

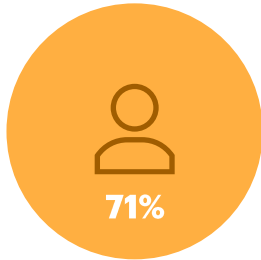
# 2<sup>ND</sup> 2022 CHALLENGER PULSE SURVEY

February 23, 2021

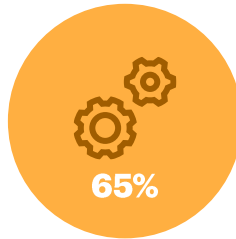
February 2022's Challenger Pulse Survey takes a closer look at the state of sales management while also continuing to report on sentiment.

Sentiment stays low but steady with strong corporate performances making up for a very uncertain market

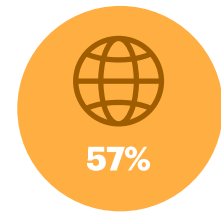
## Percent Strongly Agreeing or Agreeing



I am optimistic about **my professional future**  
(-4% over the last 6-month average)



I am optimistic about **my organization's future**  
(-9% over the last 6-month average)



I am optimistic about the **future business environment**  
(-7% over the last 6-month average)

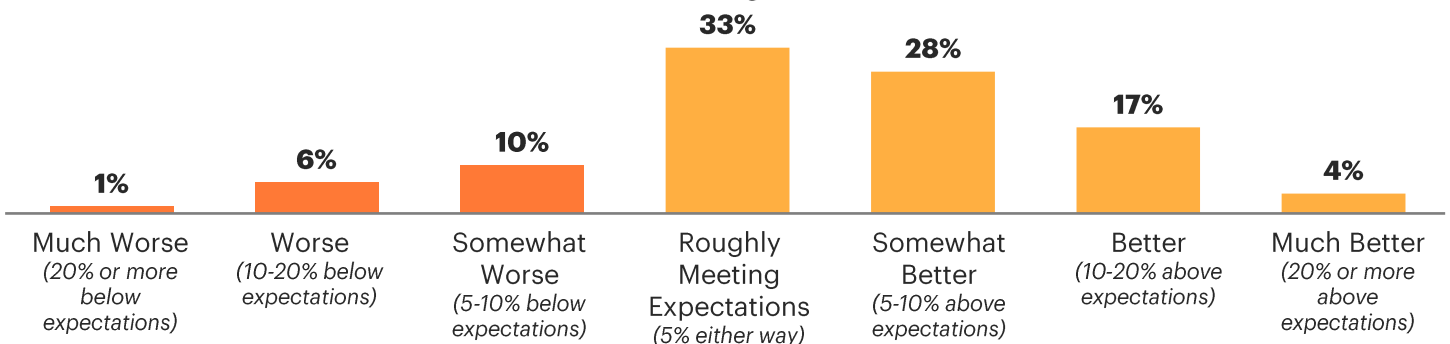
Sentiment falls going into December 2021. This is likely due to the combined factors of inflation and the announcement of a new Covid-19 variant Omicron.

## Trend Since April 2021



Sales professionals continue to forecast a rosy Q1 with almost half predicting revenue coming in at least 5% more than originally forecast

## Expectations for Q1 2022 Revenue Relative to Original Forecast



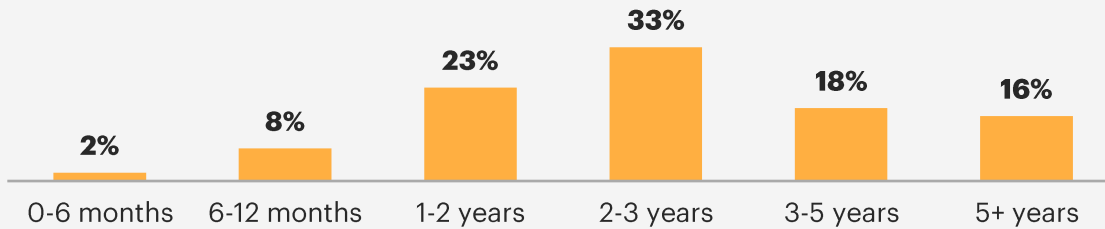
(This 2nd Pulse Survey of 2022 collected 150 responses, February 10-17. Respondents represent a cross-section of commercial leaders)

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Respondents confirm that first-line sales management is a hard job: few are entirely effective during their first year, instead it might take over 2 years for a sales manager to hit their stride.

## Time required for sales managers to become effective



The sales manager role is typically an ill-defined one with first-line sales managers typically being asked to do “whatever is needed right now”. That said, most would agree that sales managers deliver the most value by helping reps improve their skills but then also leveraging their role as corporate insiders to remove barriers.

