



# The Chief Sales Officer

Third Quarter 2022

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## Thriving in the New Talent Landscape

Gartner®

# The Chief Sales Officer

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# Letter From the Editors

What is keeping CSOs up at night these days? According to one of our expert advisors, the answer is simple: **talent**.

At a time when business disruptions are the norm, the talent market is contributing its own type of chaos. Organizations across industries are struggling to meet business requirements in the face of talent shortages. CSOs are fighting to retain their best sellers. In some cases, they are fending off competitors with big offers. In others, changing seller preferences are leading sellers to other organizations, other functions or out of the labor force altogether.

In this issue, we discuss sales talent and offer ideas and perspectives for CSOs faced with this challenge, including:

- Strategies for sales redesign to reduce dependency on high-cost sales channels. **(p. 4)**
- Insight from new Gartner research on seller motivation and how driving your sellers forward is only half the story. **(p. 11)**
- Five future work trends that CSOs need to prepare for. **(p. 14)**

Our Sales Leader Spotlight features Lisa Pettigrew, global chief sales officer at Avanade. She discusses how her sales organization fosters sales leadership, prioritizes diversity and inclusion, and foresees the seller of the future. **(p. 8)**

Stay safe and stay well.

Betsy Gregory-Hosler and Delainey Kirkwood





# How Should the Sales Org Shift in Response to the Talent Shortage?

By Delainey Kirkwood

In a labor market characterized by talent shortages, inflation and a potential economic downturn, sales leaders need to proactively address talent gaps. Sales leaders should explore strategies that reduce dependency on high cost channels to maximize business results.



Talent shortages pose a chronic threat to achieving revenue and margin targets. In particular, 57% of organizations are experiencing seller attrition rates higher than their target rate.<sup>1</sup> Replacing these sellers is not easy. Gartner analysis of B2B sales rep job postings in the U.S. indicates there are just three available candidates per posting.<sup>1</sup>

Several factors have contributed to the talent shortage:

- **Elevated turnover** — In the U.S., the quit rate (number of people who leave their jobs voluntarily as a percentage of total employment) in March 2022 was 3.0%, which was a significant increase from 1.9% in March 2020, indicating the high attrition risk organizations face.<sup>2,3</sup>
- **Workplace closures** — In 2021, nearly 90% of the world's workers resided in countries that experienced some form of workplace closures due to COVID-19.<sup>4</sup> For roles that could not be performed remotely, restrictions on mobility created a shortage of required talent.

- **Increased self-employment** — In the U.S., applications to start 5.38 million businesses were submitted in 2021, which was a 53% increase from 2019. However, only 33% of those applications were categorized as having high propensity to turn into businesses with payroll or planned wages.<sup>5</sup> This finding suggests that the other business applications were submitted by those who are self-employed and are more likely to work alone.
- **Potential recession** — As companies implement cost control measures, sales leaders may have a limited ability to hire.

In this environment, sales organizations must look for new avenues to address talent shortages while maintaining revenue and margin targets. This talent shortage, in conjunction with market changes and accelerating shifts in buyer preference and behavior, demonstrate a need for structural talent changes in sales organizations. In particular, the rise of digital commerce and increasing customer preference for rep-free buying mean that digital and hybrid sales approaches significantly expand the possibilities for redesign.

Below are four strategies CSOs can leverage to redesign the sales organization in response to talent shortages.

## 1 Strategy One: **Headcount Arbitrage**

Seventy-two percent of buyers prefer a rep-free experience, which decreases the need for field sales and drives a greater need for hybrid and inside sales. Additionally, B2B organizations generate 45.4% of their revenue from digital commerce platforms, reinforcing the shift towards hybrid sales.<sup>6</sup>

These changing buyer preferences enable organizations to safely reduce their dependence on high-cost field sellers by either partially or fully replacing them with other sellers or non-sellers who are similarly effective in enabling buying. Other seller options include virtual or inside sellers, while non-seller roles include support from customer success, subject matter experts, technical experts, service providers and senior executives who interact with buyers. When these roles collaborate with sellers or take on some of their responsibilities, it reduces the number of high-cost field sellers required.

## 2 Strategy Two: **Burden Reduction**

Organizations should look to simplify and eliminate workflows to reduce administrative burden for sellers. Organizations can delegate activities to other internal functions or roles, or they can automate processes to eliminate internally focused activities from sellers' responsibilities. This strategy helps improve field seller productivity by allowing individuals to focus on external, deal-focused activities.

