performance against — these objectives will help you align on a road-map for the future.

Using this Diagnostic:

For each objective, evaluate your organization using the two scales below. For Performance, rate the standard to which your organization has performed the activity to date. For Importance, indicate how you believe your sales would be improved by performing this activity to a high standard.

Grading Scale

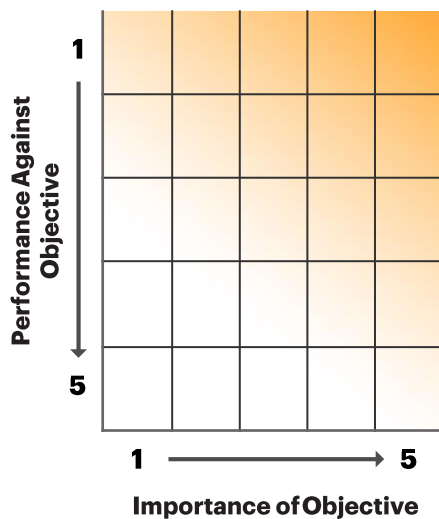
Performance

- 5 = We excel at this
- 4 = We are good at this
- 3 = We are average at this
- 2 = We are below average at this
- 1 = We are poor at this

Importance

- 5 = Very High
- 4 = High
- 3 = Moderate
- 2 = Low
- 1 = Very Low

Improvement Prioritization Matrix



1 Leadership Alignment

1.1 Accountability Performance___Importance___
We have assembled the appropriate group of individuals, both cross-functionally and up and down the organization, with accountability for assessing progress and determining next steps

1.2 Leadership Performance___ Importance___
Senior Leadership has articulated and communicated an authentic vision for Challenger change

1.3 Road-mapping Performance___Importance___
We have identified appropriate transformation milestones (e.g. at 6, 12 and 18-month milestones) and have road-mapped the way to sustain change over the long-term

1.4 Buzz Building Performance___Importance___
We are leveraging internal advocates, communications platforms and leaders across the business to make the case for transformation attractive for the front line

2 Message Deployment

2.1 Message Design Performance___Importance___
We have created true Commercial Insights that make customers think differently about their businesses, motivate them to action and lead to our strengths as a supplier

2.2 Message Curation Performance___Importance___
We have created a library of Commercial Insights for our various solutions and important customer segments

2.3 Message Availability Performance___Importance___
We make it easy for our sellers to access the latest Commercial Insights and adapt them to their individual customers

2.4. Message Delivery Performance___Importance___
Our marketing content and campaigns are aligned with the themes and messages addressed in our Commercial Insights

2.5 Ongoing Message Evaluation Performance___Importance___
We have a plan in place to evaluate the effectiveness of messages, adjust, and create more as needed for various segments and competitor moves

3 Skill Development

3.1 Competency Focus Performance___Importance___
The skills we teach go beyond fundamentals and provide sellers an opportunity to keep up with changes in the way customers buy from suppliers

3.2 Experiential Learning Performance___Importance___
We understand the need to constantly apply skills and foster learning by providing opportunities for sellers to practice new skills using real customer scenarios

3.3 Learning Application Performance___Importance___
We take advantage of blended learning and real-world application exercises to ensure that training is not a forgotten, point-in-time event

3.4 Manager Reinforcement Performance___Importance___
We expect our sales managers to model the Challenger skills to their teams and to provide each seller with true skill-focused coaching

4 Process Improvement

4.1 Purchase Process Mapping Performance___Importance___
We have mapped the purchase process from the customers' perspective—their main activities, key stakeholders, and how they make decisions—to better align sales efforts

4.2 Opportunity Management Performance___Importance___
We have designed our CRM to ask for a manageable amount of input from our sellers and to forecast revenue based on verification of a customer's progression through the purchase process

4.3 Seller Productivity Performance___Importance___
We benchmark our seller time spend and/or routinely revisit ways to declutter and refocus seller time on customer-facing activities

4.4 Account Planning Performance___Importance___
We not only train sellers in Challenger skill development but also provide templates that make it easy for sellers to identify Mobilizers and determine what messaging to use with each account.

5 People Management

5.1 Talent Sourcing and Evaluation Performance___Importance___
We deliberately seek to hire Challenger sellers and have put tools and processes in place to identify and screen for them

5.2 Sales Onboarding Performance___Importance___
We have thorough onboarding plans that introduce sellers to our sales approach, provide coaching, and track progress to full productivity

5.3 Sales Management Performance___Importance___
When selecting and assessing Sales Managers, we consider not only the individual's own sales skills but also coaching aptitude, and ability to innovate how we position our solutions

5.4 Seller Performance Management Performance___Importance___
We motivate the right sales behaviors by including them in our performance review criteria, competency model, and coaching forms

6 Success Measurement

6.1 Business Metrics Performance___Importance___
We measure and track a small number of critical metrics that provide us with line of sight into the most important areas of our business

6.2 Learning Metrics Performance___Importance___
We track learning metrics at various levels— such as knowledge retention or seller/manager behavior—that provide leading indicators of business outcomes

6.3 Leadership Dashboard Performance___Importance___
Metrics are assembled into a dashboard, such as a balanced scorecard, that is regularly reviewed by cross-functional leadership and used to drive timely changes to our approach

