ENABLEMENT HIRING RESEARCH · VERSION 8.2 · NOVEMBER 2026

L&D AND ENABLEMENT HIRING TRENDS TOWARD 2027

The titles businesses hire, what sits behind them, and what the market really wants. A plain reading of every live enablement role, and where the work is heading.

ROLES READ
139

COMPANIES
131

STAFF THE DIAGNOSTIC WORK
4%

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PROJECT MONEYBALL

PROLOGUE

Why we went looking.

Picture the CRO. The number is behind. They hire an enablement lead, hand over an LMS and a content budget, and wait. The course catalog fills up. Onboarding runs on time. Certifications get completed. And the number still does not move.

We have watched this story play out for fifteen years. The job description promised a diagnostician: someone to read the calls, coach the behavior, move the revenue. The job delivered a content manager. A costume. And almost no one named it out loud.

So we stopped arguing from opinion and started reading the market itself. Every live enablement job description we could find, by hand, to answer one question: is the market finally hiring what the CRO actually needs?

This report is the answer, in employers' own words.

Not our claim. Theirs.

WHO THIS IS FOR

Three readers. One shift.

Wherever you sit, this report is written to move you. Read the one that is you.

IF YOU ARE IN L&D

Your gate to a new career path, and the proof it is real.

The market is opening a door most people in learning have not noticed: the sales coach and the sales analyst, built on the content craft you already own. The pages ahead show the door exists, and how to walk through it.

IF YOU ARE IN ENABLEMENT

The proof of the claim, in the industry's own words, not ours.

Content theatre is not what the CRO needs. They need leading indicators, and those come from a sales-analyst mindset and coaching in the trenches, not from behind the LMS screen. The roles that are climbing already work this way.

IF YOU ARE A CRO

What to hire, and what the role must be. Not another content creator.

A diagnostician who reads the calls, coaches the behavior, and moves the leading indicators before the quarter is gone. The JD you write next decides which one you get.

WHY THIS REPORT

The role is being rewritten.

For years enablement meant content: courses, decks, the LMS, onboarding, certifications. Real, useful work. But look across the live job market and the role is splitting in two.

What companies now describe, in their own words, is a role that diagnoses: reads the calls and the deals, coaches reps in the moment, and ties its work to revenue. A sales coach and a sales analyst, on top of the content. Together, the Diagnostician.

This report does not score anyone. It shows you what the market hires, what is behind each title, and what has changed, so you can see the shift and where you fit in it.

> **"The content role still matters. It is just no longer enough on its own."**
>
> Read the pages that follow as a map of the market, not a verdict on any one employer.

OUR VANTAGE POINT

We have been reading this since 2008.

Project Moneyball has tracked the enablement role since Forrester first named it in 2008. Since 2009 we have argued, in the open, for the version the market is only now converging on: enablement as revenue intelligence, and the enabler as a diagnostician, not a content manager. This report is that read, applied to the hiring market as it stands today.

PHASE 1 · THIS REPORT

Name the gap.

- Prove, in the market's own words, that companies say diagnostic and staff content.
- That is what the pages that follow do.

PHASE 2 · WHAT'S NEXT

Arm the coach.

- Naming the gap is not closing it.
- A coach still needs the data: every call diagnosed, the gap surfaced, the one move named.
- That is STUDIO, and the work beyond this report.

This is a living project. It breathes in new roles as they are posted on LinkedIn and re-reads the market with each edition, so the picture stays current rather than frozen. We welcome challenge and correction.

FOLLOW THE PROJECT ON LINKEDIN · #ENABLEMENTJOBS

THE SHIFT, IN PLAIN WORDS

What is a Diagnostician?

Before the charts, the idea, with no jargon. Enablement is gaining two new jobs on top of the familiar one. You do not need a sales background to see why.

WHAT YOU KNOW TODAY · THE CONVENTIONAL ROLE

Content theatre

Courses, decks, the LMS, onboarding, certifications, kickoffs. Real, useful work. It built the profession, and it still belongs in it. It just stopped being the whole job.

NEW LAYER 1

The Sales Coach

Sits with a rep on a real call or a live deal and shows them, specifically, what to do differently next time. Not a classroom. The actual selling motion, one person at a time.

Think: a coach on the field,
not a teacher in a room.

NEW LAYER 2

The Sales Analyst

Reads the calls and the numbers to find what is actually going wrong, and where, before anyone builds a course about it. Diagnosis first, so the coaching aims at the real problem.

Think: find the problem,
then fix the right thing.

Coach plus analyst. That is the Diagnostician, and it is what the next pages find the market hiring for.

WHAT'S NEW · VERSION 8.2

This edition.

Released 2026-11-24 · 139 roles read

- Restored the full narrative depth (score-free): our vantage point, the market definition, the key findings, the map reading guide, what predicts the job (reframed around company size and reporting line), the walk-the-talk leaders, the reckoning, arm the coach, what it means for CROs and for practitioners, and the forecast.
- Now 40 pages, fuller than the previous 36-page edition, with no score anywhere.
- QC pass: fixed every hidden-label and overlap bug (map quadrants, batch labels, donut labels, two-column boxes), and made the what-predicts cut consistent with the map.

EARLIER EDITIONS

v8.1	Restored the full analysis depth (score-free): the at-a-glance dashboard, what hiring managers ask...
v8.0	Removed the score. The legacy-to-diagnostic number confused readers, so the report now leads with...
v7.0	Rewritten for the people who actually read it: L&D and enablement professionals looking for where...
v6.1	Roster appendix repaginated across multiple pages with a larger, readable font (readability QC step...
v6.0	Restructured TRENDS-FIRST: the report now opens with a one-page trend dashboard and a...
v5.1	Added a two-page introduction up front: why Project Moneyball built this, why the enablement role is...

THE READ AT A GLANCE

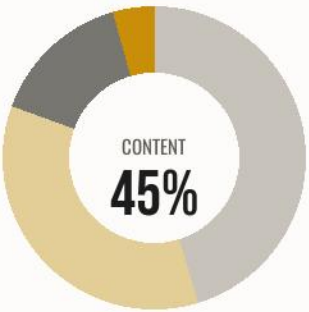
The market in one page.

ROLES READ
139

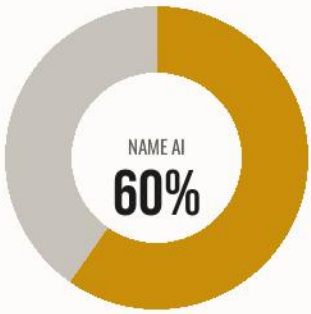
COMPANIES
131

STILL STAFF CONTENT OR COACHING
81%

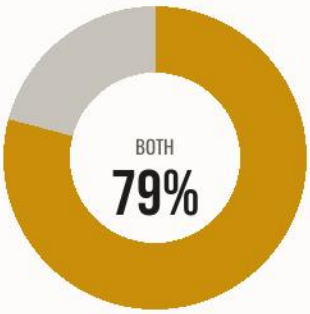
NAME AN AI CAPABILITY
60%



content share of the work



roles naming an AI capability



ask for analysis AND coaching

THE HEADLINE

Across 139 live enablement roles, the language has moved to diagnosis but the staffing has not. Content and coaching are still 81% of what the role is built to do, and only 4% actually staff the analytical, diagnostic work.

HOW TO READ THIS REPORT

Part one is the demand: titles and what is behind them. Part two is the shape of the ask: AI, reporting line, measurement, geography and pay. Part three is the shift, the map, and how to move with it.

KEY FINDINGS

Five things the data says

01

The language won on paper.

Diagnosis, coaching and behavior change are now the default vocabulary of enablement hiring. Most roles describe the Diagnostician in their mission.

02

Few staff the work they describe.

