

Quiet Quitting

in CS

Report ● 2023



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Key Findings

No worries if you're in a rush, just check out the top-level stuff:

- The survey shows that a majority of almost 69% of CS teams are actively experiencing quiet quitting.
- Nearly 54% of customer success staff have either already quiet quit or are actively considering it.
- Results indicate that the main causes for quiet quitting are largely related to workload, compensation and management-related issues
- Nearly 62% of CS employees that have quiet quit cite “unclear or mismatched expectations”.
- 48% would stop quiet quitting if they had better management support, while 40% would stop only if they had a better career plan and better compensation.
- Over 70% of respondents have had colleagues quit in the past 12 months but, surprisingly, the majority have been senior employees.
- A significant portion of companies have implemented hiring freezes (36%) and just over a quarter have done layoffs (25.7%).
- Companies have allocated their extra budget predominantly for new hires (62%).
- In Europe and the Middle-East, a majority of 75% of respondents believe their company views CS as a revenue and growth driver.
- 56.3% of CS/CX personnel state that customer support is part of their general responsibilities.
- Almost 53% of CS personnel from North America are looking to switch jobs in the next 6 months.
- CS employees from Europe are 57% more likely to stay with their current employer, compared to their peers in NA.

Introduction

Companies in all industries are being impacted by the phenomenon of **quiet quitting**, also referred to as stealth quitting. Employees disengage from their work and start to disengage from their workplace, frequently without giving their employer any indication that they are thinking about leaving.

According to a [Gallup study](#), at least **50% of American workers are “quiet quitters”**, and the percentage is probably even higher.



But why should you care?

In today's fast-paced and ever-changing business landscape, it's more important than ever for companies to understand and address the issue of quiet quitting. This is especially true in the tech industry, where layoffs, a looming recession and general uncertainty have become a common occurrence.

Contrary to popular belief, quiet quitting is not just an issue for companies that are downsizing. In fact, this survey found that it's a good sign of deep problems within the organization.

Being mistreated or unheard. If leadership is not hearing out my concerns, then I would likely shut down and quiet quit.



CSM respondent

SaaS companies in particular rely heavily on their employees to drive innovation and growth. When employees disengage, companies experience a decrease in overall productivity and occasionally, a decline in work quality. This will eventually lead to a loss of valuable talent, as disengaged employees are more likely to leave.

Hold on - how does **customer success** fit into this?

Customer success is a business function that's founded on positive outcomes. CSMs **work proactively** to help their customers grow and better adopt their product. A disengaged employee here will have a significant impact across the entire team. So for this reason we asked ourselves:

Just how much are **CSMs** quiet quitting, **and why?**

Who got surveyed / Demographics

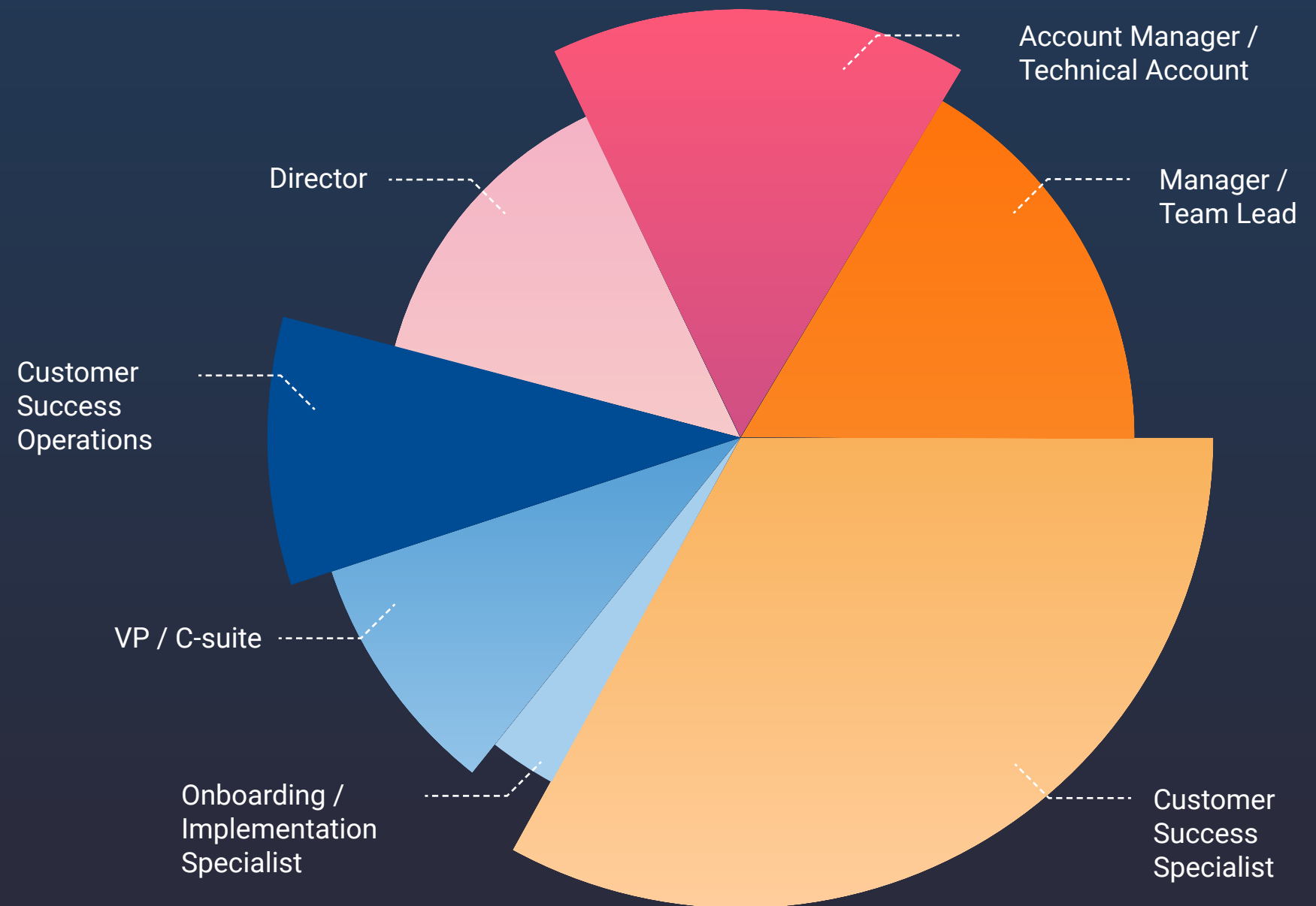
In order to gain a comprehensive understanding of the issue of quiet quitting within customer success teams, it was crucial for our survey to gather information on a variety of factors that may contribute to job dissatisfaction.

The first edition of this report is based on a significant sample of 574 respondents. Respondents with non-CS, non-CX roles were excluded. We aimed to create a holistic picture of the customer success job satisfaction landscape by examining factors such as team size, company size, seniority, location, recent company changes and job responsibilities.

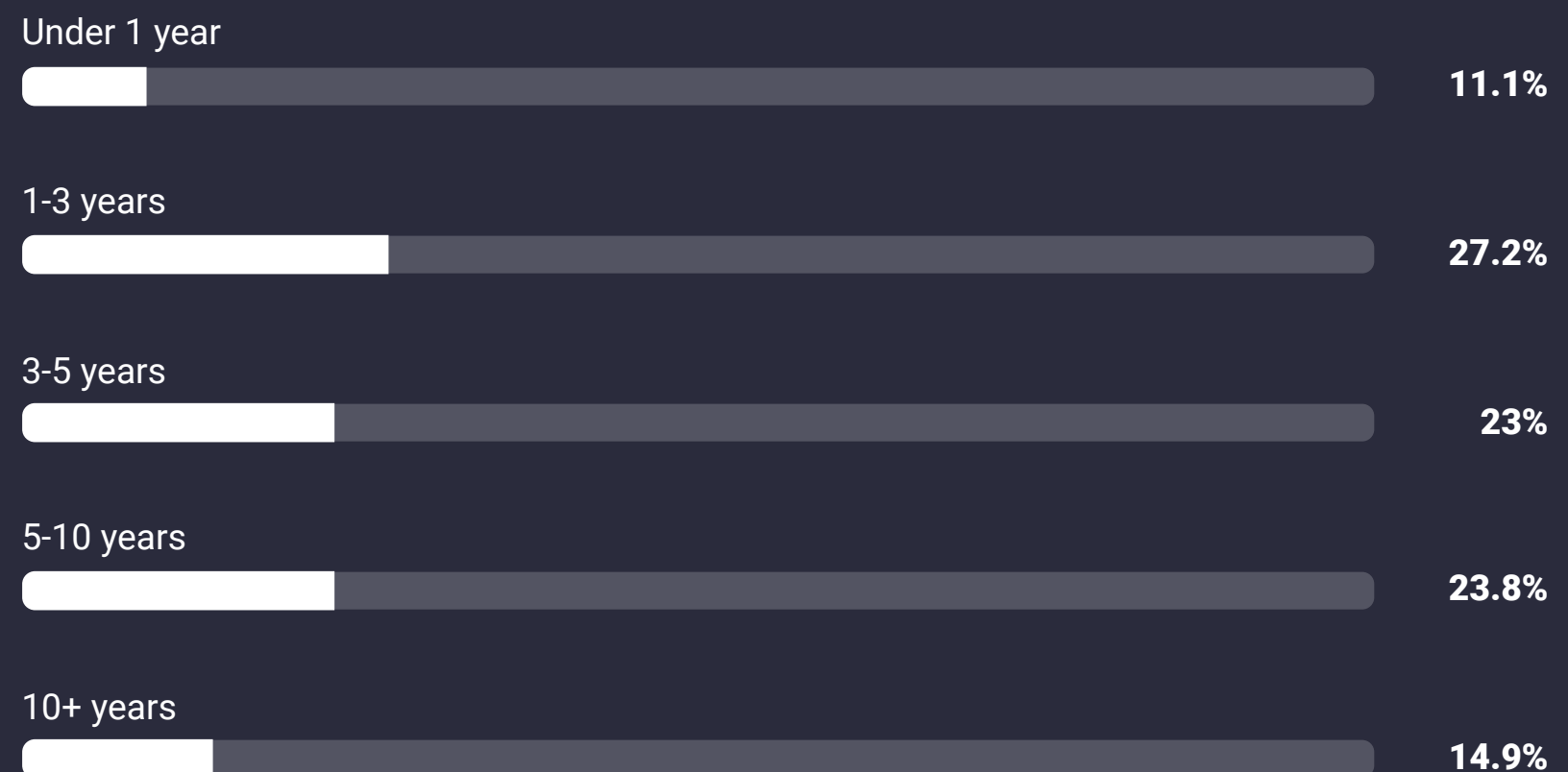
By casting a wide net in our survey design, our goal was to identify the various contributing factors that may lead to quiet quitting within customer success teams. A full breakdown of who took part comes next:

Who answered?

