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YOUR RELATIONSHIP ADVISOR FOR AGENTIC AI

MEERKAT REVENUE INTELLIGENCE · FOR VPS OF SALES ENABLEMENT

Who Enables the Enabler?

Your sellers change. So does your seat. Now what?

Enablement prepares sellers for constant change. Four years of generative AI have brought that change to your seat. Here's how to future-proof your program and your career.

By Mary Shea, PhD · Co-Founder and Chief Growth Officer, Meerkat

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77%

OF ENABLEMENT LEADERS STARTED IN THE ROLE IN THE LAST FOUR YEARS

70%

OF DEPARTING LEADERS FIND A JOB IN THREE MONTHS, DOWN FROM 81%

4x

ENABLEMENT LEADERS' AI CREDENTIAL RATE, COMPARED TO SALES LEADERS

9

MEDIAN RELATIONSHIPS ON RECORD, AGAINST 26 FOR A VP OF SALES

KEY TAKEAWAYS

The enablement seat survived AI. The safety net didn't.

Before generative AI hit the workplace, 81% of enablement leaders who left a job started a new one within three months. Now it's 65-70%.

01

The seat keeps changing hands

Seventy-seven percent of enablement directors and VPs in seat today started in the role in the last four years. First-year exits among VPs and heads of enablement rose from 15% in 2019 to 22%.

02

The next seat is harder to find

Before generative AI, 81% of departing enablement leaders started a new job within three months. Now it's 65-70%. More of them go independent or into consulting.

03

AI-fluent, but under-networked

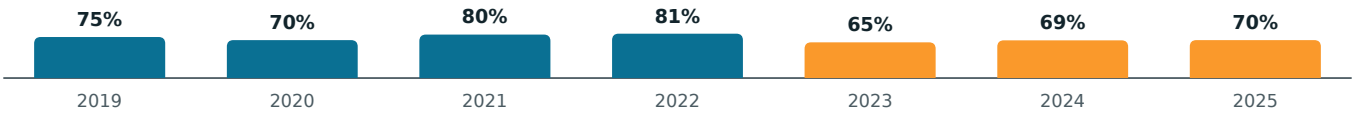
Enablement leaders hold AI credentials at four times the rate of sales leaders. Yet the median enablement leader has 9 verified relationships on record, against 26 for a VP of Sales.

Why read this report

This report reads US career records from November 2022 to October 2026 to show what changed for sales enablement leaders, what to expect in the next 6-12 months and what to do today. Each AI year in the report runs November to October. Enablement leaders are people with sales or revenue enablement titles at the director, head or VP level.

The shrinking safety net: departing enablement leaders who started a new job within three months

By the year the role ended; years run November to October; amber marks the years since generative AI hit the workplace



How this report was made

RESEARCH AND ANALYSIS

Mary Shea, PhD, Co-Founder and Chief Growth Officer, Meerkat. Mary set the research questions, directed the analysis and is responsible for the conclusions.

DATA

Meerkat's relationship graph: 600 million professional profiles and 2.7 billion evidence-backed relationships, including about 112 million US profiles. Extracted November 16, 2026.

BUILT WITH CLAUDE OPUS

Claude Opus is an AI model from Anthropic. Under Mary's direction, Claude queried the graph, ran the calculations, drafted the text and produced the charts.

01

PART 01

Four AI years.
What changed.

THE FOUR AI YEARS

What changed after November 2022

Four signals from the enablement function, year by year.

