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A Chief Sales Officer's Guide to Maximize Sales Manager Impact



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Brent Adamson

Distinguished VP, Advisory



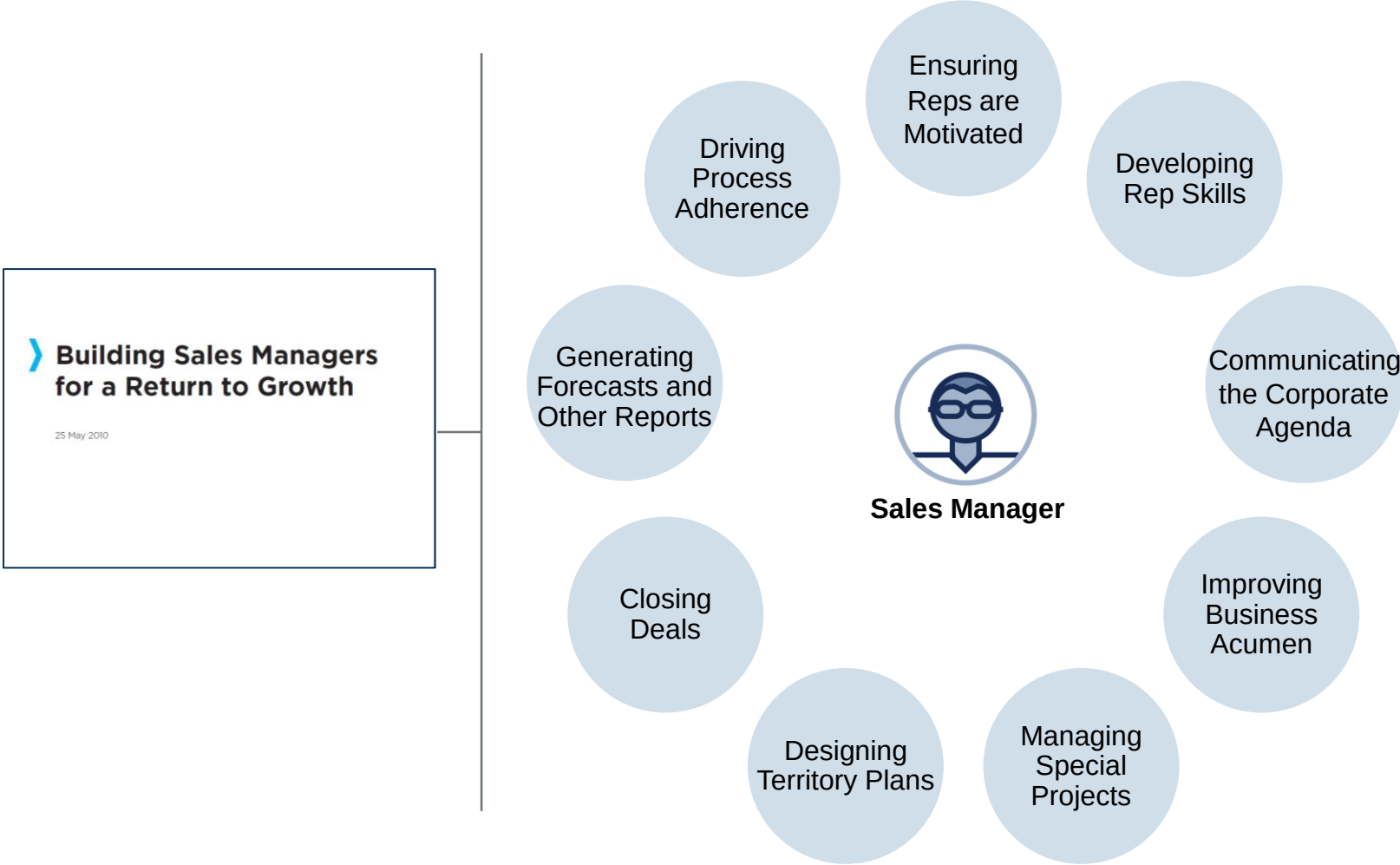
Nick Toman

Distinguished VP, Research



A Big Job

The Manager Job in 2010

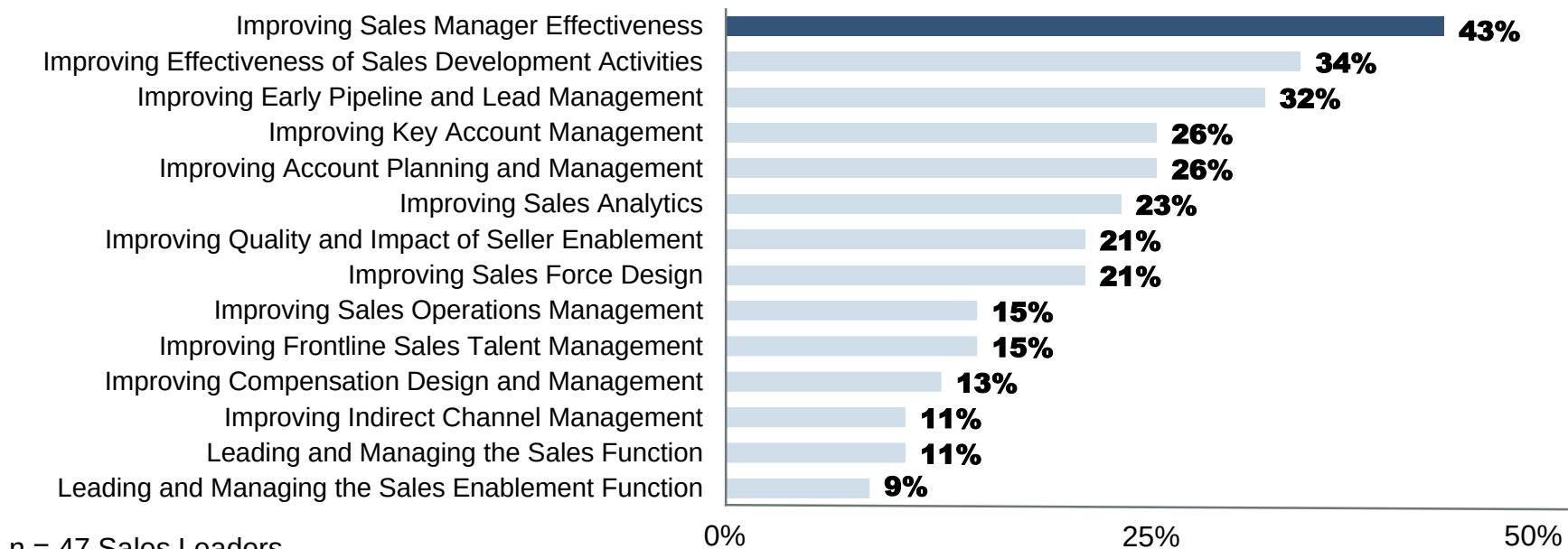


Source: Gartner

Managers Are Critical...But How?

Select the Top Three Initiatives Most Critical to Your Sales Organization’s Success in 2020

Percentage of Chief Sales Officers (CSOs)



n = 47 Sales Leaders

Source: 2019 Gartner Chief Sales Officer Agenda Poll

CSOs on the Critical, but Unclear Nature of the Manager Role

“The deeper I got into questions of how managers were delivering for their teams, the more aware and concerned I got about these questions as I found extreme inconsistencies.”

CSO, Healthcare

“There is a mismatch of understanding between executives in a company and what a frontline sales manager has to do today...I don’t think we actually understand what the FLSM role looks like today.”

CSO, Technology

A Big Job, Now More Complicated

Trends Adding Complexity to the Sales Manager Role

External Trends	Internal Trends
1 Increasingly large and diverse buying groups Buying group size has increased by 106% since 2013 to 11 members	5 Greater internal coordination required 2.3x increase in size of sales team portfolio since 2013
2 Complex, non-linear buying processes 96% of buyers revisit at least one buying job	6 More time navigating the organization Managers spend on average 7 hours per week navigating internal resources
3 Diminished customer access Customers only spend 17% of their total buying time meeting with potential suppliers	7 Greater availability of data Managers have an average of 4.2 unique dashboards
4 Significantly increased volume of higher-quality information 89% of customers say they encounter high-quality information during a purchase	8 Larger sales teams to manage Average span of control has increased by 16% since 2013 to 7.5 sellers per manager

Sources: 2013 Gartner B2B Value Survey, 2013 Gartner Global Labor Market Survey, 2016 Gartner Sales Leader Poll, 2017 Gartner Digital B2B Buyer Survey, 2018 Gartner B2B Buying Survey, 2019 Gartner B2B Buying Survey, 2020 Gartner Enhanced Frontline Sales Leader Survey, 2020 Gartner Sales Dashboard and Metrics Benchmark

Prioritizing Everything

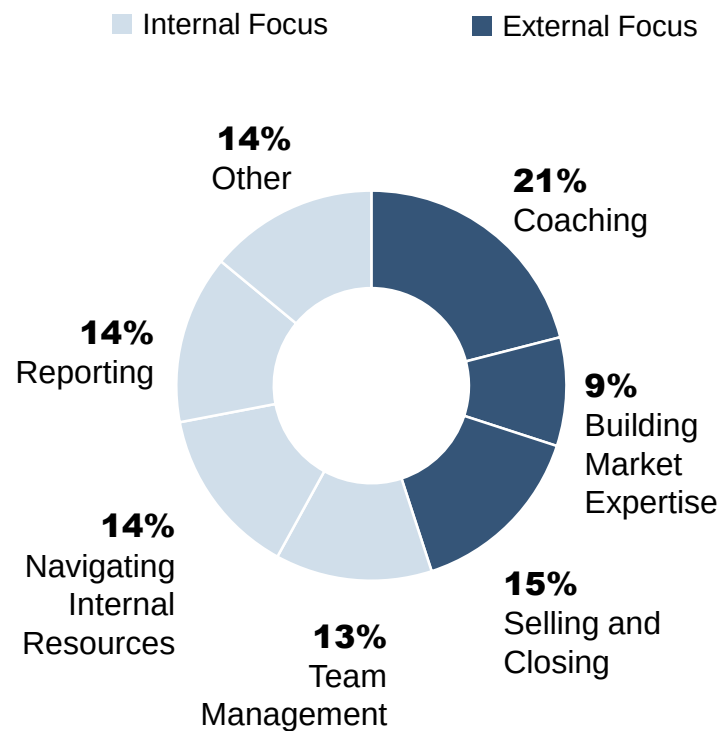
Manager Time Spend Across All Activities
Percentage of Time Spend