By Titles and Roles

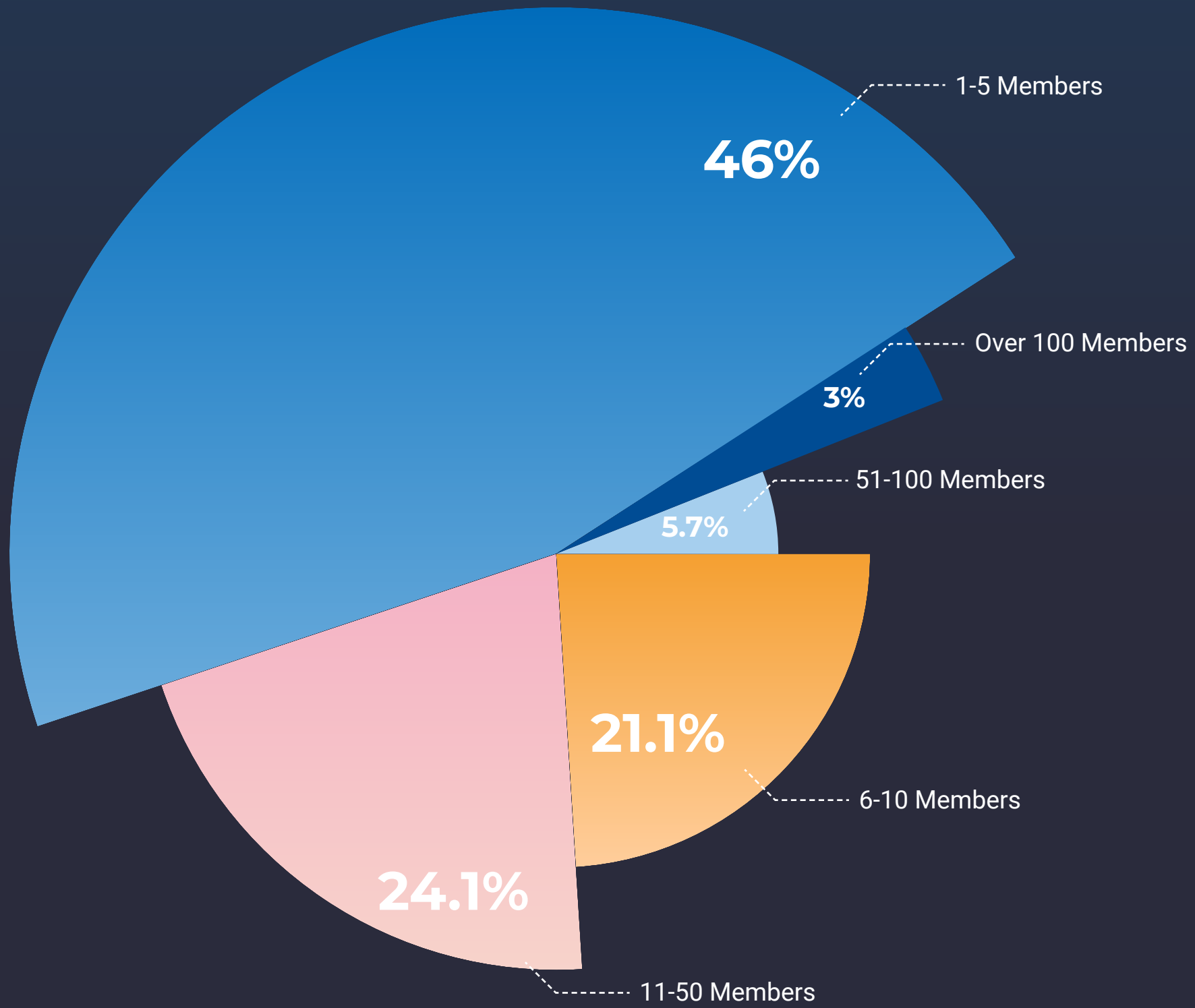


By Experience in CS

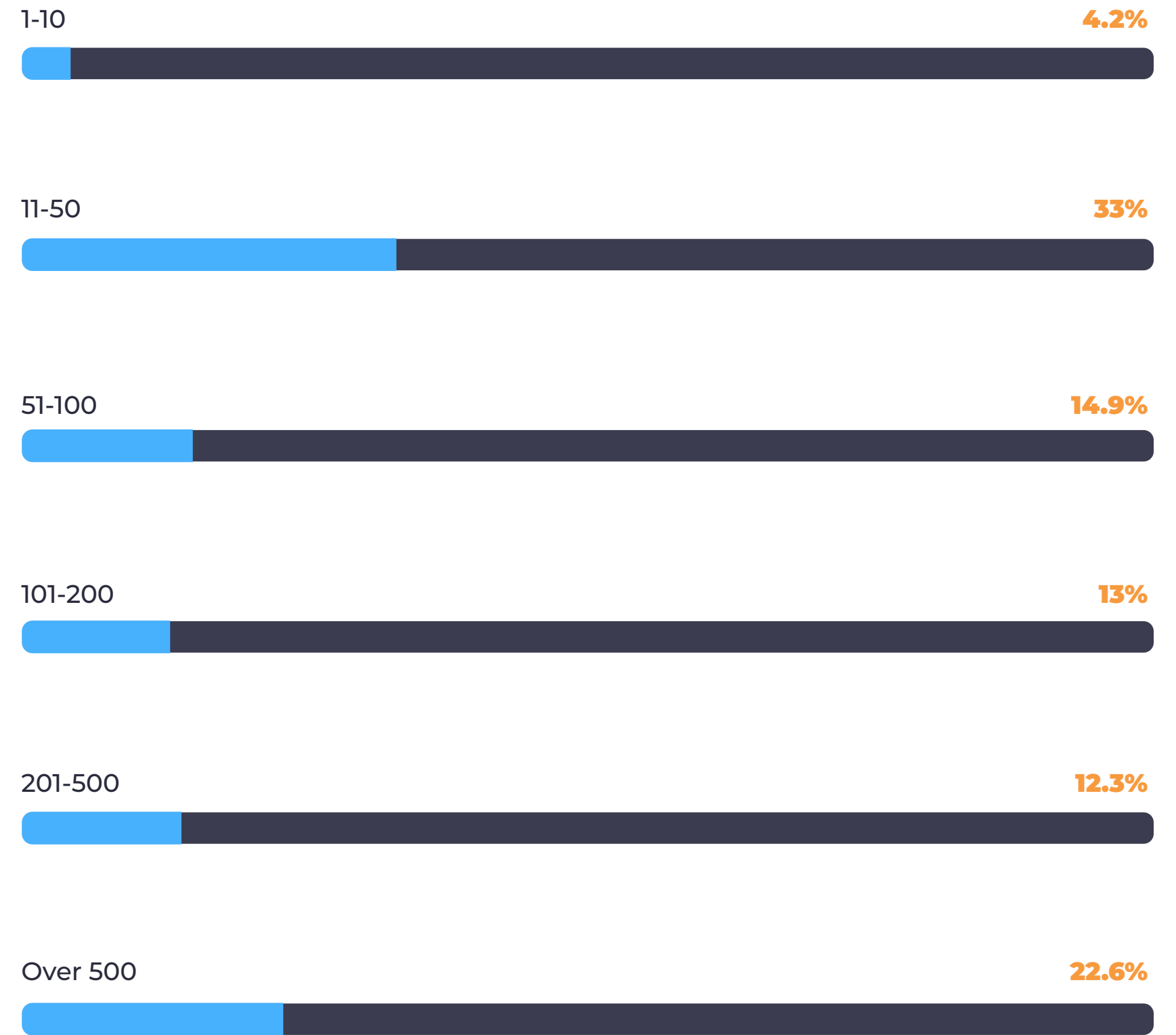


Who answered?

By Team Size



By Company Size (employee count)



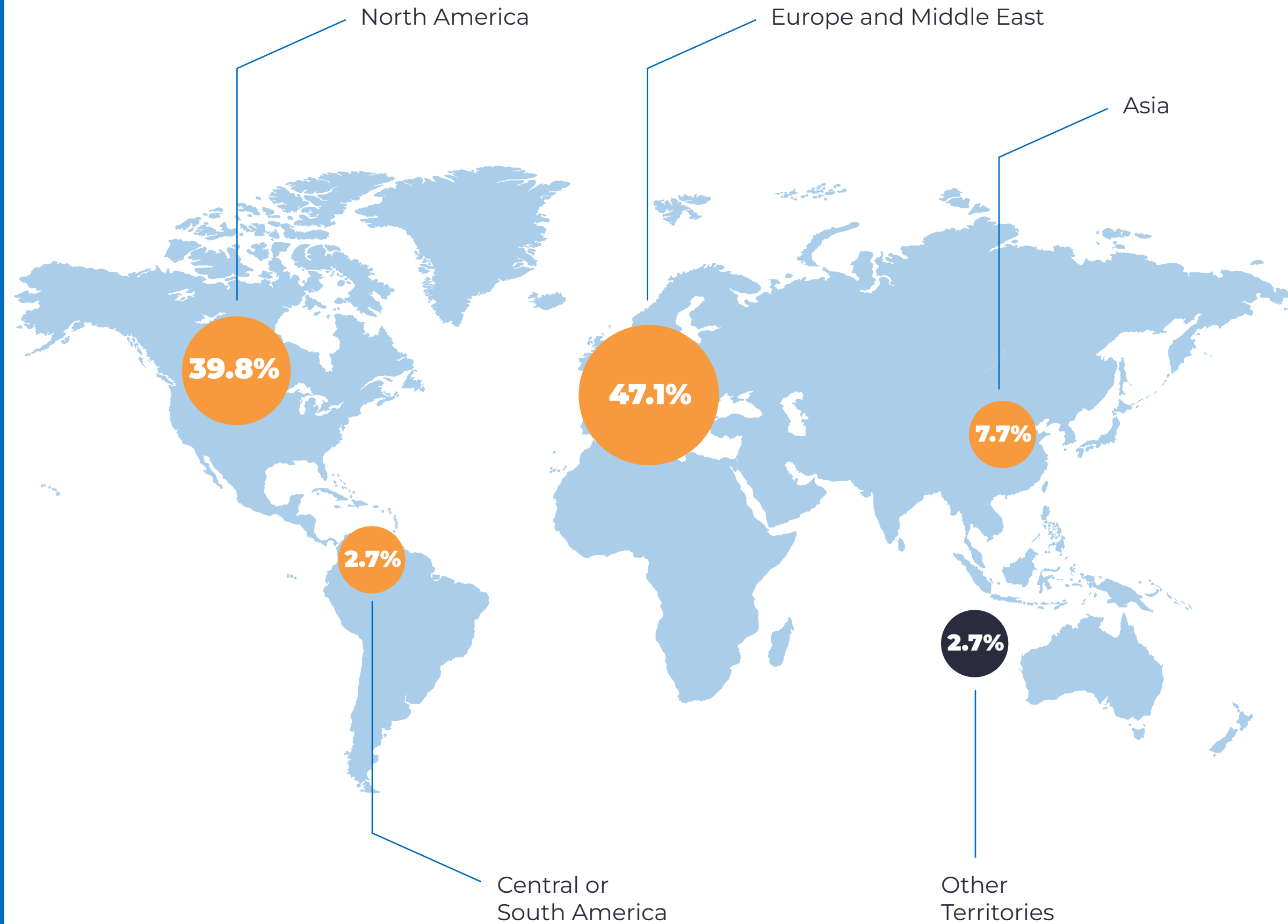
Who answered?

By Location

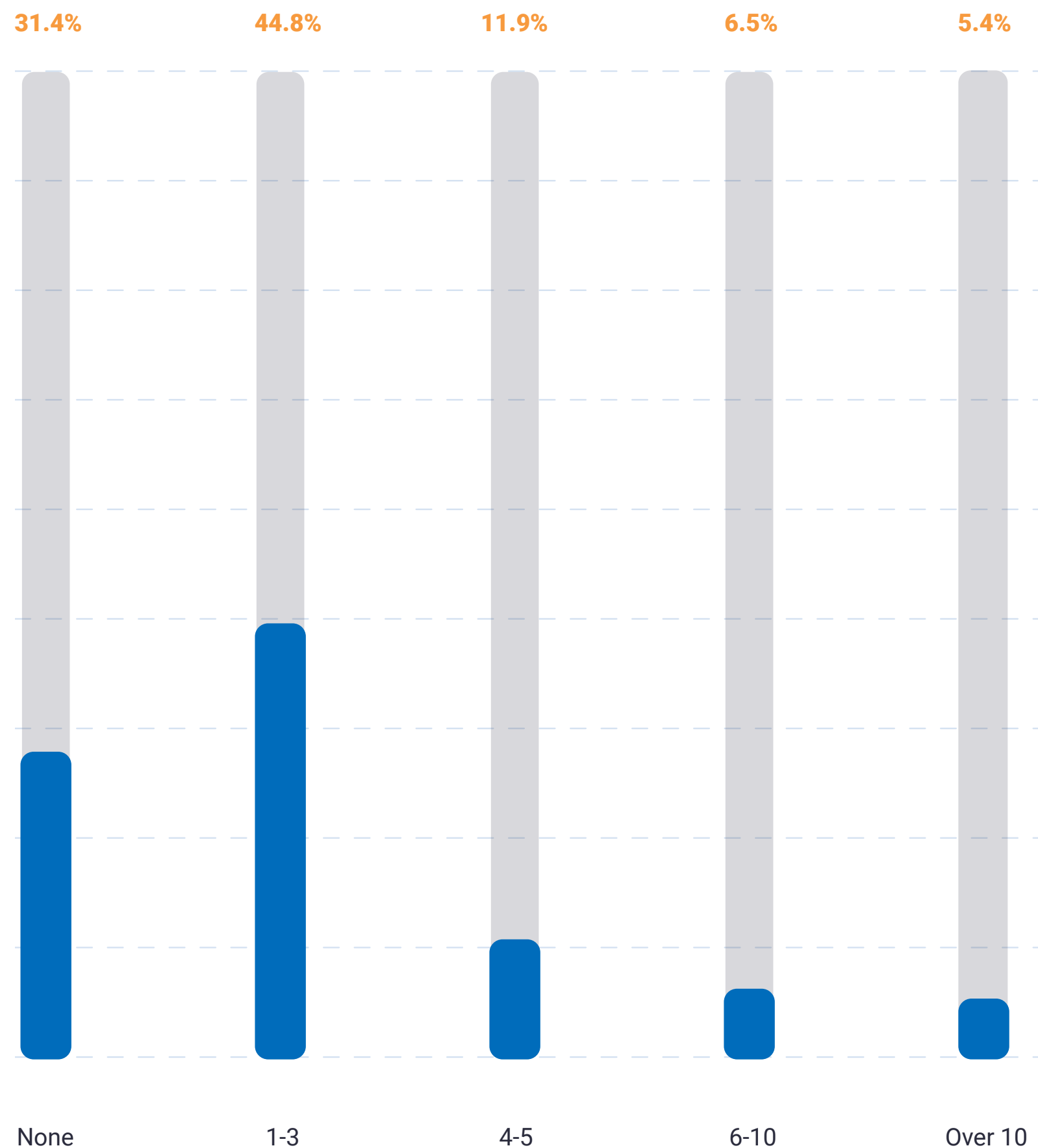
The data indicates that a slight majority of respondents were Customer Success or Onboarding Specialists (35.7%), followed by Team Leaders (16.5%), Account Managers (15.7%), Director / VP (23%) and CS Operations (9.2%). This suggests, as expected, that the majority of respondents were front-line customer success team members, with a smaller proportion being in management or leadership roles.

