

Prepared by



For All of GTM

GTM Training Adoption Survey 2024

We surveyed Reps, Line Managers, Senior Leaders, and Enablement on all things GTM Training & Coaching.

The questions focused on initial training, practice, feedback, coaching, adoption, and impact, as well as taking a snapshot of views on the future.

The analysis aims to offer tangible, useful data and insights that can inform your future enablement strategies.

Insights from leaders at



+many more

Executive Summary

The survey assessed all aspects of GTM training and coaching across various roles in GTM. From over 6,000 responses, two themes emerge: First, a strong belief in the transformative impact of training and coaching on performance and career development. Second, the need to evolve current practices to better align with these beliefs.

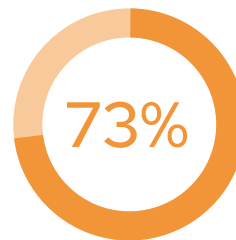


Belief

Senior Leaders unanimously agree that training, feedback, practice, and coaching collectively improve rep quota attainment.

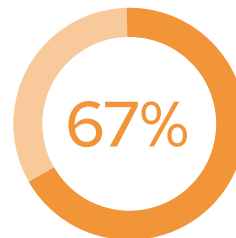
People Managers closely align with this view, with 98% recognizing the importance of these elements.

Reality



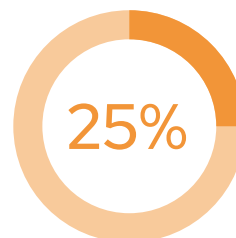
Regular Feedback & Coaching

73% of reps find coaching and training inconsistent, urging more structure.



In Context Practice

67% report they do zero roleplays but 60% say that a lack of practice is the primary reason training doesn't stick.



Better Without

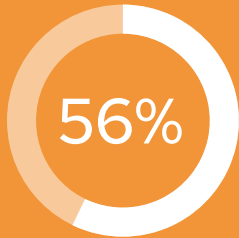
25% of Senior Leaders & Managers believe that rep performance would go UP if all aspects of Enablement were shut down.



Training

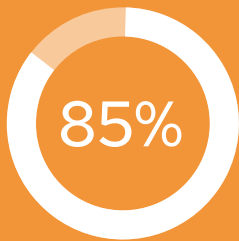
This section highlights opportunities for improved alignment on training and coaching priorities, ensuring focus and delivery address key stakeholder needs.

Planning

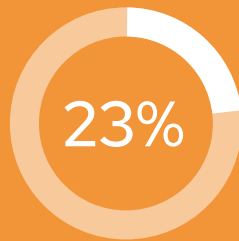


Enablers say training focus is based on dictation from Senior Leaders. Senior Leaders, in turn, say this is true 22% of the time, but they mainly use data (60%).

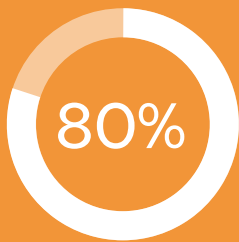
When using data, Enablers lean on quantitative methods 85% of the time, compared to 23% for Senior Leaders. This indicates that the data is not grounded in numerical facts, contributing to the sentiment of being dictated to.



Enablement



Leaders



People Managers state they have a strong say over what Enablement focuses on and why.



Enablement seeks more input on training and coaching priorities.

Focus

What do reps want training on?

Topic	Response
Value-based Selling	80%
Best Practices	54%
Product & Competitors	44%
Sales Process	40%
Tools	20%
CRM & Reporting	10%

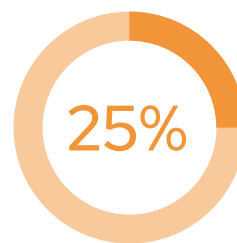
22% of Enablers stated they do not have a formal sales methodology.

30% use custom in-house methodologies, followed by the ValueSelling Framework (17%) and Command of the Message (11%). Even with these methodologies, reps feel they need more support.

