



# **Leadership Vision for 2024**

**Top 3 Strategic Priorities for  
Chief Sales Officers**

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# Leadership Vision for Chief Sales Officers in 2024

Economic uncertainty, disruptive technology and the need for enterprisewide collaboration are shaping how the best organizations will lead sales success in 2024.

In this context, chief sales officers' top priorities for 2024 should be:

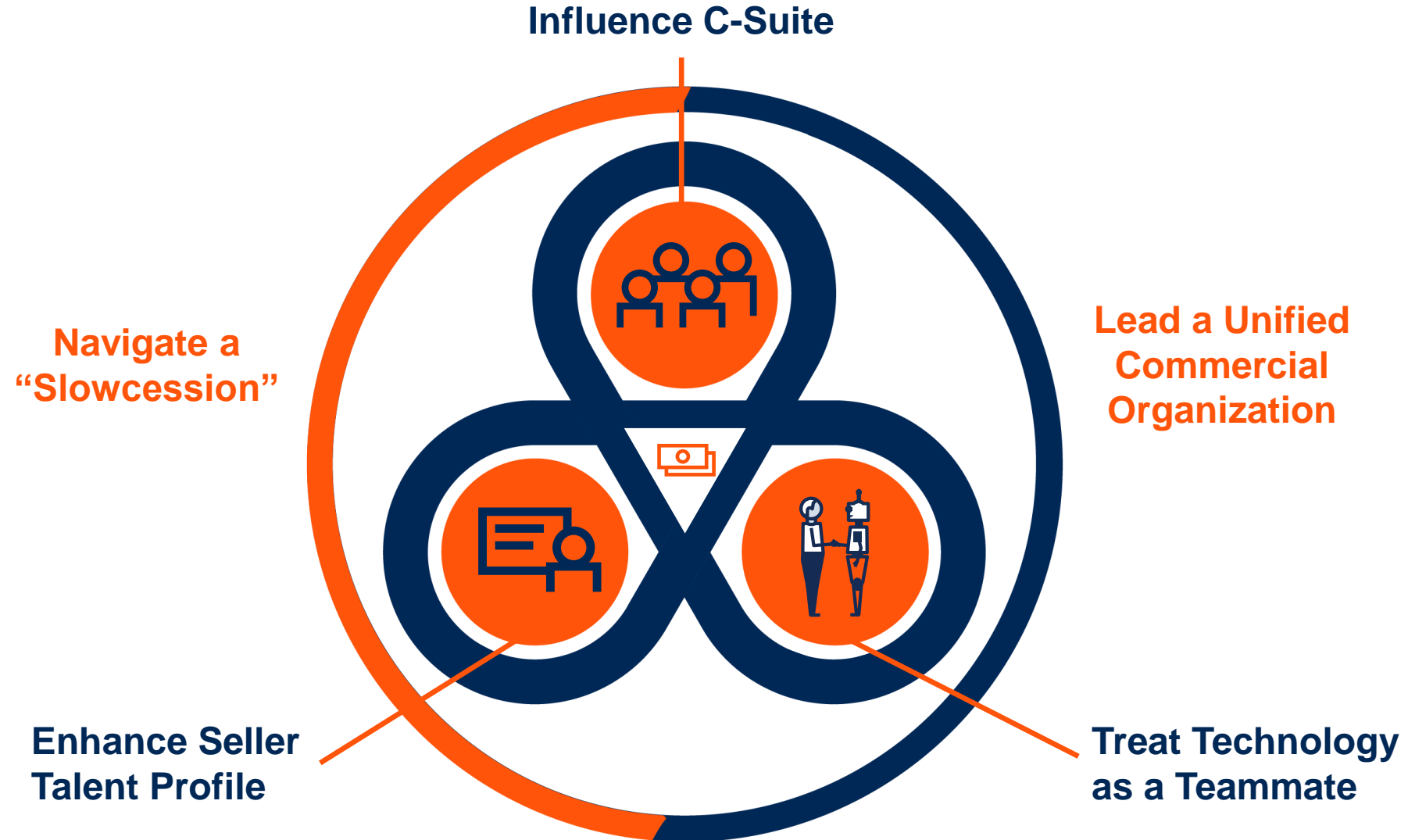
- Collaborating with the C-suite to impact business results
- Positioning AI to improve seller productivity
- Adjusting the seller talent profile during a “slowcession”

Chief sales officers (CSOs) can use this research to stay ahead of major trends and lead their teams toward a successful future.