n = 203 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

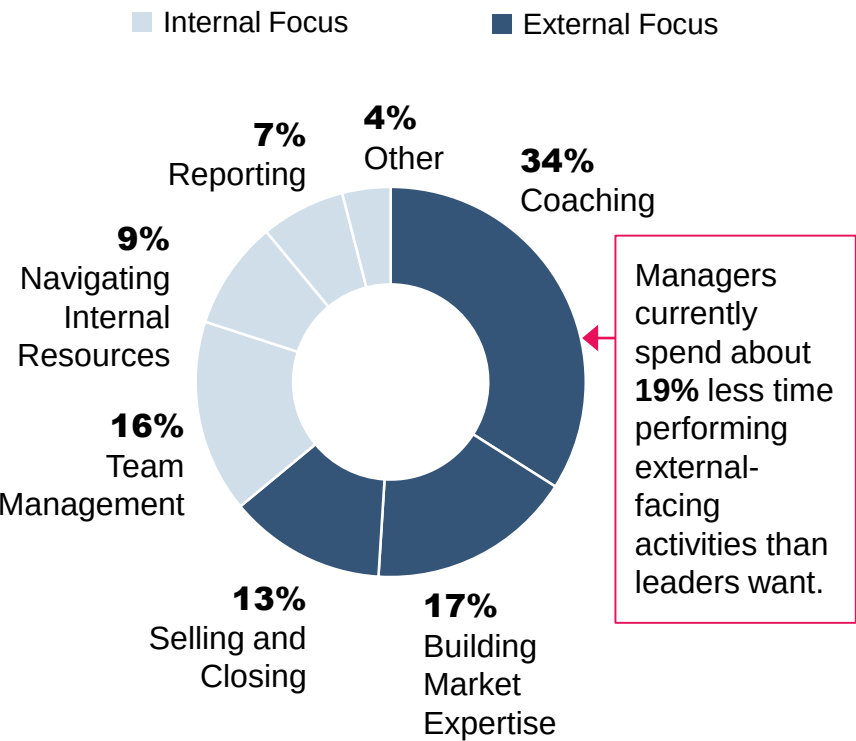
The Divide Between Expectations and Reality

Manager Time Spend Across All Activities
Percentage of Time Spend



n = 203 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Sales Leaders' Desired Manager Time Spend
Percentage of Time Spend



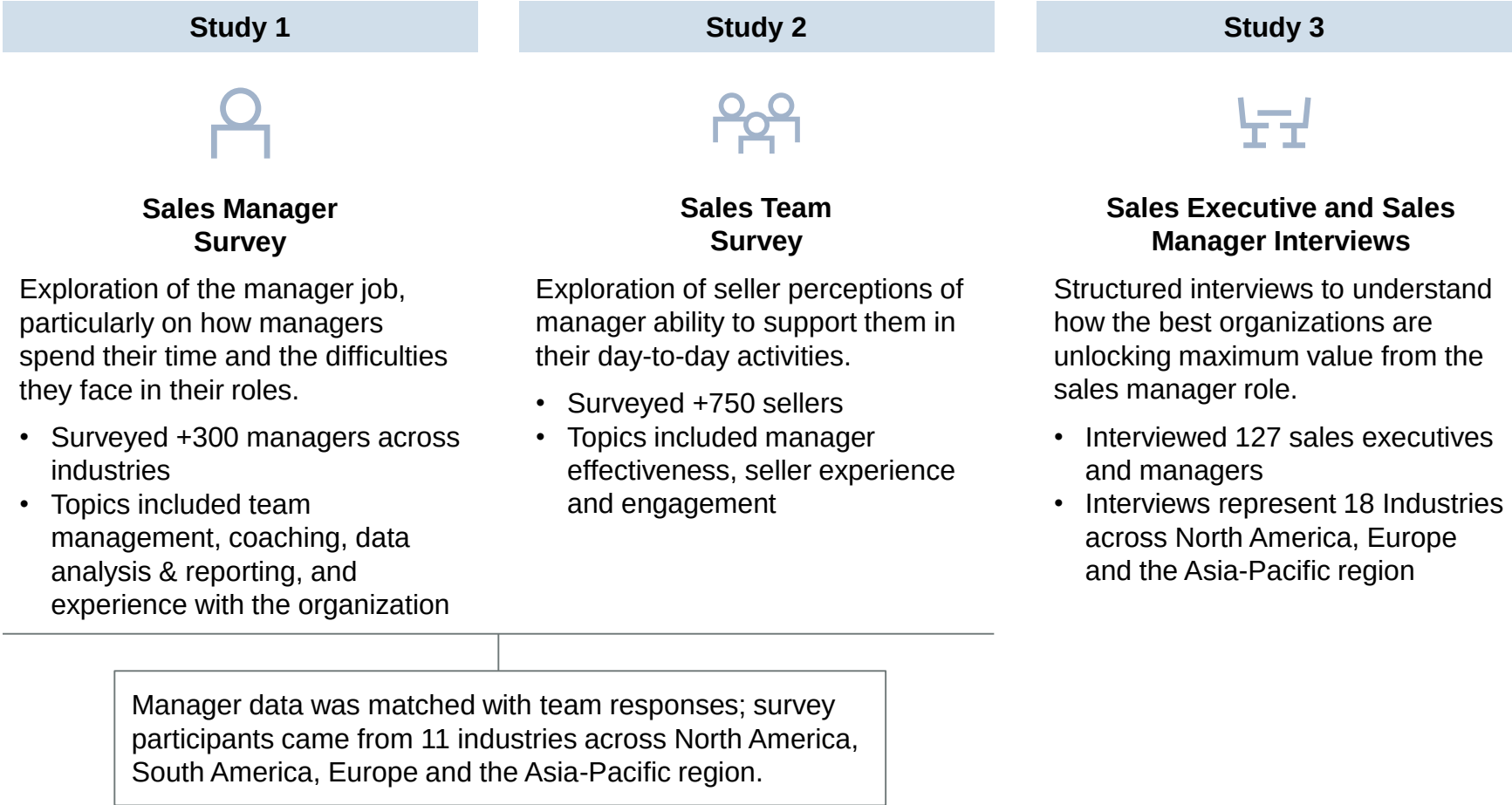
n = 31 Sales Leaders
Source: 2020 Gartner

“Managers spend too much time in front of computers and not enough time in front of customers.”
VP Enterprise Sales, Electronics

Overview of the Research Process

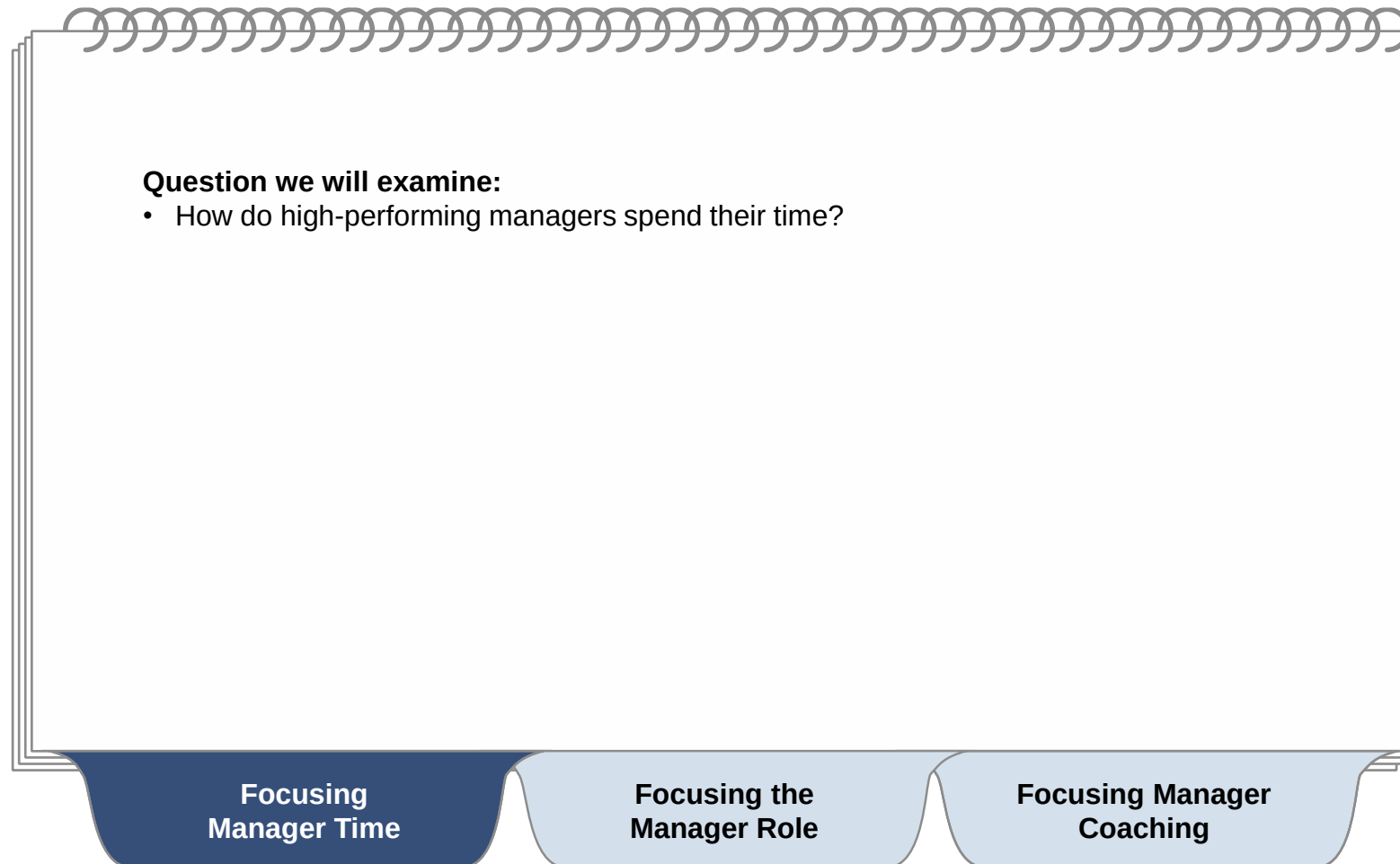
Key Question: What should be the focus of the frontline sales manager role in today's work environment?