## 3 Strategy Three: **Refine Targeting**

Refining target customer or account criteria can reduce the time field sellers spend evaluating (with likely variable degrees of accuracy) and prioritizing opportunities and instead allow them to focus more precisely on high value opportunities. For example, an organization could raise the threshold for lead handoffs to field sales by tightening lead

qualification criteria or utilize enterprise personas to identify high potential customers. When targets are refined, field sales can align to the highest potential target. Ultimately, this results in improved revenue per seller as only high-potential accounts are targeted.

## 4 Strategy Four: **Alternate Channels**

Organizations should explore alternate channels (indirect or alternate routes to market) that reduce the need for sellers. Shifting transactional purchases to an eCommerce platform (either owned or third party) can free up sales force capacity with likely little impact on revenue. Similarly, utilizing an outsourced channel partner sales force can reduce the need for sellers, especially in challenging geographies where hiring is difficult.

## **How To Prioritize Digital Buying and Virtual Selling While Cultivating A Buyer-Centric Strategy**

Below are two examples of organizations, JLL and Kimberly-Clark Professional, that redesigned their sales organization by prioritizing digital buying, virtual selling and technological innovation with a buyer-centric go-to-market strategy. Their redesign initiatives include redesigning seller roles, refining target account criteria and using digital channels.

### **Case in Point: JLL Redesigns Digital Buying and Virtual Selling for Commercial Leasing**

Sales leaders at JLL, a corporate real estate company, realized that virtual sales were vital to the company's success amidst a changing business landscape. JLL reimagined a technology-driven buying experience that made real estate feel tangible to customers with little or no in-person interaction — a digital-first model.

JLL analyzed past purchases to identify a small number of high impact "buying jobs" that customers must complete and identified engagement points for each job. Next, they

incorporated a digital first approach by designing buying technology that allowed flexibility for customers as they complete buying jobs. Finally, they ensured that sellers only engaged in virtual selling at key moments during the buying process.

These steps resulted in JLL having a 115% positive change in conversion rates and a 70% reduction in sales cycle time. This redesign resulted in increased sales productivity and effectiveness, reduced the need for field sellers, and alleviated seller burden. With this in mind, CSOs should analyze their buying journey to see where they can incorporate flexibility for sellers and buyers and integrate sellers virtually at key touch points.



## Case in Point: Kimberly-Clark Professional Redesigns Through New Virtual Roles, Channel Strategy, and Targeting

KCP, a consumer products company, realized they could engage customers more efficiently through refined targeting and virtual channels than they had historically done through traditional field sales, while actually enhancing the experience for their partners.

KCP leadership began their transformation by mapping the buying journey to identify and reveal improvement areas.

As a result of the buying journey analysis, KCP's sales team realized that there was no longer a need or demand for traditional field interactions. The leadership team then transformed their sales team by taking the following steps:

- Redesigning the field seller role as a hybrid selling role
- Redesigning the inside sales team as a digital sales team, re-targeted to the end user
- Focused the redesigned hybrid sales team on high potential targets

Ultimately these actions benefited both KCP sellers and partners. Annual revenue per sales rep increased as did new hire productivity, contributing to revenue improvement and lowering the cost per sale.

## Conclusion

To reduce dependency on field sellers, KCP and JLL reinvented the buying experience through innovative digital channels, redesigned the seller role, and refined target account criteria.

CSOs can future-proof their sales organization from talent shortages and market changes, and they can develop competitive advantage by taking bold action for redesign during periods of uncertainty.

<sup>1</sup> 2H21 Gartner CSO Priorities Survey

<sup>2</sup> Job Openings and Labor Turnover (03 May 2022), U.S. Bureau of Labor Statistics.

<sup>3</sup> Job Openings and Labor Turnover Survey 2020 Benchmark Article, U.S. Bureau of Labor Statistics.

<sup>4</sup> World Employment and Social Outlook Trends 2022, International Labor Organization.

<sup>5</sup> Business Formation Statistics, U.S. Census Bureau.

<sup>6</sup> 2021 Gartner Digital Commerce State of the Union Survey; Gartner's IT & Business Leaders Research Circle members and External Members



# Benchmark Your Sales Compensation Strategy for Success

**Did you know, 50% of sales leaders feel the pandemic exposed important vulnerabilities in sales compensation strategies?**

Gartner surveyed 145 cross-industry B2B sales organizations around the world to capture the most common sales compensation plans in use today.

**[Download the Infographic](#)**



Sales Leader Spotlight | Interview

# Exploring the Future of Sales Talent With Lisa Pettigrew, Chief Sales Officer at Avanade

By Betsy Gregory-Hosler



**Lisa Pettigrew leads Avanade's global sales organization, with responsibility for global sales vision, strategy and execution to drive success for clients.**

Over the course of her career, Lisa has led large, diverse global teams across industries and markets, supporting digital transformation with cloud-based solutions.