## Key questions addressed:

- ① What are the major trends affecting CSOs?
- ① How should CSOs prepare for the year ahead?
- ① What actions should CSOs and their teams take to succeed?

# Sales Success in 2024



# Key Priorities for CSOs

How should CSOs collaborate with the C-suite to impact business results?



How should CSOs position AI to improve seller productivity?

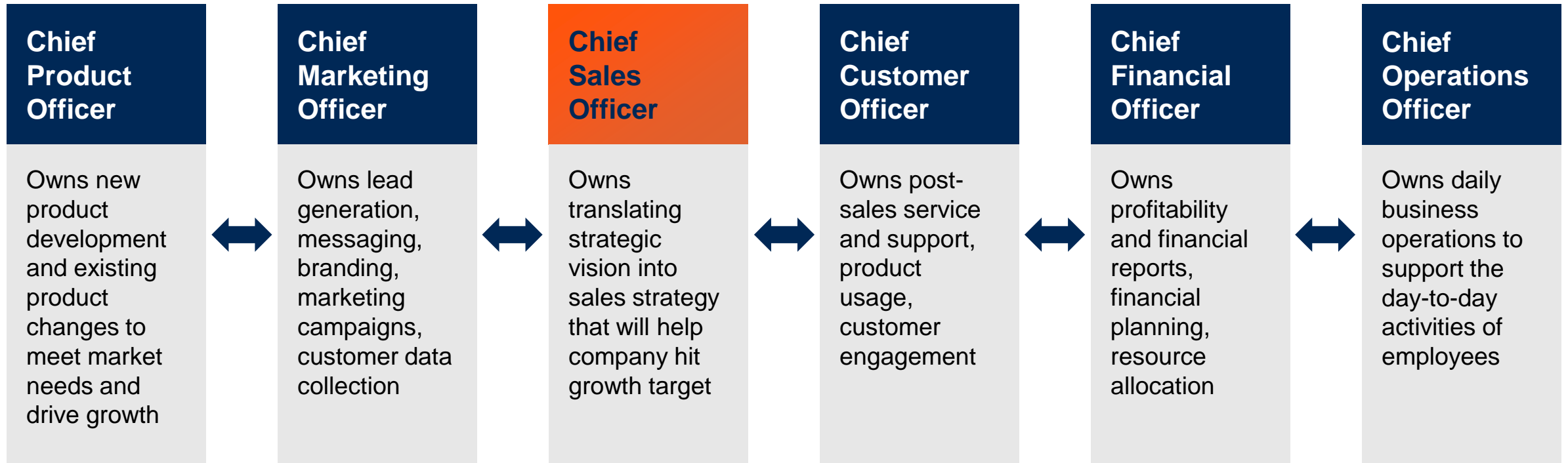
How should CSOs adjust the seller talent profile during a “slowcession”?



# Today Selling Is an Enterprisewide Sport ...

**CEO**

- Sets Strategic Vision for Company's Growth
- Defines Priorities and Enterprise Strategy



Only by Working Together Can Companies Consistently Succeed

# ... But Resources Are Still Optimized in Silos

## Executive Leaders' Approach to Overseeing Strategic Execution

Talent and Resources Are Consolidated and Optimized at the Enterprise Level  
**40%**



Talent and Resources Are Optimized Within the Functional Silo  
**60%**

n = 140 executive leadership team members

H1: Please read each pair of statements and indicate which statement most represents your executive leadership team's approach to overseeing strategy execution.