360 View of the Manager Role



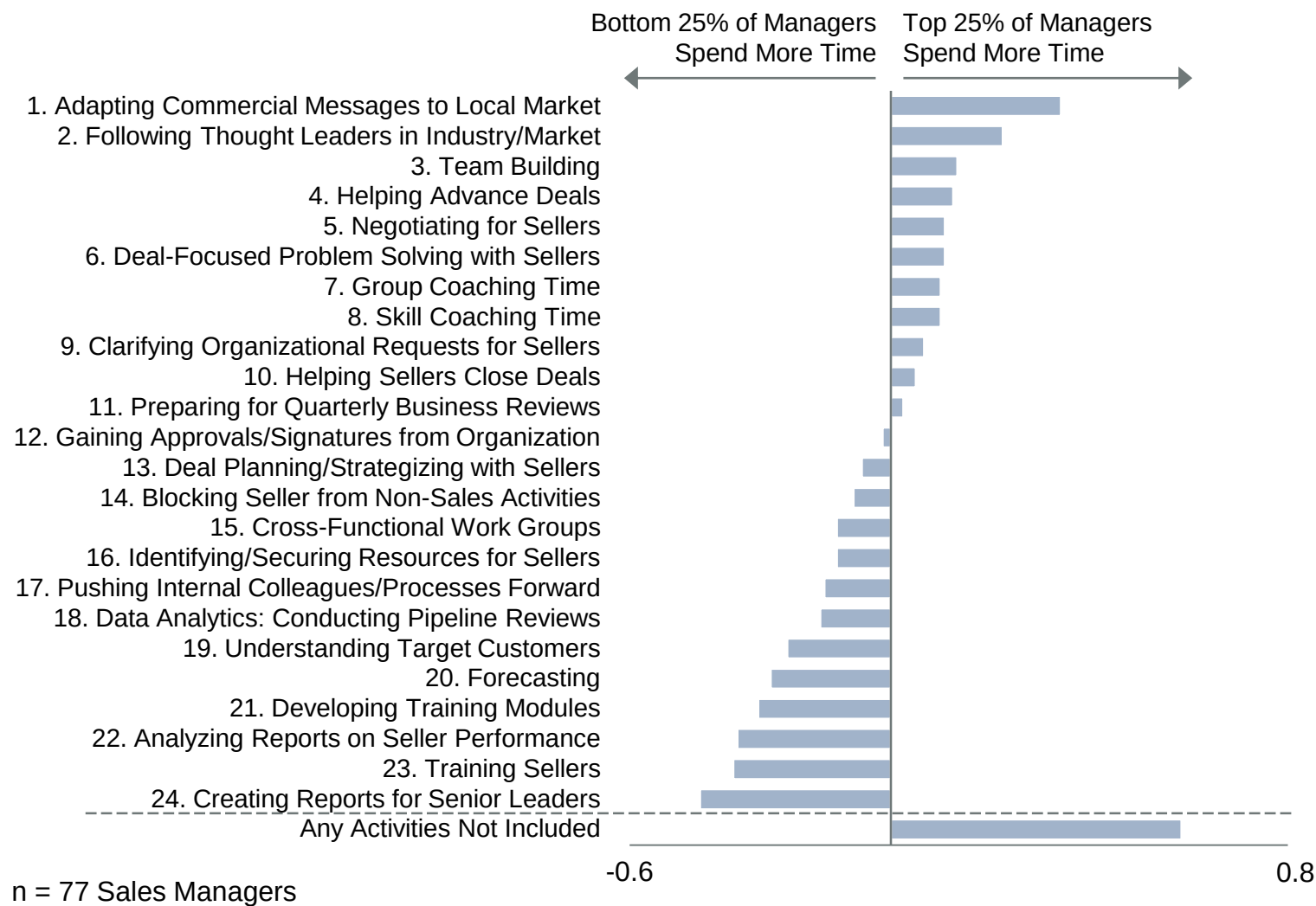
Source: Gartner

Sales Leader Playbook for Manager Effectiveness



Anatomy of a World-Class Sales Manager

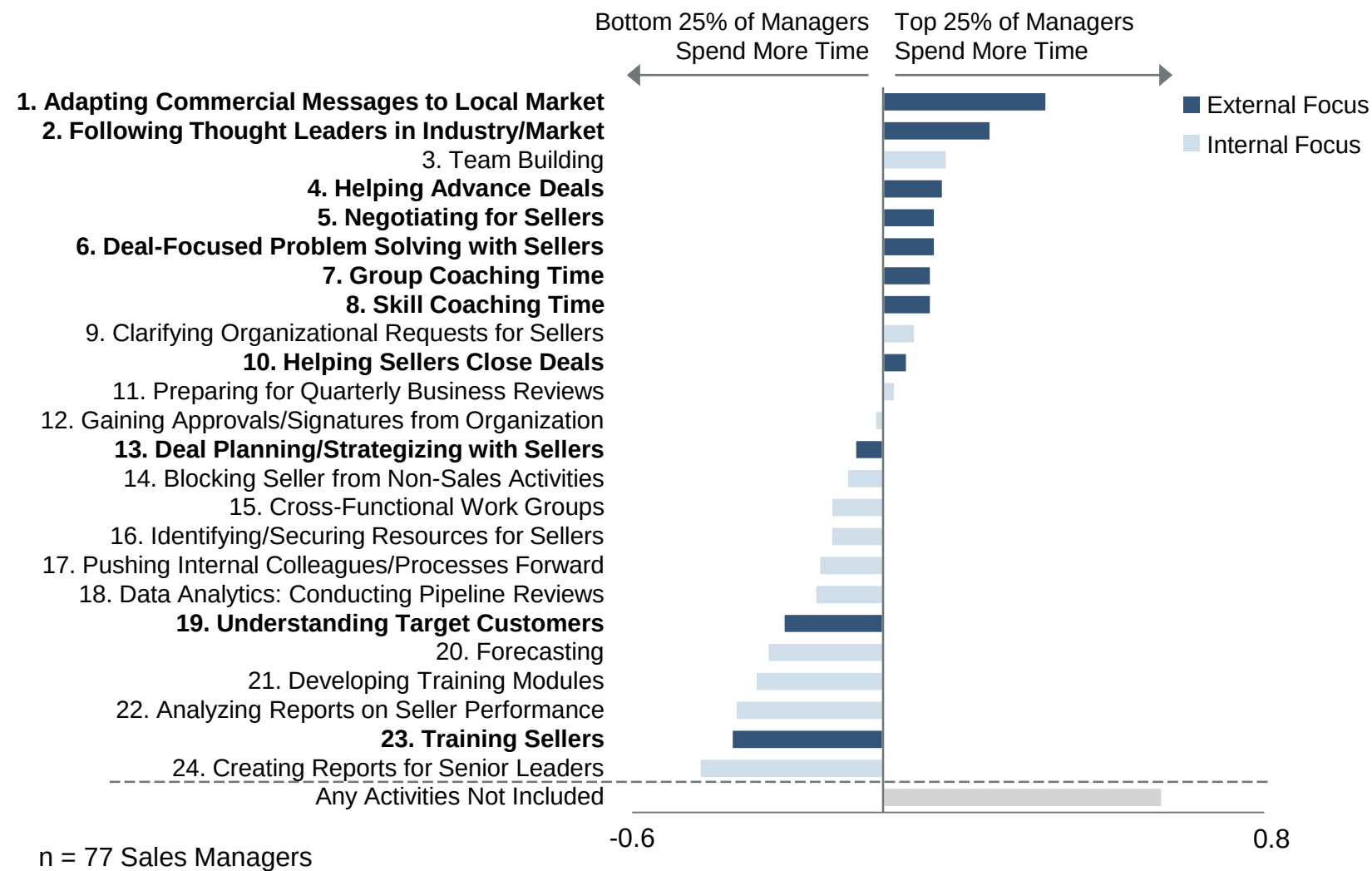
Manager Time Spend Comparison: Ratio of High-Performing vs. Low-Performing Managers



Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Anatomy of a World-Class Sales Manager

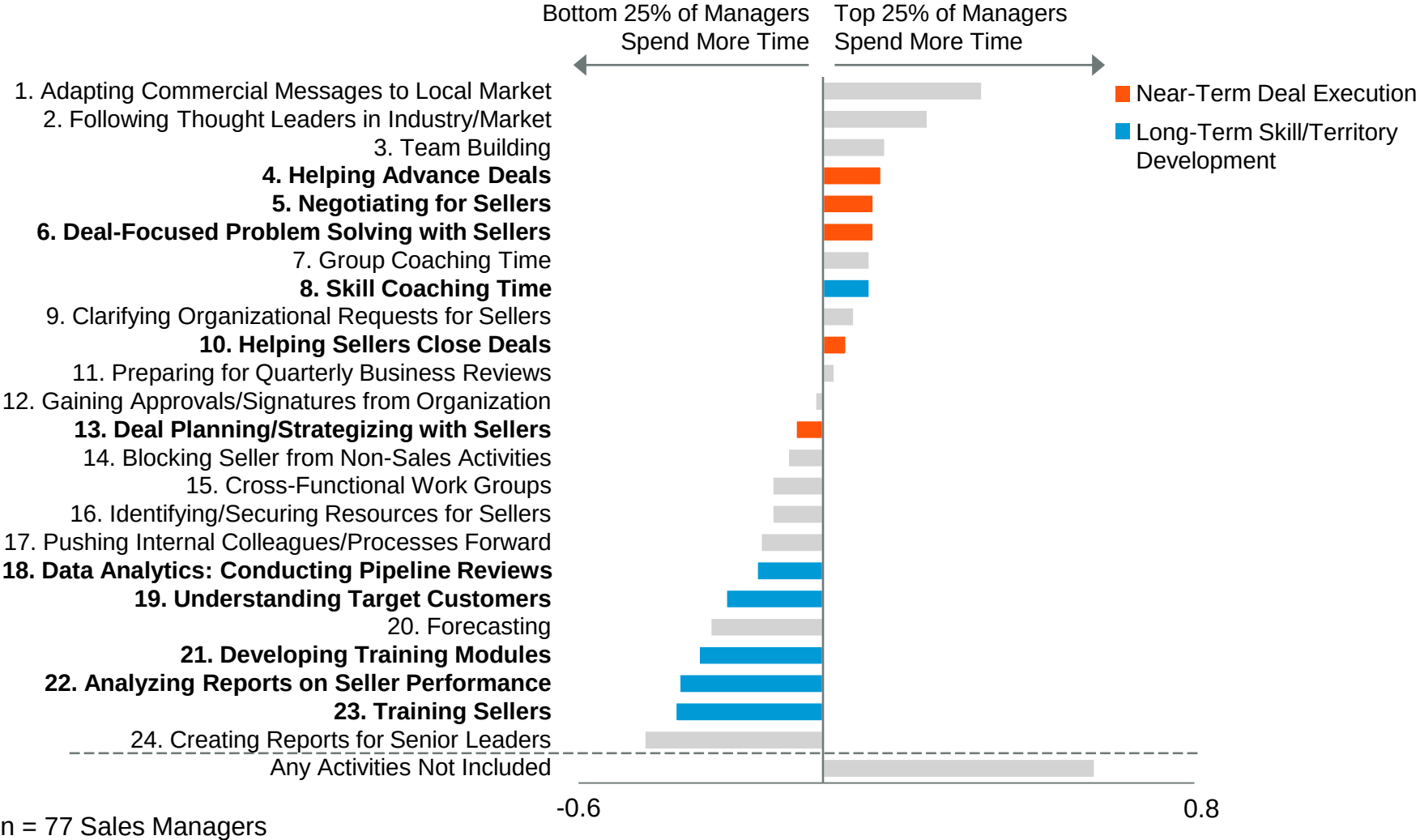
Manager Time Spend Comparison: Ratio of High-Performing vs. Low-Performing Managers



Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Anatomy of a World-Class Sales Manager

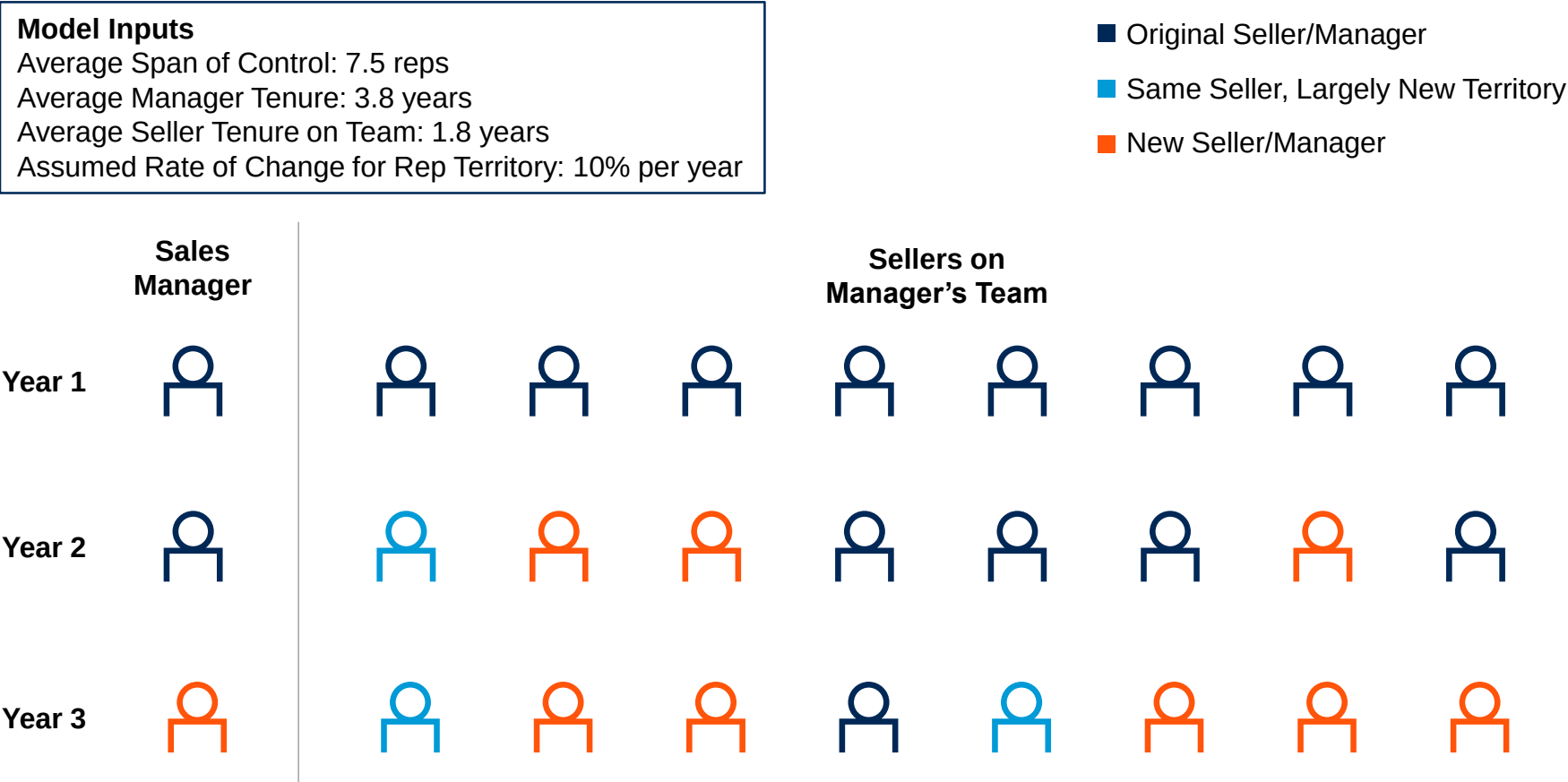
Manager Time Spend Comparison: Ratio of High-Performing vs. Low-Performing Managers



Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

The Reality of Team Building

Projected Evolution of an Average Sales Team Over Three Years
Illustrative

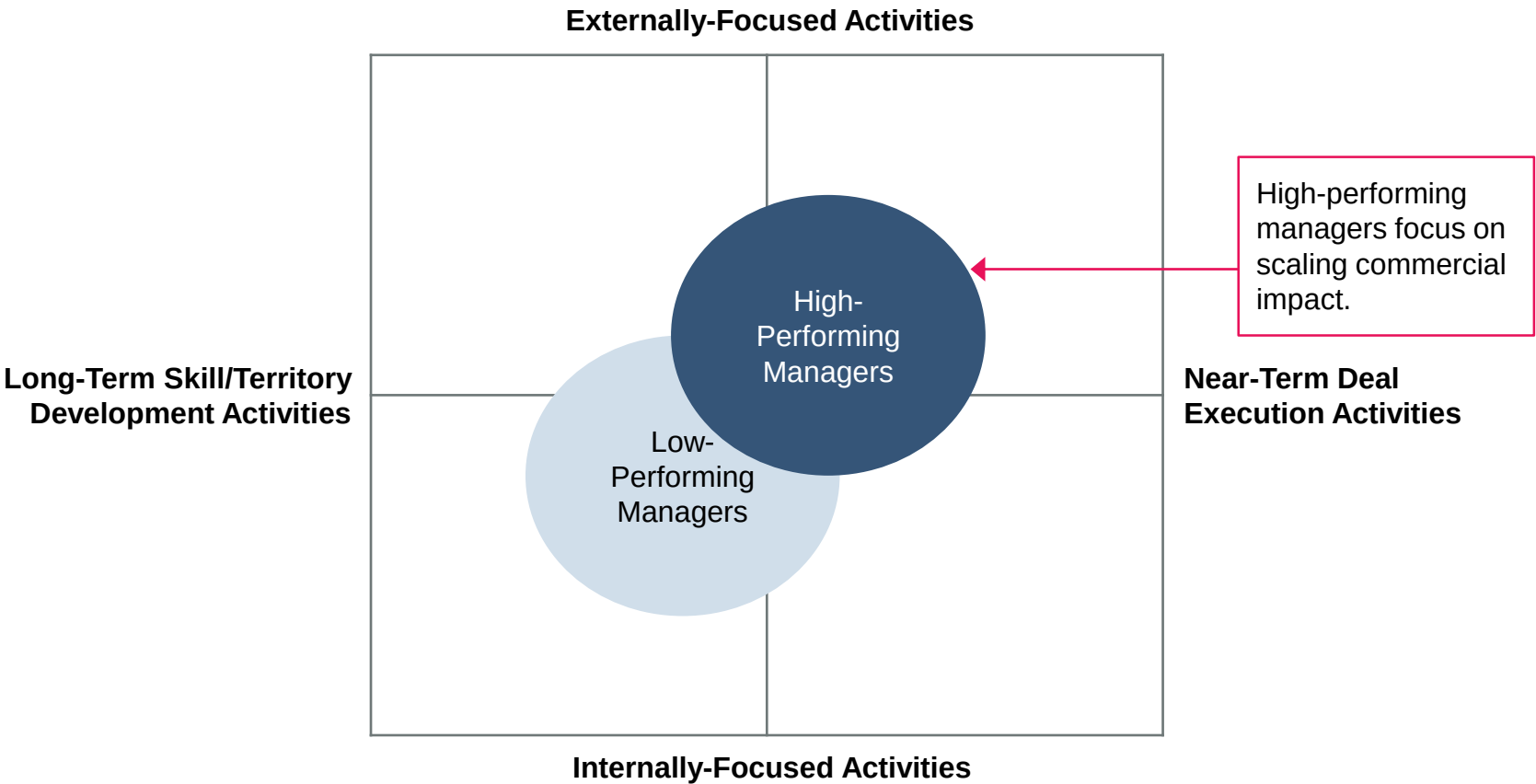


Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Shifting the Manager Focus

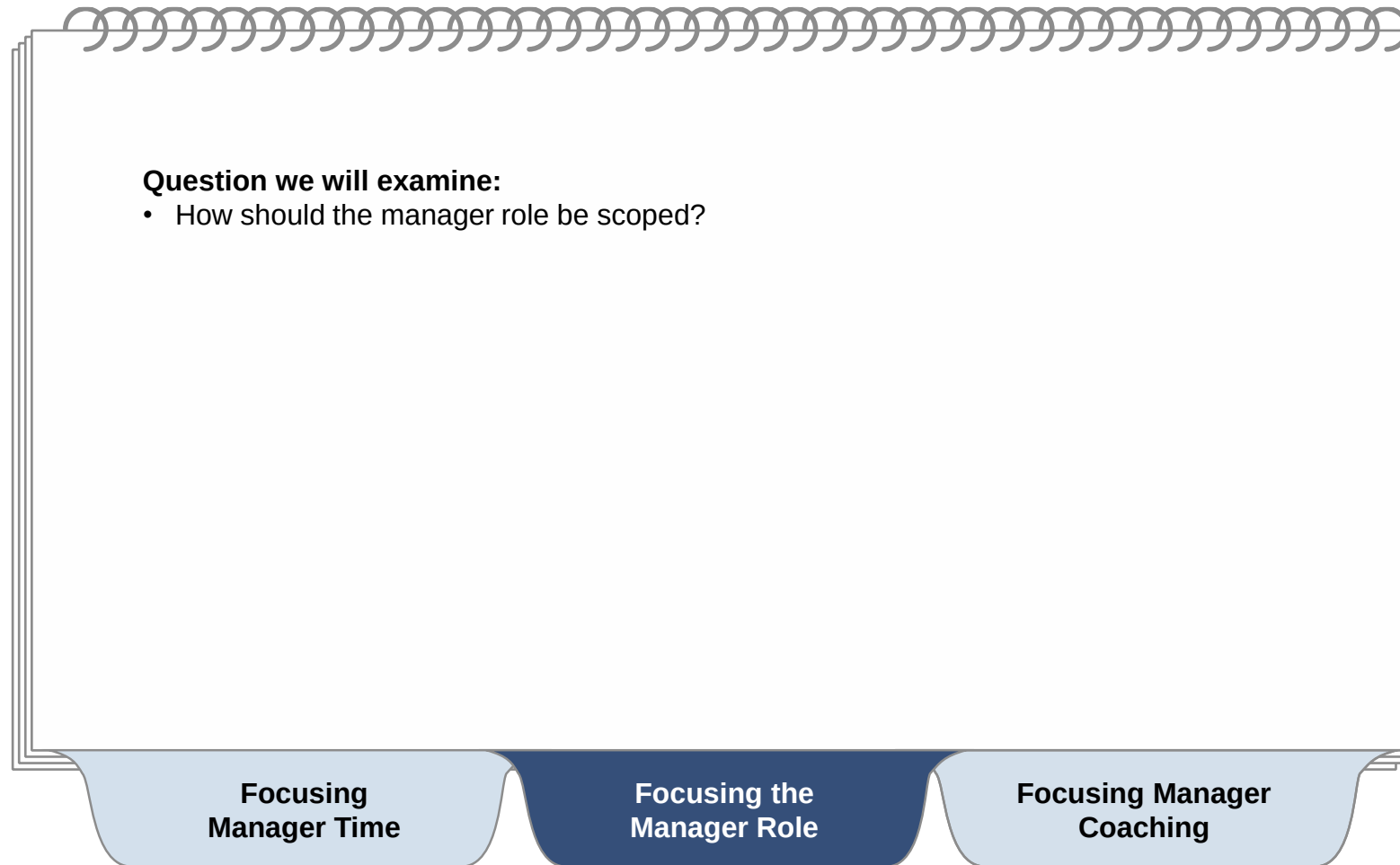
High-Performing vs. Low-Performing Manager Time Spend Focus

Illustrative



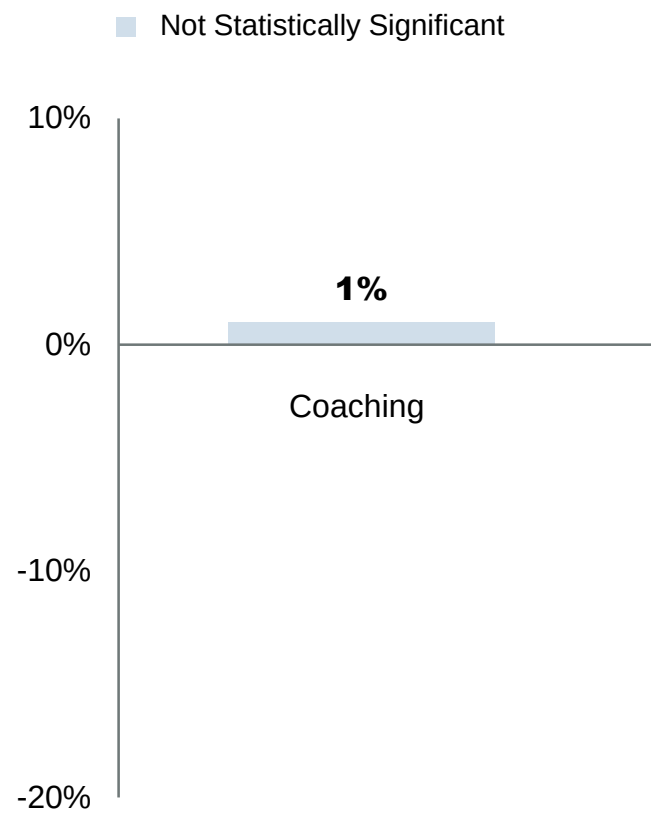
Source: Gartner

Sales Leader Playbook for Manager Effectiveness



What Happened to Coaching?

Change in Average Quota Attainment for Managers



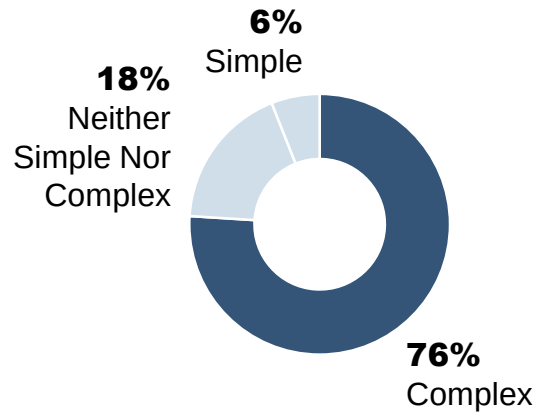
n = 111 Sales Managers

Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Note: Quota attainment scores were provided by participating organizations. Scores were centered around the 60th percentile when calculating average centered quota attainment. “Lack of Correspondence between Organization’s Tools/Technology/Systems” and “Workflows/Processes and Manager Information Overload” were also statistically significant.

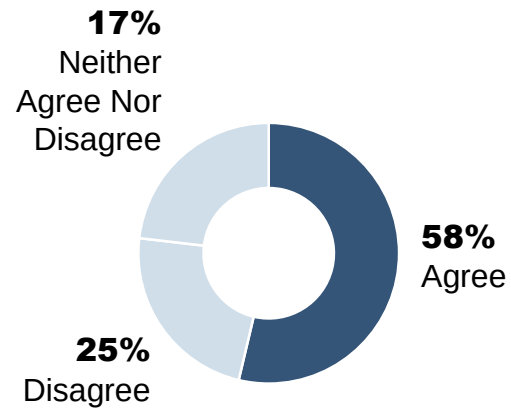
Keeping Their Head Above Water

Q: "I Generally Think My Job Is Pretty Simple/Complex"



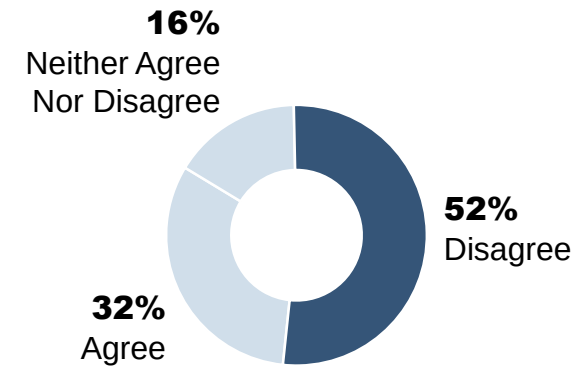
n = 203 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Q: "It Is Difficult to Accomplish All the Tasks I Have Given the Time I Have"



n = 203 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Q: "I Rarely Have to Work Around Organizational Processes to Get My Work Done"



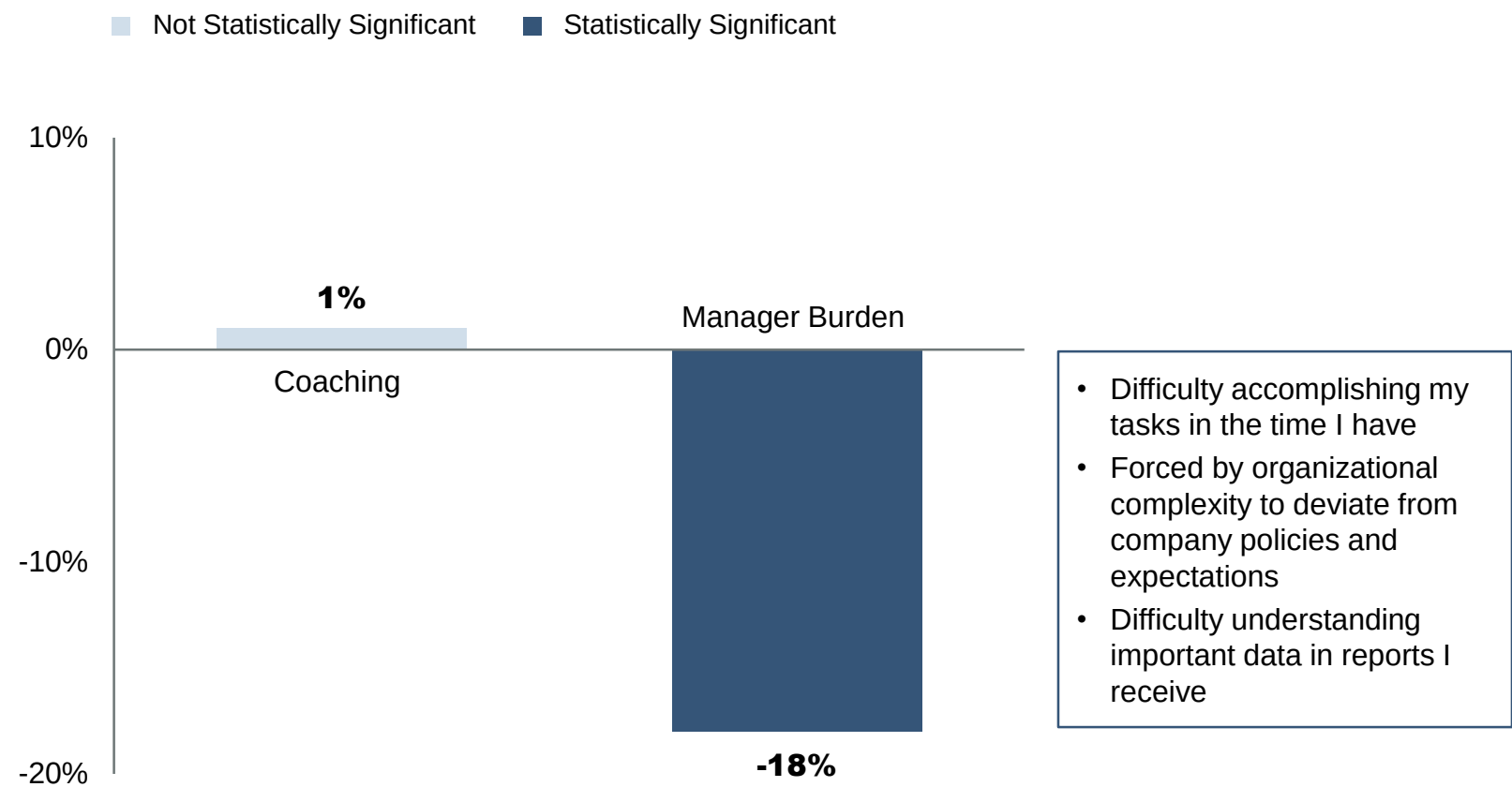
n = 203 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

"Managers want to act more autonomously...but it seems like we're spending more time as managers selling ourselves internally to our own organization than we are selling to the customer."