Lisa draws on more than 25 years of extensive business and enterprise technology leadership experience in both organic and inorganic growth models.

Lisa discusses how Avanade fosters sales leadership, prioritizes diversity and inclusion, and is identifying the seller of the future.

#### **How did you come to a career in Sales?**

My passion was always around business processes and business policy. I was at Accenture for many years, and I gravitated to the business development world where there was a need to go beyond the how and work out the value proposition, the context, the why. I joined a large outsourcing and infrastructure services company as an industry leader, focusing on creating new markets and transforming markets. I grew up in Australia and worked across Australia and Asia Pacific. Then, I moved to Washington DC about 10 years ago with the opportunity to do some of that same work on a global scale.

Like a lot of other sellers, I say that I just kind of got “the sales bug” because there's the adrenaline rush of the hunt. I just enjoyed the sport of it. You sometimes have to pick yourself up and dust yourself off. You have to be a bit shameless and courageous. You've got to be able to assess and take risks responsibly. There's really nothing more inspiring than a call with a team of top sellers. The energy is just kinetic.

**You're doing a lot of interesting work in sales leadership and talent management. How are you approaching that at Avanade?**

People hold a lot of misconceptions about sales, and one is that sales leaders also must be sellers. Certainly, to be a good sales leader, you need the credibility of having been a seller, but it's equally important for a sales leader to be a coach. Sales leaders must be able to grow the sellers under them. It could be a little self-indulgent for a leader to be focused on closing a single deal when they can be helping many more sellers increase their productivity. It's also important to create enough space for sales leaders to focus on growing sales talent well. That's what we're doing at Avanade.

We've created a Global Sales Council comprised of our six top sales leaders. The next level of leadership below that Council is an incredibly important group of 16 senior global sales leaders and regional sales leaders. We pulled these leaders together in a Global Sales Leadership Round Table that meets every month to focus on leadership development and collaboration. These are critical leaders for the organization because they are the people who connect global strategy to the field. This group needs to be the best coaches and talent managers — especially in a hot talent market — while leading very big business at the same time. I'm explicit that when I meet with the Roundtable every month, my commitment is that the meeting is not operational. The time is set aside for leadership development, collaboration and seeking input from these critical sales leaders into the strategic direction for sales in our company.

**What was the reaction when you set aside that time to focus solely on leadership? Did you get any pushback?**

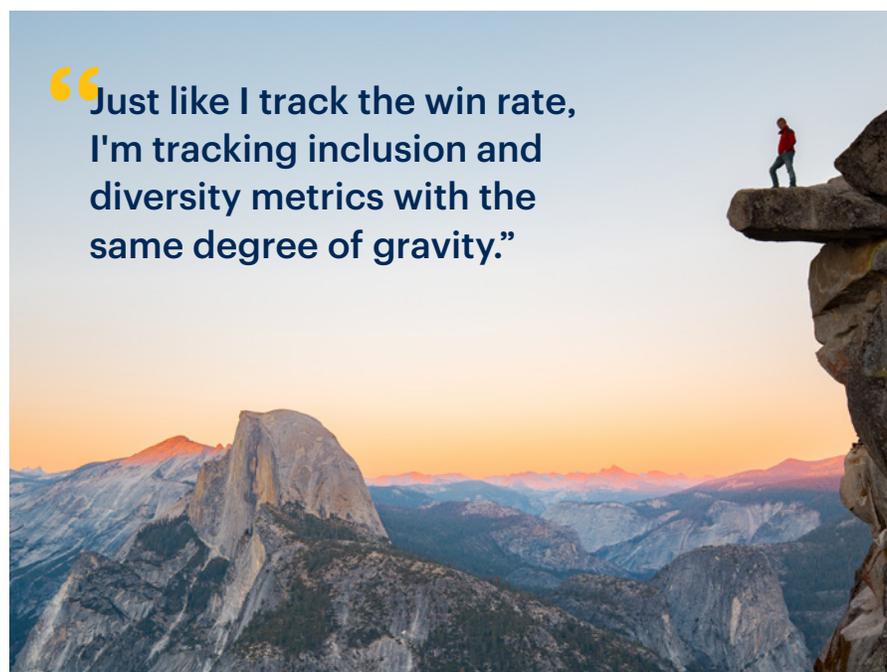
It was welcome. We really focus on our direction as a People First company. We value not just the person and all they do today, but the career path and the progression opportunities upward and

sideways. We will always want to be building bench strength and the next level of leaders. So not only was there no pushback, but there was relief that there was going to be some time carved out to focus on leadership and elevating and supporting those leadership roles in sales.

