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Stanford's Chip Heath describes how moments of insight can be powerful in the business-to-business context through the example of "challenger" salespeople, who encourage the companies they work with to rethink what they do — as opposed to being just service oriented. Heath is a professor of organizational behavior at the Stanford Graduate School of Business and co-author of "The Power of Moments: Why Certain Experiences Have Extraordinary Impact."



Transcript

- We've spent a lot of time in consumer experiences talking about moments of delight, so that's The Magic Castle, the Popsicle Hotline, the free snacks from the snack bar.. But I think moments of insight, and especially in B2B contexts, are very powerful.. So, an interesting book came out a couple of years ago called The Challenger Sale.. And we typically think of salespeople as managing a relationship.. So they're there for you.. They're there 24/7.. They're responsive.. And there are important subset of salespeople that score high on that dimension of just service orientation.. But the salespeople that are most valued by companies, that the CEO of the company says, "This was the most meaningful sales relationship I had," are actually what they call challenger salespeople.. And challenger salespeople are not there for you 24/7, helping you with service..

They're there challenging you and your picture of your business and your picture of your industry.. And what the ratings say is these challenger salespeople are highly valued by customers and clients.. They say, "It's because they changed the way "that I thought about my business.. "I thought I was doing this, "but they pointed out that I'm also doing that, "and I needed some additional tools for doing that.. "They showed me some things about the industry "that I hadn't known before." Being able to bring that moment of insight, even if that insight is sometimes painful for people who are receiving it, that's a very valued thing.. And I think that's a place I would push us, is think about what are the experiences that matter in all forms, all emotions? So what experience of connection? What are the experiences that lead to loyalty? It's not clear that those are always the positive emotion experiences.. They're a sensation of people caring for us..