Content and coaching are still 81% of the staffed work. Only 4% actually staff the analytical, diagnostic job.

03

Size and seniority decide, not the title.

Small companies and senior roles staff diagnosis; large enterprises and junior roles staff content. Product complexity barely moves it.

04

The reporting line shapes the fate.

Revenue-owned roles bend toward the number; HR/L&D and Marketing homes default to content. 68 of 139 name no line at all.

05

The missing layer is now a product.

The diagnostic read every JD asks for and few staff is exactly what STUDIO does, over the team already in place.

MARKET DEFINITION

The job you know, and the layer being added.

Every role is read for the same thing: how much is the conventional content work, and how much is the new diagnostic layer on top. Both, in the job descriptions' own words.

THE CONVENTIONAL ROLE

What enablement has always done

- Builds and curates content
- Runs onboarding and the LMS
- Delivers training and certification
- Measured by completion and adoption
- Serves requests from the field
- Reports into L&D or Ops

THE NEW LAYER

What it now adds on top

- Diagnoses calls and deals
- Coaches reps on live deals
- Finds the gap, then builds the bridge
- Measured by ramp, win rate, behavior
- Sets what good looks like
- Owned by revenue leadership

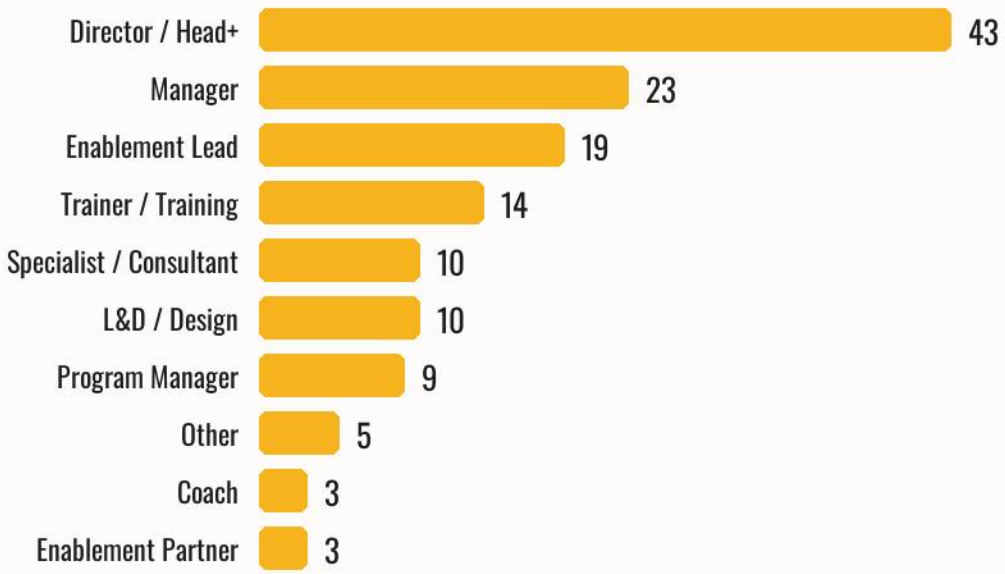
WHY THE LAYER IS BEING ADDED

The content work is necessary but it never predicted revenue on its own: a full course catalog and a quiet quarter can sit side by side. As budgets tightened, leaders kept the training and asked for the missing half too, the coach and the analyst who move the number. The language has already crossed over.

FIGURE 1 · THE TITLES

What the market actually hires.

Grouped by title family across all live roles. Enablement is hired under many names.



Seniority mix



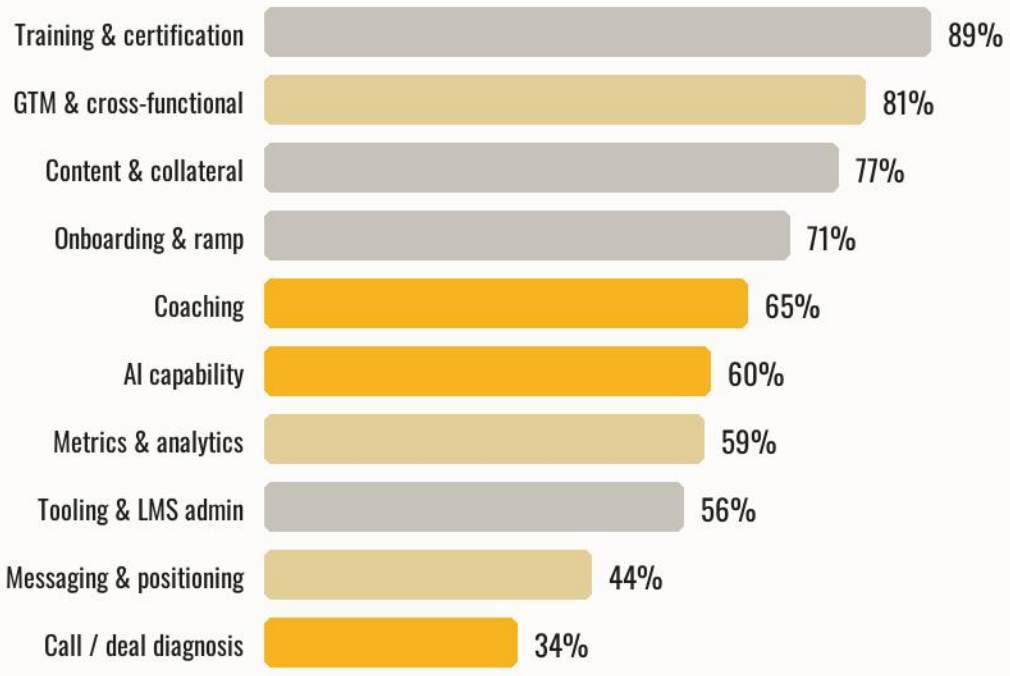
THE READ

Manager and Director roles carry the market. Note the mismatch: only 3 roles are even titled 'Coach', though coaching is a third of the actual work. The title lags the job.

FIGURE 2 · WHAT HIRING MANAGERS ASK FOR

What they actually ask for.

Every responsibility and requirement line, scanned for the capabilities managers name, and the share of the 139 roles that ask for each. A role can ask for several. Most still lead with content and training.



THE READING

Training, content and onboarding are still the most-named duties: the enablement job is, mostly, a delivery job. Coaching is now widely requested, a real shift, but the hardest diagnostic act, call- and deal-level diagnosis, remains the rarest ask on the board. The language has shifted faster than the work.

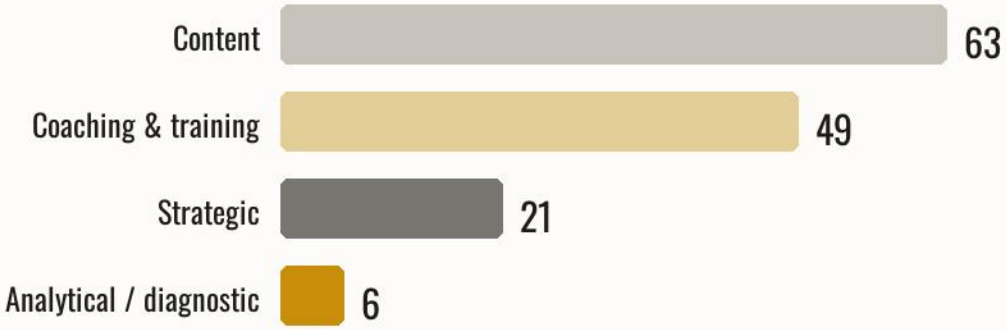
THE SAME GAP, FROM THE DEMAND SIDE

Gold is the diagnostic work, grey the content-era staples. The distance between the two is the gap between what the market says and what it staffs, seen from the demand side.

FIGURE 3 · WHAT IS BEHIND THE TITLE

Content, coaching, analysis, or strategy.