EACH NUMBER IS A COUNT OF PEOPLE IN US CAREER RECORDS, UNLESS MARKED

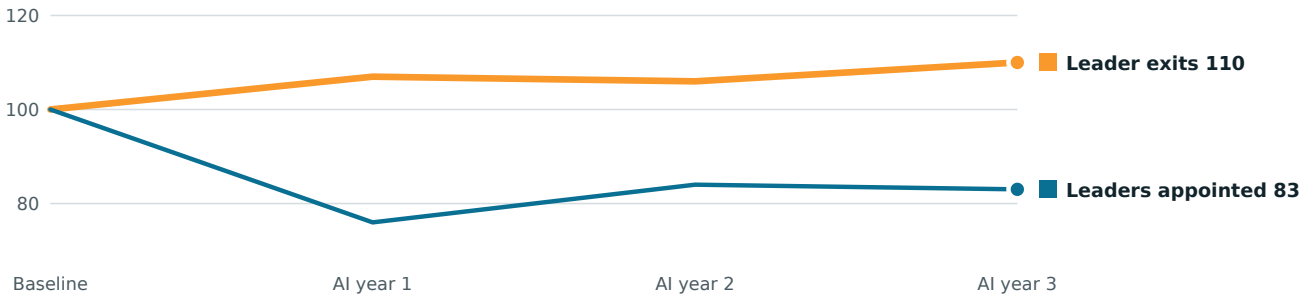
	Baseline	AI year 1	AI year 2	AI year 3	AI year 4
	Nov 2021-Oct 2022	Nov 2022-Oct 2023	Nov 2023-Oct 2024	Nov 2024-Oct 2025	Nov 2025-Oct 2026
Enablement leaders appointed	**1,284**	**982**	**1,079**	**1,062**	**827***
Enablement leader exits	**832**	**894**	**881**	**918**	**still reporting**
Enablement hires per 1,000 sellers	**31.2**	**27.4**	**29.0**	**29.1**	**29.2***
AI-named enablement titles	**17**	**17**	**32**	**50**	**38***

Generative AI hits the workplace, November 2022

*Year 4 is understated: career records fill in as people update their profiles.

Exits grow while appointments shrink

Enablement directors and VPs, indexed to the baseline year = 100



WHAT IT MEANS

Companies kept hiring enablement in step with their sales teams: about 29 enablement hires for every 1,000 sellers, close to the pre-AI rate. What changed is the leadership layer. Fewer directors and VPs are appointed each year, and more of them leave, so more enablement leaders are in the job market at any moment.

Enablement: titles containing "sales enablement" or "revenue enablement." Sellers: SDRs and AEs. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

FINDING 01

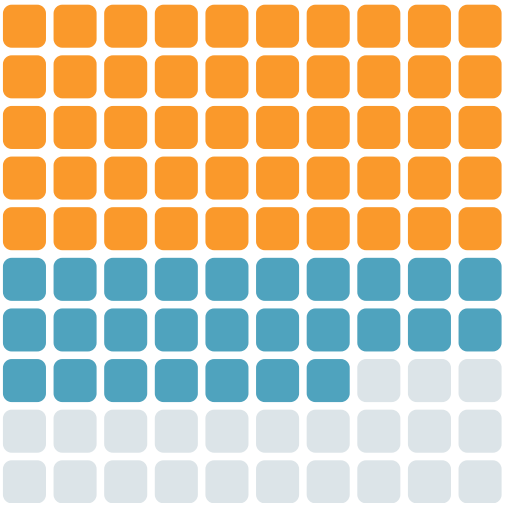
01

The enablement seat keeps changing hands

Most enablement leaders have held their current role for less time than generative AI has been in the workplace.

Every 100 enablement leaders in seat today

3,091 directors, heads and VPs of enablement



50 started in the last 24 months
27 more since November 2022
23 predate generative AI

Started the role in the last four years, by level

People in enablement seats today



Turnover runs the same at every level. One in four enablement leaders in seat today started in the last 12 months.

25%

Of enablement leaders in seat today started in the last 12 months

62%

Of AEs in seat today started in the role in the last four years

76%

Of CROs in seat today started in the role in the last four years

WHAT IT MEANS

Enablement leaders build programs for sellers and sales leaders who keep changing, and the enablement seat changes just as fast. Programs, playbooks and relationships with the field have to be rebuilt each time a leader turns over on either side.