Source: 2023 Gartner Executive Leadership Team Dynamics Survey

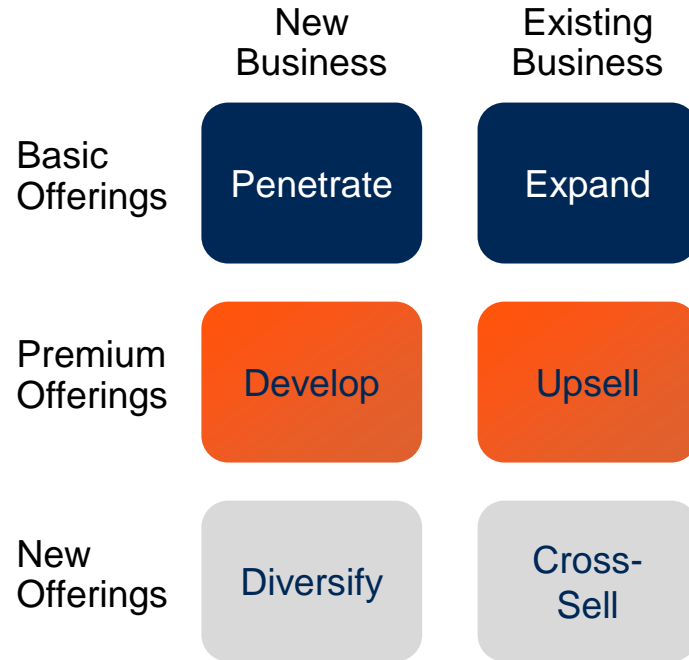
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# Getting Everyone in Lockstep

