

# 2022 STATE OF MENTAL HEALTH IN SALES

REPORT

In Partnership with



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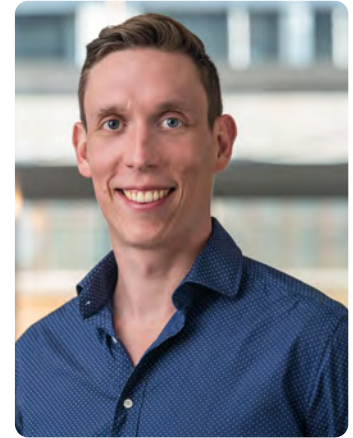
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# WELCOME

## MESSAGE FROM JEFF

When I started working in sales back in 2010, I was calling clients from a stack of 400 paper leads. CRMs were brand new, and the sales enablement market was still in its infancy. Within the last decade, the sales industry has witnessed the most significant technological advancement in its history. Teams are now selling faster and working harder than ever before. Unfortunately, we are approaching a point of diminishing returns on these technologies. Companies have built the equivalent of a “Ferrari tech stack” for salespeople, but have forgotten about the driver’s role in all of this. If the salesperson operating this tech stack is experiencing burnout, anxiety, fatigue, depression, or any other mental health challenges, mistakes will be made and performance will suffer.

We are now on the cusp of a new Renaissance period for sales. Today, organizations perceive their salespeople as corporate athletes and understand the critical role that mental health and wellbeing play in helping their “athletes” perform at their best. We created this report to offer new insights and build awareness around the importance of mental health within sales. I hope it helps salespeople and company leaders break outdated norms and access the tremendous performance benefits of putting the health and wellbeing of salespeople over their bottom line.



**JEFF RISELY – FOUNDER**  
**SALES HEALTH ALLIANCE**

## MESSAGE FROM TIM

Too many times in my career, I was told to “crush it.” Meanwhile, I was the one getting crushed. When I lost my Dad suddenly, when I needed help the most, I did not know where to turn or with whom to speak. I felt ashamed about the challenges I was facing.

We created UNCrushed so that people didn’t have to suffer in silence or hide the challenges they were facing. We encourage people to feel more comfortable with themselves and have open conversations about the things that matter. This is a big piece of mental health at both the personal level and organizational level. UNCrushed has always been grounded in the sales and tech communities since we started over three years ago, which is why we’re so passionate about this research!

Today, we see more and more companies providing resources, facilitating open discussions, and having leaders who lead with vulnerability. We want to help the leaders who can make change happen and tap into this competitive advantage.



**TIM CLARKE – FOUNDER**  
**UNCRUSHED**

## MESSAGE FROM RICHARD

I woke up frozen in the fetal position. I literally could not move. My arms felt like they weighed 1,000 pounds, my legs, even more. I had been burning the candle at both ends for years as a salesperson and sales leader. I'd made great money, bought a house, and a car. And I was still miserable.

In sales we are often taught to never share your emotions of disappointment. Only be positive. When you get to work you can leave your personal life at the door and let work be your happy place so you don't have to think about that part of your life. How a company treats employees matters. The company employees the "whole being", always.

With the support of family and friends I was able to start my internal healing

We offer this report to help people and organizations work to being truly supportive of one another.



**RICHARD HARRIS**  
**HARRIS CONSULTING GROUP**

## EDITOR'S NOTES

Although we set out to do research and create a report specific to salespeople, we know that this is not a one-size-fits-all community. We included data from various titles, roles, genders, identities, and cultural backgrounds. In some instances, we simply did not have enough statistically significant data to break some topics down further. We always strive to support everyone as their whole being and their whole self.

We are aware that different cultures, gender, and backgrounds may influence the topic of mental health. In some cases, there were not enough respondents to determine a correlation between gender, cultural background, and mental health. We hope to gather more data for areas in the future reports



# EXECUTIVE SUMMARY

The sales department is the heart of any company. Without it, products don't get sold, and business grinds to a halt. No amount of marketing, HR, or personnel selection can replace a robust and effective sales team. Despite the importance of sales to a company, research shows that sales team members are among the most stressed and unsatisfied corporate workers.

In the second annual industry report, we'll introduce the latest sales mental health research and illustrate how its implications affect your company's bottom line. This report will also present findings from our survey of 703 respondents. Their responses provide first-hand insights into the most critical determinants of a mental health in a successful sales workplace in 2022. And yes, they've changed.

We collected this data over four weeks between May and June, 2022.

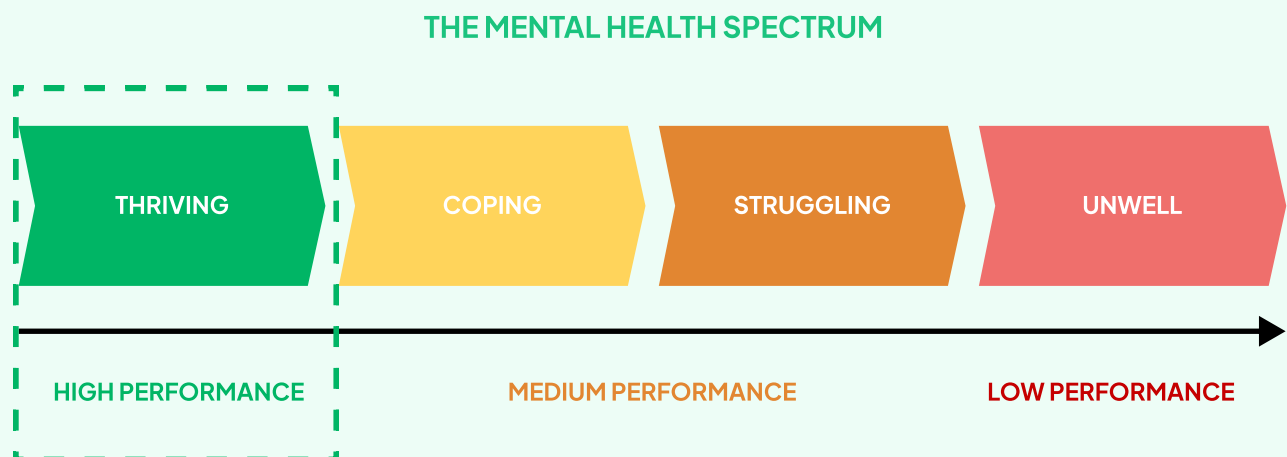
The data shows a correlation (not necessarily causation) between one's mental health and ability to achieve sales targets. It also illustrates the specific support structures that leaders and organizations can implement to foster a mental health-oriented culture.

The biggest takeaways from this report are:

1. **The mental health of salespeople continues to get worse with more than 3 in 5 (63%) sellers now struggling with their Mental Health. An increase of 5% from last year.**
2. We identified 13 factors sales leaders can use to improve in this area. Factors such as clear career pathing, boundary setting, and embracing more vulnerability within sales are strongly correlated with better mental health and sales performance.
3. All leaders and sellers need significant upskilling in the areas of prioritizing mental health, resilience, stress-management and mindset training to achieve optimal performance. (See training resources at the end of this report)
4. Sales leaders require consistent well-being data on their sales team to manage performance effectively. Traditional sales KPIs catch symptoms of burnout and declining mental health too late.

## MENTAL HEALTH = MENTAL PERFORMANCE = SALES PERFORMANCE

It is crucial to recognize the difference between mental health and mental illness. Just like physical health and physical illness, they are related, but not the same thing. An organization that focuses on mental health isn't only aware of mental illness. Instead, it implements a strong company culture and system that supports healthy living and provides resources to help people who encounter mental illness.



Our ongoing goal in publishing this annual report is to share insights, break down stigma, and drive positive change surrounding mental health. We want to help people acknowledge that their mental health matters and provide guidance to organizational leaders who can help their company remove the mental health stigma by creating an inclusive, supportive workplace.

Our data shows that leaders who prioritize vulnerability and open conversation form effective connections and create higher engagement. As a result, their teams can experience better mental health and increased productivity, which drives sales goal attainment.

We are thrilled to share this message for the second consecutive year and look forward to continually updating the data regularly.

Thank you to everyone who took the time to respond to this survey and share how you are doing – every voice counts.