The survey also shows that the majority of respondents (61.3%) have between 1-5 years of experience in customer success, with 23.8% having 5-10 years, and 14.9% over 10+ years of experience. Most respondents are located in Europe (+Middle East) (47.1%), followed by North America (39.8%), Asia (7.7%), and the Rest of the World (5.4%). For this survey we will primarily focus on Europe (+Middle East) and North America.

Most respondents work in small-sized customer success teams (1-10 employees - 67.1%), followed by teams of 11t-50 (24.1%), while the other 8.7% work in team of 50 or higher. They are mostly part of companies with less than 200 employees, with a significant portion coming from companies with 11-50 employees (33%), and a notable presence from companies with more than 200 (35.9%).



How many members of your current team have **QUIET QUIT?***



Has **quiet quitting** become a systemic issue?

The survey shows that a **majority of nearly 69% of CS teams are actively experiencing quiet quitting**. If only 31.4% of CSMs have not faced this issue in their teams, then this is a cause for concern as it suggests there may be underlying issues within the team's structure that are causing dissatisfaction and disengagement or, even worse, systemic issues in how companies treat or manage their CSMs.

It could also be a consequence of overall employee disengagement. According to [Gallup](#), since the second half of 2021, there has been a consistent drop in employee engagement and it's been concurrent with the rise in job resignations. Managers, among others, experienced the greatest drop.

So what if a company has quiet quitters? It could be a sign that the organization's culture or work environment has become toxic. Without identifying and addressing the root cause of this problem, it can lead to high turnover rates, which can have a significant impact on the company's bottom line and its ability to retain and attract top talent.

According to a [lendingtree survey](#), quiet quitters are twice as likely to search for new roles - 56% compared to 28% of non-quiet quitters who say the same.

Why do you think 70% of CSMs have colleagues who have “quiet quit”?



Burnout is often the result of an overwhelming workload and an excessive number of responsibilities and tasks assigned to CSMs. To prevent this, organizations should review the size of their CSMs' book of business and identify tasks that can be automated to reduce workload and prevent burnout.

*[Erin Estabaya](#) - Customer Success Manager, **Kula***



Unrealistic expectations placed on CS is a key factor in high rates of burnout and disengagement among CSMs. As a newer field, CS is still developing and maturing, and it is important for organizations to recognize that and adjust their expectations accordingly. This includes differentiating CS roles from sales and support, and understanding that the field is still evolving.

*[Eric Minish](#) - Customer Success Operations Manager, **Transactly***



The work of a CSM can be endless and hard. I'm filling in right now, and if you don't have good processes, tools, and support, they could be drowning. Might be ripe for an open dialogue with the team to find out what they need to feel supported.

*[Keishla Ceaser-Jones](#) - Senior Director, Partner Success, **EAB***



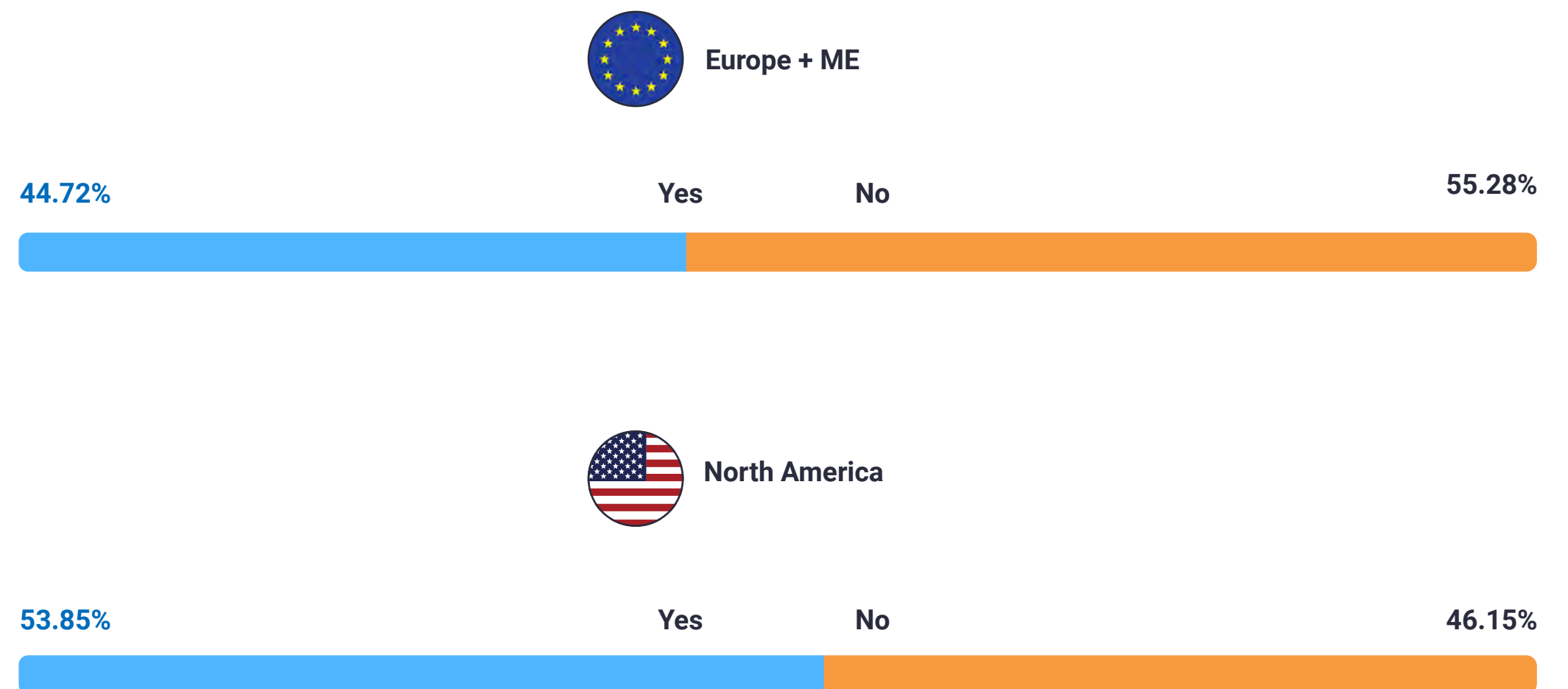
55 vs 46? A win for Europe or just less bad?

It is concerning to see that **around 50% of customer success staff has either already quiet quit or is actively considering it**. Furthermore, the data surprisingly indicates that this issue is more prevalent in North America compared to Europe, with nearly 20% more being disengaged in North America.

44.72% quiet quitters is no small number, but the difference compared to NA is interesting. This could be due to a variety of factors such as cultural differences in communication styles and work-life balance expectations. It could also be related to differences in management practices or company policies.

Considering this survey from [lendingtree](#), we see the main cause for average quiet quitters in the US is work-life balance, with 57% of these quiet quitters actually saying their work-life balance has improved. It may be the case that shorter working hours and mandatory vacations in the EU have an impact. Tough to say, but it does mean you're more likely to take a break in the Old Continent compared to the US.

In your current position, have you ever considered **quiet quitting**?



Nearly 54% of CSMs in North America are considering to **quiet quit**. Why so many?



The concept of quiet quitting refers to employees doing their job without going above and beyond and setting boundaries to maintain a favorable work-life balance. The global pandemic has led to a shift in perspective on work-life balance, with many employees re-evaluating what work could look like and considering options such as remote work, flexible hours, and prioritizing personal time.

It's important to understand that employees don't go into a job with the intention of adopting a quiet quitting mindset. They choose to quiet quit for various reasons, including feeling overwhelmed, undervalued, and lacking a balance between work and personal life. They may also feel a lack of security and flexibility in their job.

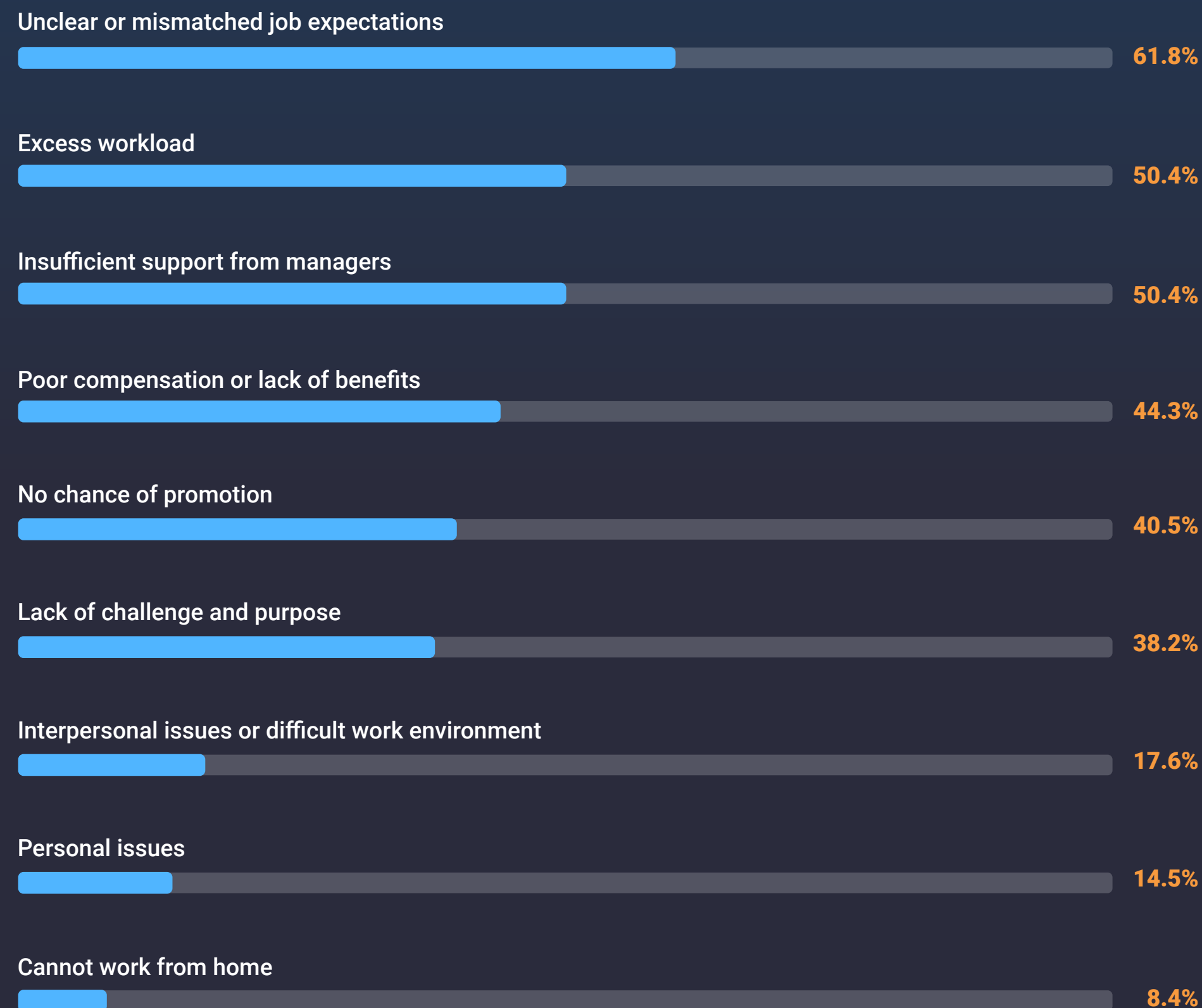
Simply, employees who feel undervalued and overworked want to avoid burnout whilst improving other areas of their lives. Stability and layoffs are playing a major role in the percentage differences between North America and Europe.