## Perspective on where sales managers should spend their time to deliver value to the business

Percent selecting as top-choice



## Other requirements mentioned by respondents

*Curious, Passionate, Empathetic, Assertive*

*Shielding reps from upper management. Resource manager. Someone who can break down walls.*

*A sales manager's or any manager's priorities are always changing. Managers must adapt and prioritize with their teams strengths and weaknesses, organizational requirements and goals, changing markets, customers needs, etc. The ultimate goal is results.*

*To serve as a channel for voice of customer (via sales) to circle back with marketing, product development, and executive strategy.*

*For true managers, the top thing they can do is bring creative ideas/positioning to the "table" for deals which will help us close it based on their greater experience in the industry.*



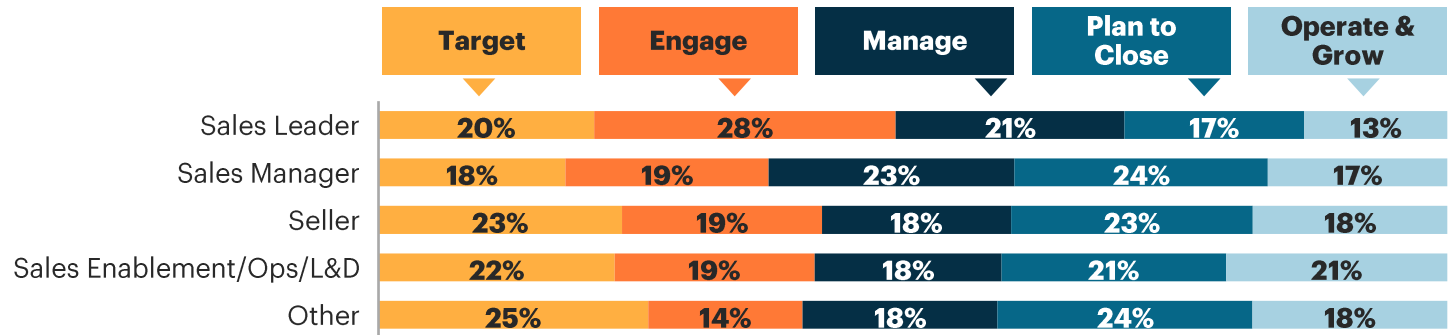
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We wanted to see where sales manager time spend was most effective in the sales process. Sales managers and their direct reports spend a bulk of their time navigating the end of the sales process whereas sales leaders believe that managers should be more involved in the early stages of the sale.

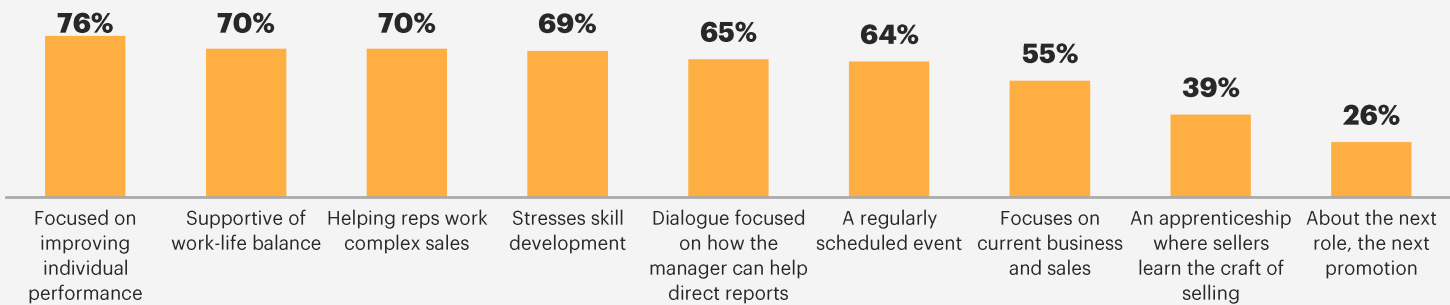
## Sales manager time spend based on stages of the TEMPO sales process



Compared to the past, we now see greater emphasis being placed on coaching needing to be personally supportive of individuals, something brought to the foreground by the constraints imposed by the pandemic.

## Coaching perspectives

Percent selecting as highly important



## Sales coaching definitions provided by respondents

*Sales coaching is the process of developing and mentoring a salesperson through one-on-one relationships with a manager or peer. An effective coaching program helps reps self-diagnose deficiencies, enabling reps to take greater ownership of their performance and improve their outcomes.*

*Listening, brainstorming, collaborating with peers, asking customers straight up what they like most about working with us, and examples of better results from what they have achieved from working with us.*

*Sales coaches should be able to lead by example showing, teaching, and practicing specific sales techniques to and with their sales teams. They should act as a "player/coach" helping their sales teams improve their sales acumen while helping them close as much business as possible.*

*Asking good questions to inspire different perspectives*



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