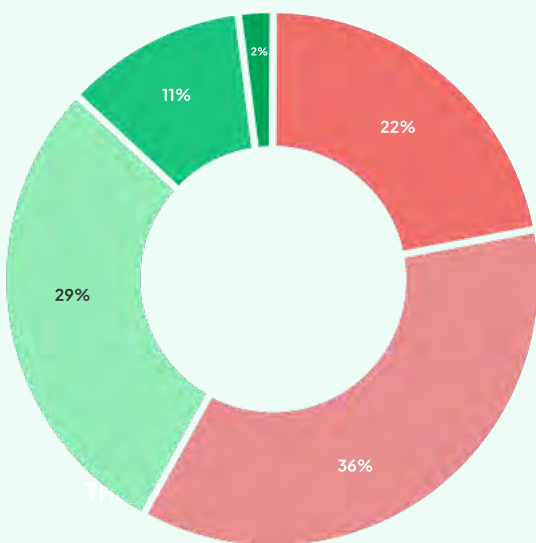
## WHAT'S CHANGED

In May of 2021, the global pandemic was still ravaging the mental health of sales teams everywhere. Most sellers and leaders agreed that this was the most difficult experience in their lifetime. That's why it wasn't surprising to find that 58% of salespeople were struggling with their mental health in our report last year.

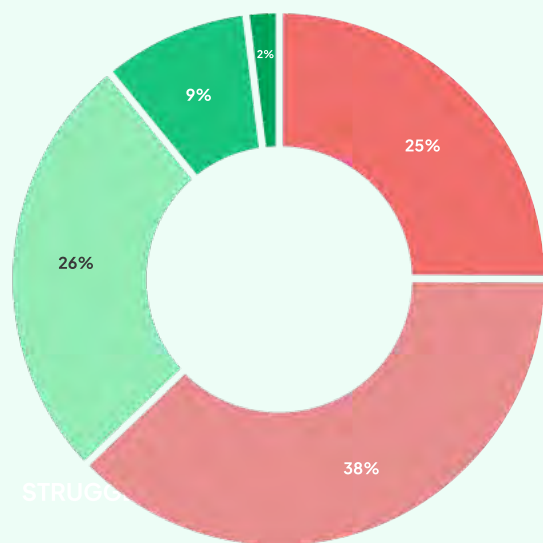
What's surprising however is that a year later and after returning to a semi-normal state, mental health in sales has continued to get worse. Our survey data from May 2022 now finds 63% of salespeople are struggling with their mental health which is a 5% increase from the report in 2021.

### 2021 vs. 2022 COMPARISON OF MENTAL HEALTH

**In 2021, Almost 3 in 5 (58%) struggled with their Mental Health**



**In 2022, Over 3 in 5 (63%) struggled with their Mental Health**

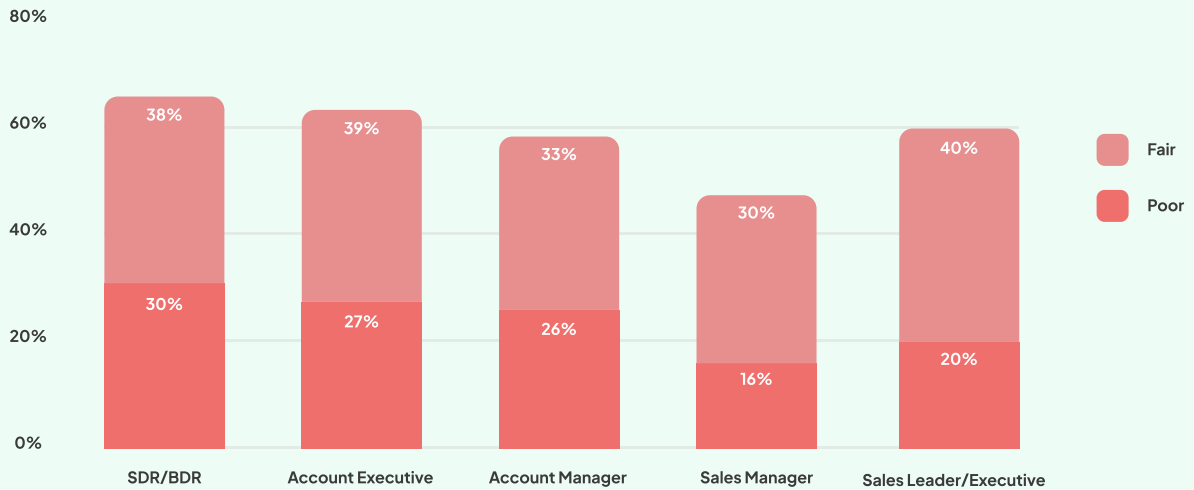


■ Poor   
 ■ Fair   
 ■ Good   
 ■ Very Good   
 ■ Excellent

## WHICH SALES ROLES STRUGGLE THE MOST

As we dove deeper into the data, we found that those working as SDRs, Account Executives, Account Managers and in Sales Leadership roles were struggling the most. In fact, there was a significant increase in those struggling with their mental health in Sales Leadership/ Executive roles from 42% in 2021, and now to 60% in 2022. This could be from several factors like pressure to hit inflated growth targets, difficult decisions to layoff team members during a recession and experiencing lingering burnout from the pandemic.

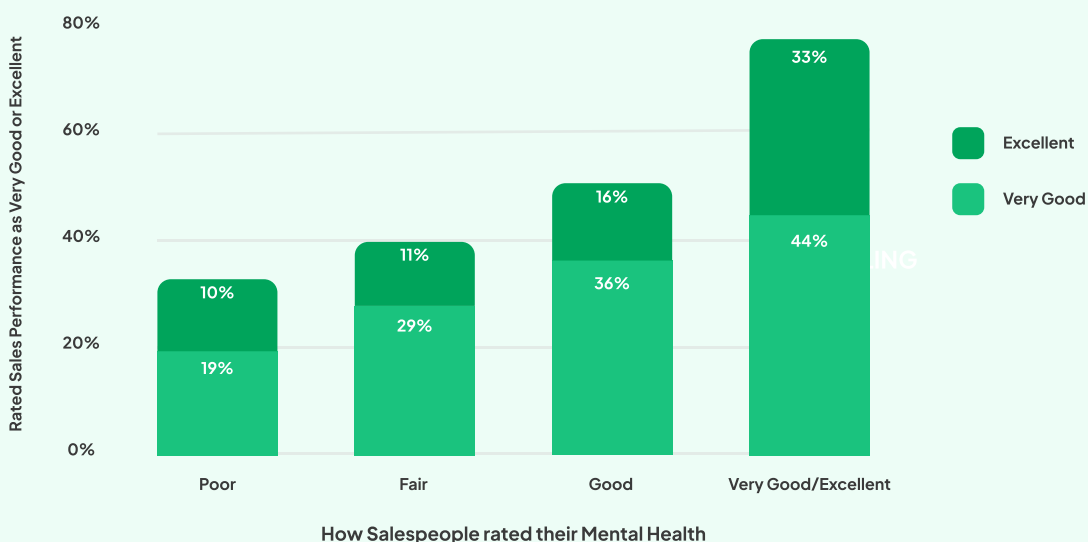
### HOW THOSE STRUGGLING WITH MENTAL HEALTH CHANGES BETWEEN ROLES



## HOW MUCH DOES MENTAL HEALTH AFFECT SALES PERFORMANCE

Similar to last year, we continued to see an extremely strong correlation between mental health and sales performance. Among salespeople who rated their mental health the best, 77% rated their sales performance as very good or excellent. **Among sellers with the worst mental health, only 29% described their performance as very good or excellent.** Therefore, sellers who rated their mental health the best were over 2.5X more likely to rate their sales performance the best it possibly could be.

### HOW MENTAL HEALTH IMPACTS SALES PERFORMANCE



## WHY HAVE THINGS GOTTEN WORSE?

Societally if things have improved with the pandemic, then why has the mental health of sellers worsened? In countless conversations with sales leaders during the pandemic, one sentiment was shared by sales leaders over and over again; “If I’m feeling it, then I know my team is feeling it.”

As a result leaders challenged traditional management styles, leaned into what their teams needed and invested into strategies that put their people first. As we return to normal, our belief is core needs of sellers that were prioritized during the pandemic are now being neglected by leaders who are experiencing burnout and reverting back to old habits.