Every role read for the kind of work it actually staffs, not the title on the post.



Only 4% of roles staff the analytical, diagnostic work.

The market says diagnostic far more than it staffs it. Content and coaching are still what most roles do.

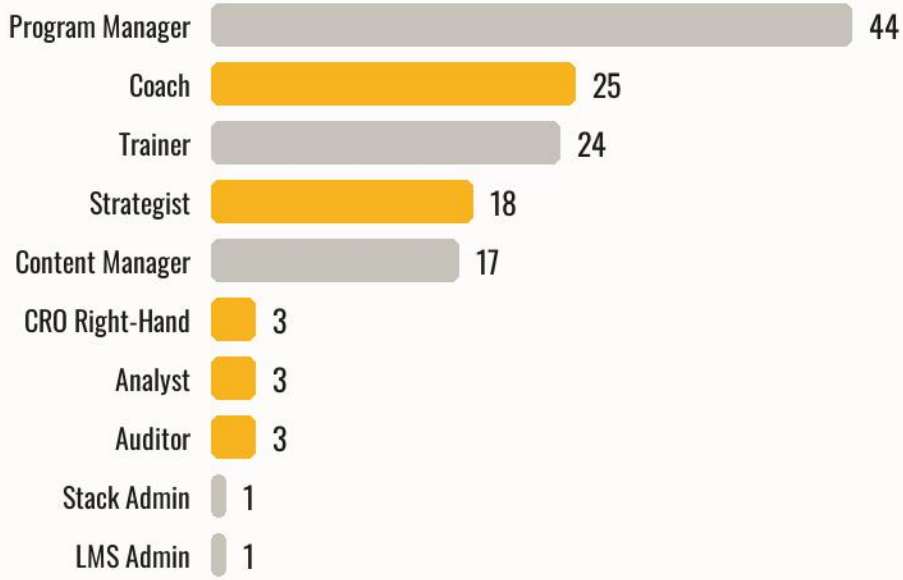
How the mix shifts with seniority



FIGURE 4 · DOMINANT ARCHETYPE

One title, several jobs.

The single dominant cluster of each role's work. Ten recognizable profiles, from content-era to diagnostic.



THE READING

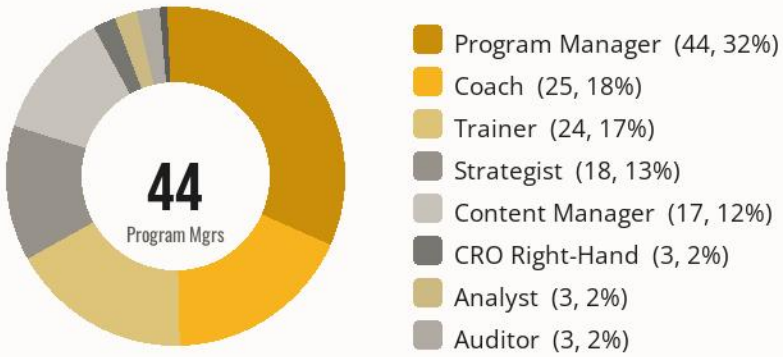
The program and content manager (44, 32% of the market) is the single most-hired profile. The diagnostic coach (25) is hired far less often. Program Manager is the legible, low-risk hire: it maps to known work and a known candidate pool. A diagnostic coach is harder to spec, source and measure.

WHAT IT MEANS NEXT

This is where automation bites first. As AI absorbs content production and program logistics, the Program Manager loses its reason to exist as a dedicated hire. The function collapses toward a diagnostic coach and the tooling layer that scales the diagnosis.

FIGURE 5 · WHO DOMINATES, AND WHERE

Which profile dominates, by company size.



The dominant profile, by company size

51-200	Coach 10 of 23 roles
201-1000	Program Manager 8 of 29 roles
1000+	Program Manager 20 of 65 roles

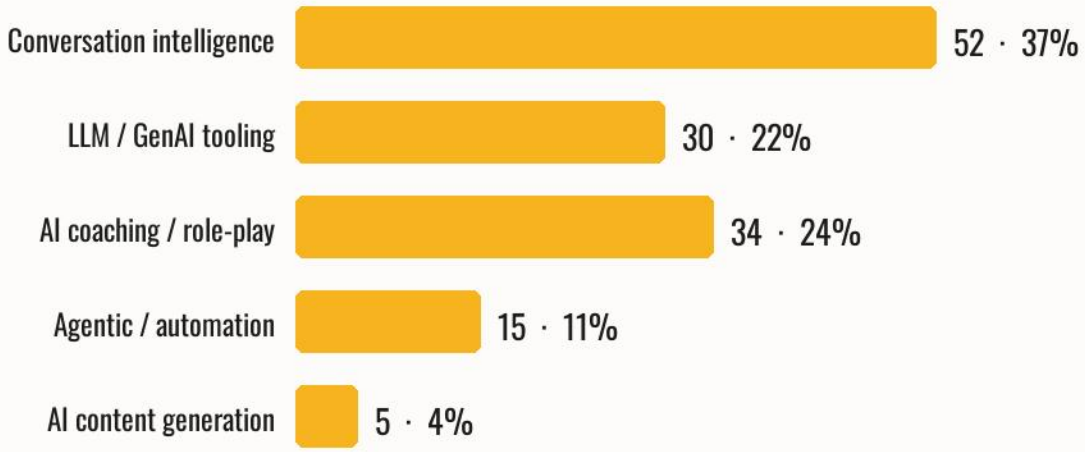
THE READING

The program and content manager is the market's default and dominates the enterprise end. The coach dominates in smaller, revenue-led companies, the same places where what a role says and what it staffs sit closest together.

FIGURE 6 · WHICH AI CAPABILITIES THEY ASK FOR

The AI ask, broken open.

83 of 139 roles (60%) name a specific AI capability in the job itself. Which ones, and how often. A role can name more than one.



THE READING

The dominant asks are conversation intelligence and LLM tooling: the recorder, and the model. Roles that name AI are more likely to also staff coaching or analysis (48% do), but naming a recorder is not the same as staffing a diagnosis.

WHAT IT MEANS

Most of these roles still hire the person who files the calls, not the one who reads them and tells a rep what to change. Owning the feed is table stakes now; turning it into the next move is the opening.

FIGURE 7 · THE AI ASK, BY SENIORITY & TITLE

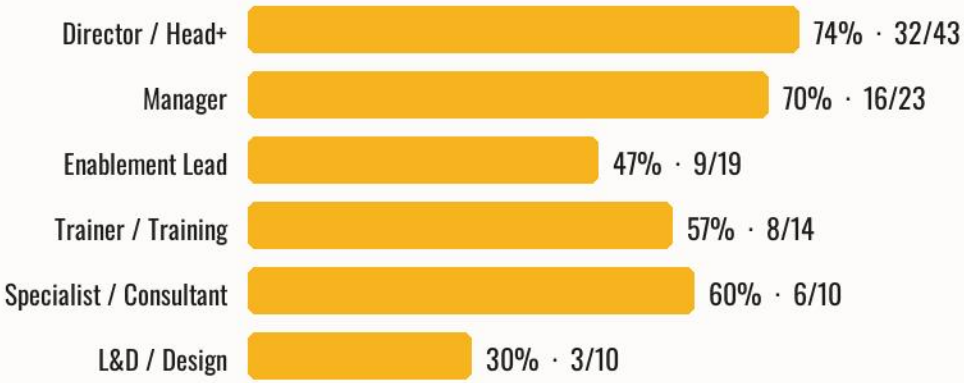
Who is asked to run on AI.

The same AI ask, cut by seniority and by job title. It shows where the expectation concentrates, and where it is still absent.