**You've mentioned being proud of Avanade's dedication to diversity, equity and inclusion. Please tell us about your approach.**

One of the joys of being at Avanade is seeing our CEO-led inclusion and diversity strategy. I've learned a lot in the year I've been here about how to focus on what really matters in this space. How to invest in the right support structures. How to prioritize it on the agenda of every meeting. How to put metrics around it. Just like I track the win rate, I'm tracking inclusion and diversity metrics with the same degree of gravity. We also ask — do we look diverse? What's really nice at Avanade is that it's a constant discussion and it's not always led by women.

Another area that I'm passionate about in inclusion and diversity is disability — both visible and invisible — and different abilities. I think the technology industry should be leading in these areas. For example, in many ways folks with neurodiverse backgrounds have the most appropriate — perhaps the better — skills and capabilities we require.



“Just like I track the win rate, I'm tracking inclusion and diversity metrics with the same degree of gravity.”

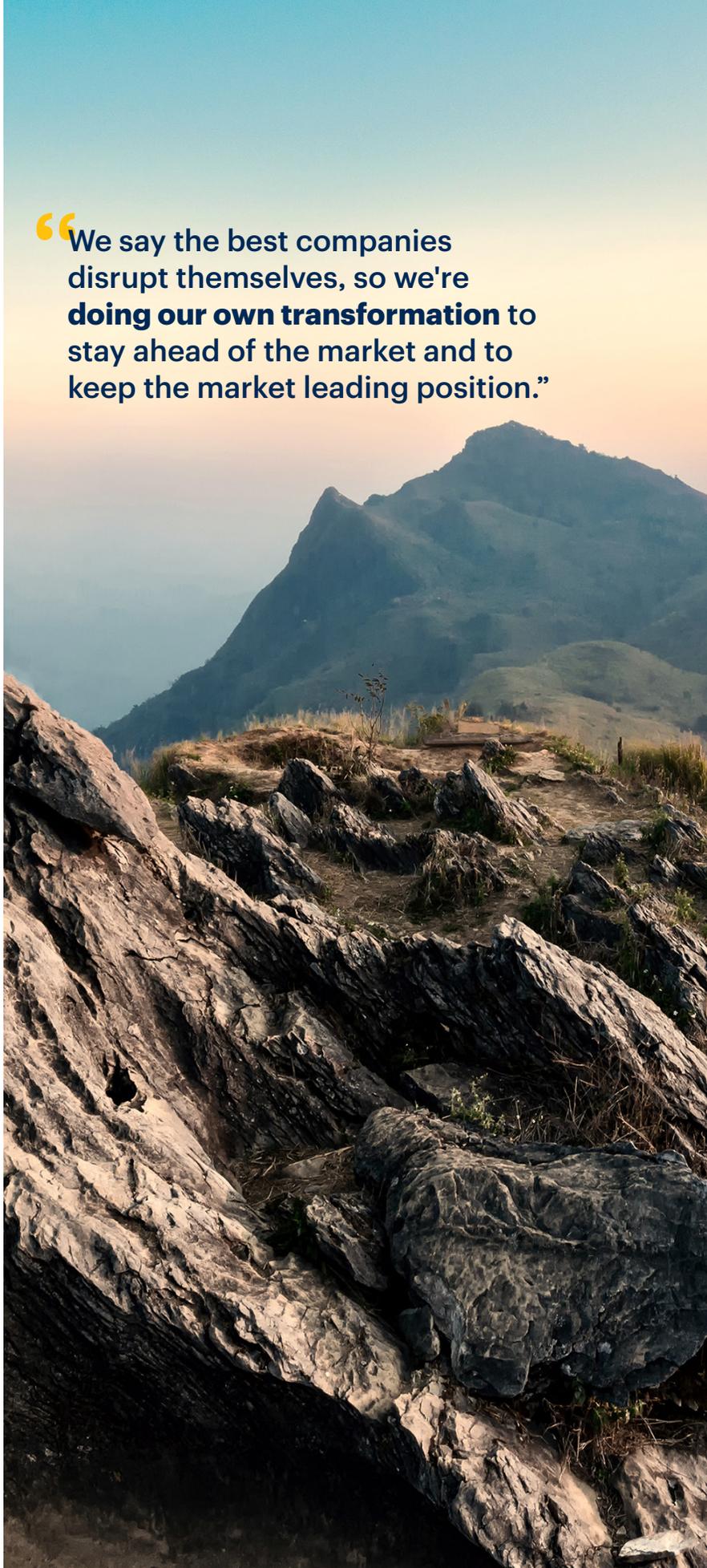
If the pandemic taught us anything, it's that virtual is the great leveler. We should be able to understand and accommodate what people need to perform at their best. In this setting, I only focus on if you are a great seller. I don't know if you're in a wheelchair. I don't know what your physical arrangements are. I don't know if you're pregnant or not. It is now up to the individual to share that information if they choose. And it helps reduce the fear of judgement. Others with chronic conditions that impact their workability from time to time, can be accommodated differently in a virtual setting. So, it has opened everybody's mind to opportunities. I made a commitment in my part of the company around ability as an area for us look at. If I think about sales more broadly, we're not looking to missing a trick if we're not looking at all workforces with an open mind, right?