Companies should take note of the reasons in this survey why employees may choose to quiet quit and invest in improving their working relationship with their employees. This includes considering their interests, values, job satisfaction, and career goals. The key is to create a work environment that prioritizes work-life balance and employee well-being.

*Mohammed Alqaq - Customer Success Manager, **Crucial Solutions & Services (CSS)***



What are the main reasons for which you are considering or have already quiet quit?



These results indicate that the main reasons why employees are quiet quitting are largely related to workload, compensation and especially, management-related issues.

While compensation and workload are usually beyond the average worker's means of control, for the most commonly cited problem, "unclear or mismatched job expectations", the blame may not be one-way. According to a study called [The Cost of the Conversation Gap on Workplace Health](#), nearly **70% of employees fail to initiate crucial conversations with their peers and managers, resulting in decreased engagement, lost productivity, and higher employee turnover.**

Interestingly, the survey results show that a relatively small portion of employees (17.6%) are considering quiet quitting due to work environment and interpersonal conflicts. An even smaller segment of 8.4% are blaming the inability to work from home. These are in stark contrast to general [market polls](#).

A conversation gap or a lack of understanding?

Big organizations often lack transparency around personnel decisions while startups struggle in defining roles and responsibilities, especially when scaling. Both lead to employee struggles in understanding their role and career path. It's very common to have meetings due to an employee feeling lost but not knowing how to approach their manager.

Nearly 62% of respondents cite “**unclear or mismatched expectations**”. Is it management’s fault for not setting clear roles or do employees share the blame?



I'd say it's a combination of factors. Despite so many people outside of CS saying that it's unclear and not well defined yet, this isn't the case. It is very well defined, but that understanding hasn't been able to break out of the echo chamber of the CS community. **Most CEOs especially do not understand CS, so it becomes a miscellaneous department.**

This can lead to unrealistic expectations and burnout for CSMs, who are often asked to handle a wide range of tasks including documentation, inter-department communication, upsells, product marketing, trainings, and more. Because Customer Success doesn't have strong boundaries, if there's something that has to do with the customer, it gets kicked over to the CSMs.

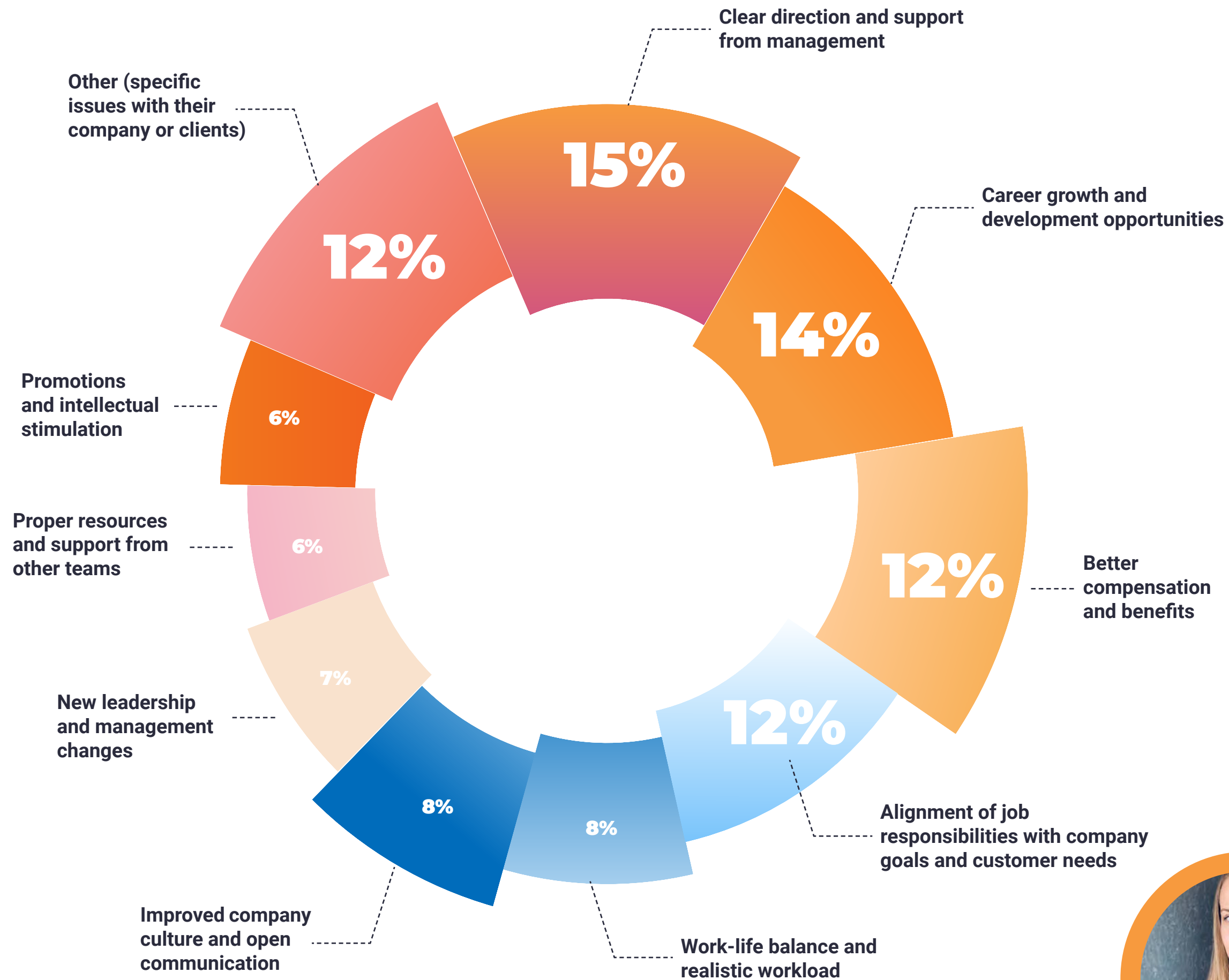
The three main hallmarks of burnout are exhaustion, feeling ineffective, and cynicism, which can be the result of the unrealistic expectations. So what should you do?

- When there is a job to be solved, see if you can enlist the help of a system and process rather than asking CSMs.
- Next, while 5 people can't do the work of 10 (without tools and automation), what they can do is **focus on what moves the needle - activities that have the greatest impact on revenue.**
- **START SAYING NO.** I know it's not in most CSPs nature. We want to help. But we help no one if we over-commit. This is a hard lesson for most CS leaders to learn, but it has to be done.

[Rachel Provan](#) - CS Leadership Coach | Top 50 Women Leaders In CS 2022 | Top 100 CS Strategist 2022 | Founder - [Provan Success, LLC](#)



What would determine you to stop **quiet quitting**?



At first glance, these results seem all over the place. But on a closer look, if you ignore the "Other" category, they can really be grouped into 2 categories:

- Better management support & company alignment - 48%
- Improved compensation & career outlook - 40%

It's a sign of a bigger change

By "quiet quitting" or flat-out resigning, the labor force is sending a clear message about its priorities and expectations. This trend follows a tsunami of actual resignations, with over [47 million](#) people quitting their jobs in the past year in the US, as part of the "Great Resignation." In other words, the pressures and demands placed on workers are changing. Work-life balance, company culture and overall welfare are now seen as essential.

And a company's success depends on employee engagement and wellbeing. The demands are clear: an inclusive culture, comprehensive benefits tailored to individual needs and clear role expectations. CEOs and managers can view this as an opportunity. They still have time to close the gaps in corporate culture, perks and role expectations. Those who don't will eventually experience high employee churn and an ever-more disengaged staff.



[Irina Vatafu](#) - Head of Customer Success, Custify

We asked our respondents: what would motivate you to stop quiet quitting?



Ability to focus more on strategy than constantly putting out fires caused by mistakes from other teams; eliminating multiple team meetings every week where CSMs are given more and more admin tasks, spreadsheets to update, being treated like it's 100% our responsibility to renew/save terribly unhappy customers.

Recognition, Strong connection to a more narrow vision.

Being properly resourced and enabled. We are under sales and as a result all the resources go to the AEs.

Allow autonomy and less micro managing. Have a clear vision that doesn't change every day.

Reasonable workload and reasonable expectations relative to staffing.

Progression and alignment of what CS is and does.

Nothing. The company is so poorly run that there is no comeback from it.

Knowing my purpose, our team goals, what the future holds for me if I perform well.

More resources so that I could feel like I am making a difference in my role.

Better teamwork, better working structure, clear expectation.

Being appreciated and having clear objectives.

Product alignment to customer needs, more cross team collaboration.



So many CSMs are blaming management and job expectations. What can companies do to address such issues?



To put Quiet Quitting into perspective, it is predominantly a Millennial and Gen Z phenomenon. [82% of Gen Z and millennial workers say 'quiet quitting' appeals to them, new study finds | Fortune](#) - not to say that other generations of the workforce are not in favor.

In my experience, employees have traditionally juggled three balls in their work life. 1. Like what you do. 2. Like who you work with/for. 3. Like how much you make. There is a 4th ball that has been added to the juggling act and that is **4. Like your work/life balance**. Before, when we were just juggling the three balls, you had to keep any of the 2 in the air to stay at your job. With the addition of the 4th, a lack of work/life balance will cause any of the other three balls to go askew.

What can leaders do? First off, they have to stop complaining about Millennials and Gen Zrs. Realize that they have a multi-generational workforce that views incentives differently. With the recent layoffs in tech, some are starting to catch on that those things that they thought were amazing for work/life balance, like Unlimited PTO, have come back to bite them because now there is no PTO payout after the layoff.

Secondly, there are certain non-negotiables in the employment contract. I am going to trade you money for your labor. When you're hired, these are the expectations as to what I'm paying you for and what I want you to deliver. MBOs, OKRs and KPIs should be developed thoughtfully and as stretch attainable at an individual level. They should be challenging or else you're not growing.

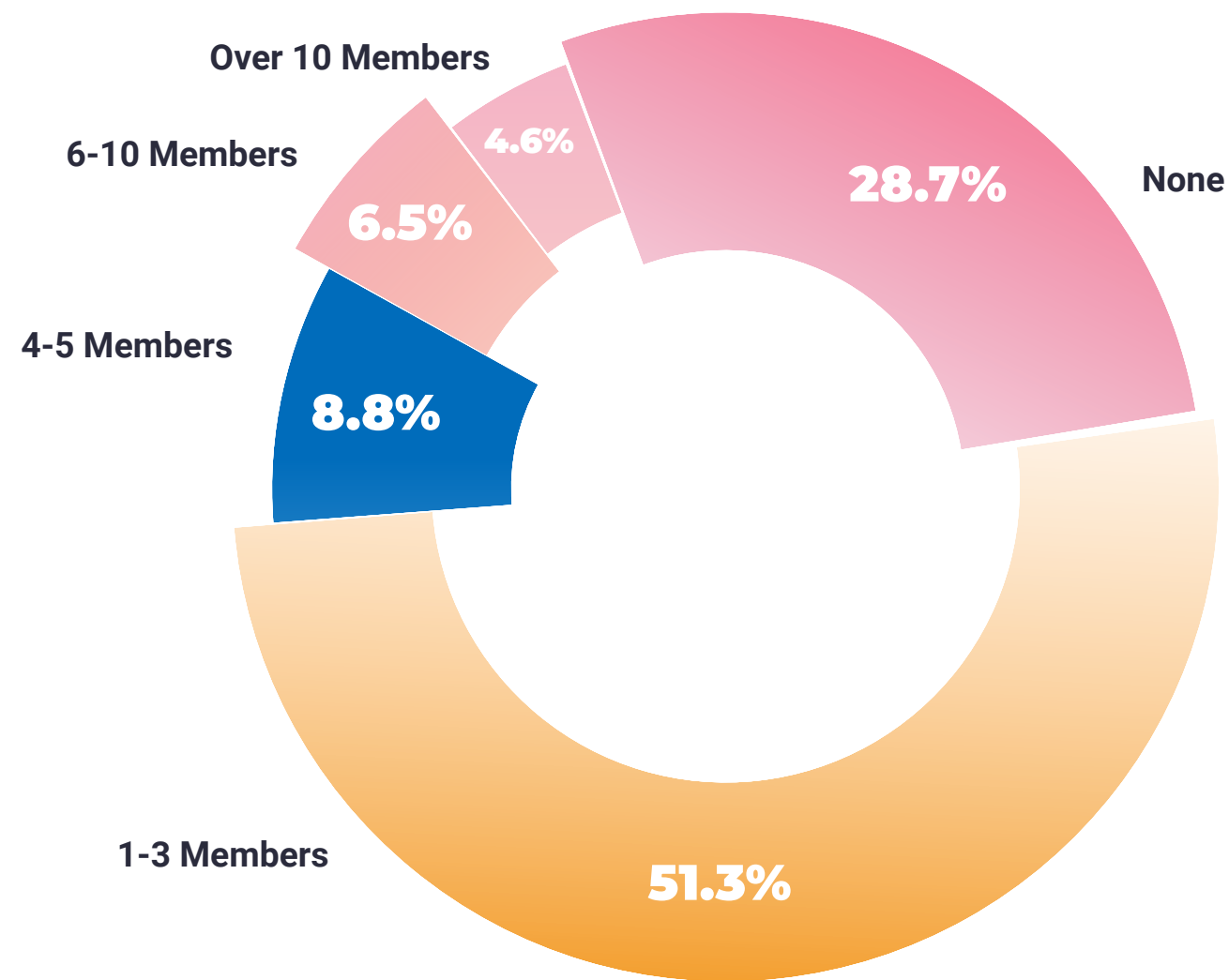
One-size-fits-all doesn't work anymore with a multi-generational workforce.