By seniority



By job title



THE READING

The AI ask is broad: most roles name it at every seniority, from IC to VP, so this is no longer a senior-only expectation. Where it is thinnest is the pure Program Manager, the coordination seat AI most directly absorbs. The expectation attaches to judgment, not to scheduling.

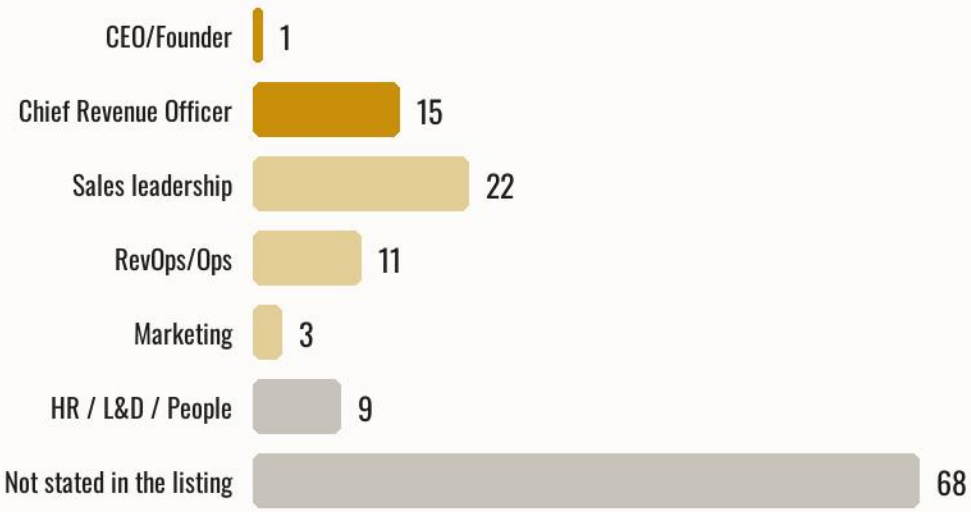
SMALL-N NOTE

Some buckets are small; the count sits beside every share so you can weight it.

FIGURE 8 · WHO ENABLEMENT ANSWERS TO

Who the role reports to.

The reporting line is a success definition in disguise. Where the role sits decides what it is measured on.



WHY HR AND MARKETING LOSE

Under HR or L&D, enablement inherits L&D's metrics (completion, certification, training hours) and L&D's tool (the LMS); it cannot escape content theatre because its parent measures learning, not revenue. Under Marketing it becomes a collateral desk. Under the CRO, it is measured on the number, so the work bends toward the number.

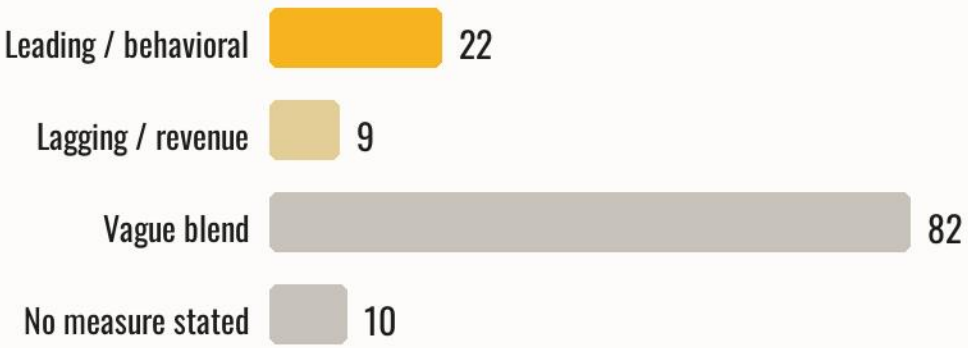
THE UNSTATED HALF

68 of 139 listings (49%) never state a reporting line at all, the clearest sign the function is still hired reactively rather than designed. Only 15 report to the CRO.

FIGURE 9 · HOW LEADERS MEASURE THE HIRE

They cannot say what good looks like.

How each role says it will be measured. Leading indicators predict performance; lagging and vanity trail it.



THE READING

Only 22 of 139 lead with the leading indicators that predict performance (ramp, behavior change, pipeline health). 10 name no measure at all; the plurality name a vague blend.

WHY IT HAPPENS

You can only manage what you can measure, and you can only measure what you can diagnose. Leaders cannot name leading indicators because they do not yet have the instrument to observe them. So they retreat to lagging revenue (safe but slow) or vanity activity (visible but hollow).

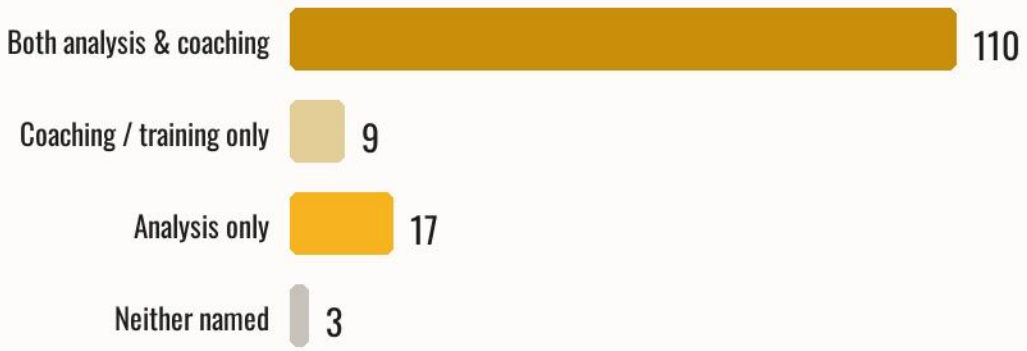
WHAT IT MEANS NEXT

Once diagnosis is instrumented and every call can be read, leading indicators become nameable, and the success section of the JD finally gets real. Measurement follows diagnosis, not the other way around.

FIGURE 10 · ANALYSIS, COACHING, OR BOTH

What the requirements ask for.

Reading the responsibilities and requirements, not the mission statement.



Share asking for BOTH, by seniority



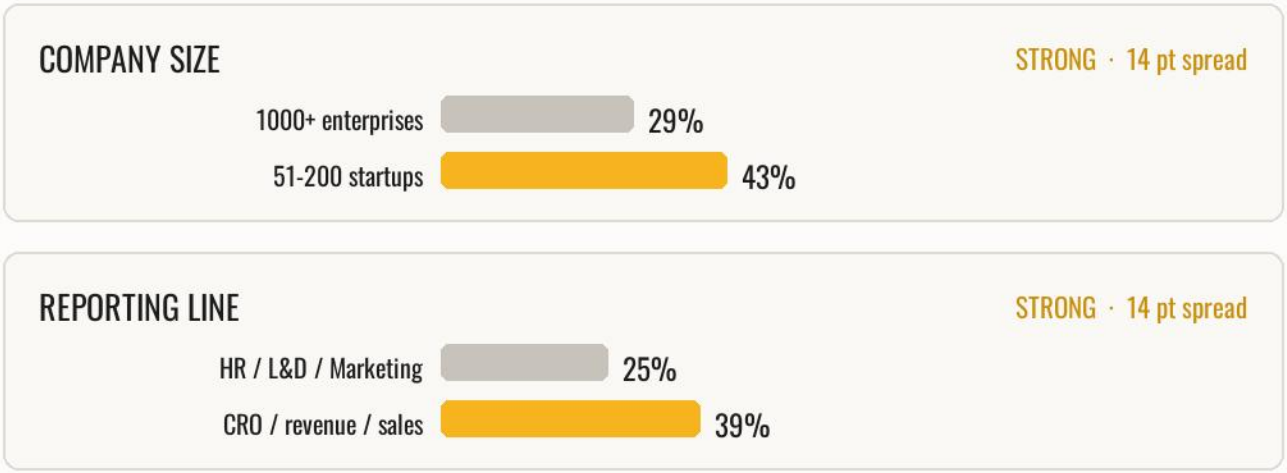
THE READ

The more senior the role, the more it is expected to both coach and read the data. Junior roles are still scoped to one or the other. The blend, analyst plus coach, is what the senior market pays for.