#### **What are the skills the seller of the future will need?**

We say the best companies disrupt themselves, so we're doing our own transformation to stay ahead of the market and to keep the market leading position. One of the projects in our transformation is called Seller of the Future. In order to meet the buyer of the future, we must have the seller of the future. And we have learnt a lot from Gartner on these ideas.

We've identified a set of key skill areas that will be critical for the future seller. The first is **empathy**, which we've all come to understand is critical in the past few years. We're also looking at the **ability to work seamlessly in hybrid** (virtual, digital, physical) environments either alone or as a team. You also have to be **globally agile**, given our growing ability to tap into talent outside our typical geography. Being **data driven** — leveraging data rather than intuition — is a critical skill. The final skill is **digital skills**. This is where sales and marketing work together on defining digital selling. How do we make the engagement of customers as frictionless as possible? And it's a cliché, but how do you make the B2B experience as close as possible to the benefits of the B2C experience that everyone's used to? It's not a perfect comparison, but there are features of a B2C experience that we need to be able to bring into the B2B world and that's not something you can do overnight.

“We say the best companies disrupt themselves, so we're doing our own transformation to stay ahead of the market and to keep the market leading position.”





# What Really Motivates Today's Sellers?

By George Tobias

The past two years have been characterized by unprecedented disruption. Frontline sellers have been hit hard by an abrupt, pandemic-imposed shift to virtual selling compounded by ongoing supply chain instability and market volatility.

As one sales leader notes, sellers “didn’t sign up to be supply chain experts ... their purpose in life is to sell products that deliver benefits to users.” But in today’s sales environment, sellers often have to undertake new, challenging activities that push them outside of their comfort zone in order to maintain key customer relationships and get deals over the line.

While CSOs have long sought sellers who are enterprising and proactive, many sales leaders now see the ability to take initiative, persist in the face of obstacles and overcome setbacks to quota attainment as a critical determinant of success in this environment. It’s no surprise then that CSOs are purposefully cultivating these attributes — what we refer to collectively as “seller drive” — through changes in compensation, recognition, and organizational culture.

But with 59% of sellers stating that their leadership “doesn’t understand what really motivates sellers like me,” it’s worth asking what does motivate sales people, and whether investments in cultivating seller drive are the best use of functional resources. To answer this question, we surveyed more than 900 B2B sales people about their attitudes toward their work and what energizes and engages them. Our new research suggests that drive is only half the story.

We found that seller drive is roughly synonymous with motivation towards work. Sellers with high drive willingly take initiative at work, persist in the face of obstacles, feel ready to act at any time, and generally find their work mentally engaging.

Drive is an important factor in seller success. As one would expect, drive is associated with higher quota attainment. The levers sales leaders pull to increase drive generally seem to be working.



In fact, **76% of the sellers in our sample report high levels of drive.** So what's the problem?

Our research shows that a number of organizational factors exert drag on otherwise highly-motivated sellers, in effect demotivating them away from their work. Sellers indicating high levels of drag often feel bored and think about taking time off to avoid work. They tend to procrastinate, struggle to focus on important activities, and frequently “go through the motions” to meet activity tracking requirements. Most worryingly, drag is associated with lower quota attainment and higher levels of active job searching.

Sellers can report feeling both drag and drive simultaneously, and the vast majority of sellers in our sample report medium to high levels of both. Unfortunately for sales leaders, the effects of drag are generally stronger than the effects of drive, meaning that while a seller might be highly-motivated and engaged by some aspects of the job (working with customers, for example), the negative, drag-producing aspects of the job are enough to demotivate and disengage the seller on balance, ultimately prompting them to seek opportunities elsewhere.

In terms of seller attrition, we found that 70% of high-drag sellers report actively looking for a new job, compared to only 7% of low-drag sellers. As sales leaders know, between an open territory, the expense and time required for hiring, and ramp time for a new hire, turnover is costly. Not only are high-drag sellers more likely to be out job hunting, but their performance also suffers.