A leader in seat has a current enablement role with no end date. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

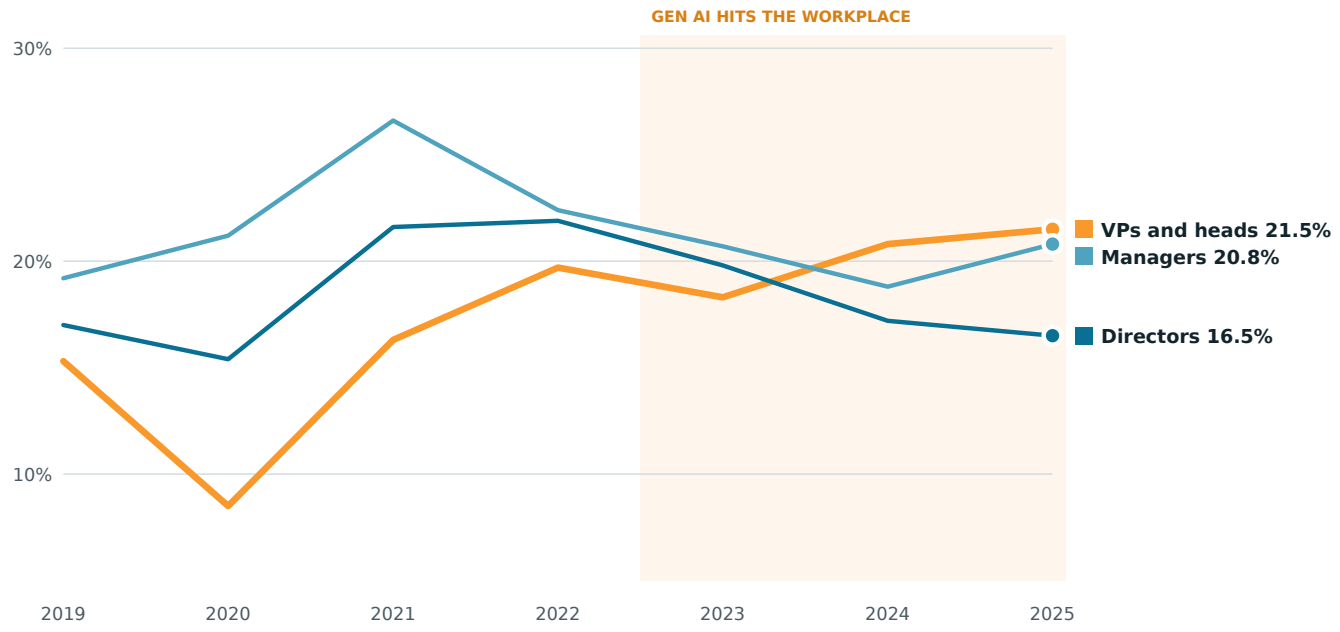
FINDING 02

First-year exits are rising at the top

VPs and heads of enablement leave their first year more often than before generative AI.

Share who left the role within 12 months, by year appointed

Years run November to October



21.5%

Of VPs and heads of enablement appointed in AI year 3 were out within a year, up from 15% in 2019

16.5%

Of enablement directors appointed in AI year 3 were out within a year, down from 22%

337

VPs and heads of enablement appointed in AI year 3, across the US

WHAT IT MEANS

The pressure lands on the top seat. The VP or head of enablement owns the program a new CRO inherits, and three in four CROs are new since generative AI hit the workplace. When the CRO changes, the enablement leader is often next.

VP and head counts are small in some years (235 people in 2020), so year-to-year swings are wide. Leaving the role includes promotions and moves within a company. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

