## Building a Dynamic Sales Skills Strategy



today's sales reps for tomorrow's roles is more important than ever. How are sales organizations adapting their skill sets to meet these dynamic challenges?

With ever-shifting customer behaviors, market trends and available talent, developing

**One-Minute Insights:** 

More than one-third of sales professionals say they are very satisfied with



Half of respondents utilize feedback from mock customer calls or panels to help identify skill gaps

their organization's overall skills strategy



Live virtual sessions are the most common form of skills training, followed by



vendor-led in-person sessions

Identifying skill gaps and ensuring training is relevant are the most common obstacles

Data collection: April 20th - August 18th, 2023 Respondents: 86 sales directors, VPs, and C-level executives whose sales organizations have a reactive, adaptive, or mixed skills strategy in place to grow talent

Frequent skill testing and manager feedback the norm as most organizations are satisfied with their skills strategy

performance reviews (76%). Skills assessments (67%) and employee feedback from 360 reviews (58%) are the next most common approaches. How does your organization identify skills gaps?

The most common way organizations identify skill gaps is from feedback from manager

Select all that apply. Feedback from manager 76% performance reviews

67% Skills assessments Employee feedback 58% (e.g. 360 reviews) Feedback from mock customer 50% calls or panels Sales performance 49% metrics Customer feedback 30% n = 86None of these 1% 20%

Daily of respondents report assessing the skills of their sales organization 41%

Weekly

Monthly

Quarterly

Annually

16%

16%

5%

2%

Never

daily (20%) or weekly (41%).

How frequently do you assess the

skills of your sales organization?

n = 86

"Finding the time for more assessment of current skills and benchmarking." - C-suite, Software, <1,000 employees Question: What, if anything, would you change about your sales organization's skills strategy?

How satisfied are you with your sales

organization's overall skills strategy?

58%

Knowledge of product and

use cases

40%

Objection handling

56%

93% are very satisfied (37%) or somewhat satisfied

(56%) with their organization's overall skills strategy.

Somewhat satisfied 37% 6% Very satisfied Neither satisfied or dissatisfied 1% Very dissatisfied Somewhat dissatisfied 0% n = 86Organization's commonly turn to on-the-job training and virtual classes to address skill gaps

## 58% and problem Sales processes solving Retention strategy 29% | Networking skills 26% | Industry knowledge 20% | Other 0%

41%

Negotiation

skills

55%

Customer service

The two most commonly selected sales

skills in need of the most improvement

(58%), and sales processes (58%).

Which of the following sales skills needs

the most improvement in your

n = 86

organization? Select all that apply.

are knowledge of product and use cases

training mentoring

Redesigning territories/redistributing accounts 29% | Other 1%

65%

Coaching and/or

70%

On-the-job

Other response: "Immersive practice"

great start, in my opinion."

- Director, Retail, 10,000+ employees

vendor-led in-person sessions (26%).

modules (i.e. through LMS

sales teams

90%

100%

n = 86

North America 62%

**Job Level** 

VΡ

10%

C-Suite

13%

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Director

**77%** 

Internal-led in-person sessions

Note: May not add up to 100% due to rounding

67%

50%

or learning portal)

26%

On-the-job training (70%), coaching and/or mentoring (65%) and online or virtual training (64%) are the three most commonly selected ways that organizations address skill gaps. How do you address skills gaps within your sales organization? Select all that apply. 64% **42%** Online or virtual Hiring training 34% new talent Classroom training

n = 86

32%

26%

n = 86

Managing the cost

**APAC 23%** 

<1,001

employees

1,001 - 5,000

employees

40%

Live virtual sessions

(i.e. on Zoom or Teams)

Vendor-led in-person sessions

Tracking sales performance (90%) is the

most common way respondents ensure

development programs effectively improve

training and development programs

effectively improve performance.

How do you ensure training and

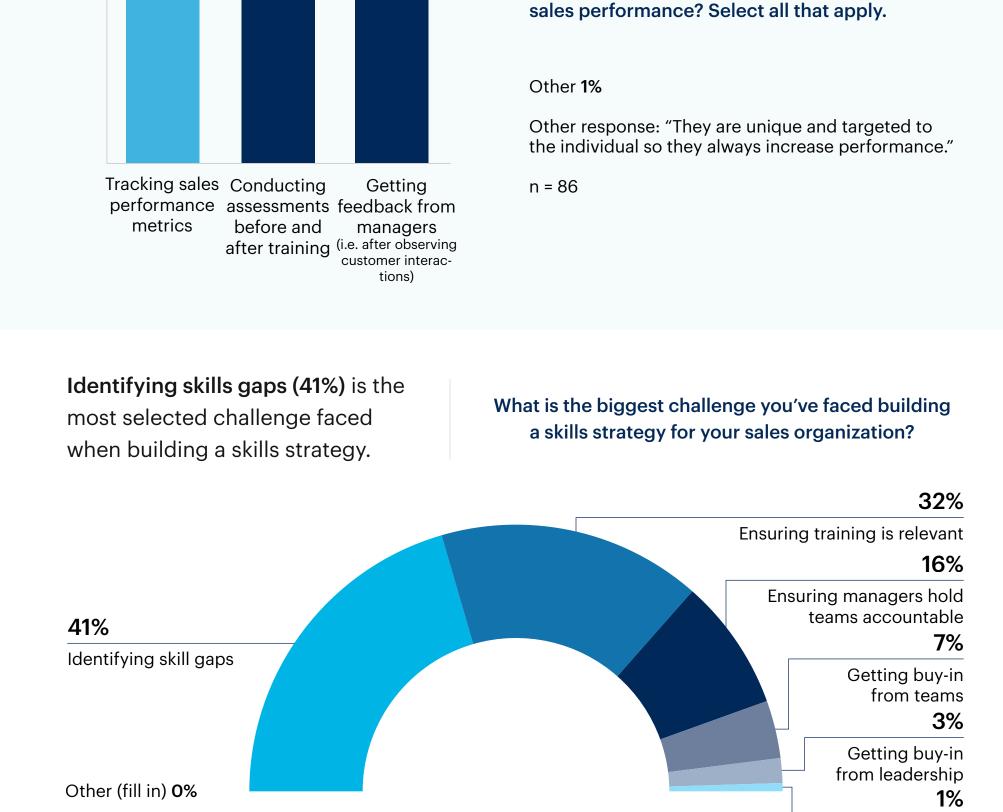
"I feel like we are lacking in collaboration...mentorship programs are a

Question: What, if anything, would you change about your sales organization's skills strategy?

Live virtual sessions (32%) are the most common form of skills training, followed by

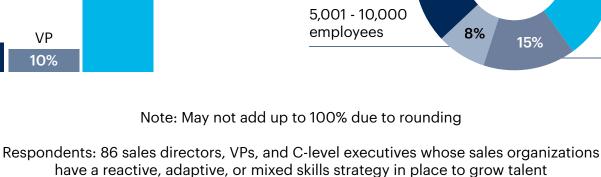
Identifying skills gaps remains a key obstacle among

Which of the following is the most common way you deploy skills training for your sales organization? 1% We don't employ any skills training 3% Self-directed learning without a learning portal (i.e. update email from product team, or series of articles or videos) 13% Guided virtual training



Want more insights like this from leaders like yourself? Click here to explore the revamped, retooled and reimagined Gartner Peer Community. You'll get access to synthesized insights and engaging discussions from a community of your peers. **Respondent Breakdown** Region





37%

10,001+

employees