Relatively speaking, mean quota attainment for sellers reporting low levels of drag is 1.7 times higher than for sellers reporting high levels of drag. On the whole, drag exerts a significant downward pressure on performance and seller energy while increasing attrition risk.

The upside is that drag is tied to organizational characteristics that sales leaders can influence. Our analysis shows that lack of career development opportunities, feeling like a cog in a machine, unclear manager feedback, and administrative burden are the biggest contributors to drag. Simply put, reducing drag by addressing one or more of its root causes is the biggest opportunity that sales leaders have to inflect seller energy, and ultimately improve performance and retention, across the sales force. While there are many external factors that contribute to the challenge of selling right now, sales leaders have a huge role to play in priming sales people to be able to deal with those factors. A renewed emphasis on the seller experience — and a laser focus on reducing drag — can go a long way to ensuring that sellers stay engaged and motivated through current and future disruption.

“Reducing drag by addressing one or more of its root causes is the **biggest opportunity that sales leaders have to inflect seller energy, and ultimately improve performance and retention, across the sales force.**”





# Resources to Attract, Motivate and Retain Top Sales Talent in Today's Labor Market



Recent Gartner survey data shows that 57% of CSOs are experiencing above-target attrition, and the cost to replace a sales rep can reach up to six figures.



**Download Gartner resources that can help you answer:**

How do we reduce the dependency on field sellers?

How can we hone in on the highest-potential accounts?

How do we attract and retain sellers who want something different?

How can we shrink the burden for the frontline manager and seller?

How can we combat large compensation increases?

[Download Resources](#)



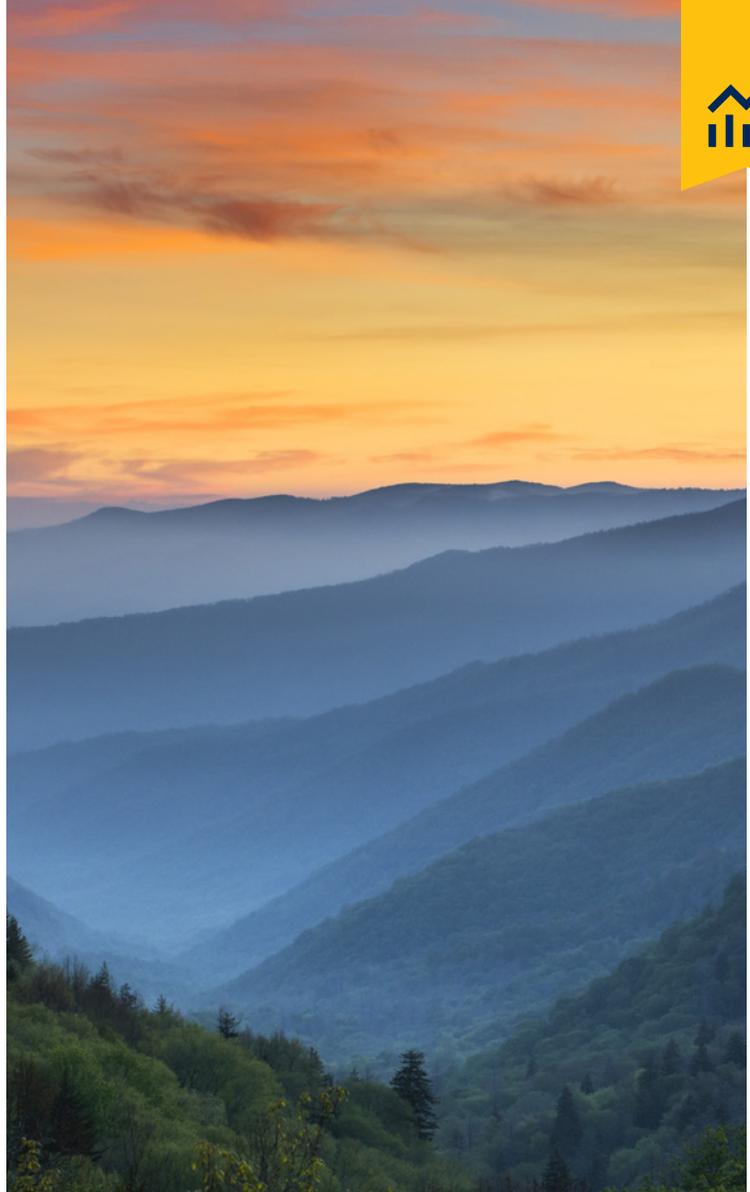
# 5 Future of Work Trends Reshaping the Employee Experience

By Betsy Gregory-Hosler

Changes in how people do their work have permanently transformed their relationship with and expectations of work. As they strive to understand the evolving employee experience and meet employees' needs, CSOs should pay attention to these high-impact trends.