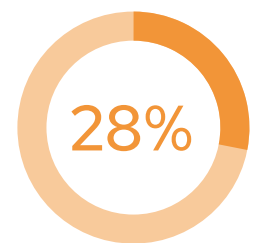
80% of Senior Leaders believe reps should spend over 1 hour a week on training, feedback, and coaching, with 17% suggesting over 3 hours a week.



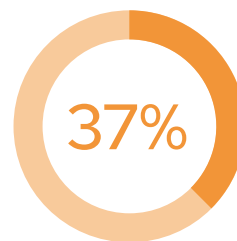
Reps: How often do you participate in training?



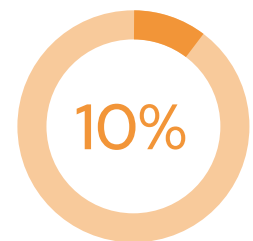
Weekly



Monthly



Quarterly

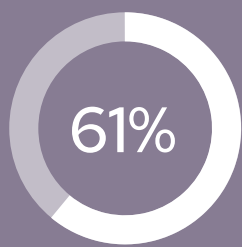


Never

Format

Topic	Enablement	Reps	
	What do you use?	What's the least & most effective?	
	Response	Least	Most
Webinar	85%	51%	10%
E-Learning	83%	40%	10%
Workshop	83%	5%	40%
Simulation	50%	4%	37%
Other	15%	0%	3%

The format that Enablement is using does not align with the desires of reps, who seek more discussion, interaction, and context.



Reps find trainings 'somewhat relevant' (31% highly relevant, 8% irrelevant).



Enablers report receiving frequent positive feedback from reps on their trainings.



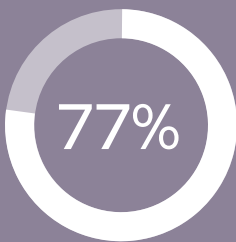
Despite trainings being 'somewhat relevant' and formats not aligning with needs, reps still rate them positively in post-training surveys. This measurement methodology must be reconsidered (See effectiveness section).

Section Conclusion

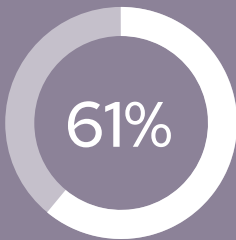
Reps are asking for more in-context learning and a greater emphasis on value for their prospects. This aligns with the market perception in 2024 but does not align with enablement.

Dictator Leaders

Senior Leaders typically direct the Enablement team based on a combination of instinct and qualitative inputs, often resulting in missing the mark.



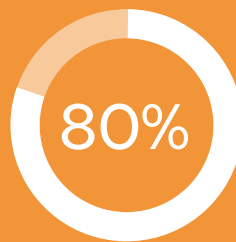
Qualitative over quantitative



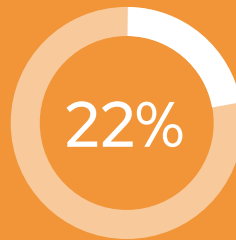
Reps say training is only 'somewhat relevant'

Buyer First Need

Reps overwhelmingly voted that they need more value selling training, yet almost 1 in 4 companies have no established methodology. Buyers must come first.



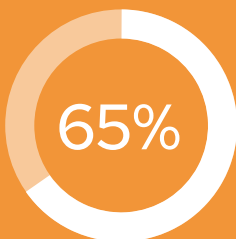
Reps voted Value Selling #1 Need



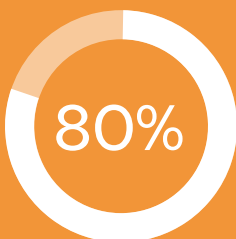
Don't have standard methodology

Frequency mismatch

Reps report participating in training monthly or quarterly in the majority of cases, whereas leaders expect reps to spend multiple hours per week on enablement.



Reps train monthly or quarterly



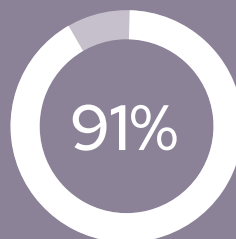
Leaders expect over 1 hour per week

Formatting Error

The top training methods used by Enablement are deemed the least effective by reps. Reps seek more contextual learning and less classroom-based training.