FIGURE 11 · WHAT PREDICTS THE JOB

Not the product. The home.

Which roles actually staff the diagnostic work, by group. Two things move it: how small the company is, and who the role answers to. The product's complexity and the title do not.



WHY THE PRODUCT DOES NOT DECIDE

The intuition is that complex, high-stakes sales need deep diagnosis and simple products get by on content. But whether enablement diagnoses is not a product attribute, it is an organizational choice. A cyber vendor can run content theatre; a small, revenue-led company can run deep diagnosis.

WHAT IT MEANS NEXT

Two levers decide it: keep the function small and close to the field, and home it under revenue, not L&D. Both are choices any company can make this quarter, regardless of what it sells.

FIGURE 12 · WHERE THE ROLES ARE

The shift stops being an American story.

Enablement roles by region. 6 of 139 now sit outside the Americas, in Europe, the Middle East and Asia Pacific. The diagnostic language travels with them.



THE READING

For four editions this was a United States dataset. It no longer is. This edition carries roles in Sydney, Singapore, Seoul, Hong Kong, Dubai and across Europe, and they read the same way the American ones do: diagnose capability gaps, coach to behavior change, measure business outcomes rather than course completions.

WHY IT MATTERS

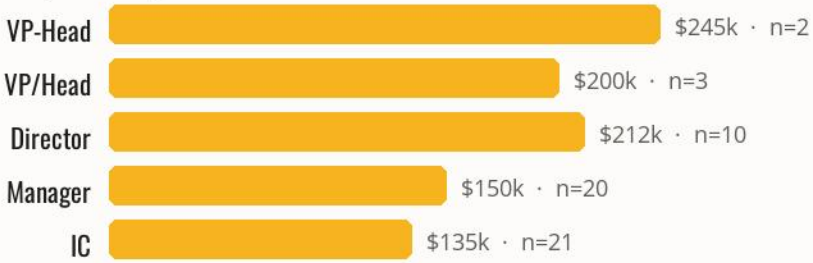
A trend confined to Silicon Valley can be dismissed as local fashion. One that shows up, in the same words, in a learning team in Dubai and a field team in Korea is a redefinition of the role itself, arriving everywhere at once. Wherever you are reading this, it is heading your way.

FIGURE 13 · WHAT THE ROLE PAYS

The money, where disclosed.

60 of 139 roles disclosed pay (US pay-transparency is uneven, so read these as directional). Across them the range midpoint runs $68k to $318k, averaging $162k.

Mean range-midpoint by seniority



Mean range-midpoint by customer segment



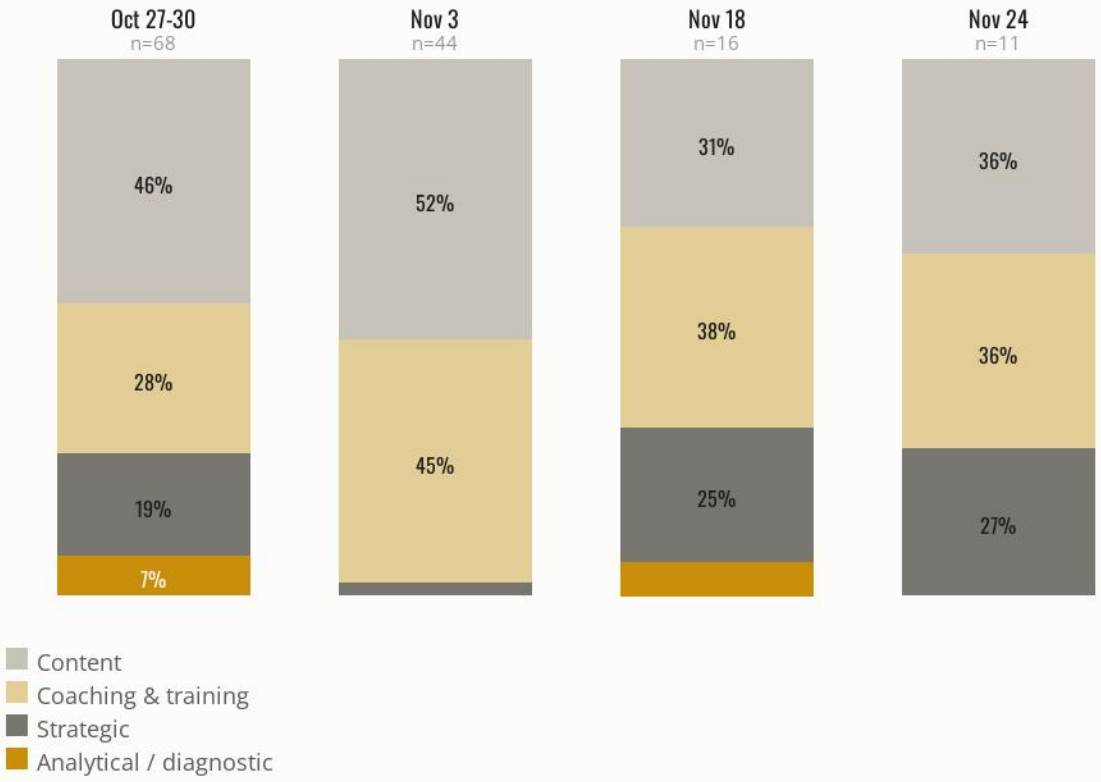
THE READING

Pay tracks seniority first. The roles that staff the diagnostic work, senior, revenue-owned, concentrate at the top of the range. The segment cut sharpens as more pay-transparent roles are added.

FIGURE 14 · WHAT CHANGED

The mix, across the life of the project.

Each batch of roles we read, by what the work is behind the title. The dataset grows as we add JDs, so read this as the shape of the feed over time.