The pandemic opened the eyes of many to “what’s important in life”. Now sellers are holding the line and expecting better integration between work and their life outside of it. The leaders and sales organizations that acknowledge this change, became curious and lean into aligning with their employees will be most successful going forward.

## SALES LEADERS THIS IS WHAT YOU CAN DO

Below are 13 core needs which thousands of research papers have proven humans need to feel their best and thrive during stressful environments. Across all of these needs a greater proportion of salespeople in 2022, now disagree that these needs are being met compared to 2021. This is likely contributing to why more salespeople are struggling with their mental health this year.

It could also be a sign that leaders are experiencing burnout, have less compassion to support their team with investment into mental health initiatives and are reverting back to pre-pandemic management habits that put profits over people.

If your organization values sustainable high performance, these basic human needs should be prioritized. Failure to do so is strongly correlated with worse mental health and lower sales performance.

### 13 CORE NEEDS OF SELLERS THAT SALES LEADERS NEED TO FOCUS ON

	Percentage of salespeople who disagreed this need is being met	Percentage increased or decreased from 2021
Felt like you could be open and vulnerable with how you were feeling at work	<b>44%</b>	<b>+5%</b>
Felt like you had strong boundaries with work	<b>42%</b>	<b>+6%</b>
Felt like you had clarity and direction in your career path	<b>42%</b>	<b>+3%</b>
Felt like your sales targets and metrics were achievable	<b>41%</b>	<b>+5%</b>
Felt like you were making a difference in the world	<b>38%</b>	<b>+5%</b>
Felt confident in the direction and vision of your company	35%	<b>+6%</b>
Felt like you had job security and your role was safe	32%	<b>+3%</b>
Felt recognized and valued by your company	31%	<b>+1%</b>
Felt supported by your leader and managers	27%	0%
Felt financially secure in your job	26%	0%
Felt connected to peers and teammates	24%	<b>-6%</b>
Felt like you had autonomy and free-will in your role	20%	<b>-1%</b>
felt like you had the skills and strengths to do your job well	10%	<b>-1%</b>

## HOW IMPORTANT ARE THESE 13 FACTORS

For all 13 of the core needs we surveyed, the data tells the same story:

**The more sellers feel like a core need (i.e. vulnerability, boundaries, career pathing, etc) are being met, the better they rate their mental health and sales performance.**

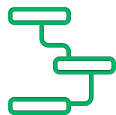
## TOP 5 CORE NEEDS NOT CURRENTLY BEING MET IN 2022



1. Vulnerability



2. Boundaries



3. Career Pathing



4. Achieving Targets

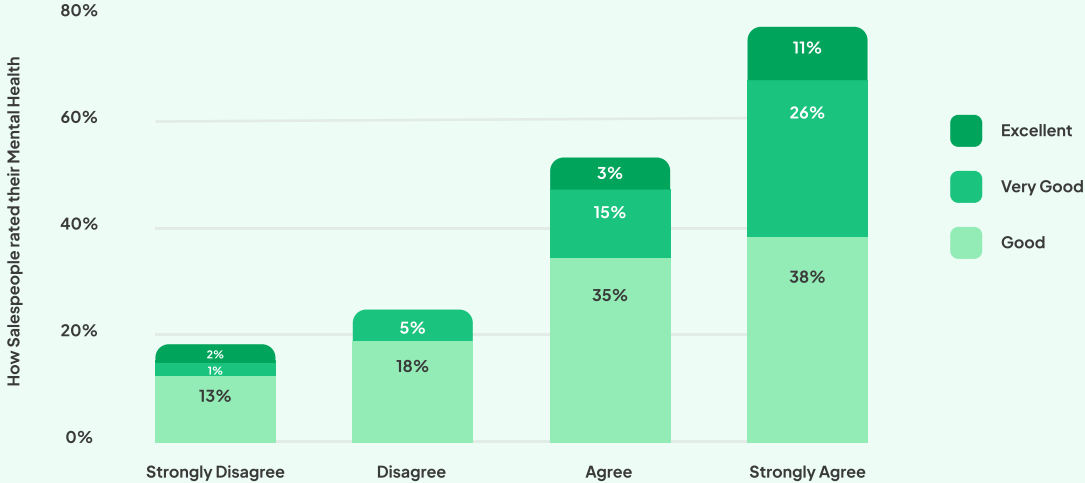


5. Meaningful Work

Over the next 5 sections we're going to look at the impact of these top five core needs and provide sales leaders with actions they can take today to address them.

# 1. VULNERABILITY IS A SIGN OF STRENGTH, NOT WEAKNESS

HOW VULNERABILITY IMPACTS MENTAL HEALTH IN SALES



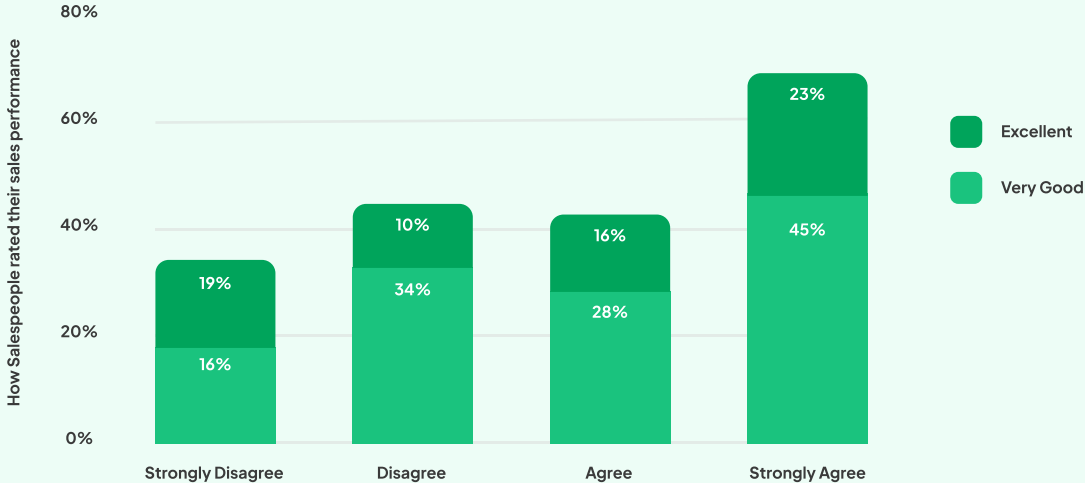
During the last 6 months, you felt like you could be open and vulnerable with how you were feeling at work

Vulnerability is often portrayed as a sign of weakness within sales, but what if the opposite is actually true? A growing body of research continues to prove that Psychological Safety is one of the greatest predictors of high performance within teams. When salespeople can express themselves without experiencing fear or shame, they are better equipped to deal with failure and feel more confident approaching challenging goals.

For example, among salespeople who strongly agreed that they could be open and vulnerable with how they were feeling at work, 75% rated their mental health as good or better. **Among sellers who strongly disagreed that they could be open and vulnerable while at work, only 16% rated their mental health as good or better**

What this means is sellers who feel like they can be open and vulnerable with how they're feeling at work are almost 5X more likely to rate their mental health as good or better compared to those who feel stigma about opening up.

HOW VULNERABILITY IMPACTS SALES PERFORMANCE



During the last 6 months, you felt like you could be open and vulnerable with how you were feeling at work

More vulnerability was also correlated with better sales performance. This was seen with improvements in the quality of sales performance and a greater proportion of sellers rating their sales performance as excellent or very good (73%) when they could be open and vulnerable with how they were feeling at work.

The main takeaway here is vulnerability within sales is not a sign of weakness, but a sign of strength. Fostering an environment in which sellers can authentically express themselves is critical to being able to navigate difficult emotions that arise within sales and mitigate the impact these emotions can have on daily performance.

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. LEAD WITH VULNERABILITY

Leaders must lead with vulnerability and be vulnerable first. No one wants to have a vulnerable conversation with a judgemental perfectionist. Share your story(ies) of hardship

### 2. VULNERABLE CONVERSATIONS

Learn how to have vulnerable conversations with sales reps.

### 3. EVERYONE HAS BAD DAYS

We're all human and have bad days. If you're feeling overwhelmed, then tell your team. For example, if you're a new parent and your newborn kept you up last night, let your team know you aren't at your best today. The more vulnerable you are, the more you show your team you believe in creating a safe place for everyone.