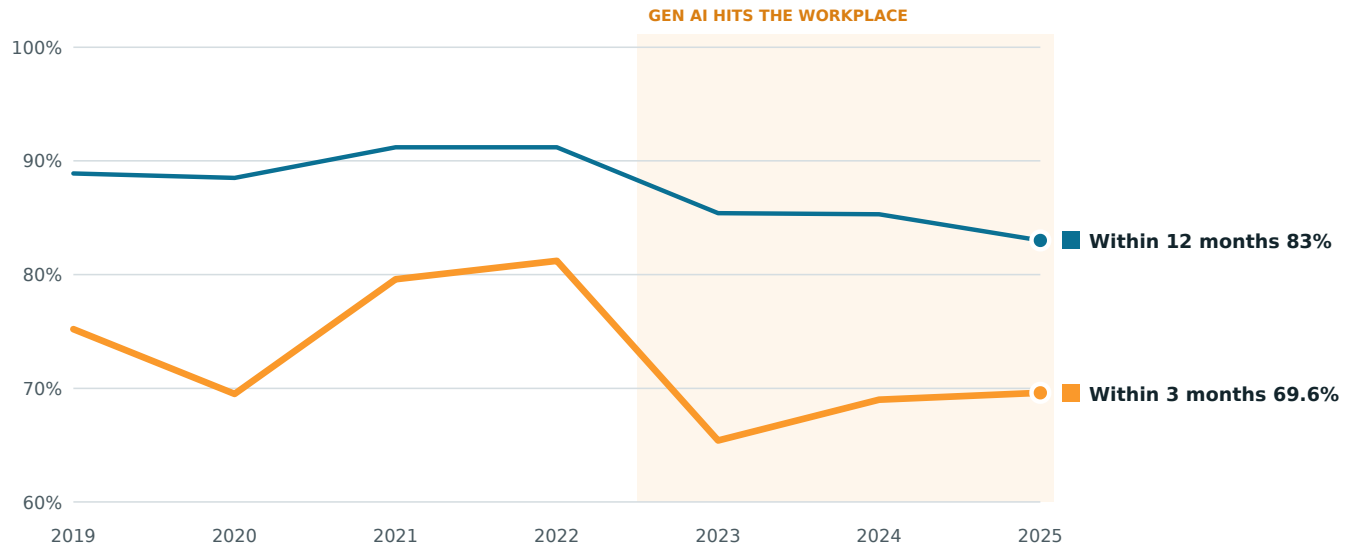
FINDING 03

The safety net is thinner

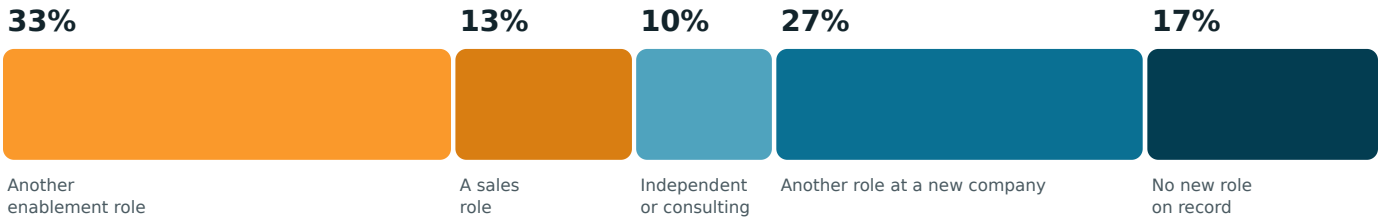
Departing enablement leaders take longer to start a new job, and more go independent.

Enablement leaders who left a company: share who started a role somewhere new

By the year the role ended; years run November to October



Every 100 enablement leaders who left a company in AI year 3, one year later



WHAT IT MEANS

Before generative AI, four in five departing enablement leaders started a new job within three months. Since then, about two in three do. Only one in three who find a role a year later stays in enablement.

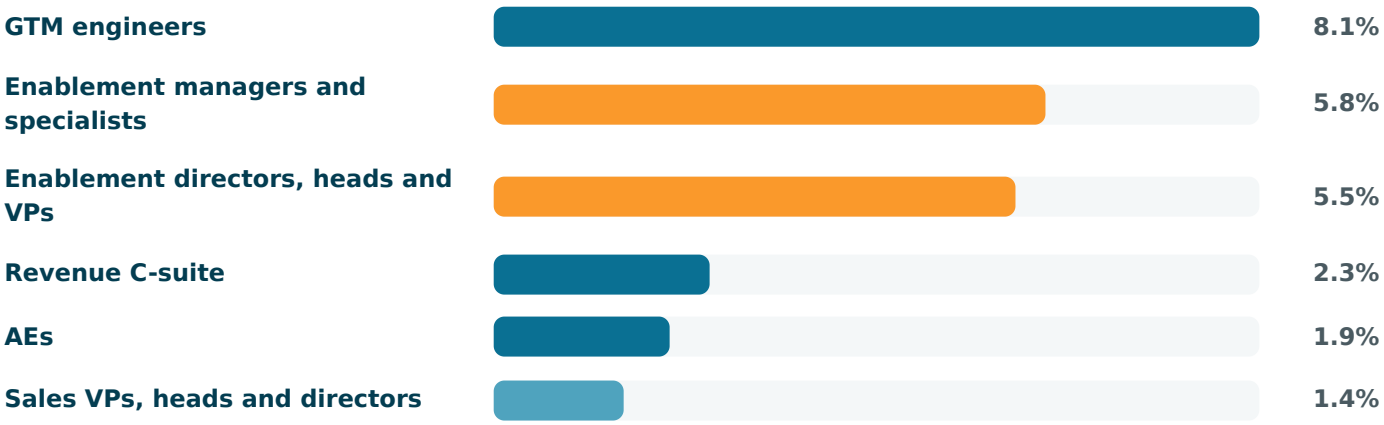
678 enablement directors, heads and VPs who left a company in AI year 3. Some people with no new role on record haven't updated their profiles, so recent years are understated. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