CSOs are facing historic challenges from an exhausted workforce and a highly competitive labor market. At the same time, the postpandemic environment creates an exciting opportunity for CSOs to lead talent into the future and differentiate their organizations as employers of choice.

The future of work trends outlined in this research, which we expect to have the greatest impact on the seller experience, underscore how the employee value proposition must change and respond to these in employee expectations.

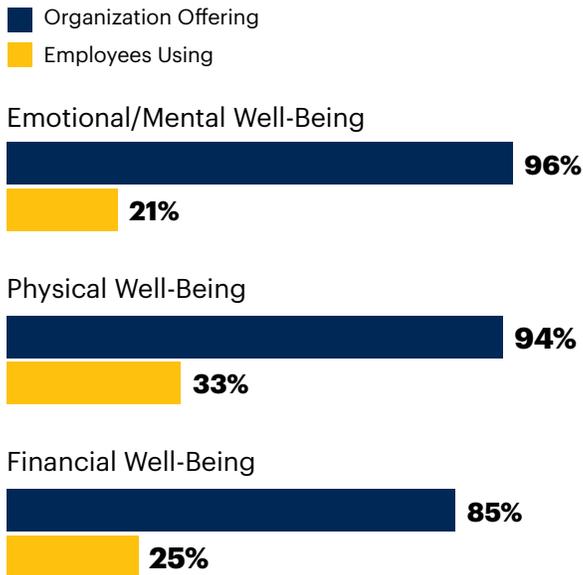


## 1 Well-Being Is the New Employee Metric

Employee experience has long been measured through lagging indicators such as annual engagement surveys and turnover metrics. However, these metrics do not measure employees' current experience and overall well-being, which will impact their performance or intent to stay at the organization. While 70% of organizations made additional investments in well-being throughout the last two years,<sup>1</sup> most employees are still not taking advantage of the offerings available to them (see Figure 1).

A recent survey of B2B sellers found that while 82% of respondents' organizations offered programs to help manage mental health and well-being,<sup>2</sup> a startling 89% of sellers reported being burned out, indicating significant challenges and opportunities in the sales function.<sup>3</sup>

## Figure 1. Employees Using Versus Organizations Offering Well-Being Programs



n = 53 organizations; 5,055 employees worldwide

Source: 2020 Gartner Well-Being Benchmarking Survey, 2020 Gartner Well-Being Employee Survey

Note: The data for employees using the program is calculated as follows: The assumption is that if the employees are not aware about programs, they're not using it.



### CSOs will need to do three things to successfully navigate this trend:

- Reduce barriers to participation in well-being benefits.
- Evaluate current workflows that contribute to burnout.
- Measure employee health.

Organizations that deliver on well-being as part of their value proposition will have a differentiated brand to attract and retain talent.

## 2 DEI Outcomes Will Worsen If Employers Don't Act

Hybrid work has the potential to significantly worsen diversity, equity and inclusion (DEI) outcomes for employees. For example, 76% of managers say on-site employees are more likely than remote workers to be promoted.<sup>4</sup> Considering that women and employees from underrepresented groups are more likely to want to leverage hybrid or flexible work, managers' proximity bias becomes a recipe for poor DEI outcomes. If organizations do nothing, they will leave behind crucial talent segments.

Mitigating these negative impacts is critical for the sales function, where engaging with customers in person has historically been seen as integral to successful selling.



### To support all employees in a hybrid future, CSOs must create equitable talent processes. To do this, they can:

- Mitigate bias in performance by creating agile goals and providing transparency into development opportunities.
- Create mentorship programs that support underrepresented talent.
- Mitigate bias throughout the recruiting pipeline, such as using inclusive language and focusing on skills instead of qualifications in job descriptions, prompting interviewers to consider potential biases before an interview, and targeting the interviewer's focus by recommending specific competencies and associated questions.

### 3 Turnover Will Continue to Increase in a Hybrid Environment

Hybrid work has become a baseline expectation for most employees. Fifty-two percent of employees say flexible work policies will affect the decision to stay at their organizations.<sup>5</sup>

Fifty-four percent of B2B sellers are actively looking for a new job opportunity,<sup>6</sup> and we predict turnover will increase even more in a hybrid environment for two reasons.