### 4. CONSISTENCY BUILDS TRUST

Trust and safety is built when consistent actions are taken over time, not by simply telling your team to be more vulnerable.

### 5. IDENTIFY YOUR BLINDSPOTS

All leaders have blind spots that can impact trust and vulnerability within their teams. Regularly ask your team how supported they feel from a mental health standpoint. Asking them to submit feedback anonymously through a Google Form can help reps feel safe providing honest feedback



#### Mental Health Traffic Light

SALES HEALTH ALLIANCE

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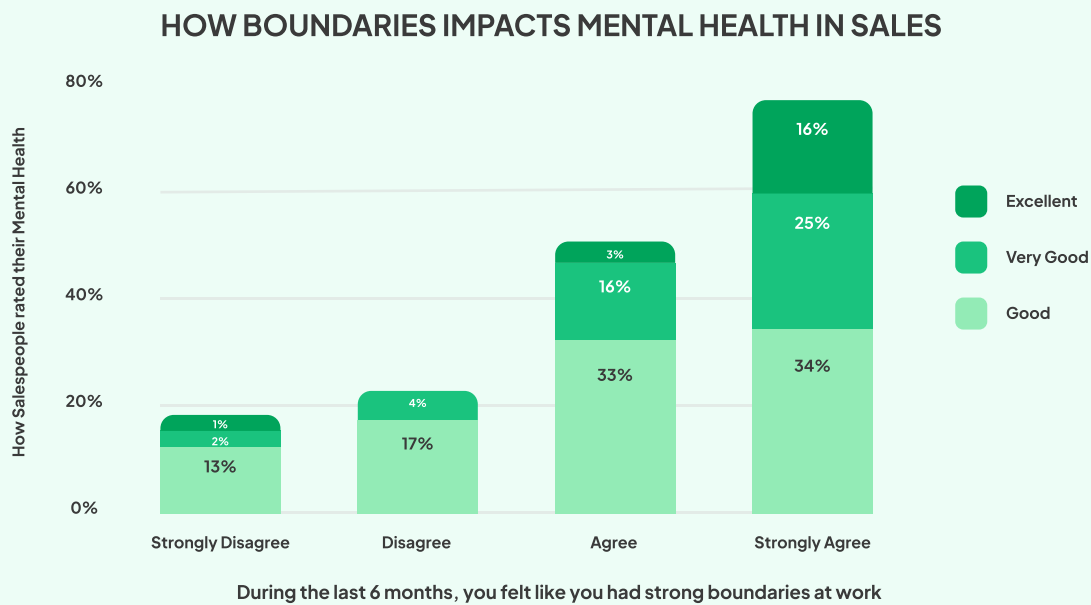


#### Why It's Hard To Speak Up In Sales

SALES HEALTH ALLIANCE

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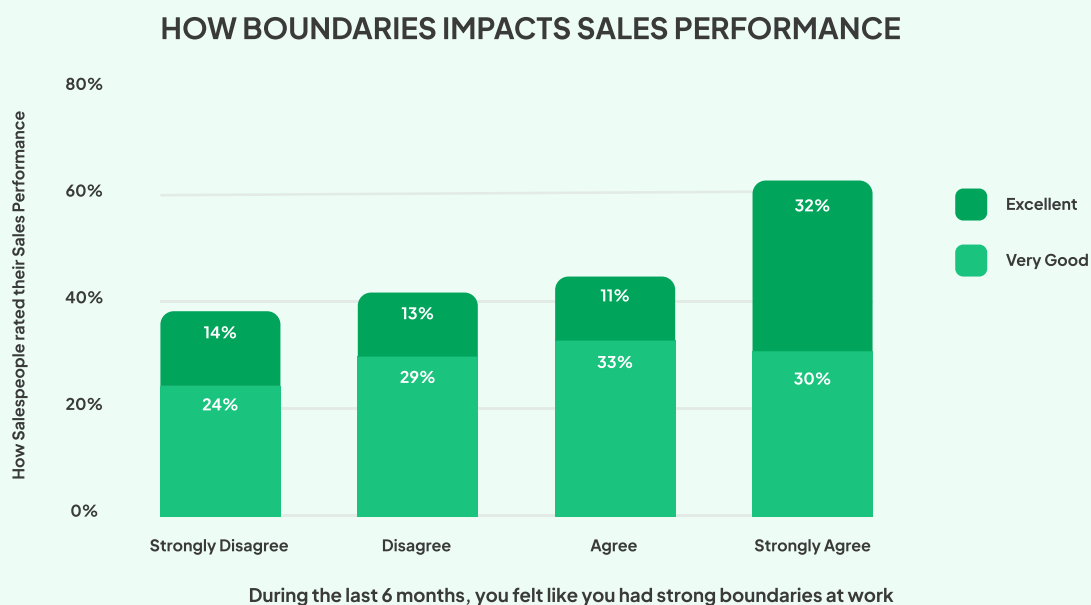
# 2. IT'S ABOUT BOUNDARIES, NOT WORK-LIFE BALANCE



We all know boundaries are important, but many leaders and sellers neglect them on a daily basis. Doing so has a direct impact on mental health and sales performance.

Among salespeople who strongly agreed that they had strong boundaries with work 75% rated their mental health as good or better. **Among those who strongly disagreed this need was being met, only 16% rated their mental health as good or better.**

Therefore those who feel like they have strong boundaries with work are almost 5X more likely to rate their mental health as good or better compared to those who have trouble creating space.





Better boundaries also correlated with better sales performance. This was once again seen with improvements in the quality of sales performance, with a greater proportion of sellers rating their sales performance as excellent or very good (62%) when they had strong boundaries with work.

Ultimately better Mental Health and performance is achieved when sellers can add stress and offload stress in equal parts each day. Enforcing strong boundaries makes this possible.

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. SIGNS OF BURNOUT

Educate your team on the signs of burnout

### 2. CREATE BOUNDARIES

Share how you create boundaries with work and activities that help you recharge.

### 3. CREATE ROUTINES

Teach your team how to bookend their day with a self-care startup routine and shutdown routine.

### 4. SHORTEN MEETING DURATIONS

Change 30 minute meetings to 20 or 25 minutes and change 1 hour meetings to 45 or 50 minutes so your team has a chance to reset before their next call

### 5. CLEAR EXPECTATIONS

Set clear expectations of when team members need to be available and promote email/slack blackout periods after hours and on weekends.

### 6. CALENDAR BLOCKING

Teach your team how to block their calendar for some breaks during the day.

### 7. NO AFTER HOURS COMMUNICATION

Do not send emails or slack notifications after hours, EVER. If you have to send a message after hours, schedule it. This can be done in email and slack.



#### Burnout Calculator: Am I Experiencing It In Sales?

SALES HEALTH ALLIANCE

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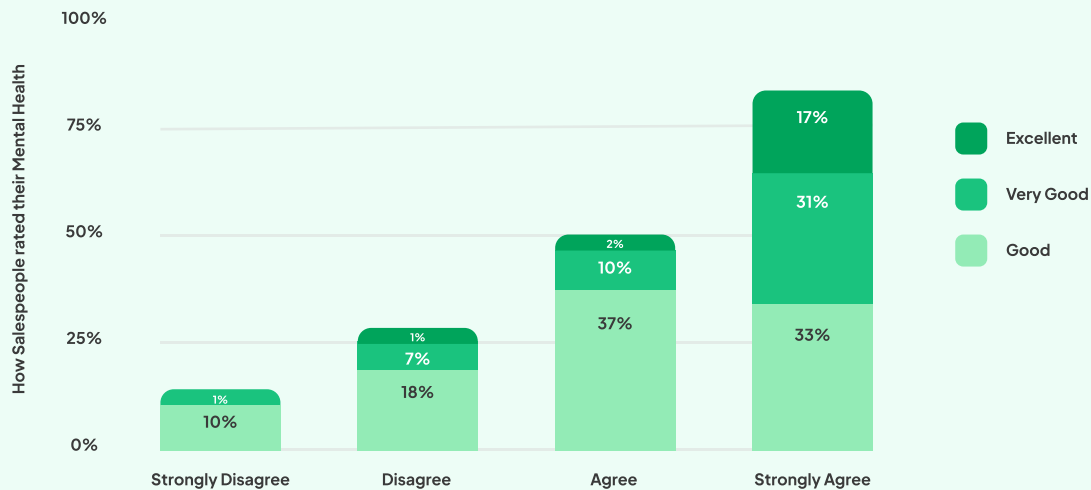
#### How To Beat Decision Fatigue In Afternoon Meetings

