

# Motivating Sellers in the Modern B2B Environment

## Understanding Drive and Drag

Many sellers show low intent to stay which can cost an organization its growth.

54%

of sellers are **actively looking for a new job opportunity**.

**Replacing** a vacant seller position can cost anywhere from **0.5 to 2x** a seller's annual targeted earnings.

To make things worse, a **significant number of sellers doubt whether their leadership understands them**.

59%

of sellers feel that the leadership of their sales organization **doesn't understand what really motivates** them.

67%

of sellers feel that the leadership of their sales organization is **overly optimistic** and **disconnected** from the reality sellers operate in.

B2B selling has always been challenging, but economic uncertainty, disruption and challenging market conditions have added to sellers' woes.

## We found that sellers' motivation is affected largely by two distinct forces:

### Drive

Motivation toward work.

- ✓ Engaged
- ✓ Ready to Act
- ✓ Mentally Alert
- ✓ Takes Initiative
- ✓ Persistent in the Face of Obstacles

76%

of sellers report high drive.

### Drag

Demotivation away from work.

- ✓ Procrastination
- ✓ Boredom
- ✓ Work Avoidance
- ✓ Struggle to Focus
- ✓ Going Through the Motions

83%

of sellers report medium or high drag.

Unfortunately, the positive outcomes of **drive** are **significantly outweighed** by the negative outcomes of **drag**.

41%

Sellers with high Drag achieve up to 41% **lower quota** compared to their low-drag counterparts.

**10x** as many **high-drag** sellers are actively job hunting compared to low-drag sellers.<sup>1</sup>

## There are four key sources of drag:



Lack of Development Opportunities



Administrative Burden



Feeling Like a Cog in the Machine



Vague, Unactionable Manager Feedback

With seller Drive already high the **greatest opportunity for commercial returns is in reducing drag**, but it can feel like a moving target, varying over time across roles and business units.

For optimal results, it is critical to **diagnose the unique sources of drag** within your sales organization. Here's how you can start:

1

### Devise

a plan to co-investigate seller pain points at your sales organization.<sup>2</sup>

2

### Tailor

investigation process elements to align with your organization and resources.


3

### Communicate

process objectives, philosophy and steps with sellers.

Learn how Gartner can help you with your sales talent strategy.

[Let's Connect](#)

Stay connected to the latest cutting edge sales insights 

Learn more about Gartner for Sales Leaders

[gartner.com/en/sales](https://gartner.com/en/sales)

n = 900+ sellers across industries and geographies; 85 sales leaders; approximately 70,000 recent B2B sales rep job descriptions (U.S.)  
Source: 2022 Gartner B2B Seller Motivation Survey; Sales Leader Interviews; Gartner TalentNeuron Analysis

<sup>1</sup> The majority of high-drag sellers (70%) reported actively looking for a new job, compared to only 7% of low-drag sellers

<sup>2</sup> Review implementation advice in Lever case in the recommended readings  
© 2022 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_2063806