Finally, Millennial and GenZ leaders start to view the world differently as they move up the ladder. They cannot lose their empathy for the next generation of leaders. Great leaders shine through reflected light... therefore they must never stop listening to those they have been given the privilege to lead. But, at the same time, they need to ask the 2nd, and 3rd, and 4th level questions in order to see around corners. While the best intentions may attract talent, it's the best execution that keeps it.

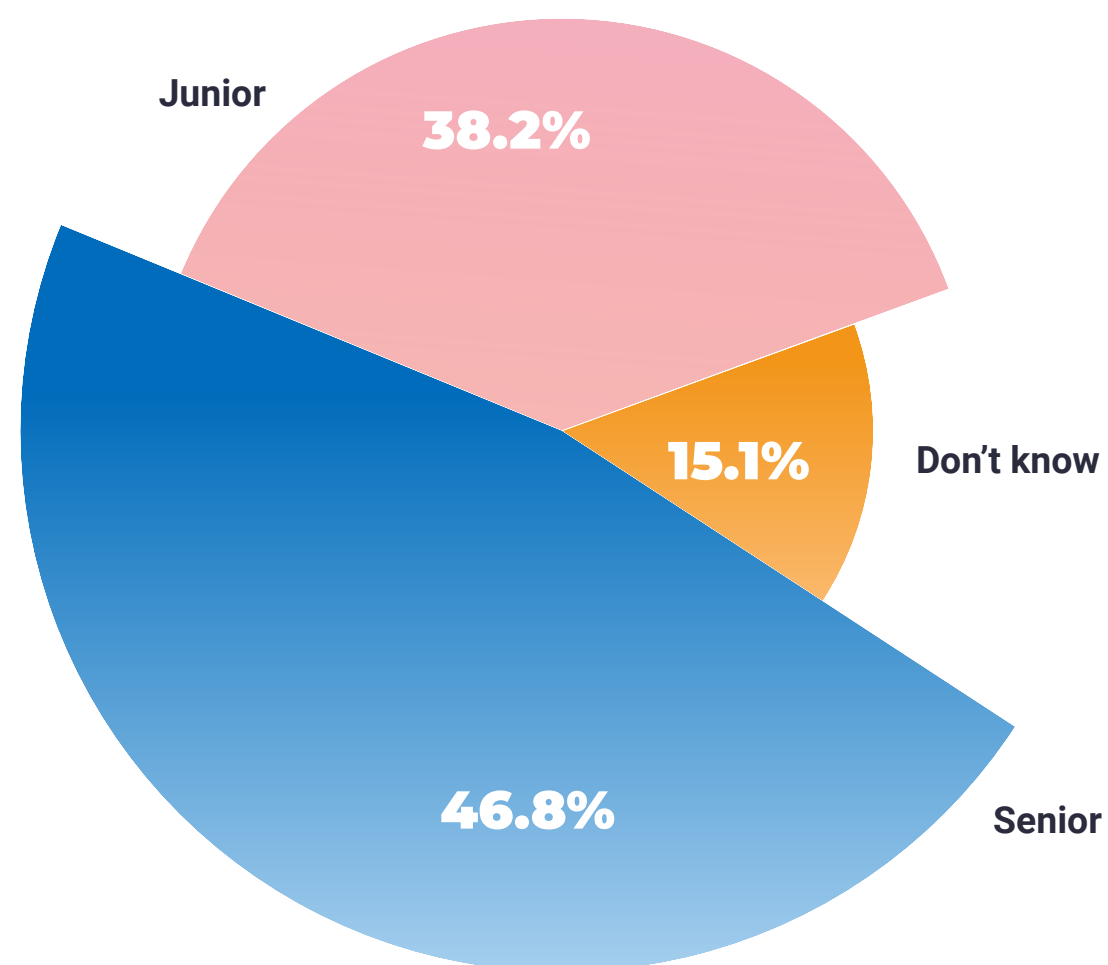
[Shawn Riedel](#) - Leader, Coach & Mentor Focused on Fractional CS Strategy



How many members of your team have **physically quit** in the past 12 months?*



Have more **senior** or **junior** people left?



The study suggests that the vast majority of teams have had colleagues leave in the past 12 months. While this data does not give us an insight into the average number of employees who have left per team size, it does give us a clue into a common issue.

The surprising fact from this section is that **almost half of departing employees were senior**, while just over a third were junior. While it's common for teams to go through personnel changes, having such a high turnover in senior staff, who are more difficult to replace, is a very bad sign.

A playbook for employee retention anyone?

For me, a lack of career growth opportunities could be the cause of high job retention challenges in CS and a higher number of senior people quitting. Senior team members are frequently looking for new challenges and opportunities for professional development, and if they believe they've reached a plateau in their current position, they may choose to leave for a company that can provide them with more opportunities for advancement.

This is a common problem in many businesses, and it can be solved by implementing a clear career progression plan for each team member and providing regular training and development opportunities to help them grow and evolve in their role.



[Sunny Kumar](#) - Founder & Marketing Specialist, **TheWPX**

This survey result suggests that the majority of companies have not taken any significant personnel measures in the past 12 months. However, a significant portion has implemented hiring freezes (36%) and just over a quarter have gone for layoffs (25.7%). Additionally, a smaller percentage of companies have implemented a salary freeze and delayed raises (22.2%). Only a small portion have implemented temporary pay cuts (4.6%).

Is CS a layoff target?

This data suggests that while radical personnel measures have not been widespread, they have been felt by a significant number of employees. It's difficult to measure how much impact these have had on morale and motivation.

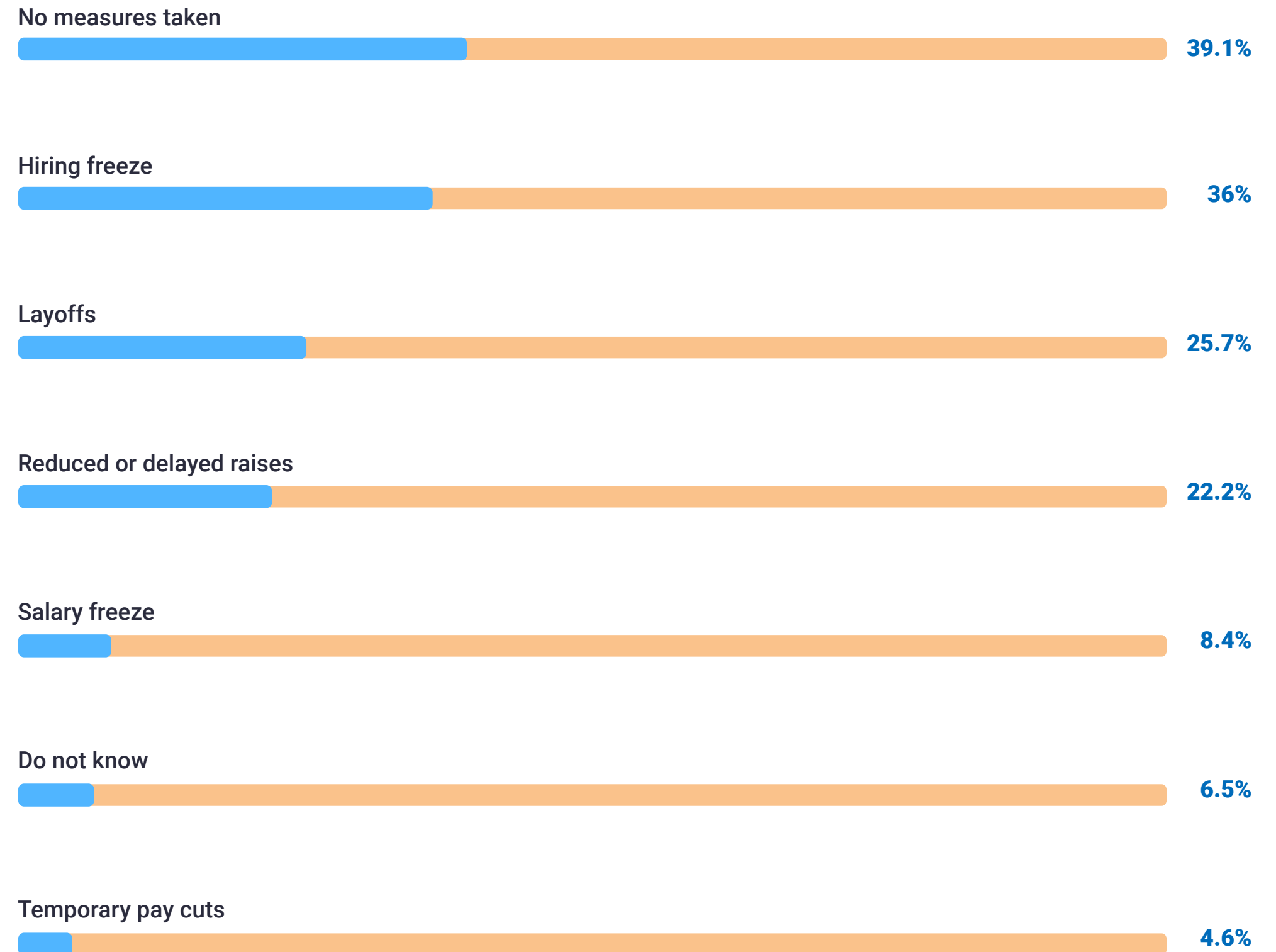
Customer Success seems to be a prime target for layoffs, unfortunately. Although the role of CS is even more important in tough times, as protecting revenue should be paramount, I've seen CSMs often get the first boot. This stems from the fact that many companies still view this department as a catch-all customer service. If your role isn't clearly defined, and you haven't made your contributions stand out, especially to the CFO, you're in trouble.

If customer success is seen as a cost center, the company will never commit the resources required to optimize growth and retention. In fact, it will end up cutting its budget, performance will drop, and more budget cuts will follow. An all too common vicious circle. It's time to push for a discussion about long-term sustainability and growth. Customer success must spearhead and take credit for retention and expansion revenue tactics (upsell and cross-sell).