SALES HEALTH ALLIANCE

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# 3. CLEAR CAREER PATHING PROVIDES DIRECTION & FOCUS

## HOW CAREER PATHING IMPACTS MENTAL HEALTH IN SALES

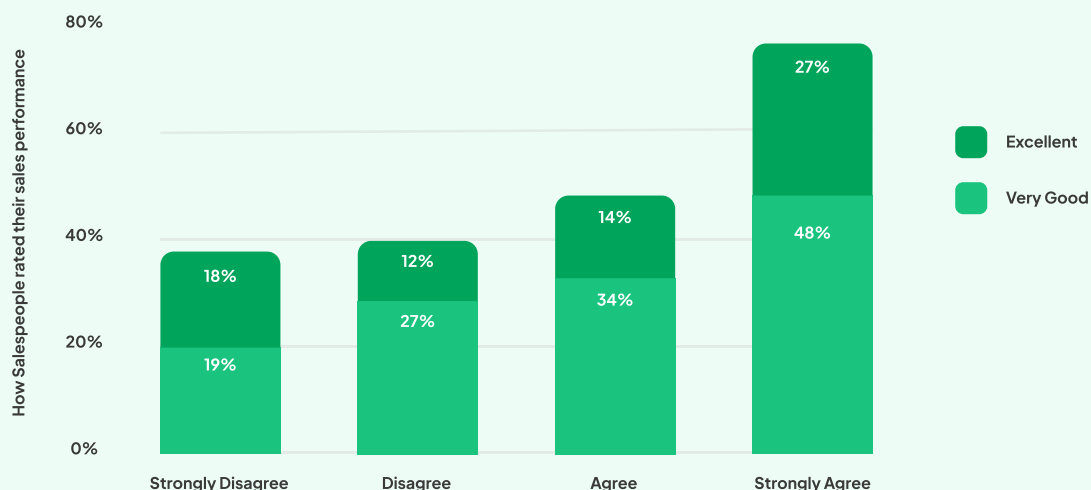


During the last 6 months, you felt like you had clarity and direction in your career path

When building a culture of accountability, discussing career pathing is a no-brainer as it sets clear expectations for leaders and sellers. If people know where they want to go, it can make it easier for them to feel good about themselves and self-motivate on days when they're struggling.

**Among salespeople who strongly agreed that they had direction and clarity in their career path, 81% rated their mental health as good or better.** This was 7X higher than those who felt like they had very little direction in their career.

## HOW CAREER PATHING IMPACTS SALES PERFORMANCE



During the last 6 months, you felt like you had clarity and direction in your career path

Clear visibility into a path forward was also correlated with better sales performance. When sellers strongly agreed they had direction in their career, 75% rated sales performance as very good or excellent. This was 38% higher than those who felt unclear about how to move forward in their career.

In the famous words of football coach Lou Holtz, "In this world you're either growing or you're dying, so get in motion and grow." Sellers need that next career milestone clear and visible so they have something to grow towards.

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. CAREER GROWTH DURING INTERVIEWS

Include career growth as part of the interview process and ask them their career goals.



#### How to Support Mental Health With Your Sales Team

SURF & SALES PODCAST

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### 2. CAREER GROWTH IN 1:1's

Include career growth conversations in your 1:1's. Have this discussion monthly. Assign "homework" of reading a book or taking an online course that addresses one of their weaknesses. Have them present this information to the team.

### 3. CLEAR GUIDELINES

Provide clear guidelines on what sellers need to do to advance to the next level and stick to them. Meritocracies keep career pathing clear, while company politics makes everything less clear and everyone unhappy.



#### A Safe Place to Fail. Creating Successful Sales Coaching Culture

THE HARRIS CONSULTING GROUP

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### 4. DROP OLD SCHOOL ATTITUDE

Drop your old school attitude. Career advancements happen at an accelerated rate today, so swap your perspective of "entitlement" with "career driven" individuals. If they don't see a clear path forward with you, they'll find it elsewhere - and fast.

### 5. DELEGATE

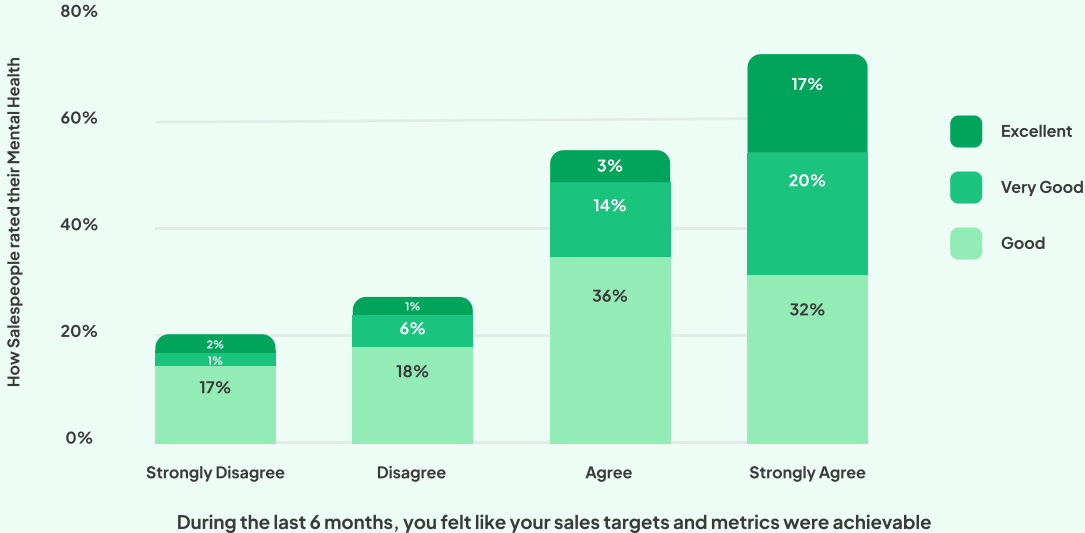
Delegate small projects appropriately. If a seller wants to be in management, give them a new hire to mentor and/or the opportunity to lead aspects of team training.

### 6. PRAISE

Praise your team members to other executives and leadership.

# 4. THE IMPORTANCE OF SETTING ACHIEVABLE SALES TARGETS

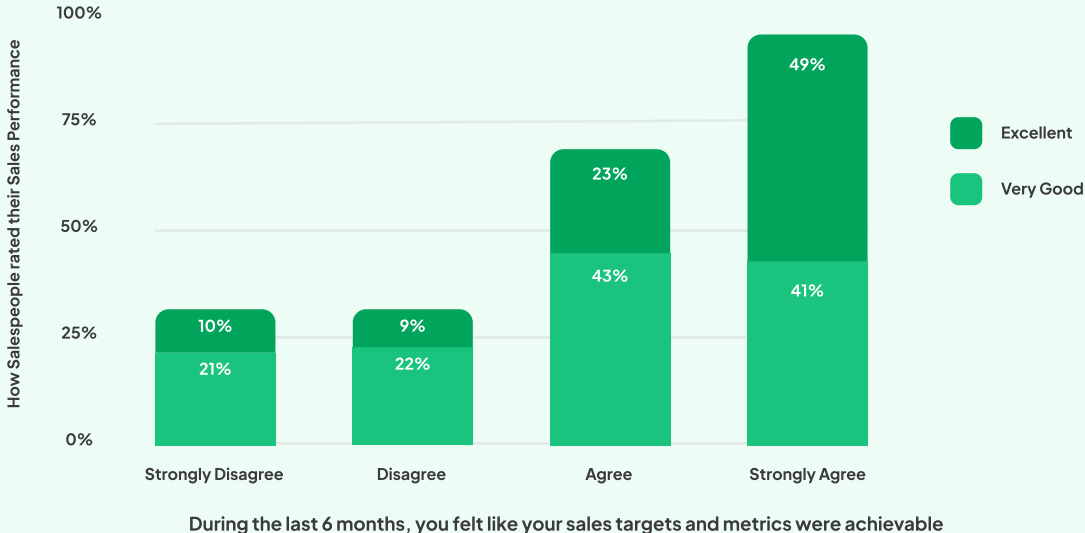
HOW ACHIEVABLE METRICS & TARGETS IMPACTS MENTAL HEALTH IN SALES



The main purpose of a sales target is to provide a seller with a challenging yet achievable goal to work towards each month or quarter. Like any goal in life, when these targets feel unachievable, we're more likely to lose hope and feel defeated.