Sales Manager, Manufacturing

The Cost of Burden

Change in Average Quota Attainment for Managers



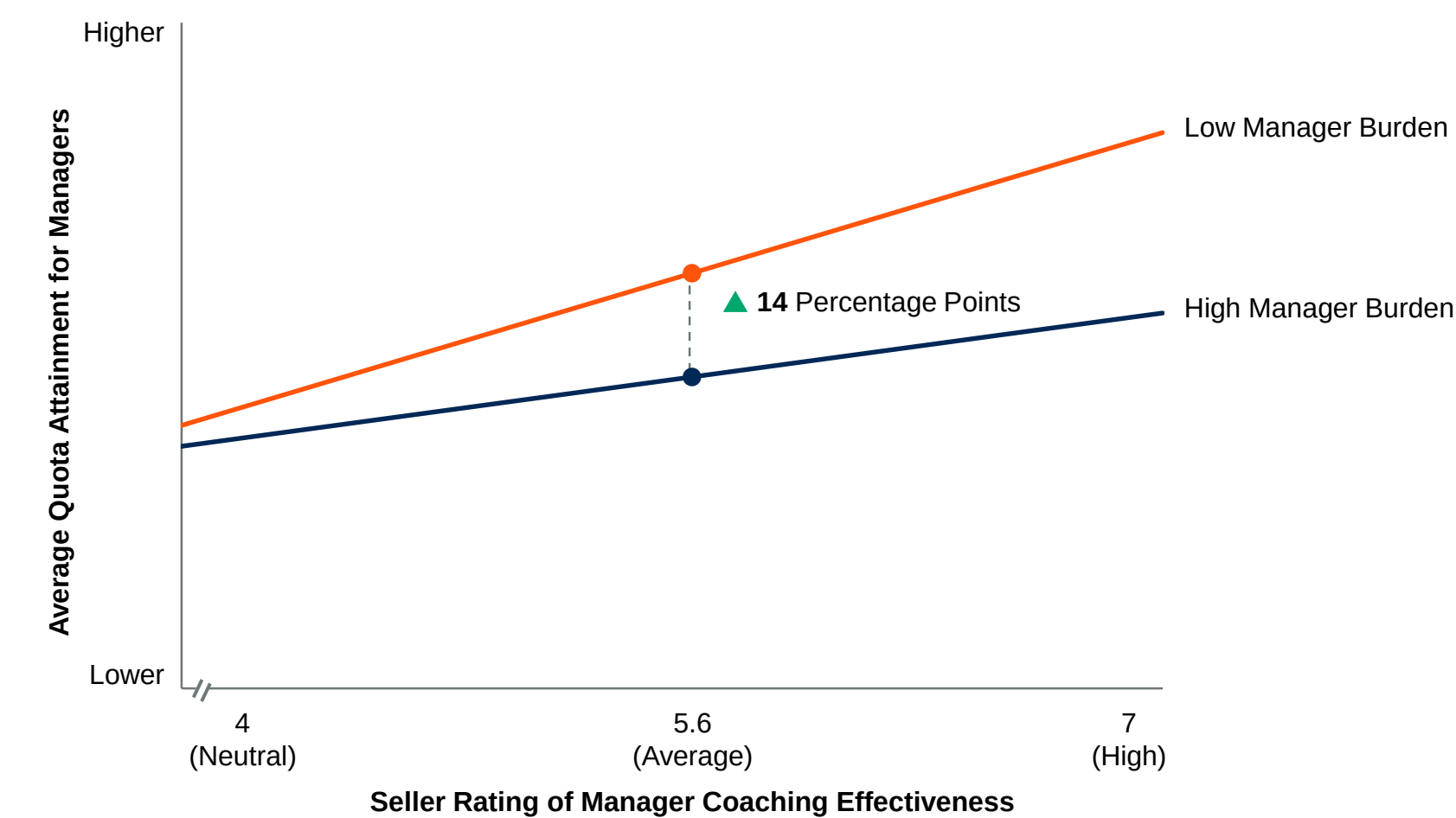
n = 111 Sales Managers

Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Note: Quota attainment scores were provided by participating organizations. Scores were centered around the 60th percentile when calculating average centered quota attainment. “Overwhelmed by info needed to effectively do job ” and “Technology and tools do not fit with work processes” also had a small statistically significant effect on quota attainment.

The Burden Tax

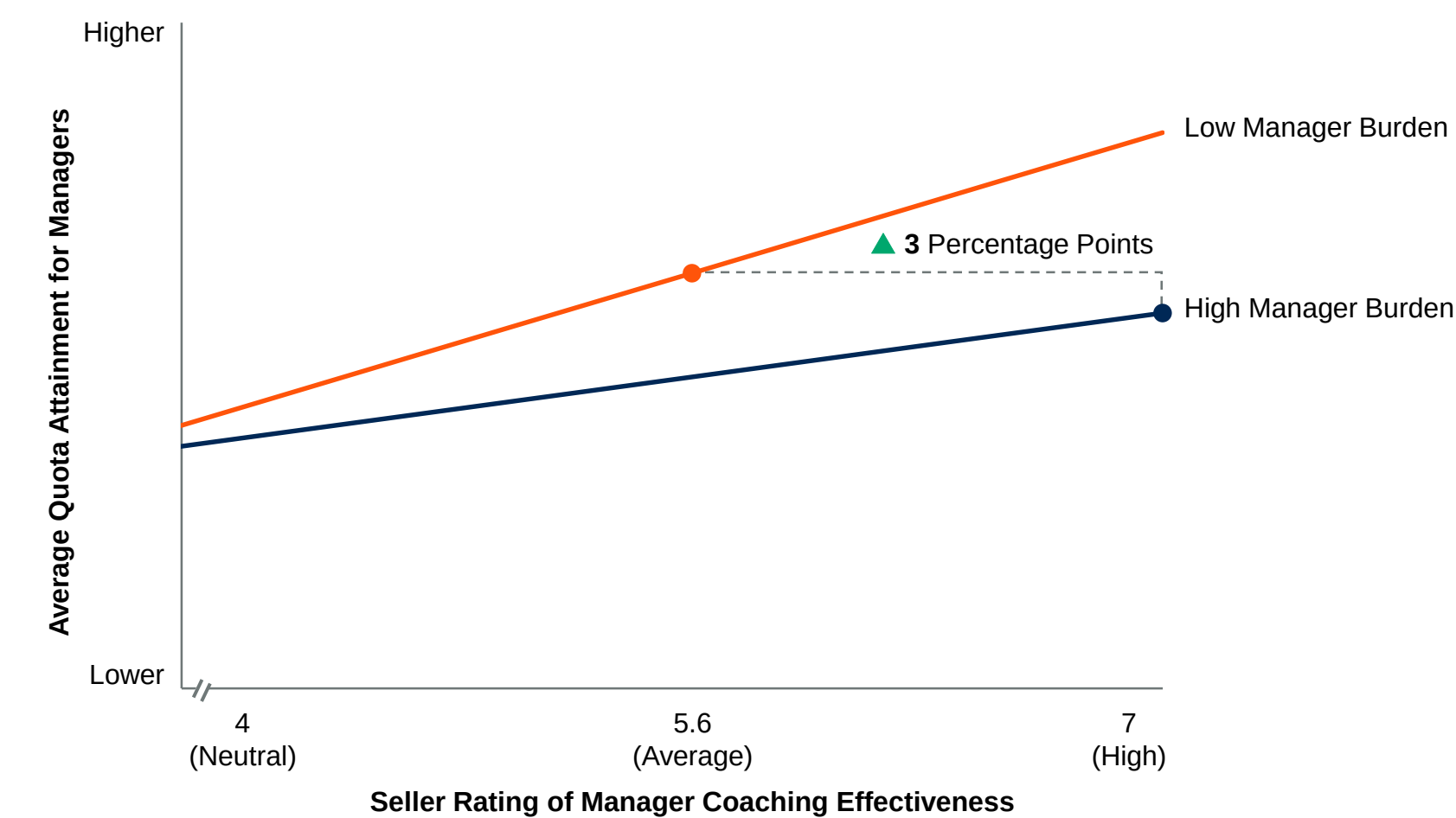
Change in Quota Attainment for Managers, by Level of Burden



n = 111 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey
Note: Quota attainment scores were provided by participating organizations. Scores were centered around the 60th percentile when calculating average centered quota attainment.