Webinars and E-Learnings



Webinars & E-Learnings voted 'Least Effective'

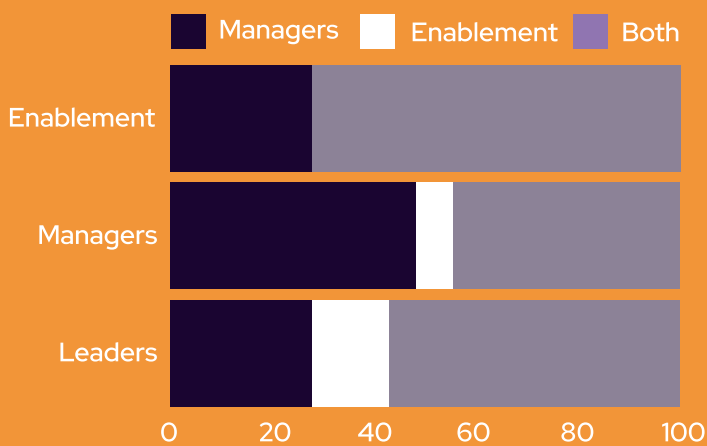
We need to move away from dictating training focus and format, and transition to achieving complete hierarchical alignment on what, how, and how often.

Coaching, Feedback & Practice

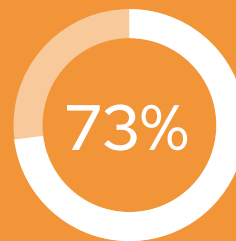
91% of Enablement practitioners state that Enablement cannot succeed without effective practice, coaching, and feedback. This is where concepts come to life and develop into skills.

Coaching

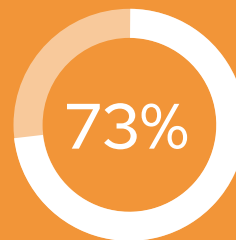
Who should own Coaching? People Managers or Enablement?



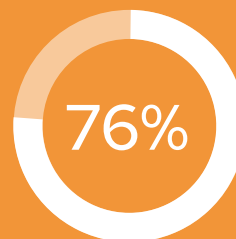
Managers feel they should have the primary ownership of coaching, while Enablement advocates for a joint effort. 16% of Senior Leaders believe coaching should be the responsibility of Enablement.



73% of reps say they get coaching 'at random' or 'when I ask for it' (46% random)



73% of managers rated their coaching ability to their reps at least a 4/5



76% of reps say they need more coaching (just 3% want less)

How often do you get/give Coaching?

Frequency	Rep	Manager
Daily	4%	5%
Weekly	46%	59%
Monthly	14%	27%
Quarterly	9%	9%
Never	27%	0%

While both agree weekly is the main frequency (perhaps in 1:1s), over a quarter of reps say they never receive any coaching, whereas not a single manager answered that way.

Could the disparity in roles and frequency be due to differing definitions of coaching?



Unlike Enablement and Senior Leaders, most managers feel coaching shouldn't be a joint responsibility but rather their own.

Despite a positive self-score on coaching, reps are left wanting more. This isn't necessarily a matter of fault, as managers report lacking the time and expertise to coach effectively.

Clearly, this current approach is not maximizing its potential.

Feedback

How often do you get feedback?

Frequency	Rep	Manager
Daily	14%	16%
Weekly	38%	50%
Monthly	22%	23%
Quarterly	14%	4%
Never	11%	7%

We see a broadly similar trend to coaching, where there's general alignment at the top, but reps report much lower frequency (and never) compared to managers.

When it comes to feedback, frequency is key to unlocking actual gains.

Regular feedback is essential for growth and improvement.



Feedback often overlaps with coaching, emphasizing the need for structured frequency.

See the Effectiveness section for details.

Practice

How often do you do roleplays with your manager?