3 Areas of Alignment Are Required to Succeed

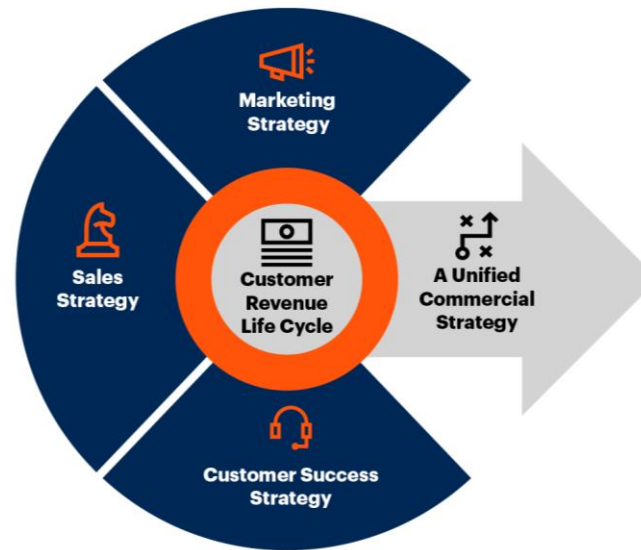
## 1 Where We'll Grow

Where Growth Will Come From



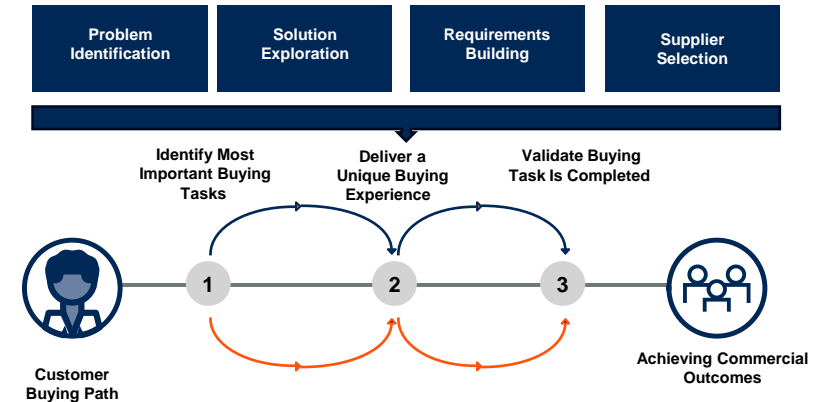
## 2 How We'll Grow

How Customer-Facing Teams Will Work Together



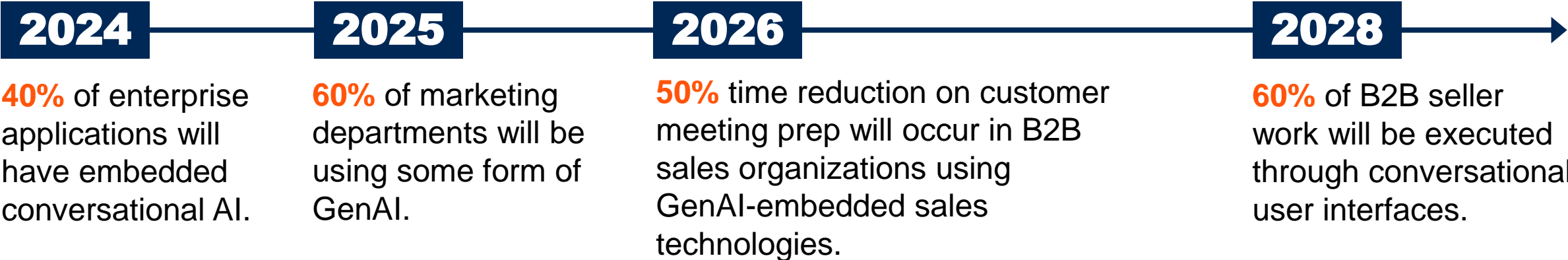
## 3 What We'll Do to Grow

What Sales and Marketing Will Do to Stay in Step



# GenAI Takes the World by Storm

Possible Scenarios and Trajectories for How GenAI Will Shape Sales



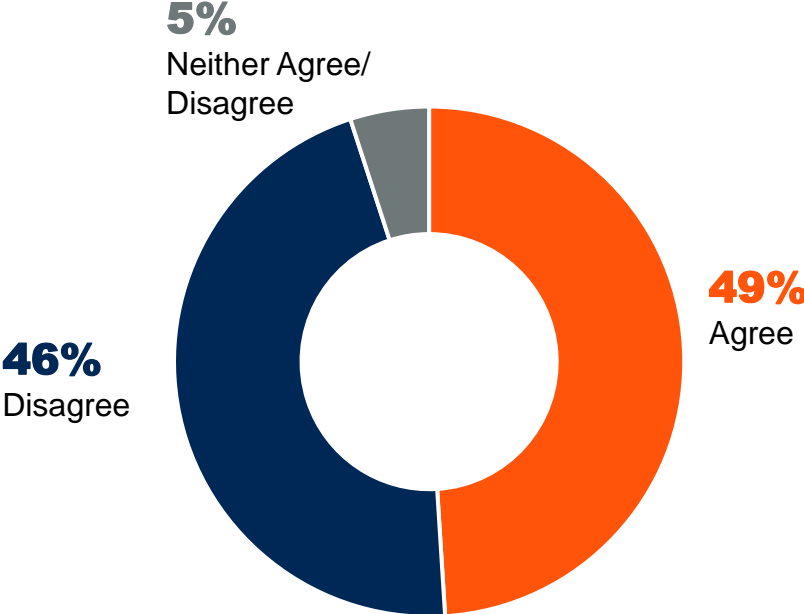
Source: Gartner



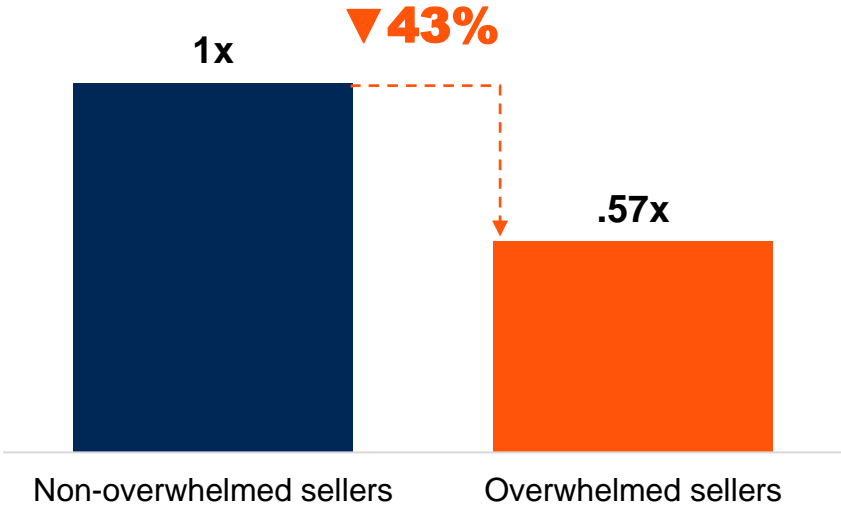
# Past Technology Hype Didn't Deliver Sales Results

Tech's promise to improve productivity hasn't panned out in sales, and may be making things worse.

Percentage of Sellers Who Feel Overwhelmed by Tech Required to Do Their Job








Likelihood of Attaining Quota by Type of Seller



n = 498 B2B sellers  
Q: I feel overwhelmed by the number of technologies needed to complete my work.  