The Burden Tax

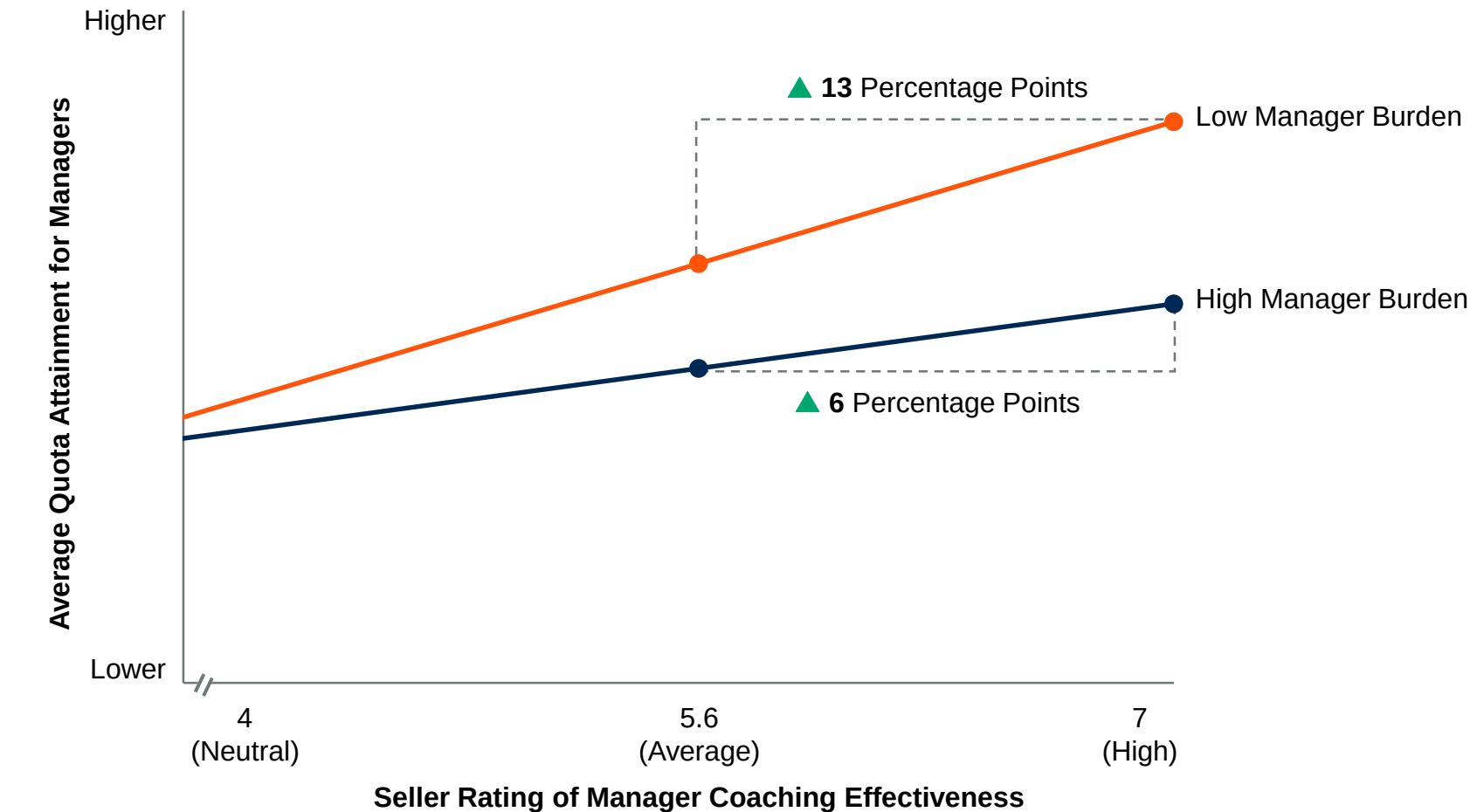
Change in Quota Attainment for Managers, by Level of Burden



n = 111 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey
Note: Quota attainment scores were provided by participating organizations. Scores were centered around the 60th percentile when calculating average centered quota attainment.

The Burden Tax

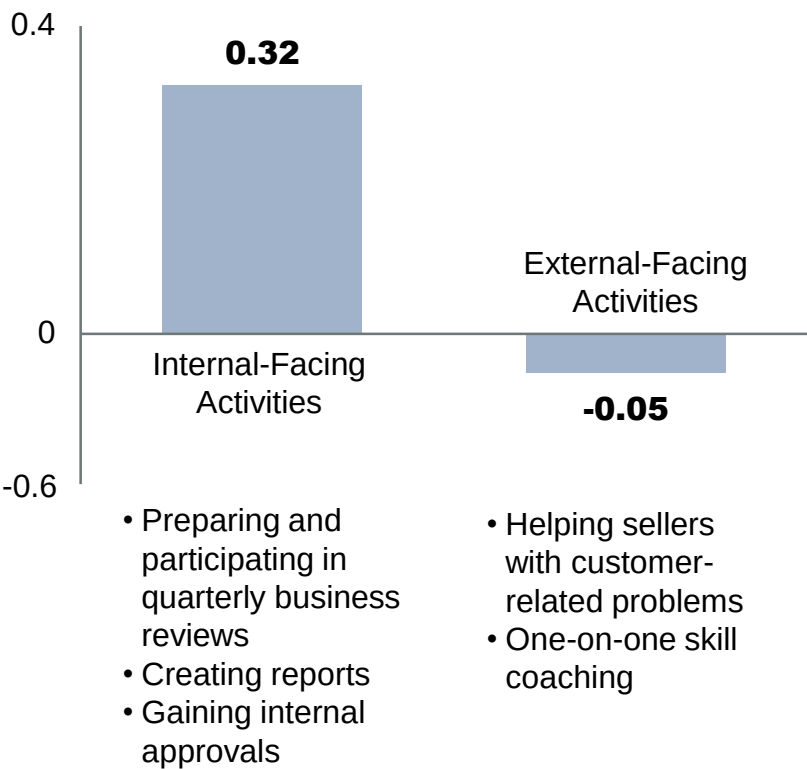
Change in Quota Attainment for Managers, by Level of Burden



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Source: 2020 Gartner Enhanced Frontline Sales Leader Survey
Note: Quota attainment scores were provided by participating organizations. Scores were centered around the 60th percentile when calculating average centered quota attainment.

Managers' Lost Time

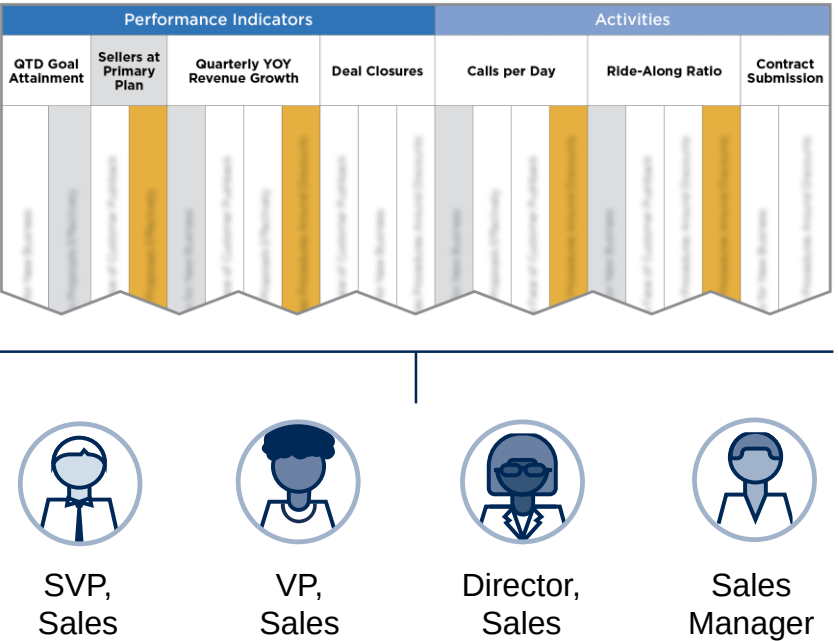
Time Spend Drivers of Manager Burden
Changes in Manager Burden Index



n = 200 Sales Managers
Source: 2020 Gartner Enhanced Frontline Sales Leader Survey
Note: The Manager Burden Index is on a 1-7 scale with higher scores corresponding to higher levels of burden.

Universal Divisional Sales Dashboard for All Sales Management

Illustrative



Creation of a single divisional dashboard minimizes data requests by creating standardized reporting and discouraging data requests not represented on the dashboard.

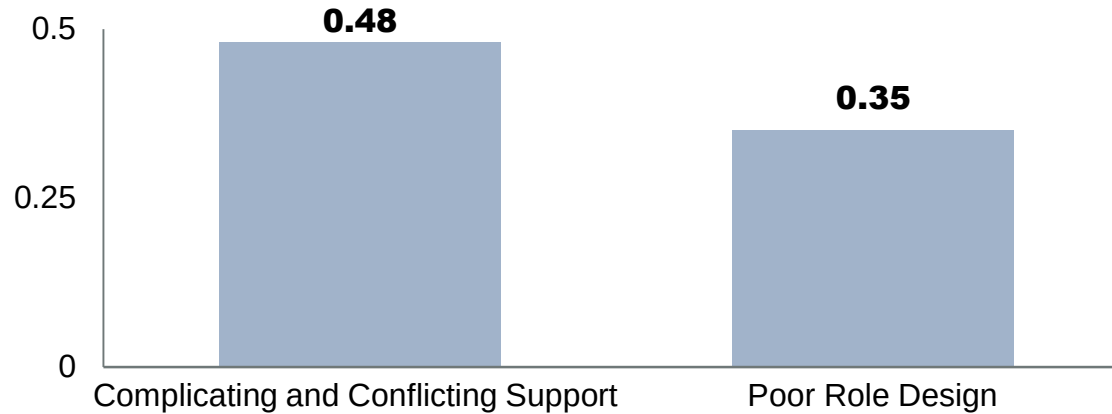
Source: Gartner
* Pseudonym.

FifteenMint*

Clarify Manager Support and the Role

Drivers of Manager Burden, Manager Observations

Changes in Manager Burden Index



- Overwhelmed by info needed to effectively do job
 - Technology and tools do not fit with work processes
 - Organization support makes the job harder, not easier
 - Difficulty generating reports the organization wants
- Unsure what activities to prioritize besides coaching
 - Generally think the job is complex
 - Priorities conflict with those of colleagues outside sales

n = 202 Sales Managers

Source: 2020 Gartner Enhanced Frontline Sales Leader Survey

Note: The Manager Burden Index is on a 1-7 scale with higher scores corresponding to higher levels of burden.

Manager Role Clarity Exercise

Overview

Expedient critically examines each sales manager task to ensure role focus on high-impact tasks managers are uniquely-positioned to execute on and relocates other tasks to better-fit roles in the organization.

Solution Highlights

- **Identification of Best-Fit Tasks:** Surfacing and assigning tasks to managers that have high-potential commercial impact and are truly unique to the manager role ensures the role is aligned to critical organizational outcomes.
- **Task (Re)assignment Decision Tree:** Exhausting all of the options for where an activity can be executed prior to assigning it to the manager role preserves manager focus by minimizing distraction.
- **Active Accountability:** Requiring managers to periodically document and review their time spend reinforces manager behavior change, helping them avoid performing tasks that are beyond the rescope role.

Scenario

With the rapid growth of the business, managers at Expedient had found themselves with an increasing number of responsibilities leading to confusion about which ones to prioritize with their limited time.