Frequency	Rep	Manager
Daily	0%	2%
Weekly	10%	36%
Monthly	13%	21%
Quarterly	10%	14%
Never	67%	27%

Two-thirds of reps rarely practice learned skills, underscoring the need for structured, realistic practice opportunities.

Managers agree that 'never' covers a wide range, but they claim weekly role-plays are the most popular, despite only 10% of reps agreeing.

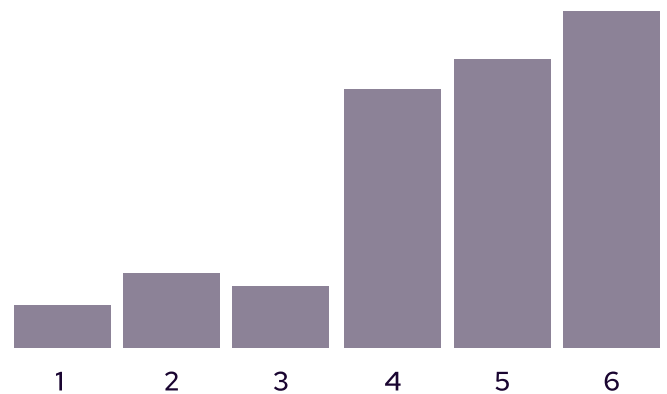
How can we improve if we don't practice?

Why do you think Practice isn't used more?

Time, Fear, Resource, Unrealistic, Discomfort, Stigma, Desire, Ineffective, Awkward.

Reps cite fear, lack of realism, and discomfort as barriers to productive role-plays.

1 in 3 reps cite their managers not having enough time to facilitate role-plays.



Despite 67% not engaging in role-plays at all and expressing strong sentiment on their value, reps still believe it's an effective practice and coaching exercise. 59% rate it as 'highly effective' (4/5 or better) on a scale of 0-5.

Reps clearly need and want more (and better) practice.

Other Factors

Do Conversational Intelligence tools make you a more effective coach?



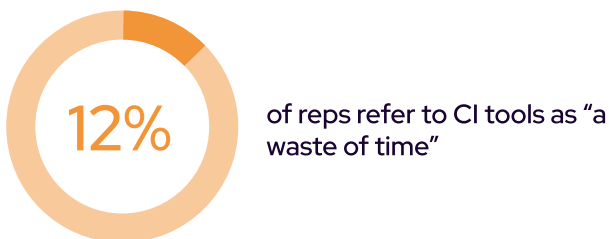
90% of Managers and 81% of leaders definitively state that CI tools make managers better coaches.

80% of Enablement teams state that they have such tools in their stack.

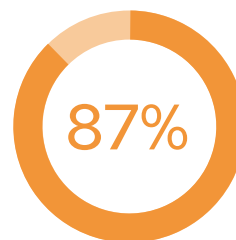
Use-Case	Leaders
Listen to calls	80%
Leverage analytics	63%
Managers scorecard calls	53%

Most conferencing solutions offer call recordings for free. Conversational Intelligence tools tend to cost \$\$\$ yet the main way they're used is as a recorder.

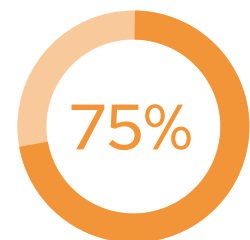
Only 50% of leaders think managers objectively review calls using these tools.



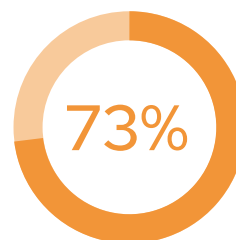
Do you take enablement advice from Influencers on LinkedIn?



Enablement



Managers



Reps

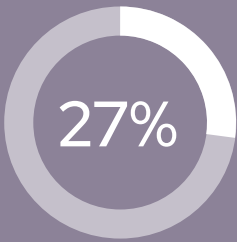
When GTM professionals can't get what they need internally, they seek external solutions. Is this a good thing, or does it lead to disparity in what people are doing?