Note: Overwhelmed sellers represent those who somewhat agree, agree or strongly agree with the statement above.  
Source: 2023 Gartner Technology's Impact on Seller Productivity Survey

# Deliver on Technology's Promise

## 1 Change Your Approach to Technology

	From Tool	To Teammate
 <b>Interface</b>	Rigid, command-and-respond relationship	Natural, conversational interactions
 <b>Responsibilities</b>	Sellers use tech to complete core job responsibilities	Tech's role is scoped like an FTE and RACIs have "tech" as a contributor
 <b>Nature of Relationship</b>	Passive support via static, rule-based automation	Active collaboration via dynamic, situational decision making
 <b>Talent</b>	Seller mastery depends on repetition and knowledge	Seller mastery depends on experimentation and adaptation
 <b>Trust</b>	Sellers are trusted to generate value with technology	Technology is trusted to autonomously generate value

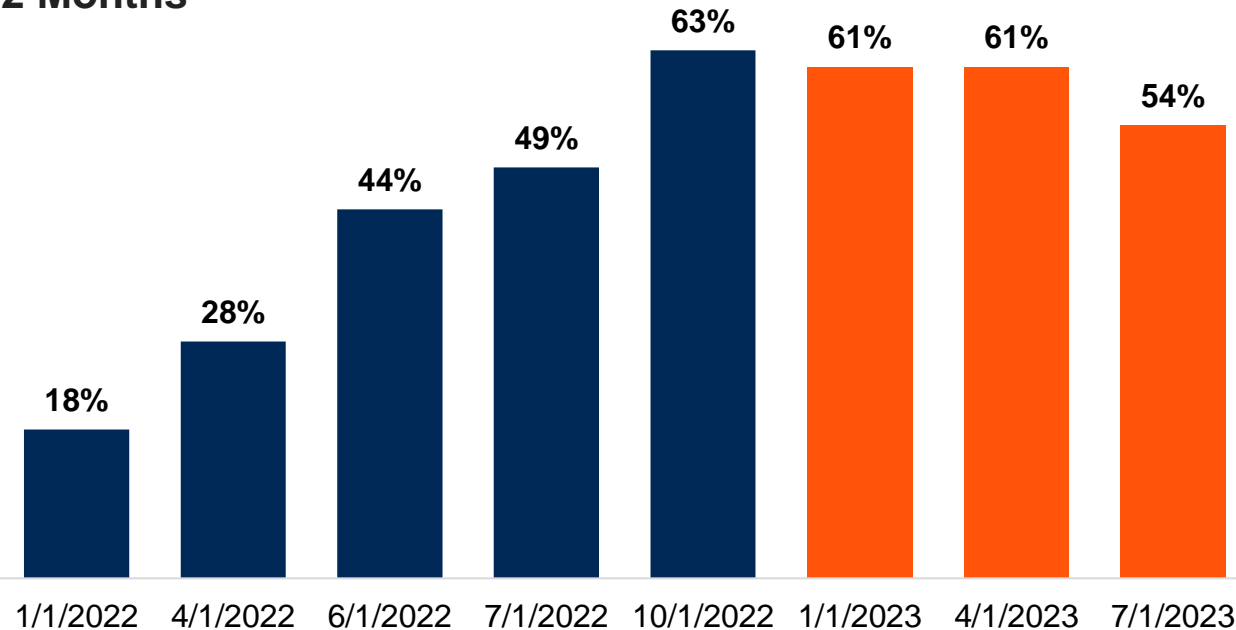
## 2 Prioritize Your Technology Investments

