

SALES

SELLER SKILLS

Sellers who don't perform powerful sales experiences won't engage today's customers. Embed in all sellers the foundational skills most likely to generate high performance.

Information is everywhere. Competition is fierce. Today's B2B customers reward their loyalty and purchase decision to sellers who provide an insight-led sales experience. While factors like product, brand and price matter, customers see them as undifferentiated. The sales experience represents the primary (53%) driver of customer loyalty.

This is evident when comparing seller performance. Those using legacy sales behaviors perform on average 14% points lower against sales target than sellers adopting the behaviors today's customers look for. That's a lot of potential revenue left on the table.

What are the behaviors customers look for? Our research while part of CEB uncovered five behavioral profiles for selling: the Hard Worker, the Problem Solver, the Lone Wolf, the Relationship Builder and the Challenger. Most companies will find a generally even mix of each profile among their core performers.

But when looking at what differentiates high performers from core performers, particularly in a complex selling environment, one profile stands out. The Challenger. In fact, Challengers are 4.5 times more likely to be high performers in a complex selling environment. Specifically, they do three things.

First, they Teach customers about hidden costs and risks in their business.

Second, they Tailor their messages to particular customer roles or communication styles.

Third, they Take Control of the customer's decision making journey, coaching them through each step.

These skills together create an effective balance of **Constructive Tension** that motivates the customer to action.

Many sales leaders ask if Challengers are born or made. Although certain sales people have natural Challenger talent, entire sales organizations can adopt Challenger behaviors with the right training, tools and support. We recommend adopting a formal Challenger development program across your entire sales force to move as many core performers as possible to higher performance.

Our Challenger Development Program can help. **Contact us** for more information.

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Source: CEB Research.

<p>Create Constructive Tension</p>	<p>Teach for Differentiation</p>	<p>Tailor for Resonance</p>	<p>Take Control</p>
<p>Shift behavior to compel the customer to take action.</p>	<p>Deliver commercial insight in a rational and emotionally compelling way.</p>	<p>Customize the sales message to individual priorities and goals of the customer.</p>	<p>Guide the customer through the buying process, reinforcing value and verifying movement.</p>