FINDING 04

Enablement is the AI-fluent function in sales

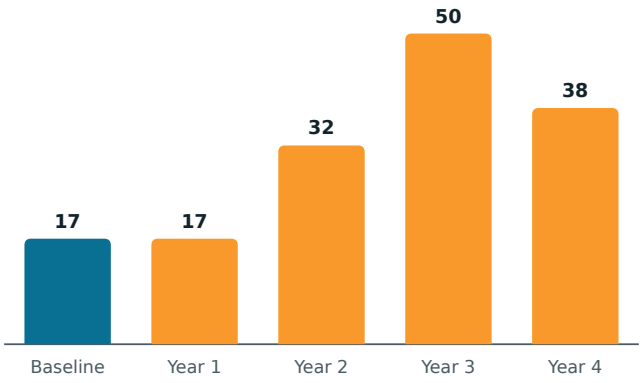
Enablement leaders earn AI credentials at four times the rate of the sales leaders they serve.

Share with an AI credential earned since late 2022, by current role



AI-named enablement titles

US appointments, by AI year; year 4 still reporting



4x

Enablement leaders' AI credential rate compared to sales leaders

94%

Of enablement leaders still show no AI credential on record

WHAT IT MEANS

Enablement is ahead of the sales org on AI skill, which makes it the natural owner of AI training for sellers. The lead is narrow: fewer than 1 in 16 enablement leaders shows a credential. AI fluency is a differentiator for now, not a moat.

AI credentials: certifications naming AI, generative AI, machine learning, prompt engineering, Copilot or similar. AI-named titles include AI, generative AI or agentic. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

FINDING 05

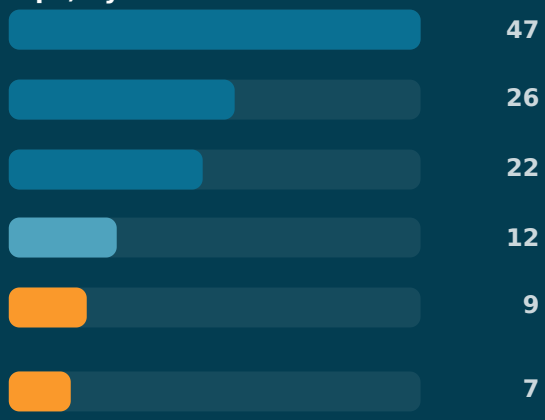
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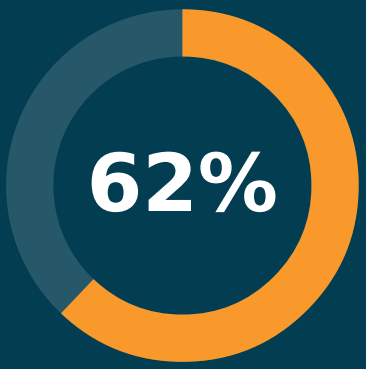
Enablement leaders are under-networked

The people who prepare sellers have fewer relationships on record than the sellers' leaders.

What counts as a verified relationship. A tie Meerkat can evidence from records: two people worked at the same company in the same period long enough to know each other, served on the same board, or one recommended the other. The count shows relationships on record, not everyone a person knows.

Median verified relationships, by current title





Of enablement leaders have a recommendation on record. The people they train vouch for them.

1/3

An enablement leader's median network on record, compared to a VP of Sales'

1/5

An enablement leader's median network on record, compared to a CRO's

3,091

Enablement directors, heads and VPs in seat today

WHAT IT MEANS

Enablement leaders work across the whole sales team, yet their relationships on record are thin compared to the sales leaders around them. That gap matters when the seat turns over: the next role comes through people who know your work, and most of them sit outside the enablement team.