This was captured in the data which showed among salespeople who strongly agreed their sales targets were achievable; 69% of salespeople rated their mental health as good, very good or excellent. **When sales targets felt out of reach, this number was much lower and only 19% rated their mental health as good or better.**

HOW ACHIEVABLE METRICS & TARGETS IMPACTS SALES PERFORMANCE



Achievable targets also correlated strongly with better sales performance. When sales targets felt achievable, the quality of sales performance improved and 90% of sellers rated their sales performance as very good or excellent. This is significantly higher than sellers who strongly disagreed their sales targets were achievable, in which only 31% rated their sales performance as very good or better.

Sales is a marathon and not a sprint. High performance is only achieved when leaders set targets that reps feel are within reach and therefore motivated to work towards.

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. REGULARLY CHECK IN

Regularly check in on how reps on how reps are perceiving the “achievability” of their targets.

### 2. START WITH A MENTAL HEALTH CHECK IN

Any goal feels less achievable when we’re tired, stressed or experiencing burnout. If a seller feels like their sales target is unattainable, start with a Mental Health check-in first.

### 3. REASONABLE ACTIVITY LEVEL?

Determine if it is humanly possible for sellers to hit their target? Calculate this by using conversion rates and average deal size metrics to determine the top of funnel activity required to achieve target. Is this level of activity reasonable?

### 4. DAILY & WEEKLY METRICS

Create meaningful daily and weekly metrics using the math from step three that provide a clear plan for sellers to follow each day.

### 5. HELP INCREASE ACTIVITY

Coach reps on how to increase deal size, improve conversion rates or invest into technology that helps increase activity throughout the sales process.

### 6. QUOTA RELIEF

Provide quota relief for reps on vacation so they don’t feel punished for taking time off to decompress.



#### Are Sales Targets "Actually" Achievable

SALES HEALTH ALLIANCE

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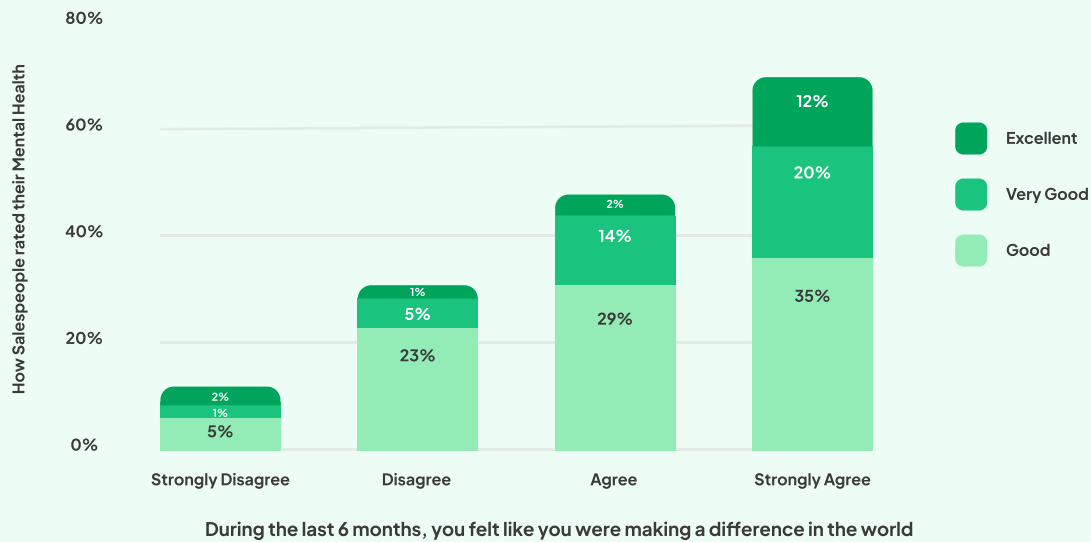
#### Bringing Humanity Back into Sales with Tim Clarke

SURF & SALES PODCAST

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# 5. MEANINGFUL WORK MATTERS IN SALES

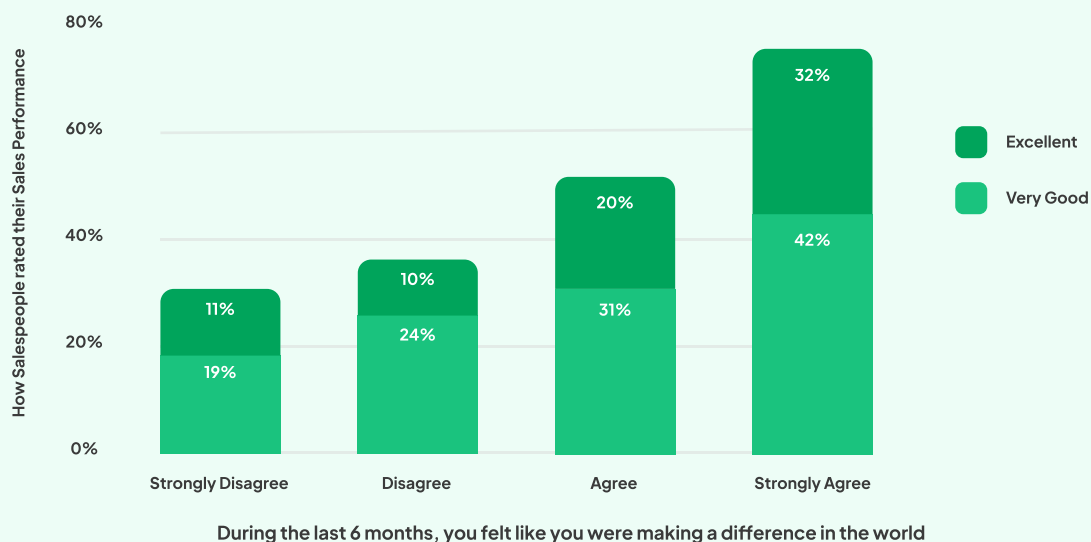
## HOW MEANINGFUL WORK IMPACTS MENTAL HEALTH IN SALES



When was the last time you pushed through adversity to reach a goal you didn't care about? If you did, we bet it was not much fun. When sellers are emotionally connected to their work and feel like they're making a meaningful difference in the lives of others, their mental performance improves.

From a mental health aspect, among salespeople who strongly agreed they felt like they were making a difference in the world; 67% rated their mental health as good, very good or excellent. **When salespeople felt their work was having little impact on the world, only 8% rated their mental health as good or better.**

## HOW MEANINGFUL WORK IMPACTS SALES PERFORMANCE



Meaningful work also correlated with an improvement in the quality of sales performance as well. When salespeople felt strongly that they were making a difference in the world, 74% rated their sales performance as very good or excellent. This was roughly 2.5X (+40%) higher than those who felt most disconnected from their work.

Far too often sales leaders and organizations over rely on SPIFFs and incentives that lead to inconsistent performance, when in fact a simple conversation that helps deepens a seller's connection with work is what's required for sustainable growth.

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. CLEAR UNDERSTANDING OF THE WHY

Ensure all sellers have a clear understanding of WHY the products they sell are changing the lives of buyers and making a difference in the world.

### 2. ALLOW PAID TIME OFF

Allow your team to take paid time off for volunteering to causes that are important to them.

### 3. REGULARLY REVISIT CASE STUDIES

Regularly revisit customer case studies that highlight the impact of products being sold.

### 4. CONNECT SALES METRICS & CLOSED DEALS

Regularly connect sales metrics and closed to deals to the impact these actions are having on the growth of individual sellers and the company.

### 5. FOCUS ON HOW TO IMPORVE NOT OUTCOMES

Put less emphasis on the outcomes and more focus on how salespeople are improving through learning new skills and developing their craft.

### 6. SERVANT MINDSET

Help sellers adopt a servant mindset in which they put their clients needs and challenges ahead of their desire to make commission.