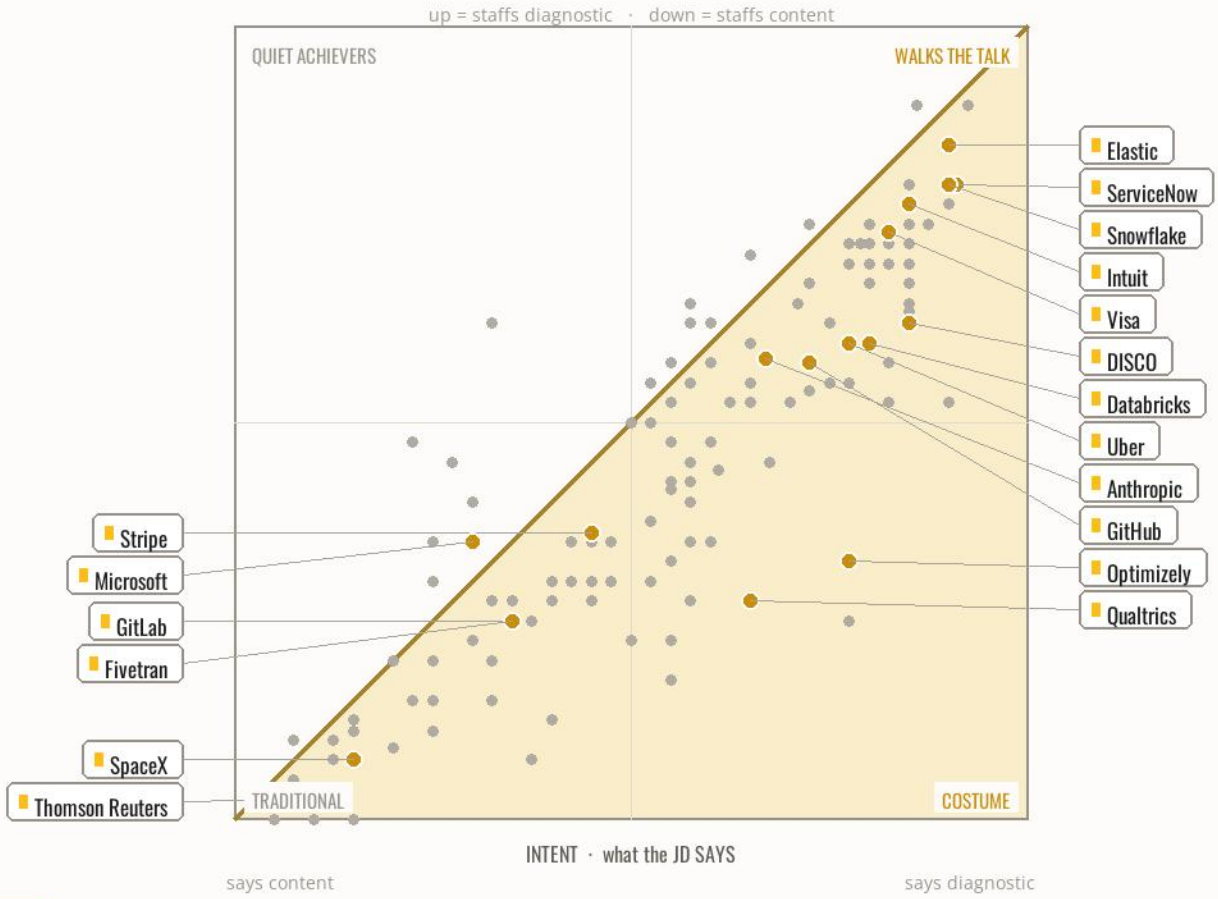
THE READ

Across every batch the picture holds: content and coaching dominate the staffed work, while the analytical, diagnostic role stays rare. The language moved first; the staffing has not caught up.

FIGURE 15 · THE MAP

What they say vs what they staff.

Every live role placed by what the job promises against what it actually staffs.



The crowd sits below the line: roles promise diagnosis, then staff content and training. Names you know spread the full range. Each grey dot is one of 139 live roles.

WALKS THE TALK	says diagnostic, staffs it
COSTUME	says more than it staffs
TRADITIONAL	says content, staffs content
QUIET ACHIEVERS	staffs more than it says

FIGURE 15 · READING GUIDE

How to read the map.

The map places every role on two readings. Left to right is what the job SAYS: the mission, the stated purpose, the language used to justify the hire. Bottom to top is what the job STAFFS: the actual day-to-day responsibilities.

THE HORIZONTAL AXIS · INTENT

What the role SAYS, read only from the summary, mission and stated goals. Right means the pitch is diagnosis and coaching.

THE VERTICAL AXIS · DELIVERY

What the role STAFFS, read only from the itemized responsibilities and deliverables, the work the person does on Monday. Up means the day-to-day is diagnosis, not content.

THE DIAGONAL · SAY = STAFF

On the line, what it says and what it staffs match: the JD is honest. The drop from the line to a dot is the distance between the pitch and the work.

WALKS THE TALK
top-right

Says diagnostic, staffs diagnostic. The real thing: call and deal diagnosis, live coaching, behavior measurement. Rare.

COSTUME
bottom-right

Says diagnostic, staffs content. The largest cluster on the board: a diagnostic promise on a content job.

TRADITIONAL
bottom-left

Says content, staffs content. Honest legacy: no pretense of diagnosis, and no gap to close.

QUIET ACHIEVERS
top-left

Says little, staffs diagnosis. Under-sells a genuinely diagnostic role. Almost nobody does this.

What the shape reveals: the mass sits bottom-right, and the top-left is empty. The market has learned to talk diagnosis far faster than it staffs it. Find your own JD on this map. If it sits below the line, your responsibilities do not match your headline, and you will hire the wrong person for the job you think you are posting.

WHO IS DOING IT

The roles that matched words to work.

The companies sitting on or near the line: what they say they want, they actually staff. The walk-the-talk roster, and a template for how to write one.

UKG
walks the talk

A genuine diagnostic sales coach: diagnoses performance gaps from pipeline data and field insight, coaches reps and managers on real high-stakes...

NinjaOne
walks the talk

A genuine frontline sales coach: diagnoses skill/behavior gaps from call insights and data, coaches the selling motion 1:1 and in groups via call...

Elastic
walks the talk

A diagnostic field coach: a top-AE-turned-enabler who mines Gong/Salesforce/Clari to root-cause performance gaps, prescribes cohort remediation, and...

Snowflake
walks the talk

The clearest diagnostic role in the batch: diagnose skill gaps, prescribe interventions, and measure behavior change for the SE org.

Hyland
walks the talk

A genuinely diagnostic manager-enablement role: builds frontline managers' coaching, deal-inspection and pipeline-management capability, defines...

WHAT THEY HAVE IN COMMON

None of them only trains. Each staffs the diagnosis explicitly: call and deal review, live-deal coaching, win-loss feedback loops, and success defined as behavior change and revenue, not completion. They are proof the walk-the-talk role exists, and a template for how to write one.

THE RECKONING

The business asked for a coach.

ServiceNow posted a Global Sales Coach: most of the week one on one with sellers, live-call feedback that names the behavior to change, pipeline diagnosis, ramp cut from six months to three. It is one of the few roles that staffs exactly what it promises. The demand is real, and it is internal. The missing piece a CRO needs is not another vendor. It is a coach who diagnoses.

But coaching is not what the stack has trained us to call coaching. It is not echoing an AI app's bullet points. It is not forwarding a call summary. Real coaching, after years in the trenches:

- Find the gap before the rep does.
- Build the bridge across it.
- Lead the rep to their own moment of reckoning.

That takes evidence the current stack does not give. Which raises the question nobody in the JD is asking: once you hire the coach, what will you arm them with?

THE RECKONING · ARM THE COACH

Hiring the coach is half the job.

A coach handed the content-era stack is set up to fail. The hiring manager's real responsibility is the environment: retire what measures learning, equip what reveals performance.

RETIRE
The content-era stack

- The LMS and completion scores
- Lagging indicators, alone
- Waiting for the end-of-month report
- Mega-platforms and endless data
- Recorders that summarize, not diagnose

EQUIP
The coaching stack

- Leading indicators, from bootcamp on
- Behavior and call quality, from day one
- A diagnostic layer on every call
- A litmus test: decide in one look
- Signal first, so coaching starts Monday

A call recorder with AI summaries is not a diagnostic tool. It is a square pretending to be a circle: it captures the call, it does not judge it against what good looks like, and it buries the coach in data instead of handing them the one move to make.

STUDIO is that diagnostic layer, and that litmus test.
Drop in any call, see what good looks like and who to coach first. Try it free · studio-moneyball.io

WHAT IT MEANS · FOR CROs & HIRING MANAGERS

How to write a JD that hires the right job.

The research is also a checklist. Before you post the next enablement req, run it through four tests drawn directly from where the market goes wrong.

1 **Match every verb to a bullet.**
For each diagnostic claim in the summary (diagnose, coach, improve win rate), point to a responsibility that staffs it. If you cannot, you have written a costume, and you will hire one.

2 **Staff the diagnosis explicitly.**
Name call and deal review, live-deal coaching and win-loss as core duties, not the LMS, the content library and the SKO. The bullets are the job; the summary is only the pitch.

3 **Define leading-indicator success.**
State up front how you will know it worked: ramp, behavior change, pipeline health, not course completion and not revenue alone. If you cannot measure it, you cannot coach to it.