Section Conclusion

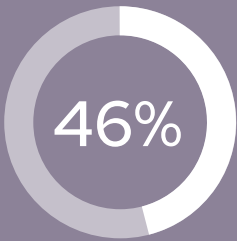
This is where theory and initial learning are meant to flourish into skills that drive consistent performance. Yet there is no consistency, no playbook, no plan.

Lack of Coaching

Managers see coaching as their responsibility but face challenges in consistency. Over a quarter of reps report rarely receiving coaching, highlighting a gap to address.



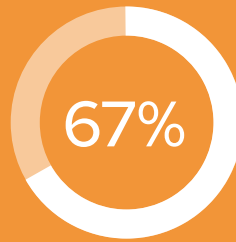
Never get coaching



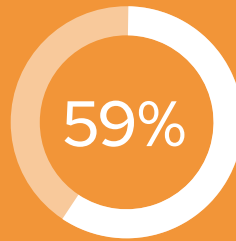
Get coaching 'at random'

Is Practice The Answer

Even in its current 'awkward' and 'unrealistic' form, reps are screaming for more practice. It's the #1 reason they cite for training not sticking, yet it remains the least adopted part of enablement.



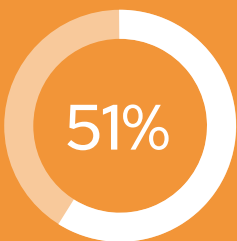
Never do roleplay



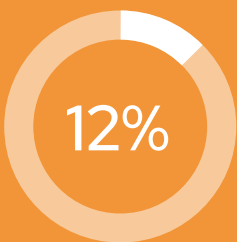
Positive sentiment on 'broken' roleplay

Overspending On Tools

Leaders and managers highly rate CI tools, but reps – who should be the primary beneficiaries – only find them 'somewhat' useful. The primary use-cases can be done for free.



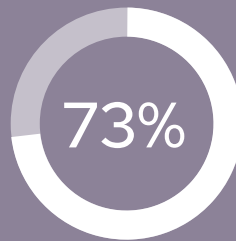
Reps say it's 'somewhat useful'



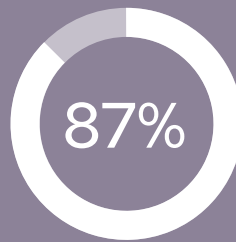
Reps say it's a 'waste of time'

Influencer Impact

The impact of not getting what's needed internally is that the vast majority of all roles seek advice from influencers. While the reality isn't surprising, the % are remarkably high.



Managers rely on influencers



Enablers rely on influencers

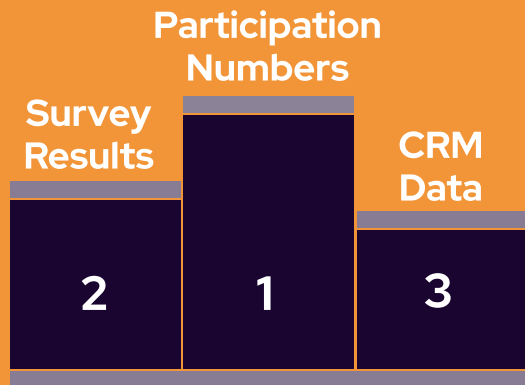
A consistent coaching rhythm, supported by leadership and resources, can significantly enhance manager and rep effectiveness.

Effectiveness

This section highlights a substantial battle between potential and reality, with some startling differences in viewpoint throughout the hierarchy.

Measurement

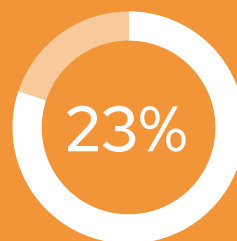
How do you measure impact?



Enablement measurement is often vague and imprecise. Attendance and positive sentiment are positive indicators but not comprehensive metrics. According to CRM data, the top response (87%) revolves around efficiency metrics like win-rate, which can be complex and may not always indicate causation.

However, it's not entirely negative: 80% report using conversational intelligence, and 20% mention analyzing calls to observe before-and-after changes, although the volume and effectiveness of these efforts remain unclear.