### 7. OFFERING SALES SABBATICALS

Consider building optional paid sabbaticals into your employee experience and offered to sellers every 3-5 years. Extended periods of time off help individuals refocus on their purpose and hold leaders accountable to creating environments that sellers want to return to.



#### Post COVID Sales Sabbaticals Are Coming

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#### How To Find More Purpose At Work

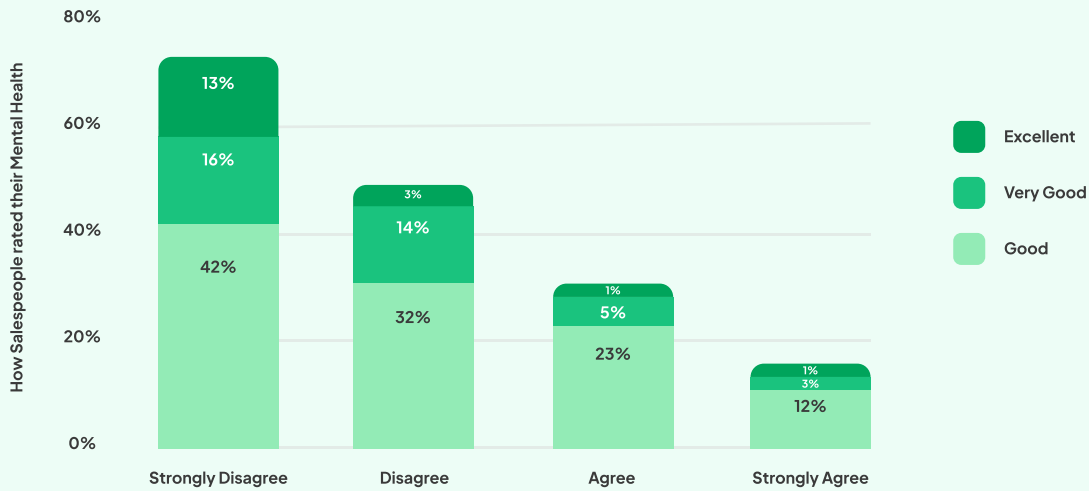
SALES HEALTH ALLIANCE

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# STIGMA REQUESTING TIME-OFF AND VACATIONS

In a world with companies touting perks like unlimited paid time off (PTO), it can still feel impossible for sellers to use this time and take vacation. There is stigma surrounding taking time off to manage burnout because sellers and leaders feel sales performance will suffer. But what if the opposite were true?

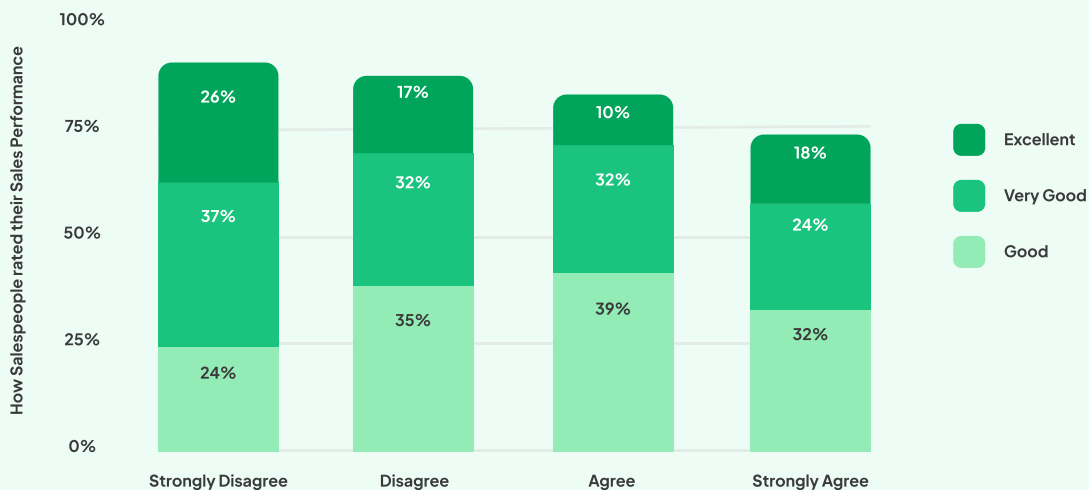
## HOW VACATION STIGMA IMPACTS MENTAL HEALTH IN SALES



During the last 6 months, you felt like you'd be viewed negatively for taking time off to manage burnout

Among salespeople who strongly disagreed that they would be viewed negatively for taking time off to manage burnout, 71% rated their mental health as good or better. **When salespeople strongly agreed they would be viewed negatively for taking time off (strong stigma), only 16% rated their mental health as good or better.** If stigma exists and people feel guilty or ashamed for taking time-off, then it's not surprising to see that burnout will be exacerbated.

## HOW VACATION STIGMA IMPACTS MENTAL HEALTH IN SALES



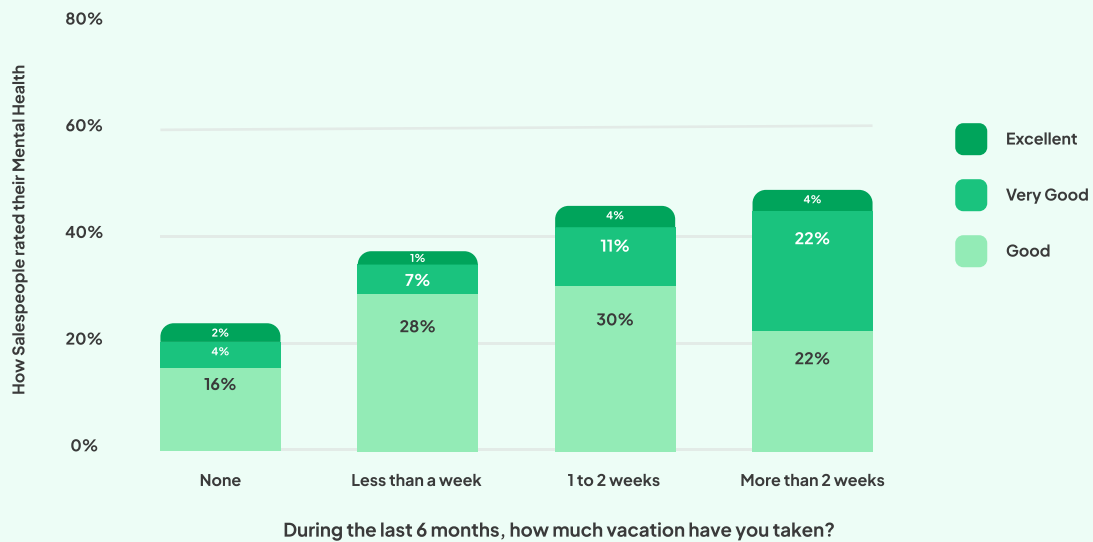
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The presence of stigma doesn't only chip away at a seller's mental health, but their performance suffers as well.

Within teams with the least amount of stigma, 21% more salespeople rated their sales performance as very good or excellent. This is a major finding for any sales leader who desires peak performance from their sales team. Unless reps feel comfortable taking time off to manage burnout, it will be extremely difficult for salespeople to perform consistently over time. Enter the importance of vacations.

