

# THE RIGHT SALES SKILLS

## Why today's 'Relationship Builders' struggle to sell.

It's likely that much of your closed business in 2020 now comes from a small portion of your top performing reps. In fact, Challenger learned in 2008-09 that top performers are nearly 3x as productive as average performers in highly complex selling environments. The secret is to identify what your star performers do well right now and scale it across your team. What would that 'move the middle' exercise be worth to you?



**Our research shows there are primarily five types of sales reps. Chances are you've got some of all of these across your organization.**



### The Hard Worker

- Strong Process Management Skills
- Doesn't Give Up Easily
- Self Motivated
- Interested in Feedback & Development



### The Relationship Builder

- Builds Advocates in Customer Organization
- Generous in Giving Time to Help Others
- Good Interpersonal Skills



### The Problem Solver

- Reliably Responds To Internal & External Stakeholders
- Ensures That All Problems Are Solved
- Detail Oriented



### The Lone Wolf

- Follows Own Instincts
- Self Assured
- Difficult To Control

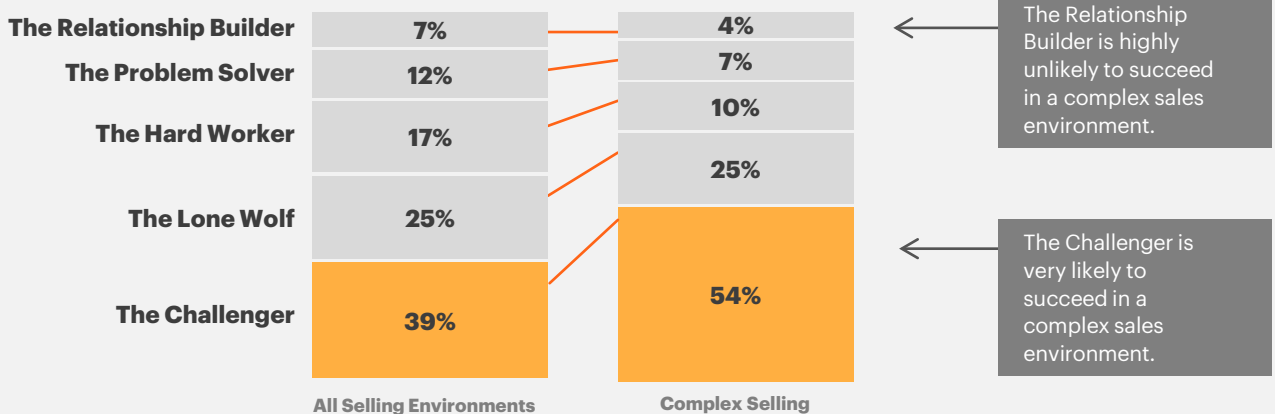


### The Challenger

- Personalizes Sales Message
- Delivers New Insight to Customers
- Knows How to Drive the Customer to a Decision

**Can you guess who wins and who loses when the market gets difficult?** It turns out the inclination to "go out and build deeper social relationships" with customers leads to very little in complex selling environments. Customers aren't looking for a relationships right now. They're looking for ideas. The 'Relationship Builder' is least likely to be a high-performer in complex sales environments (only 4% of our high-performer study population fit this profile). **The Challenger, on the other hand, is a much different story.**

### Percentage of High-Performing Sales Professionals



# CHALLENGERS PROVIDE UNIQUE PERSPECTIVE.

So what exactly makes someone a Challenger?

As the name suggests, Challengers have a different view of the world, they have a profound understanding of customer needs, and love to debate and push the customer to think differently about their business. Their conversations always lead with insight, not with the solution they intend to sell.

Challengers win by maintaining an environment of *constructive tension* across the sale (precisely the opposite inclination for most average performing sellers, particularly the Relationship Builder). This healthy tension is the product of their ability to teach for differentiation, tailor for resonance, and take control of the sale by pressing the customer when needed.

**“The salesperson of the past asked a lot of probing questions and tried to apply their solutions to unmet needs. Challengers provide insight to customers rather than try to gain insight from them.”**

*Keith Clements  
VP US Sales,  
Denstply Sirona*

## Defining Attributes of the Challenger Seller Profile



### Teach for Differentiation

Deliver commercial insight in a rational and emotionally compelling way.



### Tailor for Resonance

Customize the sales message to individual priorities and goals of the customer.



### Take Control

Guide the customer through the buying process, reinforcing value and verifying movement.



### Constructive Tension

Shift behavior to compel the customer to take action.

A Challenger’s unique ability to *make* business, rather than just *find* it, is what sets them apart. And in a world where *findable* business has all but vanished, if you’re looking to grow, you will need Challenger reps to do it.

**Contact us to learn more about how to build and scale the skills and behaviors of top performers across your team.**

Challenger is the global leader in training and consulting to win today’s complex sale. Our live, virtual and digital solutions support sales and marketing, and customer service professionals, leading to significant performance improvements and financial results. Each program we provide is supported by ongoing research and backed by our best-selling books, *The Challenger Sale*, *The Challenger Customer*, and *The Effortless Experience*.

**Learn more at [challengerinc.com](http://challengerinc.com)**

# WIN THE COMPLEX SALE