4 **Put it under revenue, and pair it with a tool.**
Home the role with the CRO or RevOps, not L&D. And stop hunting for the unicorn: pair a focused hire with a diagnostic layer that reads every call, so one person need not do both.

WHAT IT MEANS · FOR ENABLEMENT PRACTITIONERS

The job is splitting in two.

The data shows one title pulling apart into two professions. For anyone whose business card says enablement, the strategic question is which half of the role you are building a career on.

THE SHRINKING HALF
Enablement operations

- Content and collateral production
- LMS and tool administration
- Onboarding and SKO logistics
- Certification and completion tracking

THE GROWING HALF
Revenue diagnosis & coaching

- Diagnosing calls, deals and funnels
- Coaching managers and reps on live deals
- Defining and reading leading indicators
- Turning performance data into the next move

THE CAREER MOVE

The shrinking half is the half AI automates first; the growing half is the half that compounds. The move is up the value chain, from producing content to reading performance. The practitioners who learn to diagnose, and to coach the diagnosis, become indispensable; the ones who stay in content ops become a line item under review. The tooling does not replace the diagnostician, it finally lets one exist at scale.

FOR L&D · CLIMBING INTO ENABLEMENT

From L&D to enablement.

You already own the content craft. What the market rewards on top of it is the sales motion, read from the data in this report. Five moves that close the gap.

1. **Learn the selling motion, not just the content**
   Coaching is now asked for in a majority of roles. Shadow real calls and deals, not just training sessions. The market hires people who can sit with a rep mid-deal, not only run a course.

2. **Speak revenue, not completions**
   Leading indicators (ramp, win rate, pipeline health) beat course completion. Only 22 of 139 roles lead with them, so naming them puts you ahead of most applicants.

3. **Move your reporting line toward revenue**
   Under HR or L&D you inherit the content trap. Get your work in front of sales or revenue leadership; that line is what separates an enablement role from a training one.

4. **Diagnose before you build**
   Read the calls and numbers to find the real gap before you design the course. That one habit is the whole shift from content theatre to the Diagnostician.

5. **Name an AI tool you can run**
   60% of roles now name a specific AI capability. Owning conversation intelligence or an AI coaching tool is fast credibility and a concrete line on your resume.

FOR ENABLEMENT · CLIMBING TO THE STRATEGIC SEAT

From enablement to the revenue table.

The data shows what separates the roles that climb into the broad, strategic, revenue-owned seat. Five moves that take you from running programs to shaping the number.

1. **Own the diagnosis, not the delivery**
   The analytical, diagnostic work is only 4% of roles but it is where the senior seats concentrate. Be the person who reads the calls and names the gap, not the one who files them.

2. **Tie every program to a revenue outcome**
   Strategic roles are measured on win rate, ramp and cycle time, not activity. Frame your work as moving those numbers and you are speaking the CRO's language.

3. **Build cross-functional and GTM influence**
   The strategic profile sits across Product, Marketing, RevOps and Sales. The roles that climb shape go-to-market, they do not just support it.

4. **Get under the CRO**
   Reporting to revenue is the single strongest signal of the strategic seat. The roles that own the number report to the person who owns the number.

5. **Instrument coaching with data and AI**
   Scale your judgment with tooling: every call read, the gap surfaced, the one move named. That is how one diagnostician covers a whole team, and how the role becomes strategic rather than manual.

OUTLOOK

Where enablement hiring goes next.

Three forecasts, each falsifiable, each tracked as this radar adds roles batch over batch.

FORECAST 1

The gap closes from the delivery side.

The distance between what roles say and what they staff will not close because leaders stop saying diagnostic; it will close because AI strips out content and admin, leaving the diagnostic core as the only work left to staff.

FORECAST 2

The reporting line consolidates under revenue.

HR-owned and Marketing-owned enablement give way to CRO and RevOps ownership. The share of listings that name no line at all falls as the function gets designed, not improvised.

FORECAST 3

Diagnosis democratizes to the frontline.

The diagnostic eye stops living only at VP level. Tooling pushes call-level diagnosis down to every frontline manager, and the role formerly known as enablement becomes, plainly, a revenue-diagnosis function.

The through-line of all three: enablement stops being judged by what it produces and starts being judged by what it diagnoses. The hiring market is where that change shows up first, which is why this radar keeps running.

ABOUT PROJECT MONEYBALL

Who is behind this read.

Project Moneyball is the body of work of Avner Baruch, CEO and founder of Rev Intel Consulting, who has tracked this role since 2008 and argued, in the open since 2009, for the version the market is only now converging on: enablement as revenue intelligence, and the enabler as a diagnostician rather than a content manager. It spans a trilogy of GTM books, hands-on advisory, and this living radar.

He has practiced the approach in the field, not just written about it, with teams at Imperva, WalkMe, Sisense, Transmit Security and IONIX, building the coaching and diagnosis that moved real numbers. He called this pivot, enablement from a content function to a diagnostic one, back in 2024. The radar is his standing, public read on where the hiring market is actually heading.

PROJECT MONEYBALL · THE BRAIN

- The consulting practice and the three-book body of work: how enablement becomes revenue intelligence, the hardest GTM challenges, and renewals.
- projectmoneyball.com

STUDIO MONEYBALL · THE PRODUCT

- The same outcome delivered as software: drop in a real call and see the diagnosis, so one person can coach the whole team.
- studio-moneyball.io



HOW TO LEVEL UP

You can be the Diagnostician.

Here is the good news for anyone in L&D or enablement reading this. You do not need a decade of carrying a quota to add the coach-and-analyst layer. You need a way to see what is happening on the calls, and a way to act on it. That is what STUDIO is for.

See what good looks like

Drop in any real sales call. STUDIO reads it against a clear standard and shows you, and the rep, exactly where it went right and where it went wrong.

Coach the whole team, not one rep a week

The diagnosis runs on every call, so one enabler can coach at the scale of the whole GTM org, across the full customer lifecycle, from first call to renewal.

Deliver value you can point to

Move the conversation from courses completed to behavior changed and deals moved, the language leaders and CROs actually fund.

BE IN THE MOMENT. TRY STUDIO FREE AT

STUDIO-MONEYBALL.IO

THE ROSTER

Every role read (139).

Company, role, and what the work is behind the title.

COMPANY	ROLE	BEHIND THE TITLE
1mind	GTM Enablement Program Manager	Content
A.P. Moller - Maersk	Head of Learning & Development	Content
Access Information Managemen	Director, GTM Enablement	Content
Aderant	Sales Learning and Development	Coaching & training
Advantive	Director of Revenue Enablement	Strategic
Air	Director of GTM Enablement	Content
Airwallex	Manager, Revenue Strategy & En	Coaching & training
Alteryx	Principal, Enablement and Prod	Coaching & training
AMDT	Sales Enablement Manager	Content
Anomali	Director, Global Sales Enablem	Coaching & training
Anthropic	Head of Sales Excellence & Met	Strategic
Anthropic	Sales Enablement Trainer, Clau	Coaching & training
Anthropic	Head of Sales Excellence & Met	Strategic
Anthropic	APAC GTM Enablement Lead	Coaching & training
Apryse	Global Manager, Sales Enableme	Content
AS Watson	People Development Manager - C	Coaching & training
Axonius	Director, Sales Enablement	Content
Basis	Director, GTM Enablement	Coaching & training
Botrista, Inc.	Revenue Enablement Specialist	Coaching & training
Box	GTM Enablement Specialist	Content
Braze	Product Enablement Manager	Content
Centric Software	Global Head of Sales Operation	Content
Clearstory	Enablement Specialist	Content
Coder	Sales Onboarding Program Manag	Content
Color	Senior Director, Sales Enablem	Content
Compa	Sales Enablement Lead	Coaching & training
Compa	Sales Enablement Lead	Coaching & training
CooperSurgical	Inside Sales Learning & Develo	Coaching & training
Corestream	Sales Enablement Manager	Content
CreatorIQ	Instructional Designer, Custom	Content
Cribl	Head of Segment Enablement, Re	Coaching & training
Databricks	Revenue Enablement Manager	Strategic
DISCO	Director, GTM Enablement	Strategic
Docufree	SaaS Sales Trainer	Coaching & training