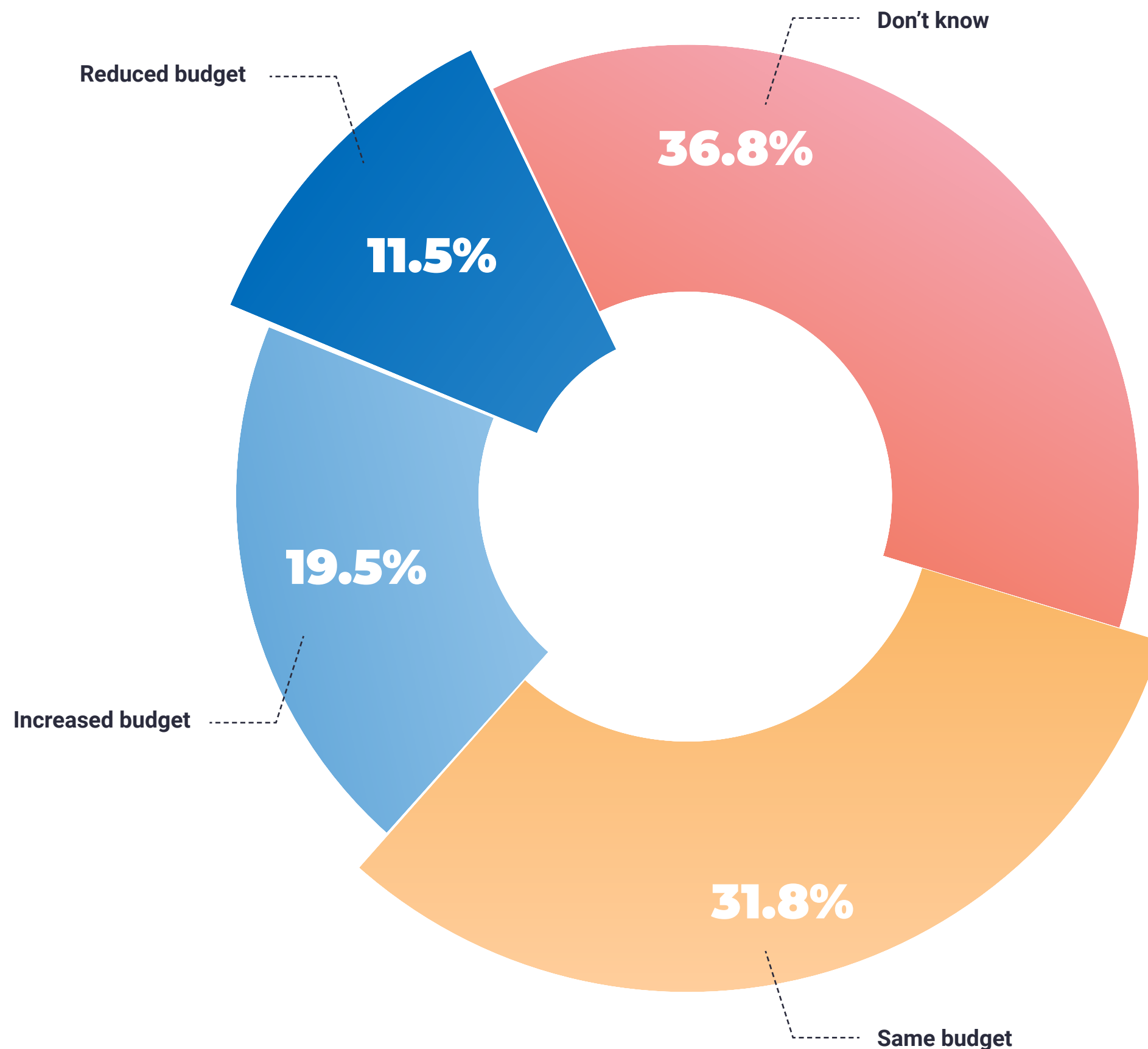
[Philipp Wolf](#) - Founder & CEO, **Custify**



In the past 12 months, has your company done any of the following?



Have your **CS budgets** increased or decreased for 2023?



We asked our respondents if their companies are increasing their spend on customer success this year. While a third kept budgets at the same level, it seems 19.5% actually increased their spend, while only 11.5% chose to cut costs.

The surprising stat here is that nearly 37% of CSMs don't know their department's budgetary status.

It's time to get involved

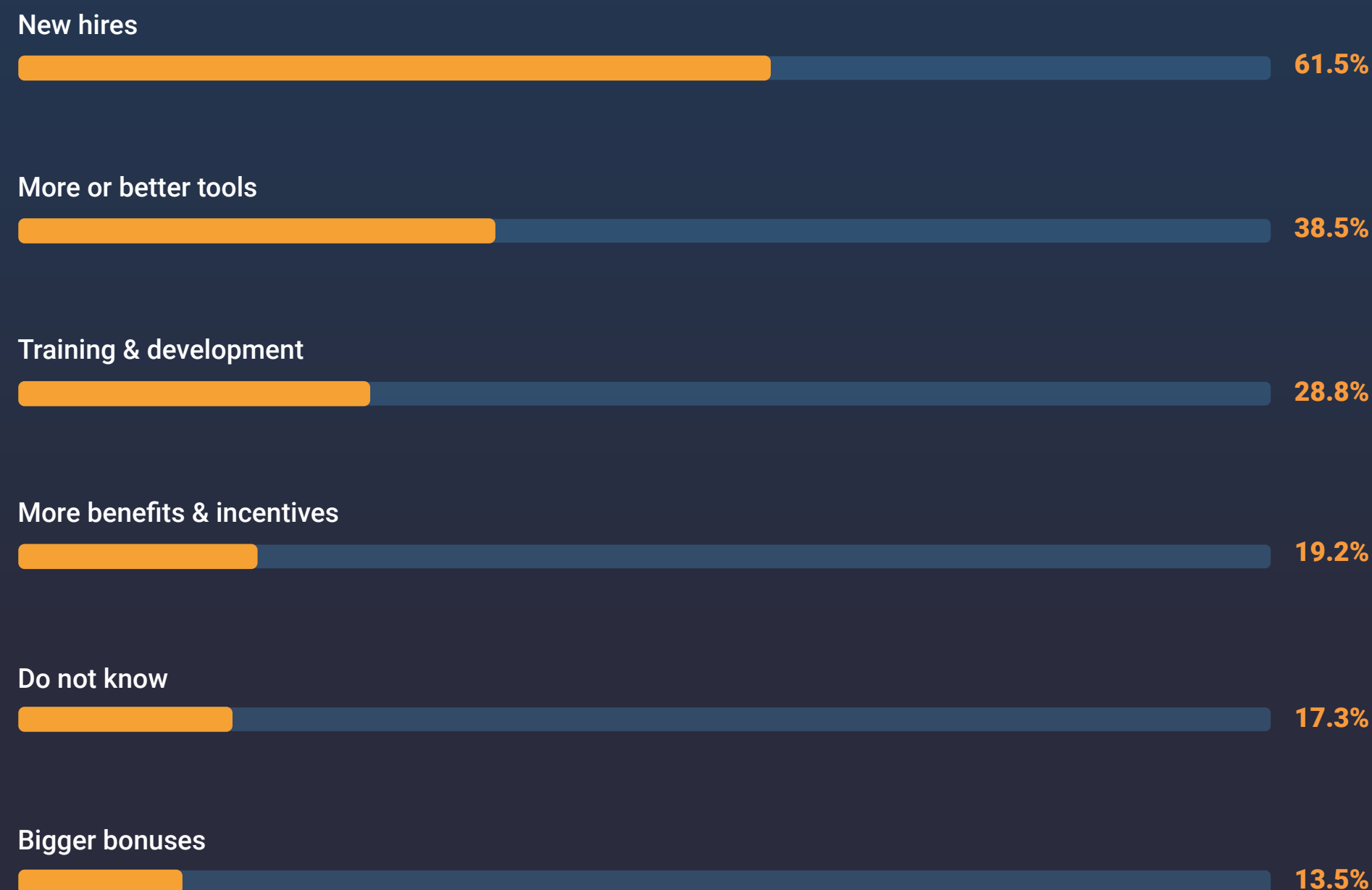
For years, CS has been fighting for a seat on the table telling everybody why customer success is important, and why it adds value. If you don't know your current department's budgetary status, how can you make the case for better tools or new training seminars? How can you show that your cost to retain clients has been dropping?

One of the most important metrics your CEO/CFP will care about is the cost to retain revenue. CS leaders in particular need to become best friends with metrics around retention and growth. What activities you do every day is 100% in your hands, and figuring out what you invest your time in is important. Even more, showing the result of that labor to management is how your job relevance and budget will be judged.



[Philipp Wolf](#) - Founder & CEO, **Custify**

How has the **increased budget** been allocated?



We asked the respondents who had received extra budget in their department how it's been allocated. The data shows that the majority of companies have allocated their increased budget towards hiring new customer success team members (61.5%). Additionally, a significant portion additionally, a significant portion has invested in more or better tools to support their customer success efforts, and just over a quarter have also allocated budget towards training and development. Even more interesting is that less than 20% of companies have chosen to improve benefits and compensation

As a CS leader, it's crucial to place customer retention at the forefront of your priorities. In this recession-focused context, winning companies understand the importance of dedicating resources and adjusting their strategies towards retaining customers and minimizing churn.

This shift in focus from new sales to customer retention is essential for several reasons. In today's challenging economic climate, budgets across most departments are being reduced, and companies are looking to cut costs. Sales and marketing will have a harder time but CS has an opportunity to make the case for extra funds. It owns retention and in this difficult market, that's the best way to protect their revenue streams and maximize customer lifetime value.



[Irina Vatafu](#) - Head of Customer Success, **Custify**

Companies have allocated their extra budget predominantly for new hires (62%). Tools and training are far behind (38% and 29%). Do you see this as a mistake?



I see this as a matter of economics more than anything else. A lot of CS orgs are a bird's nest of reactive processes that were born out of necessity and not strategy. As they track their KPIs for Churn and Retention they do not see them getting any better. The answer is to throw more people at the problem..."we need more CSMs". IME, I have been told that "more CSMs" is actually perceived as less expensive (\$\$ and Time), and oddly are viewed as requiring less effort than a Customer Success Platform or an LMS and Training Content.

The self-inflicted complexity of the customer success bird's nest is very hard to unravel without disrupting the business. It also plays into that old adage – garbage in/garbage out. So the thought of automating just seems out of reach for some CS leaders who think it would be less expensive to just hire more people into the bad processes.

The mistake I see is that CS leaders are not having the foresight to hire a CS Strategy & Ops person. That CS Ops person is the CS Leader's right hand and extra set of eyes. Their role exists to help them strategize, prioritize, and execute change in the least disruptive way possible. If a CS leader is trying to do that on their own, they're going to be overwhelmed by the magnitude of the change and fall back on just hiring more people.

CS Enablement is a LARGE gap in most CS Orgs that I talk to. Knowledge is tribal due to the bird's nest of reactive processes. Customer Experience suffers from a lack of consistency. Regions and individuals do things differently because there is no standard. New CSM Onboarding takes longer keeping new CSMs from contributing sooner...or they are put into the fire too soon and Customer Experience suffers.

Instead of spending more \$\$ on more CSMs, along with the CS Ops & Strategy person, CS leaders should consider a CS Enablement professional. This person owns the LMS, content, certifications. This is another place where thoughtful consideration is necessary. How do your CSMs learn best? There is no one-size-fits-all approach. By not making CSM Onboarding a priority, just like with our customers, this is where Quiet Quitting (Churn) starts.

[Shawn Riedel](#) - Leader, Coach & Mentor Focused on Fractional CS Strategy

The results of the survey indicate that in Europe and the Middle East, a majority of 75% of respondents believe their company views CS as a revenue and growth driver. In North America, a slightly lower 67.31% of respondents believe the same thing.