Without clear quantifiable and undeniable measurement, this happens:



A quarter of Senior Leaders classify their investments in enablement as a cost-centre, not an investment.

When asked how they would ideally measure the outcomes, not a single leader mentioned participation or surveys.

Sentiment

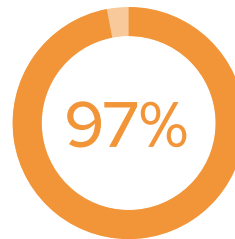
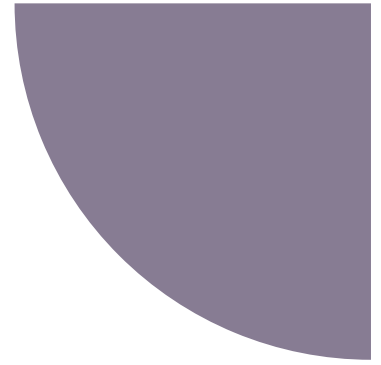


99% of Managers & Leaders state that effective training, feedback, practice, and coaching improves rep quota attainment.

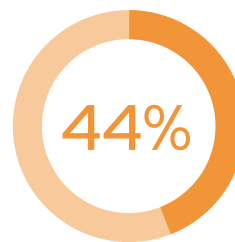
Despite management's faith in the value of 'effective' coaching, 25% of them feel that if their current program were shut down, reps would perform better.

Conversely, only 12% of reps feel the same way, though more lean towards 'performing the same' rather than 'performing worse'.

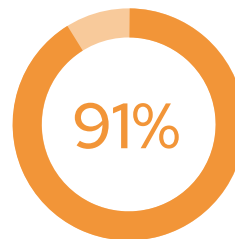
This disparity paints a polarizing picture for management, highlighting the contrast between their ideals and reality.



Leaders expect training and coaching to provide reps with long-term career benefits

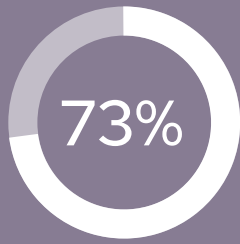


Reps state that a lack of coaching has prevented career advancement

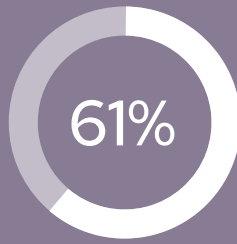


Enablers state that enablement cannot succeed without manager-led practice, feedback and coaching

“Do you agree that 90% of sales training is never used in front of clients?”



Reps



Managers



Leaders

Why?

Not Enough:	Reps	Managers	Leaders
Practice	60%	54%	67%
Feedback	33%	52%	35%
Support	29%	50%	31%
Coaching	28%	36%	50%
Time	26%	11%	18%
Desire to use	8%	7%	20%

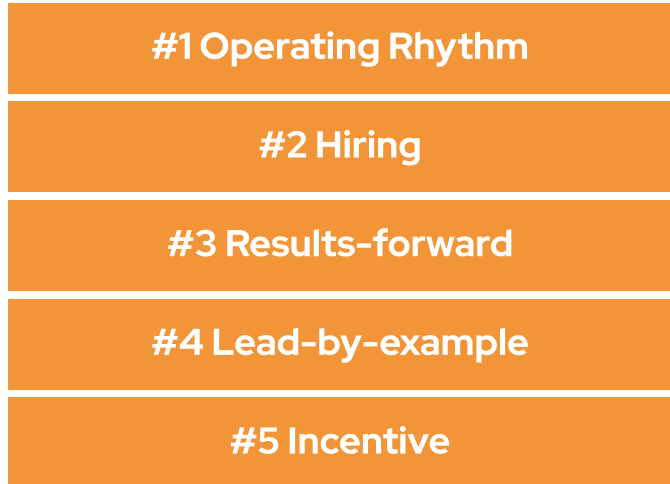
More than anything else in this report, this screen should concern you the most. There is zero alignment on adoption and reasons for adoption across the revenue hierarchy.