Medians from 11,953 people in current US enablement roles and a sample of 39,000 people in current US sales roles. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

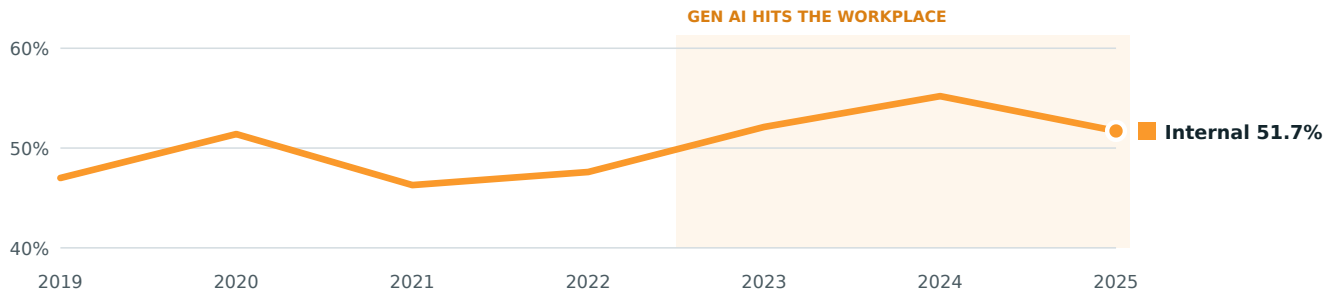
FINDING 06

Enablement leaders are grown from inside

More than half of new enablement leaders move up or across within their own company.

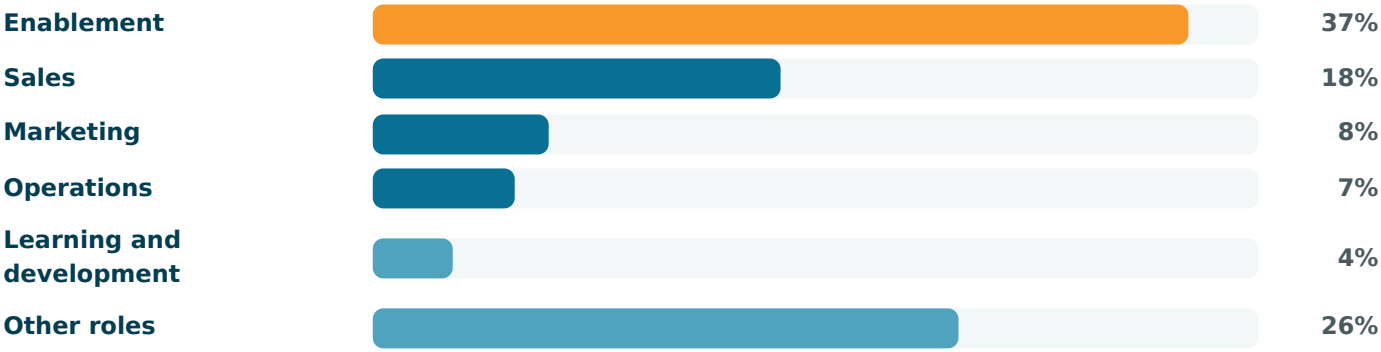
New enablement leaders appointed from inside the company

By year appointed



Most recent role before the enablement leadership seat

3,229 enablement directors, heads and VPs appointed in AI years 1-3



52%

Of new enablement leaders are internal moves. For CROs, the figure is 26%

45%

Of new enablement leaders have carried a quota as a seller

19

Average years of career at appointment to an enablement leadership role

WHAT IT MEANS

The enablement leadership seat is mostly filled by people the company already knows. Your internal reputation is the main hiring channel, so the relationships you build with sales leaders and executives decide your next promotion as much as your programs do.

Internal: the most recent previous role was at the same organization. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

02

PART 02

Future-proof your program.

02

Five moves to make enablement last

Each move answers a number in this report.

1 Onboard reps into the team's relationships

New sellers learn the product in weeks. Teach them who on the team already knows their accounts, and make warm introductions part of onboarding.