- **Lower cost of leaving.** The social and emotional costs of leaving the organization are lower for hybrid and remote workers. These employees tend to have fewer, but deeper connections, within the organization, which reduce the social pressure to stay in a job. Because their connections are deeper, their departures can have a greater impact on turnover, as the loss of a close friend at the organization can motivate other employees to quit.
- **Greater choice of employers.** An individual has more choice in employers when location is no longer a limiting factor. Even if a hybrid role requires them to work in person some of the time, an employee's commute tolerance tends to be higher if they need to go into the office one day a week instead of five. This trend is reflected on the employer's side, with executive sales leaders moving away from geographic-focused hiring. Our research shows that the top 15 U.S. metro areas are home to only about 40% of all available candidates (41.6%). That proportion is expected to continue decreasing as field sales diminish and sellers take further advantage of work flexibility.<sup>7</sup>



#### To retain hybrid employees,

CSOs will need to connect them more strongly to the organization's culture and values and invest in talent processes and programs to expand employee networks.

### 4 Managers' Roles Are Changing

Many managers have found it hard to adapt to managing their teams from a distance in the hybrid environment. Building and maintaining connections, tracking performance and guiding employees' career development are all more challenging at a distance.

Meanwhile, some parts of managers' roles are on the cusp of being supplanted by new technologies, which are increasingly being used to support or perform judgement-oriented activities that have historically been the purview of managers. Territory optimization, opportunity identification and prioritization, and even call coaching increasingly have a significant technology component. Despite this, managers will not become irrelevant. Instead, the manager-employee relationship will more critically influence the employee's experience and connection to the organization.



#### To facilitate this transition to a more human manager-employee relationship,

CSOs will need to prepare and equip sales managers for a shift from a traditional coach role to a stewardship role focused on the seller's career perceptions, well-being and connection to the organization.

### 5 Gen Z Will Want In-Person Work Experiences

CSOs might expect Gen Z to be more comfortable with hybrid work than their older colleagues. However, while many in this generation expect flexibility, they will not want to work remotely indefinitely. For those who finished their education and entered the



workforce during the pandemic, virtual learning demonstrated the benefits of remote work and flexibility, but the experience has also left something to be desired. Gen Z will want the expanded personal connections that come from in-office work.

Gen Z employees may return to an office where their mid- to late-career mentors prefer working remotely and are less available to provide in-person guidance. This mismatch in expectations may increase attrition in the short term and leave a talent development gap for future leaders in the long term.



### To meet employee expectations,

CSOs must ensure in-office onboarding support and, as needed, redesign office space to be responsive to the needs of entry-level hires. They will also need to create specific development pathways for early-career talent, as these opportunities become less likely to emerge organically. Leaders should collaborate with HR business partners to develop career lattices that span the commercial organization, highlighting potential career pathways that align with seller aspirations.

<sup>1</sup> 2020 Gartner Well-Being Benchmarking Survey.

<sup>2</sup> Gartner 2022 Seller Motivation Survey (n = 897 Sellers). A program offering is defined as Sellers responding "somewhat agree", "agree" and "extremely agree" to the question: My company offers programs to help me manage my mental health and well-being.

<sup>3</sup> Gartner 2022 Seller Motivation Survey (n = 885 Sellers) Burned out defined as responding "slight extent", "some extent", "moderate extent" or "large extent" to the question: "To what extent do you feel burned out from work?"

<sup>4</sup> 2020 Gartner Improving Employee Engagement Survey

<sup>5</sup> 2021 Gartner Hybrid and Return to Workplace Sentiment Survey.

<sup>6</sup> Gartner 2022 Seller Motivation survey (n = 906 Sellers).

<sup>7</sup> Gartner TalentNeuron.

## Upcoming Virtual Events

Gartner regularly hosts virtual events across a variety of Sales topics. The following are a small selection of our upcoming webinars.

**Please join us by registering online.**

### Optimizing the Revenue Tech Stack to Accelerate Pipeline Growth

18 October 2022, 10:00 a.m. AEDT

10 November 2022, 11:00 a.m. EDT

### Motivating Tomorrow's High Performers: Focusing Seller Energy on Growth

20 September 2022, 10:00 a.m. PDT

29 November 2022, 10:00 a.m. AEST

### Revenue Enablement: Expanding Enablement's Strategic Value

13 October 2022, 08:00 a.m. EST

17 November 2022, 1:00 p.m. GMT

# Gartner Employee Diagnostics for Sales

## Leverage Gartner's manager and seller diagnostic tools to:

- 🔍 Identify skill gaps
- 📊 Prioritize improvement efforts
- 🕒 Measure impact over time

## Frontline Sales Manager Diagnostic assesses:

- Time spent across key managerial activities
- Coaching culture and effectiveness
- Manager perspective on tools and dashboards

## Seller Skill Assessment measures:

- Virtual selling support and effectiveness
- Effectiveness of critical sales execution skills
- Approach to account growth and planning

### Want to participate?

If you are a Gartner client, connect with your account executive

**Not a Gartner client? Learn more about becoming a client**