Where to Start With AI
<b>Category</b>
Generative Value Messaging
AI Seller Assistant
Pipeline and Forecast Intelligence
Business Intelligence
Sales Decision Intelligence

# Constant Recessionary Fears

## A Recession Feels Like It Is Always Around the Corner ...

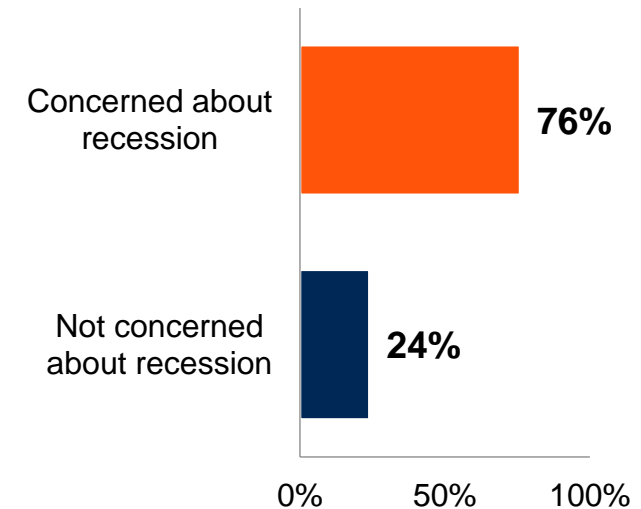
Probability the U.S. Will Be in Recession in the Next 12 Months



Source: WSJ

## ... and Buyers Are Feeling Concerned

Percentage of Buyers Concerned About Potential Economic Recession



n = 771 B2B buyers

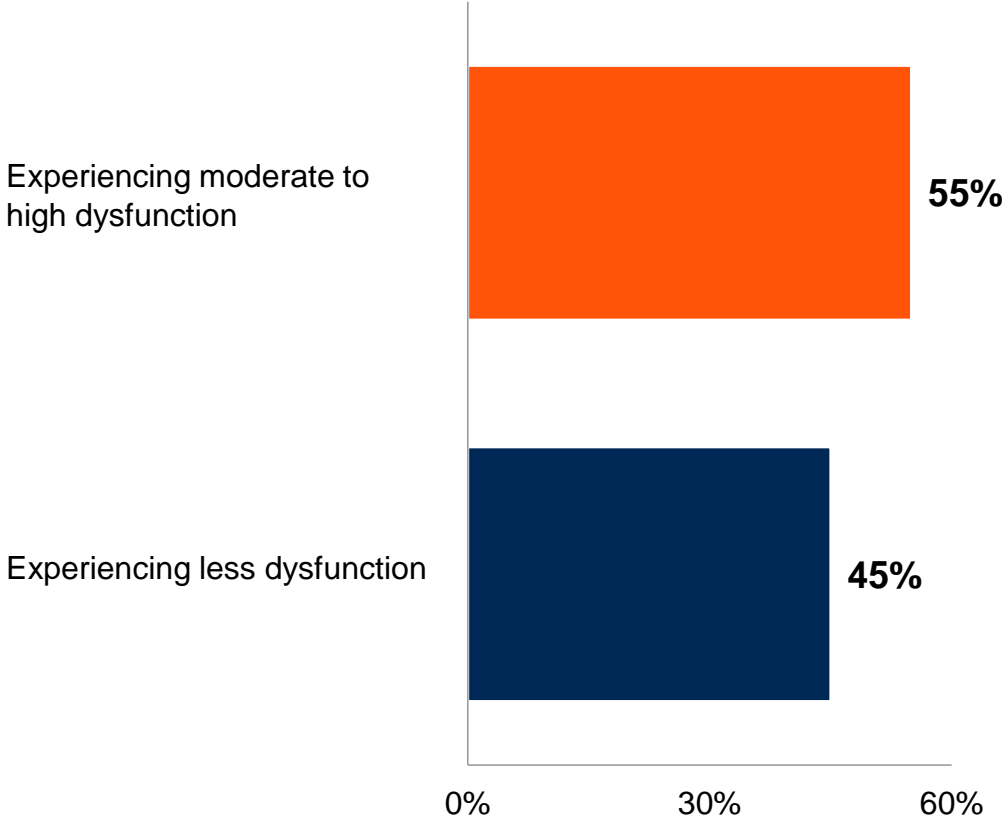
Note: "Concerned" reflects respondents who are moderately concerned to very concerned about potential widespread economic recession.