41%
of survey respondents say new hires plug into the team's relationships

2 Teach relationship and networking skills

Few organizations train it, and the data shows it decides who keeps winning. Add it to your core curriculum.

23%
of respondents say their organization trains these skills

3 Build a warm-path playbook

Give sellers a repeatable way to find and ask for introductions into target accounts before they reach for a sequence.

62%
of AEs are new to the seat since late 2022

4 Own AI training for the sales org

Enablement already leads sales on AI fluency. Turn that lead into the program sellers and managers use to learn AI tools.

4x
enablement's AI credential rate compared to sales leaders

5 Design for leadership turnover

Document programs so a new CRO or enablement leader can pick them up in 30 days, with the field relationships attached.

76%
of CROs are new to the seat since late 2022

Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

03

PART 03

Future-proof your career.

03

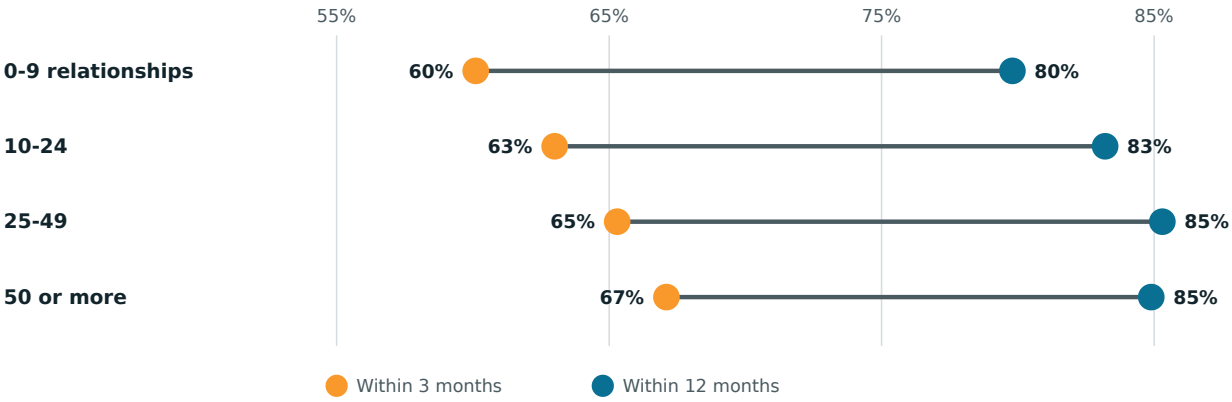
Enablement leaders with bigger networks find a seat faster

Share of people leaving an enablement role who started a role at a new organization, by network size.

What counts as a verified relationship. A tie Meerkat can evidence from records: two people worked at the same company in the same period long enough to know each other, served on the same board, or one recommended the other. The count shows relationships on record, not everyone a person knows.

Started a role at a new organization after leaving, by verified relationships on record

7,636 people who left an enablement role in AI years 1-3



7 points

Gap at three months between the smallest and largest networks on record

15%

Of enablement leaders who found a role in AI year 1 went independent or into consulting, up from 11%

33%

Of departing enablement leaders stay in enablement

WHAT IT MEANS

A bigger network on record speeds up the next move, and many next moves leave enablement altogether: into sales, consulting or other roles. The relationships that carry you there are the ones you build across the business, not inside the enablement team.

People with fuller profiles show both more relationships and more roles, which accounts for part of the gap. Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

PART 03 · YOUR CAREER

03

Six habits of enablement leaders who stay employable

Network while you're employed. The numbers say putting it off costs you.

1 Stay in the market while you're employed

Fewer departing enablement leaders start a new job within three months than before. Keep three live conversations with CROs, peers and recruiters.

70%
find a job in three months, down from 81%

2 Build relationships outside the enablement team

Your median network on record is a third the size of a VP of Sales'. Know the leaders in sales, marketing and product.

9
median relationships on record

3 Stay close to the field

Nearly half of new enablement leaders have carried a quota. Sit in on deals and keep your credibility with sellers current.

45%
of new enablement leaders have carried a quota

4 Collect recommendations from the people you train

Sellers and managers you've helped are your strongest references. Ask them on the record.