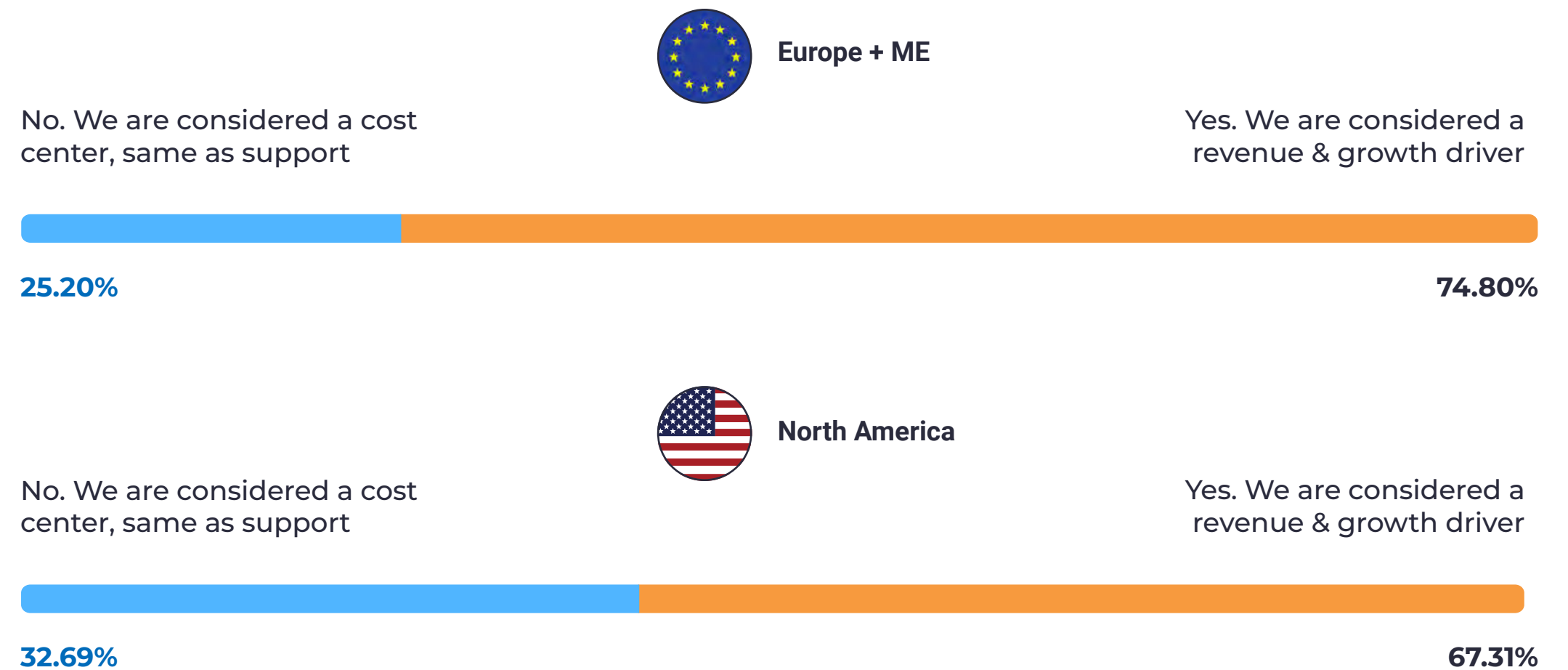
It's quite surprising that there's a **29% higher perception of CS being a cost-center in NA**. It's tough to say if this is just a CSM-level perception or a reflection of their responsibilities and targets.

Either way, the simple fact that there's a significant portion of CSMs that don't think they are part of the company's growth objectives will lead to serious discrepancies in role expectations and productivity.

The inconvenient fact is:

Companies tend to focus on sales and marketing, usually not mixing CS into the discussion. Adding CS for both pre-sales and post-onboarding aspects of the customer journey will help put these three customer-facing pillars on an equal footing.

Do you think your company/CEO views customer success as a **revenue driver** or more as **fancy support**?



So where does CS stand in a company's objectives?



The vital meaning in the current employment uncertainty is that Customer Success has a perception problem that needs to be seriously addressed. So long as the Board and Senior Management do not perceive Customer Success to be necessary to protect strategically significant levels of income and profitability for the company, the CS group and its members are at-risk of losing their jobs. The direct connection between Customer Success and profitability cannot be assumed, it must be clearly proven to all on an ongoing basis.

*[Mikael Blaisdell](#) - Analyst. Advisor. Executive Director, **The Customer Success Association***



I often see that CS has to work harder than other departments to justify its existence whilst simultaneously having fewer resources and less ability to prove its ROI in actual clear-cut cash terms.

In our case, we work on helping client CSMs build a business case because that's not always something the head of CS is trained in. So what numbers do I put in a P&L? How do I make my case for this automation, for this software that can help me?

*[Philipp Wolf](#) - Founder & CEO, **Custify***

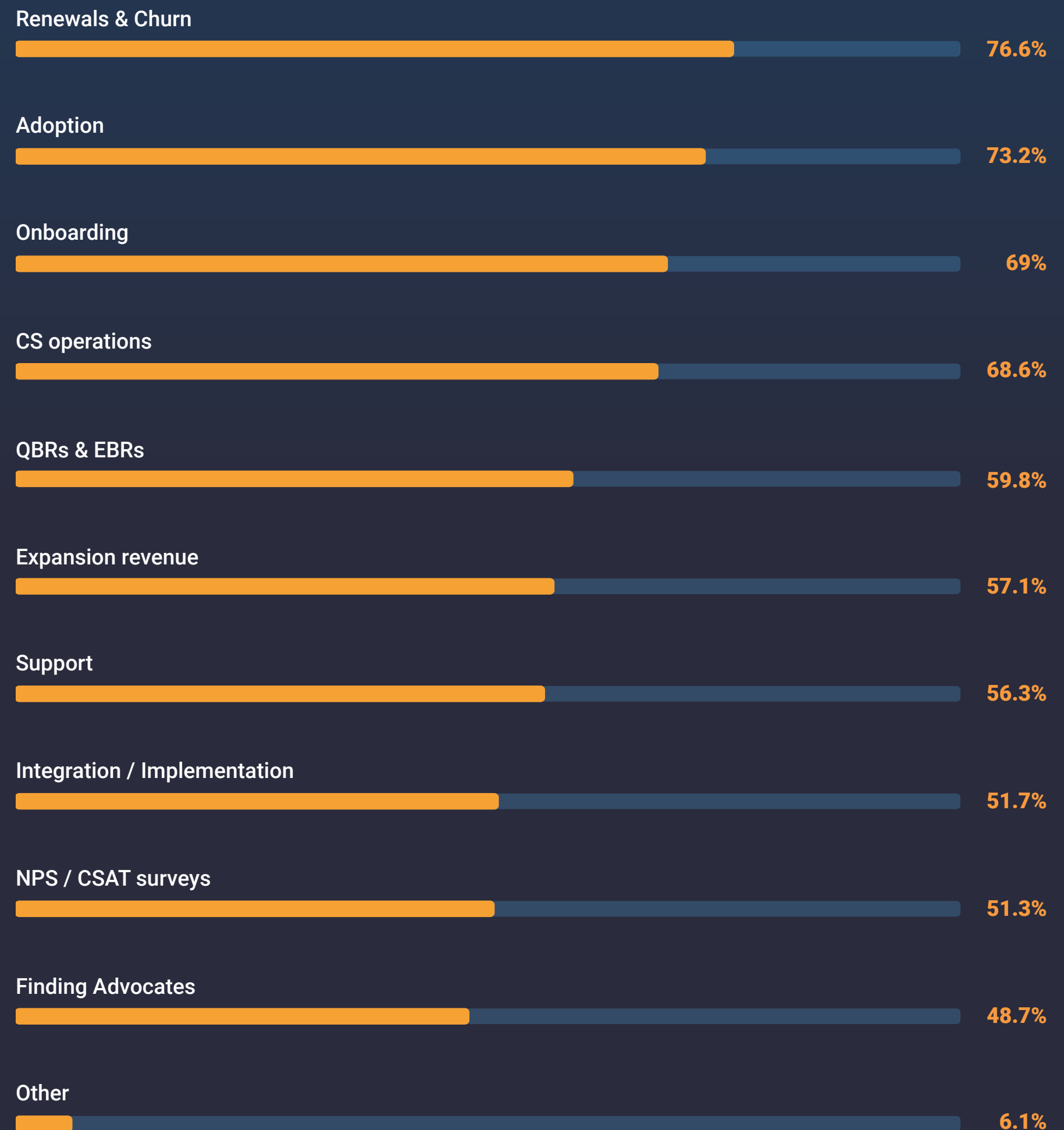


Customer Success quite often falls underneath Sales, and if a leader is focused on, or their background is heavily weighted and skewed towards new top of funnel activities and leading with sales, then that's what you're gonna get. [...]

But the goals of Sales and Customer Success are different. Sales is about bringing in the Net New Customer. Their goals are aligned in one way, and the goals of Customer Success are aligned in another way, so budgeting can be another problem. I always say to teams: if Customer Success is managing all of your business, all customers that are in-house — let's say it's \$100 million — what is their training budget?

*[Jeff Heckler](#) - Director of Customer Success, **MarketSource***

What are you **responsible** for? (check all that apply)



This part of the survey indicates what many already feared: that customer success has become a catch-all for most customer-facing tasks. These results show that the majority of respondents (nearly 75%) focus as much on renewals and churn prevention as they do on onboarding & adoption. Most of the other responsibilities are closely tied to customer success, such as CS operations, QBRs and NPS/CSAT, but what's surprising is the sheer amount of tasks.

Over 48% of respondents state they have over 10 major job activities, from finding advocates to adoption and renewals. **56.3% of CS/CX personnel who answered state that customer support is part of their general responsibilities**, while nearly the same amount (57%) also deals with expansion revenue.

The ever-changing role of CS professionals

I'd like to say that the days of "catch-all" customer success teams are ending. But due to the changing economic conditions and continued uncertainty, it's more likely that CSMs will be tasked with more and more responsibilities. Alternatively, if companies are changing strategies, shifting focus to scaling & acquisition, then the CSM role will be subject to changes or layoffs.

So, are CSMs overworked?



The simple answer is yes, Customer Success Managers are often overworked. Common complaints we hear is that they have too much on their plate and need more ways to accurately automate their work. When menial tasks are automated, they're able to focus on the larger picture and identify areas for improvement for the company or clients, as opposed to putting out fires left, right, and center.

[Christopher Martinez](#) - Founder, **Idiomatic**



I believe that the workload is justified. Customer success requires a deep understanding of multiple disciplines, and it makes sense for one individual to be equipped with this knowledge as opposed to delegating responsibilities across multiple departments. This allows customers to benefit from higher-quality service that is tailored to their individual needs. I do think CSMs often feel overworked due to the amount of tasks they need to manage. The sheer number of responsibilities can become difficult to juggle, leading them to feel overwhelmed and undervalued.

[Omer Usanmaz](#) - CEO & Co-Founder, **Qooper Mentoring & Learning Software**



CSMs are almost always going to feel overworked - and that's ok. Nearly everyone that's drawn to customer success will find that there's no end to what we want to do to exceed the expectations of our customers. Rightly so, the business will always be looking for ways to increase customer retention and expansion - which means that a CSM's job is never done.

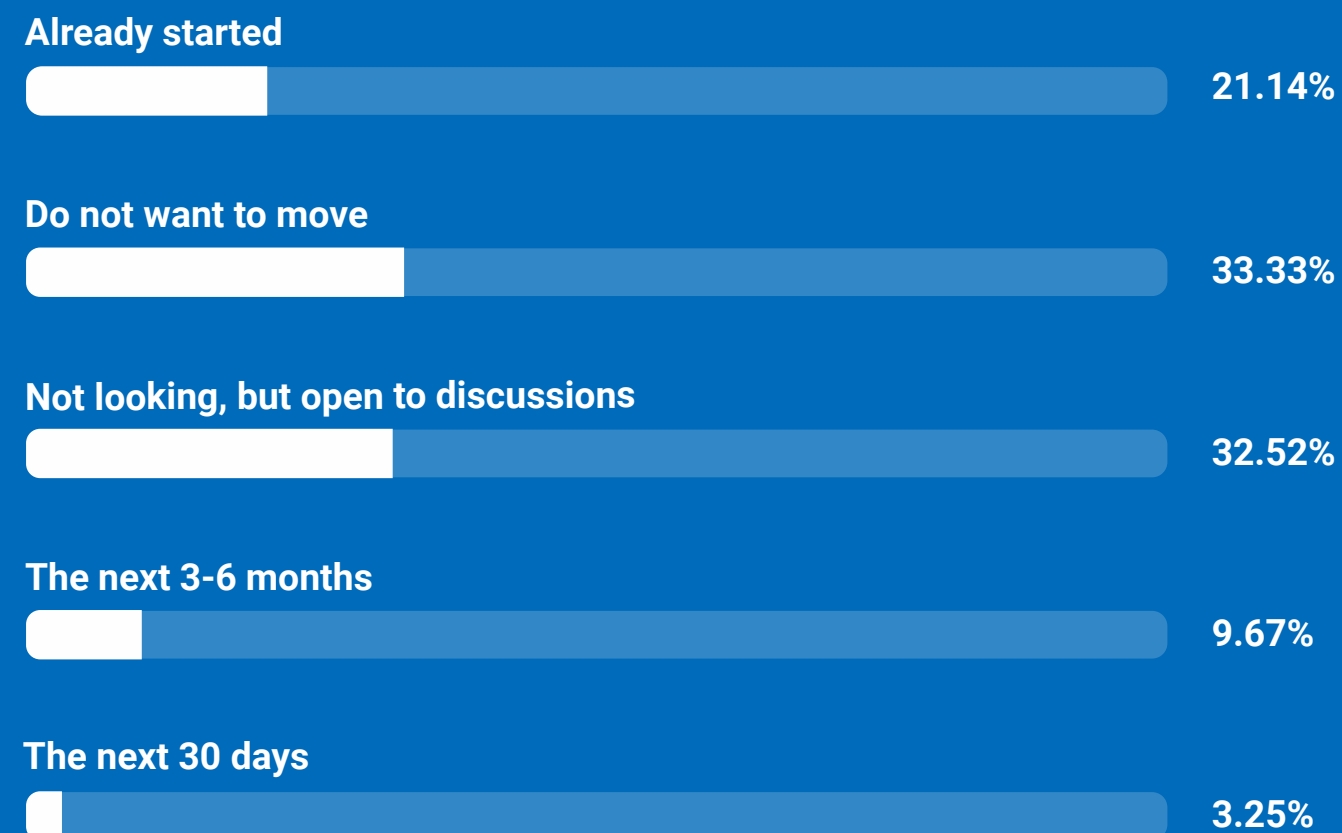
B players love to complain about being asked to do too much, but our job as CS leaders is to do our best to hire A players and then help all CSMs ruthlessly prioritize their workloads. By focusing on goals for retention and expansion, we can reverse engineer where the Customer Success team should be focused so that they are delivering the a-ha moments clients need for amazing experiences.