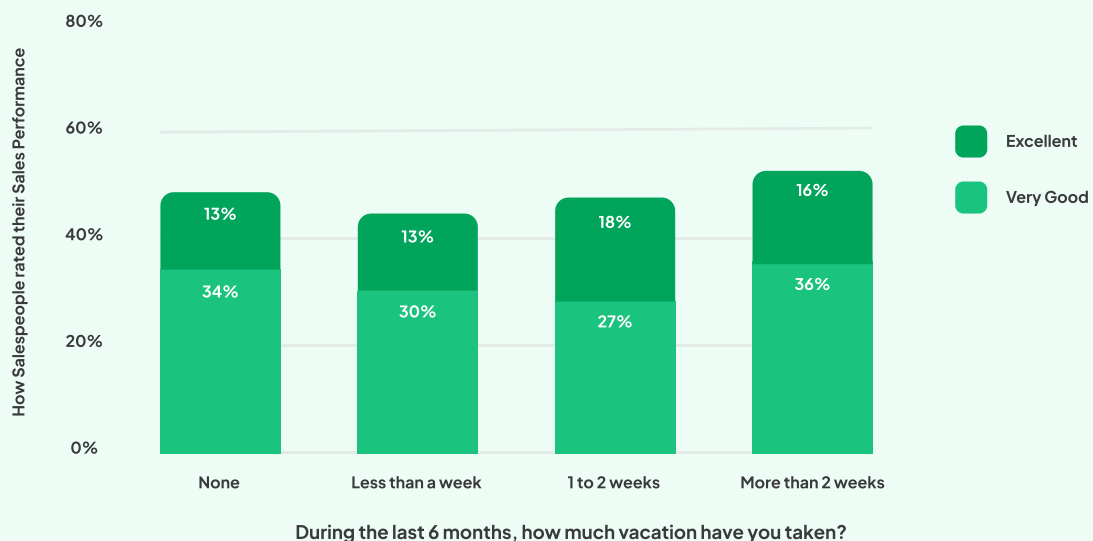
### HOW VACATION IMPACTS MENTAL HEALTH IN SALES



Vacation time continues to play an important role in helping salespeople manage their burnout and mental health. The data showed that the more vacation a salesperson had taken, the better their overall mental health.

**Among salespeople who had taken zero vacation over a 6 month period, only 22% rated their mental health as good or better.** When salespeople take one or more weeks of vacation during a 6 month period, the rate of those describing their mental health as good or better doubles to 45% and above.

### HOW VACATION IMPACTS SALES PERFORMANCE



It's important to note for sales leaders that more vacation time had very little effect on how salespeople rated their sales performance. In fact, it was the salespeople who had taken the most time off (more than 2 weeks) who rated their sales performance the best overall (52% described their sales performance as very good or excellent).

## RECOMMENDATIONS, EXAMPLES & RESOURCES

### 1. MANDATORY TIME OFF POLICIES

Add a mandatory vacation/time-off component to unlimited PTO policies. For example, make it mandatory for sellers to take 2-weeks vacation per year.

### 2. ENCOURAGE MENTAL HEALTH DAYS

Encourage sellers to take Mental Health days when needed.

### 3. BOOK VACATION IN ADVANCE

Ask sellers to book their next vacation before leaving on their current vacation so they have recovery periods booked in advance, so you as their leader can plan accordingly.

### 4. ACKNOWLEDGE EBBS AND FLOWS

Acknowledge the ebbs and flows of your business. If Christmas is typically slow, provide additional time off or consider company-wide "summer vacations" that align with slow periods so employees are well-rested for busier seasons.

### 5. PROVIDE QUOTA RELIEF

Provide quota relief (mentioned earlier) and set the expectation that sellers do not need to respond to email and slack messages while on vacation.

### 6. SHARE VACATION HIGHLIGHTS

Have leaders and team members share one favorite vacation story from their return. This shows everyone that vacations are important.



#### Quota Relief For Salespeople On Vacation

SALES HEALTH ALLIANCE

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#### Surf & Sales Summit

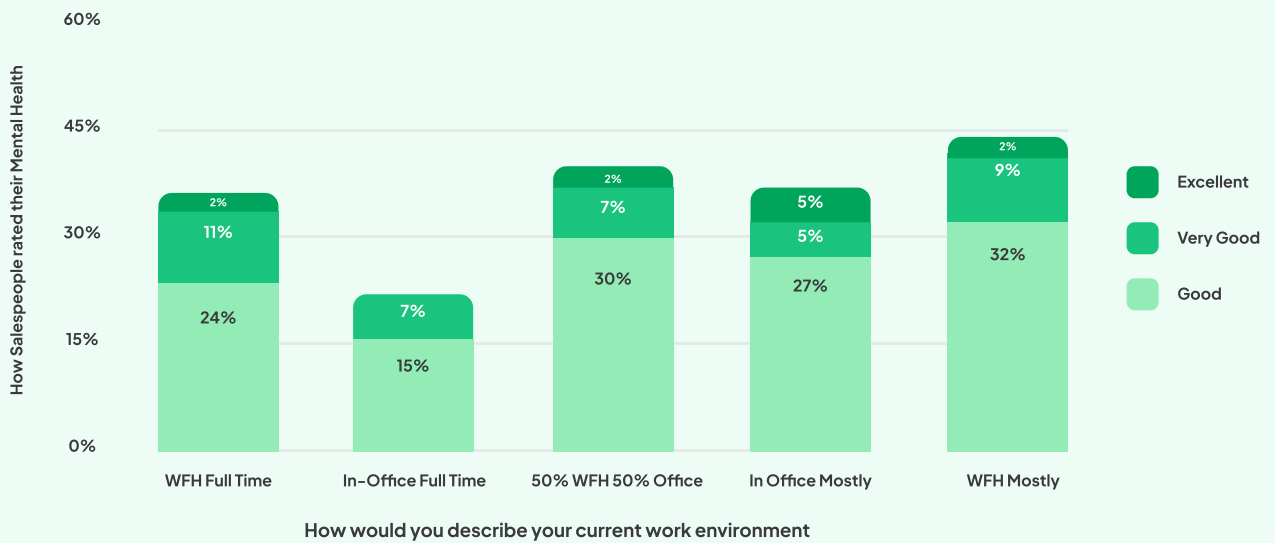
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# REMOTE WORKING AND MENTAL HEALTH

The pandemic changed the way in which sales teams operate and leaders grappling with what environment works best for optimal sales performance. Tough questions like does fully remote working work? And if not, should sales teams move towards a hybrid model or return to the office full time? Keep in mind the data below is self-reported data and shows correlations, not causations.

## HOW WORKING ENVIRONMENT IMPACTS MENTAL HEALTH IN SALES



The survey data showed that salespeople who were working in hybrid environments were the ones who rated their mental health the highest. Among salespeople who were working from home most of the time, with some days in office, 45% of salespeople described their mental health as good or better. Fully remote employees were not far behind with 37% of salespeople rating their mental health as good or better. **The biggest discrepancy was in the group of sellers who were back in the office full time. Only 22% of these salespeople rated their mental health as good or better, with 0% describing their Mental Health as excellent.**

## HOW WORKING ENVIRONMENT IMPACTS SALES PERFORMANCE



What was interesting however, was the salespeople who were back in the office full time were the ones who rated their sales performance the highest. Among this group, 59% of sellers rated their sales performance as very good or excellent, which was roughly 15% higher than salespeople working in remote or hybrid environments.

It's important to note that leaders should not use this data point to rush salespeople back into the office. Society has spent the last century or more learning how to optimize performance within an office environment. It's only natural that salespeople and leaders would know how to perform well in a familiar setting.

Many of us are only 3 years into this global experiment of learning how to work partially or entirely from home. Change and adaptation takes time. As employees learn to adapt to this new environment and new technology is created to resolve remote working challenges, we expect performance to steadily improve given the mental health benefits working from home provides.

Imagine where we'll be 100 years from now after learning how to integrate our work and home environments more effectively?

# CONCLUSION

Mentally well and engaged sales teams can make or break a company. No other department has a more direct influence on your business's bottom line. Simultaneously, no other team feels the same level of pressure to perform. This has a high emotional toll on the individual. Protecting and supporting your company's best assets is critical to growing your business and outperforming the competition.

**The good news is that more and more organizations are investing in mental health initiatives. The bad news is that many organizations are still not doing enough and investing into the wrong areas. As a result the mental performance and sales performance of sellers continues to be negatively impacted.**

We've conducted this research to demonstrate the value of supporting mental health in sales. It is not just at the financial level, but also at the human level. You can have it both ways – but you must be willing to face your discomfort.

So, what are you going to do about the mental health of your sales team?

To explore sales specific resilience, mindset, stress-management and mental health training delivered by Jeff Riseley of the Sales Health Alliance, click on the links below:

## JEFF RISELEY – SALES HEALTH ALLIANCE RESOURCES



### Sales Mental Health Kick-Off Session For Teams

SALES HEALTH ALLIANCE

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### Online Program For Sellers & Leaders: Stress Less, Sell More

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### Upcoming Book: Stress Less, Sell More: 220 Ways to Prioritize Your Well-Being, Prevent Burnout and Hit Your Sales Target

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All data in the current report has been approved for use for Uncrushed and Sales Health Alliance.

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