About the Company

Expedient

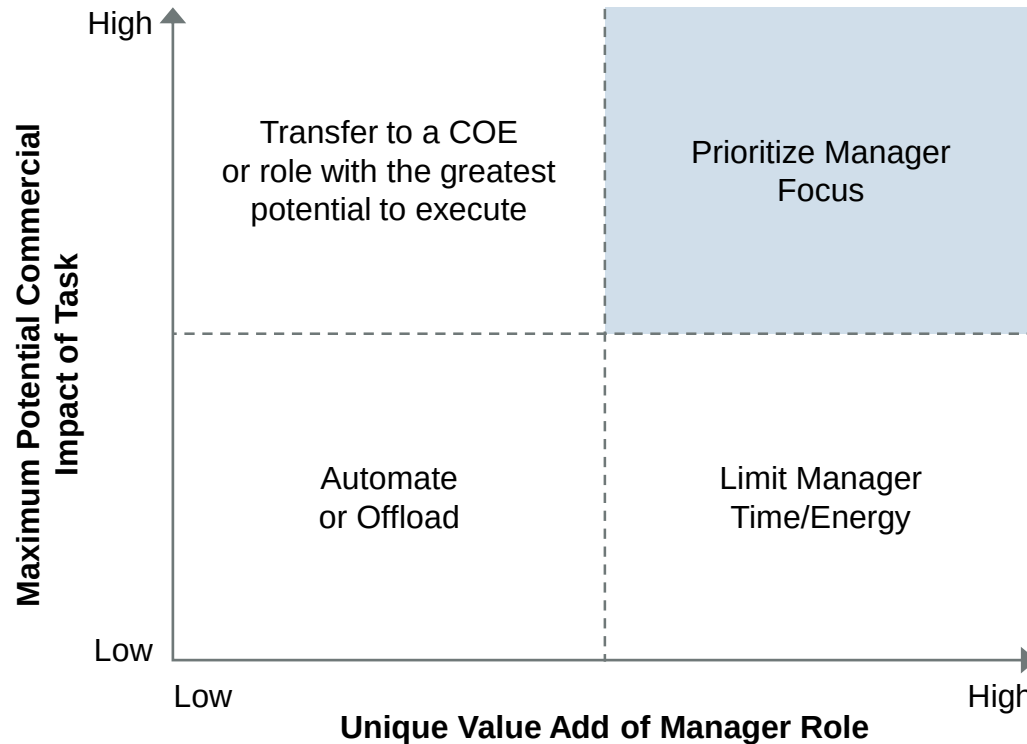


Industry: IT
Headquarters Location: Pittsburgh, PA

Revenue: \$200 Million (2019)
Employees: 300

Focusing the Manager Role on What Matters

Expedient's Role Clarity Framework



Design Principles

- 1 Prove tasks belong in the manager role:** Don't let past precedent determine the current role.
- 2 “Disqualify” tasks from the manager role:** Exhaust all other role options prior to assigning it to the manager role.
- 3 Use caution when eliminating tasks:** Offload tasks if possible, but remember tasks exist for a reason.
- 4 Processes are often easier to automate than discrete tasks:** Drive tasks into clear, efficient processes whenever possible.

Source: Adapted From Expedient

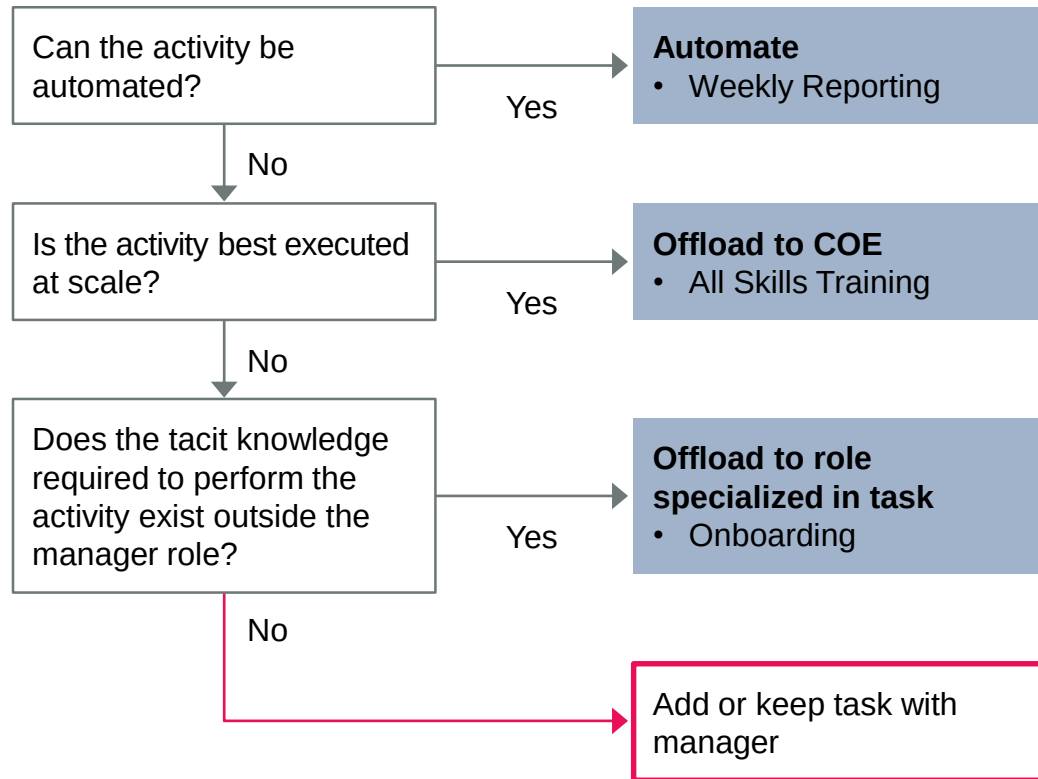
“There were a lot of perceived obstacles and entrenched views. We had to challenge some deep biases to make a real difference in how we conceived of the manager role.”

Bryan Smith, SVP and Chief Strategy Officer, Expedient



Proving the Task Belongs with the Manager

Expedient's Decision Tree for (Re)assigning Manager Activities



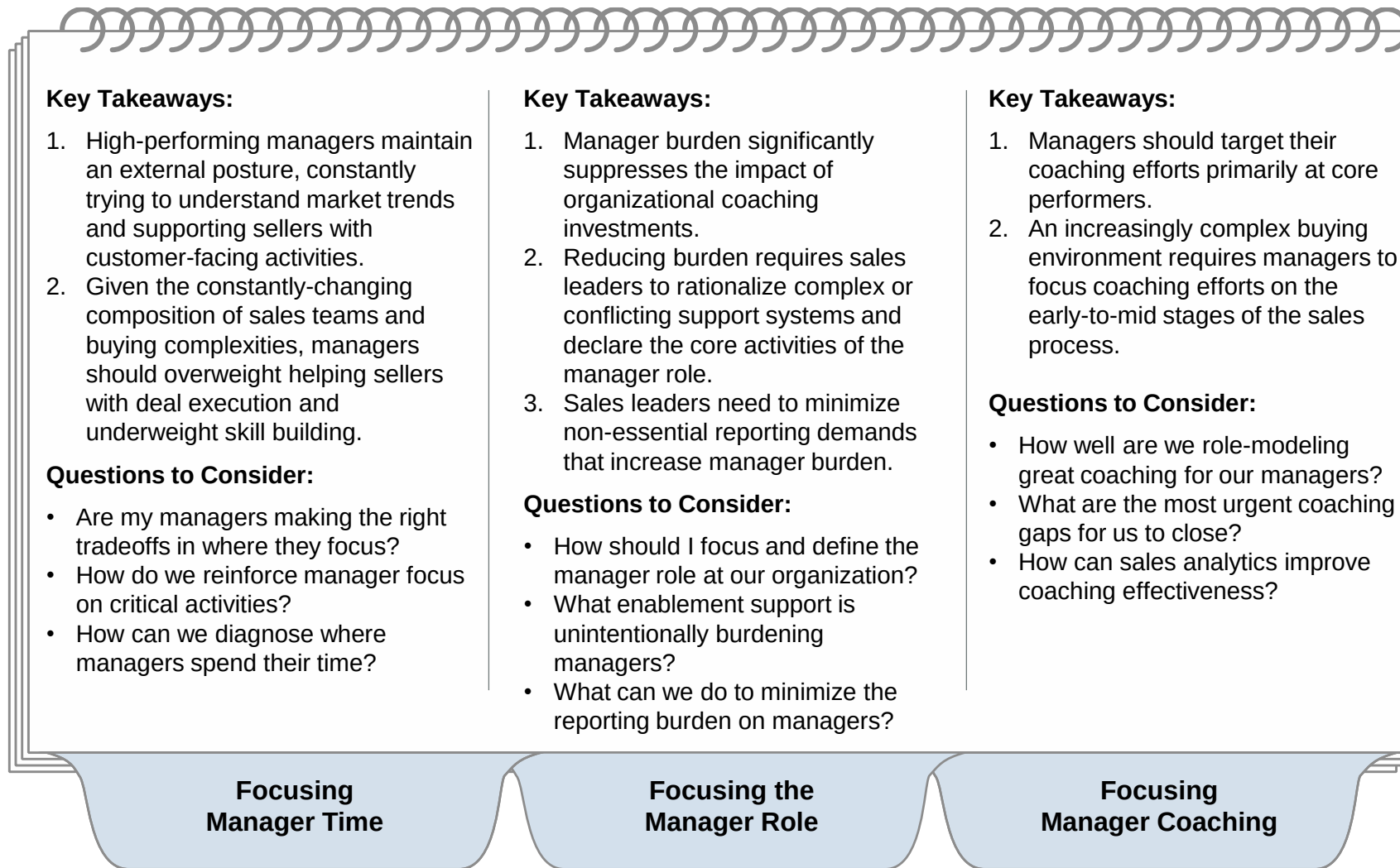
Source: Adapted From Expedient



Their Advice

- Begin the task (re)assignment process with broader, overarching criteria that become progressively more refined.
- Only after exhausting all the different options of where else the task can be offloaded to in the organization should it be assigned/kept with the manager.

Sales Leader Playbook for Manager Effectiveness



Ask your questions



The image shows a web interface for asking questions. At the top, there is a horizontal navigation bar with four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border, and an orange arrow points to it from the left. Below the tabs, the heading 'Ask a question' is displayed. Underneath the heading is a large text input area with a placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and an orange arrow points to it from the left.

Access Additional Resources

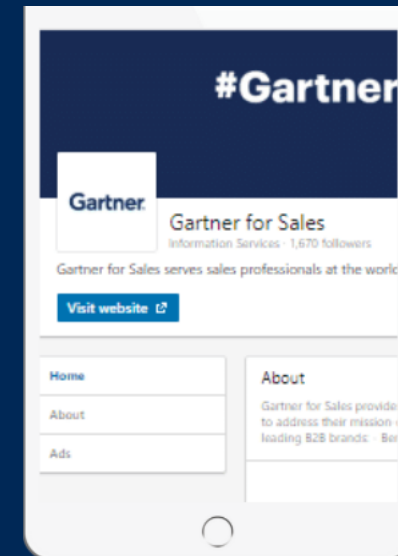
Coming Soon: CSO Guide to Increase Sales Manager Focus for Maximum Impact

[Click here](#) to be the first to get access to the guide.



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