Leaders are 2.5x more likely than reps to believe that adoption problems stem from reps not wanting to.

Leaders

How do you foster a culture of continuous learning and development within GTM?



38% of leaders gave an answer around frequency and structure (operating rhythm). Then there's a big drop to #2 with 18% saying that it's about who you hire and needs to be sought out in the interview process.

That's closely followed by clear communication on the benefits seen from training (results-forward) then another big drop to the remaining 2 key themes.

When we pair this to earlier data in this report it's clear that an operating rhythm is also what reps seek, so why isn't it more prevalent?

What resistance have you encountered with sales training initiatives, and how have you managed it?



44% of leaders blame reps for the state of sales training. 76% of reps want more coaching, only 3% want less. Yet leaders think the main issues are reps attitudes.

Time is seen as time away from productivity, despite 100% of the same group acknowledging that effective training improves quota performance.

Only 7% of leaders listed unmet needs, acknowledging fault.



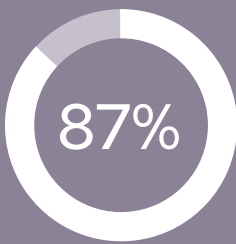
33% of leaders stated they have made zero data-driven decisions regarding sales training

Section Conclusion

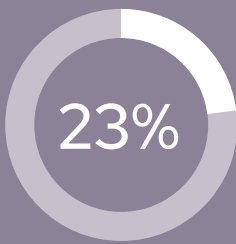
This segment is called 'effectiveness' but it feels a little ironic to call it that. The core takeaway here are:

Fluffy Measurement

Session attendance, survey responses and long-tail correlations are not robust methods for quantifying impact. As a result, Enablement is often seen as a cost.



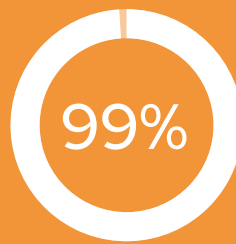
Use efficiency metrics as KPIs



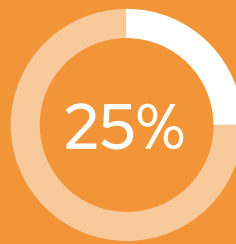
Classify enablement as a 'cost centre'

Faith in Current Plan

Managers and Leaders believe in the effectiveness of training, yet admit that their programs are so poor that 1 in 4 reps would improve if shut down.



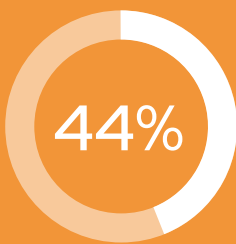
Effective training improves quota



Performance would improve without it

Reps Vs. Leaders

Leaders attribute enablement failure to reps' attitudes and willingness to learn, which reps do not agree with. Despite the lack of results, few leaders acknowledge fault in the process.



Leaders blame reps attitude



Leaders are more likely to blame rep desire

Practice Practice Practice

The one thing everybody agrees on is that a lack of practice is the #1 reason why sales training isn't utilized. Yet, 67% of reps do zero role-plays. The takeaway here is quite clear.



Answer from all on what's missing



Practice is 2x more than the next item for reps

Leaders are right about one thing, and it's the key to solving this: the #1 way to drive an effective culture of continuous learning and development is through an operating rhythm. If you have a measurable one, there is no more sentiment – only facts.

Report Conclusion

The overall system of Enablement is broken. From determining training content to its delivery, deployment, enhancement, and measurement, everything fails to align. There's little to no coordination between functions, and the absence of measurable outcomes fosters a hierarchy driven by sentiment and instinct, which proves ineffective.

Reps are missing targets, crying out for more whilst reporting their careers being harmed by a lack of development. This needs to change.

“The current sales training approach is fundamentally flawed. Leaders know it, reps feel it, and the data confirms it.”

“We can't keep doing the same things and expecting different results. It's time to listen to our sales teams and build training programs that truly support their success.”

“Sales reps are crying out for meaningful, context-rich training that actually helps them connect with their prospects and close deals.”



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