Source: 2022 Gartner B2B Buyer Survey

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# Buyers' Fears Are Hurting Deals

## Percentage of Buying Groups Experiencing Dysfunction



Dysfunctional buying groups are **73% less likely to make a high-quality purchase** compared with less dysfunctional ones.

n = 270 B2B buyers  
Note: Reflects responses to an index of buying group dysfunctions.  
Source: 2022 Gartner B2B Buyer Survey

n = 208 B2B buyers  
Source: 2022 Gartner B2B Buyer Survey

# Change How Your Buyers Feel About Their Purchases

Feelings Over Facts Help Buyers in This Environment



## Value Affirmation

Interactions that help buyers validate that a purchase is right for them and feel confident about the decision

**30%**




**Lift in High-Quality Deals**



n = 440 B2B buyers  
Source: 2022 Gartner B2B Buyer Survey

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# Summary

Priority	 <p><b>Collaborate With C-Suite</b></p>	 <p><b>Use AI to Improve Seller Productivity</b></p>	 <p><b>Adjust the Talent Profile</b></p>
Trend	<p>CSOs' success depends on collaboration and contributions from multiple enterprise functions.</p>	<p>GenAI takes the world by storm and is positioned to disrupt how sales organizations work.</p>	<p>Constant recessionary fears impact buying group behaviors and commercial outcomes.</p>
Challenge	<p>Talent and resource decisions are still based on traditional corporate silos.</p>	<p>Past technology has been disruptive and overwhelmed sellers, making them less likely to hit quota.</p>	<p>Significant buying group dysfunction leads to 73% lower likelihood of making a high-quality purchase.</p>
Action	<p>Focus on alignment in three areas:</p> <ol style="list-style-type: none"> <li>1) Where will we grow?</li> <li>2) How will we grow?</li> <li>3) What will we do to grow?</li> </ol>	<p>Treat technology as a teammate instead of a tool. Prioritize AI investments by mapping out specific sales use cases not outcomes.</p>	<p>Don't focus on buyers' economic fears, work to influence how buyers feel about their current and future purchases.</p>

# Actionable, objective insight

Position your marketing organization for success. Explore these additional complimentary resources and tools for CSOs:

## Guide



### The Seller of the Future

Explore actions that use AI-powered technology to increase sales productivity and revenue.

[Download Now](#)

## Journal



### The Chief Sales Officer

Get actionable insights for forward-thinking sales leaders.

[Download Now](#)

## Tools



### Sales Benchmarks and Diagnostic Tools

Identify strengths and gaps to develop a course of action and achieve your goals with Gartner's tools and diagnostics for sales leaders.

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## Podcast



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