THE ROSTER, CONTINUED

COMPANY	ROLE	BEHIND THE TITLE
Elara Caring	Sales Training Specialist	Coaching & training
Elastic	Principal, Sales Enablement	Coaching & training
ElevenLabs	GTM Enablement - Sales Executi	Coaching & training
EliseAI	GTM Enablement Program Manager	Coaching & training
Equiliem	Sales Enablement Specialist	Content
Equinix	Director of Partner Enablement	Content
Ethos	Sales Development & Training M	Coaching & training
Eve	Revenue Enablement Manager, En	Coaching & training
Exemplar Luxury Group	Director, Retail Learning & Se	Coaching & training
Farrow & Ball	Sales & Commercial Capability	Coaching & training
Federal Express Corporation	Sales Enablement Advisor (Go-t	Content
FieldPulse	Sales Enablement Specialist	Coaching & training
First Advantage	Revenue Enablement Manager - G	Content
First Command Financial Serv	Vice President, Enterprise Ado	Content
Fivetran	Manager, Technical Enablement	Coaching & training
FranConnect	Director, GTM Strategy & Enabl	Strategic
GitHub	Revenue Enablement Lead	Content
GitLab	Public Sector Enablement Lead	Content
Glow	Sales Enablement	Content
Grid Dynamics	Director of Sales Enablement a	Strategic
groundcover	Director of Sales Enablement	Coaching & training
Holon Health	Vice President Growth Operatio	Content
Homebase	Director of Revenue Enablement	Content
Homebase	Director of Revenue Enablement	Content
Hyland	Senior Program Manager, Leader	Coaching & training
iCIMS	Senior Learning Performance Co	Content
Infor	Senior Sales Enablement Manage	Content
Inspira Education	Director of Sales Strategy and	Strategic
Intapp	Director, GTM Field Effectiven	Content
Intel 471	Sales & Product Enablement Man	Content
Intuit	Enablement Business Partner, G	Strategic
Iru	GTM Enablement Lead	Analytical / diagnostic
Island	Sales Enablement Readiness Man	Content
Ivanti	Lead Enablement Manager	Strategic

THE ROSTER, CONTINUED

COMPANY	ROLE	BEHIND THE TITLE
Juniper Square	Senior Revenue Operations Mana	Content
KARL STORZ North America	Senior Director, Sales Effecti	Strategic
KeyBank	Sales Enablement Lead	Content
LaunchDarkly	Senior Director, Enablement	Content
Laurel	Sales Enablement Lead	Coaching & training
Lawmatics	GTM Enablement Manager	Content
Levanta	Sales Enablement Manager	Content
Lone Wolf Technologies	Head of Sales Readiness	Content
MaintainX	Director of GTM Data, Processe	Analytical / diagnostic
Microsoft	Enablement Lead	Content
Motion	Sales Enablement Trainer	Coaching & training
MSCI Inc.	Regional Sales Training Lead -	Coaching & training
Nexstar Media Group, Inc.	GTM, Enablement and Change Lea	Content
NIIT	Sales Training Consultant	Coaching & training
NinjaOne	Sales Coach - Revenue Enableme	Coaching & training
Nooks	Head of GTM Enablement	Coaching & training
Northspyre	Director, Revenue Enablement	Coaching & training
Nscale	Director, Revenue Enablement	Coaching & training
OEC	Director, Revenue Enablement	Content
Onit	Sales Enablement Manager	Coaching & training
Optimizely	VP, GTM Enablement	Content
Pave	GTM Enablement Manager	Content
Portside	Head of Enablement	Content
Procare Solutions	GTM Training and Enablement Ma	Coaching & training
Promon	Enablement Program Manager	Content
PwC	Sales Director, D365 Alliance	Strategic
Qualtrics	GTM Enablement Program Manager	Content
Rapid7	Senior Product Enablement Mana	Coaching & training
Relativity	Sales Trainer	Coaching & training
Resolve Tech Solutions	Product Marketing & Sales Enab	Content
Revinate	GTM Enablement Specialist	Analytical / diagnostic
Rimini Street	Director, Sales Enablement	Content
Sanity	Director, Sales Enablement	Analytical / diagnostic
Scribe	GTM Enablement Lead	Content

THE ROSTER, CONTINUED

COMPANY	ROLE	BEHIND THE TITLE
Semperis	Senior Manager, Global Revenue	Coaching & training
ServiceNow	Global Sales Coach	Coaching & training
Shift4	Sales Enablement Lead	Coaching & training
Smartsheet	Director, Revenue Enablement -	Coaching & training
Snowflake	Sales Enablement, Principal	Analytical / diagnostic
Socure	Sales Enablement and Training	Content
Solera Holdings	Senior Sales Enablement Consul	Strategic
Solventum	Sales Training and Enablement	Content
Sonar	Director, GTM Productivity & R	Content
SpaceX	Sales Operations Lead (Enablem	Coaching & training
SQUIRE	Director, GTM Enablement	Strategic
Starburst	Director of Sales Enablement	Strategic
Stripe	Instructional Designer, Global	Content
Stripe	Manager, Go-to-Market Enableme	Strategic
Submittable	Head of Sales Enablement	Content
Tanium	Senior Director, Sales Enablem	Coaching & training
Texas Capital	Business Enablement Lead	Content
Thomson Reuters	Senior Manager, Internal Enabl	Content
ThoughtSpot	GTM Enablement Program Lead	Content
Thrive	Revenue Enablement Program Man	Content
Together AI	Head of Sales Enablement	Coaching & training
Traversal	Sales Enablement	Coaching & training
Uber	Sr Manager, US&C Commercial En	Content
UKG	Principal Sales Performance Co	Coaching & training
Undisclosed (via Haystack)	Head of GTM Enablement (listed	Strategic
Undisclosed (via Ladders)	Sales Strategy & Enablement Di	Strategic
Undisclosed (via Lucas James	Global Sales Excellence Leader	Analytical / diagnostic
Undisclosed (via NU Advisory	Vice President, Sales Enableme	Strategic
Undisclosed (via Saransh Inc	Go-To-Market (GTM) Program Man	Content
Undisclosed (via TalentHop)	Program Manager - Sales Traini	Content
Undisclosed (via TalentHop)	Sr. Enablement Partner	Coaching & training
Vanta	GTM Program Manager, Revenue O	Content
Visa	Sr. Manager, Sales Learning Pa	Strategic
Visa	Sr. Consultant, Sales Learning	Strategic

THE ROSTER, CONTINUED

COMPANY	ROLE	BEHIND THE TITLE
Weave	Revenue Enablement Specialist	Content
Workplace Options	Sales Enablement Specialist	Content
ZoomInfo	Senior Customer Experience Ena	Coaching & training

METHODOLOGY & ANALYST

How this was built.

Sample: 139 live enablement job descriptions (Sales, Revenue, GTM Enablement and adjacent), captured from first-party employer listings through November 2026. Reposts and amplifiers excluded.

Each role is read for the kind of work it actually staffs (content, coaching, analytical, strategic), its seniority, what the requirements ask for, and its position on the say-versus-staff map. A curated read of the hiring feed, not a market census, so real-market share is wider: treat it as the shape of the market, not a precise count.

Analyst: Avner Baruch. CEO, founder and author at Rev Intel Consulting, creator of the Project Moneyball trilogy and builder of STUDIO. The radar is his standing read on where enablement hiring is actually heading.