62%
have a recommendation on record

5 Build an independent option

Consulting is a growing landing place. Line up one engagement you could start in 30 days.

15%
of AI year 1 leavers went independent

6 Make your AI fluency visible

You likely know more about AI than the sales leaders you serve. Publish what you've built.

5.5%
hold an AI credential

Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

04

PART 04

What comes next.

PART 04 · WHAT COMES NEXT

04

Predictions for the next 6 and 12 months

Each projection extends the four-year trend in the data. None is a forecast for a single company.

In 6 months

BY MAY 2027

About 460 enablement directors and VPs leave a seat.

Basis: 918 leader exits in AI year 3.

One in eight enablement leaders in seat today changes seats.

Basis: 25% of leaders in seat started in the last 12 months.

About 74,000 new AEs and SDRs start at US companies, each one needing onboarding.

Basis: about 148,000 seller appointments a year.

About one in three enablement leaders who leave a company is still without a new role three months later.

Basis: three-month rates of 65-70% in every AI year.

About 25 new AI-named enablement roles appear.

Basis: 17, 32, then 50 a year since generative AI hit the workplace.

In 12 months

BY NOVEMBER 2027

More than 80% of enablement leaders in seat date from after generative AI hit the workplace.

Basis: 77% today, with one in four seats turning over each year.

About one in five new VPs and heads of enablement leaves within a year.

Basis: 18-22% in every AI year.

Enablement hiring holds near 29 per 1,000 sellers hired.

Basis: 27.4, 29.0 and 29.1 in AI years 1-3.

More than half of new enablement leaders are internal moves.

Basis: 52%, 55% and 52% in AI years 1-3.

Enablement leaders still hold AI credentials at about four times the sales leaders' rate.

Basis: 5.5% against 1.4% today.

Source: Meerkat relationship graph, US career records (about 112 million US professional profiles), extracted November 16, 2026.

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Your sellers move on. Relationships are the asset that stays with you.

Three in four enablement leaders are new to the seat in the last four years, and the next seat takes longer to find. The data in this report shows what lasts through that turnover: enablement leaders with more relationships on record find their next role faster. The same relationships, taught to every seller, are what keep an account warm when people leave.

ABOUT MEERKAT

Meerkat is your relationship advisor built for agentic AI. We provide clients with rich relationship graphs and enriched contact data so they can quickly find and act on warm-path introductions. At Meerkat, we believe that as AI commoditizes outreach and access, earned trust is your most important asset.

Give us your toughest account,
and we'll show you who opens the door.

Request a demo | **trymeerkat.ai**

AI does the work. Meerkat knows who opens the door.

ABOUT THE DATA

How this report was built

Every count comes from Meerkat's relationship graph unless marked as survey data.

Who built this report

Research and analysis by Mary Shea, PhD, Co-Founder and Chief Growth Officer of Meerkat, who set the research questions, directed the analysis and is responsible for the conclusions. Built with Claude Opus, an AI model from Anthropic, which queried the graph, ran the calculations, drafted the text and produced the charts under her direction.

Source

This report is built on Meerkat's relationship graph: 600 million professional profiles connected by 2.7 billion evidence-backed relationships, built from licensed and public sources. The graph includes about 112 million professional profiles in the United States. Data extracted November 16, 2026.

Enablement

Roles with titles containing "sales enablement" or "revenue enablement." Enablement leaders hold director, head or VP titles. Titles such as "GTM Enablement" without those words aren't counted.

AI years

Each AI year runs November to October, beginning November 2022. The baseline year is November 2021 to October 2022. Charts labeled 2019 to 2025 use the same November-to-October years.

Appointments and exits

An appointment is a person starting a role with a matching title. An exit is a role with an end date. Leaving a role includes promotions and moves within a company unless stated.

Starting a new role

A role at a different organization that starts up to one month before an exit or within the stated window after. People who haven't updated their profiles appear as having no new role, so these rates are conservative.

Predictions

Projections extend recent trends in the data. They describe the US market as a whole.

Survey data

Callouts marked "What leaders tell us" come from The State of Relationship Capital 2026, a Meerkat survey of 69 professionals fielded in late summer and early fall 2026.

Coverage

The graph reflects relationships we can evidence from our sources. Some of the strongest relationships may not appear in any source.