[Lauren Locke-Paddon](#) - VP of Customer Success, **Vocal Video**

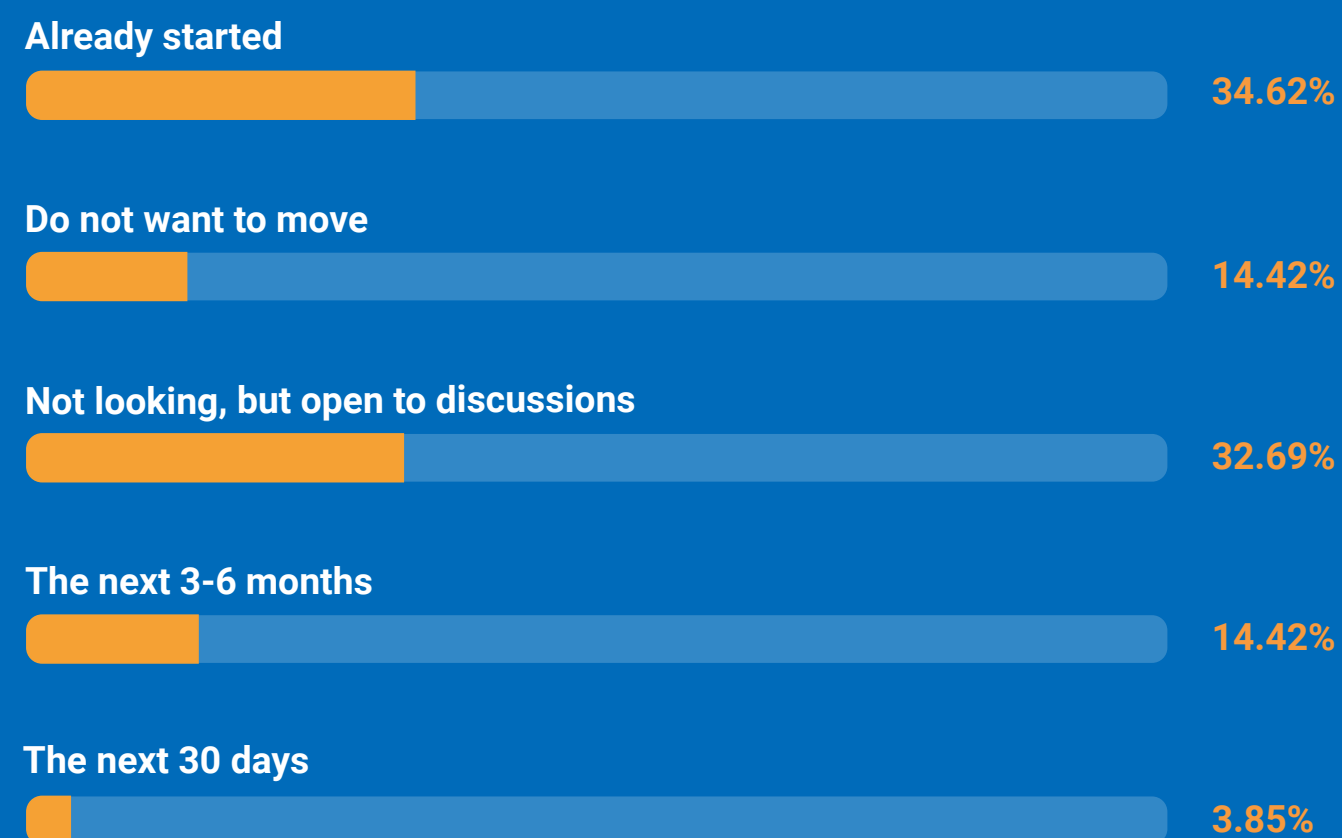
Are you planning to **switch jobs**?



Europe + ME



North America



Is quiet quitting a prequel to actually leaving?

We wanted to see how our respondents felt about their current jobs. We didn't expect such troubling stats and such a difference in North America from Europe. If we group and analyze the data, this is what can be concluded:

- > Almost 53% of CS personnel from North America are looking to switch jobs in the next 6 months.
- > CS/CX employees from Europe and the Middle East are 57% more likely to stay with their current employer, compared to their peers in NA.
- > We see this trend continue with their near future intentions. While in Europe 24% have actively started to look for new jobs, in NA there are 38.4% with similar intentions. That's a difference of nearly 58%.
- > Companies in the EU are more than twice as likely to retain their CSMs compared to those in the new world. In fact, a CEO from the US or Canada can only be certain that less than 15% of their staff are happy where they are.

Nearly 53% of CS staff in NA are looking to switch jobs. In the EU it's 34%. Why the big difference?



That CS people in NA are more likely to be actively researching their future employment options, much more so than their European counterparts, is no surprise at all. In NA, especially in the USA, an individual CS professional (and/or their whole CS department!) can be laid off at will, often with no compensation other than perhaps 2-weeks severance pay. Some companies offer more as severance pay, but it is not required by law anywhere in the US.

In Europe, as I understand it, the process of laying off an employee is much more regulated and therefore much less common. I think that this fact alone could explain the difference in data you're seeing from your survey.

Knowing that one could lose their job, possibly along with those of all of their team members, at any time without any warning, naturally encourages people to maintain a low-intensity job search at all times.

I've advised job-hunting CSMs for years to look for designated career paths in prospective employers. In hiring you, the company is making an investment, for they will need to train you on their product and on their customers. If they don't seem to recognize that fact, if they don't talk about career paths and otherwise indicate their interest in keeping you associated with the company for as long as possible, look elsewhere.

One of the advantages of putting other groups and roles into the Customer Success organization is that it allows for dynamic allocation of human resources. The same skills that make someone a good onboarder can be used in serving as a CSM. Changing hats, even if only temporarily, can reinvigorate employees and broaden their perspectives.

As for "quiet quitting," it's a very appropriate response to the company practice of "quiet promotions," wherein you are continually being asked to take on more and more work with no increase in compensation or standing. This is a recipe for burnout. No one can give 110% effort forever. What's worse is that increasing the workload inevitably reduces the quality of the work, thereby disappointing the customer, the CSM, and the company.

*[Mikael Blaisdell](#) - Analyst. Advisor. Executive Director - **The Customer Success Association***

Less than a third of CS staff is secure and has no intention of leaving the company. In North America, this drops to just 14.4%.

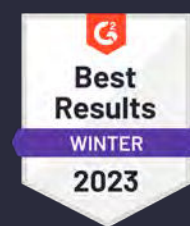
How many of your CSMs are getting ready to quit?

About Custify

Creation of value is the main reason why people use and buy products. Creating visibility and knowing how customers use a product and at the same time being aware of potential difficulties is the key to offer real value.

Custify helps SaaS businesses better meet customers' needs, reduce churn and increase lifetime value. Aside from usage insights, it also gathers data from various systems like CRM, support or billing automatically and presents all relevant customer success KPIs and client interactions in an easy-to-understand dashboard. For low-touch workflows, it has a sophisticated automation engine that's been shown to reduce average CSM workload by up to 50%.

It's time to empower your customer success team to create best-in-class customer experiences and scale.



In conclusion

Promoting an open and honest company culture is something most companies try but never manage to do. CS reps no longer believe in the goals and values the company purports to have. If management lies or doesn't follow through on its objectives and promises, staff can feel betrayed and deeply disappointed. This, of course, has a detrimental effect on staff motivation and will eventually lead to quiet quitting or worse.

I can confidently say that customer success managers can be the superheroes of any organization. And like all superheroes, they can handle a little bit of extra work and responsibility.

What this survey proves is that CSMs need resources and support in order to succeed in their roles. If companies understand the importance of work-life balance along with supplying the proper tools and training, everyone will be successful.

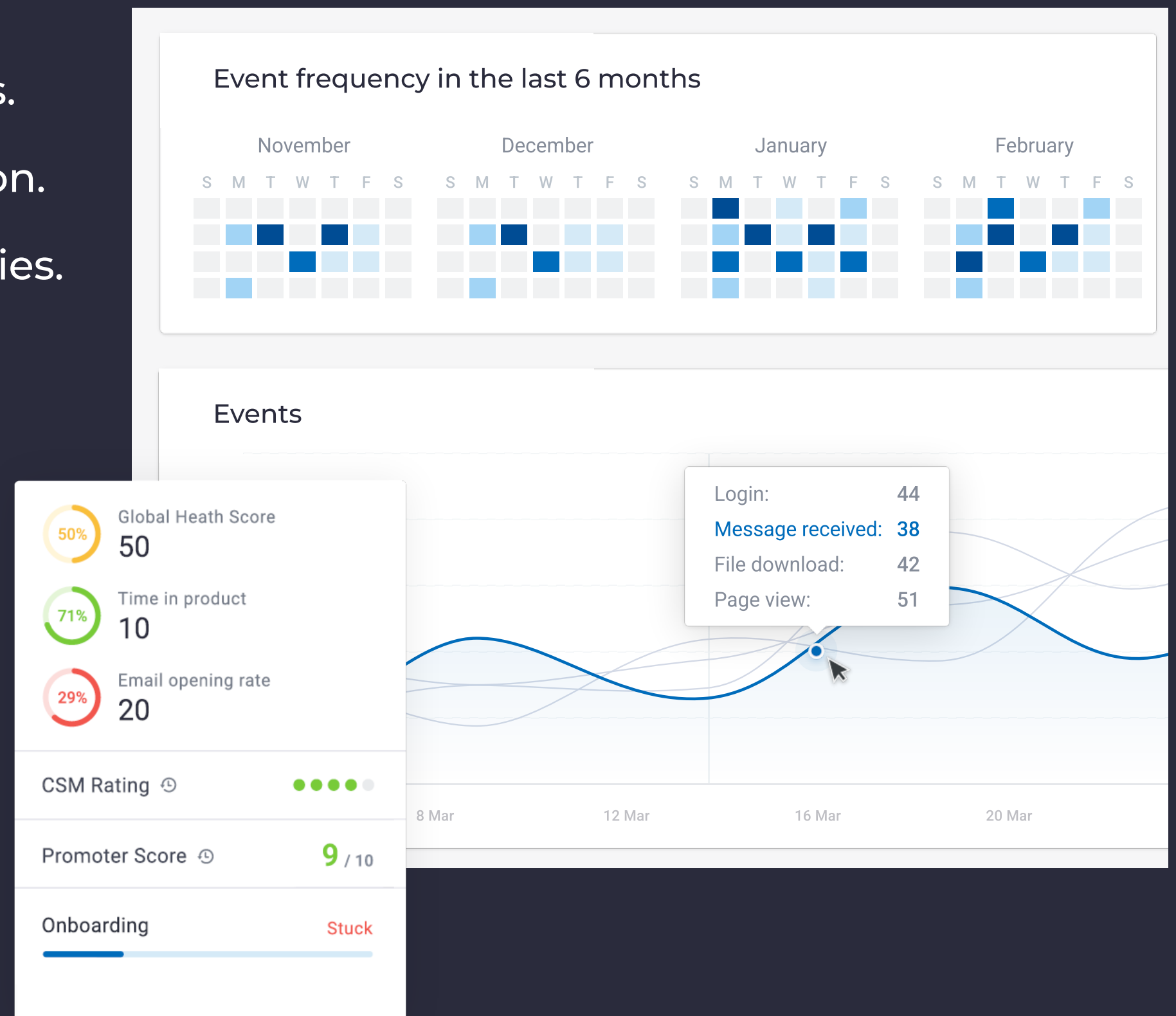


[Irina Vatafu](#) - Head of Customer Success, **Custify**

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- Automated churn prevention and detection.
- Automated detection of upsell opportunities.
- Automation outreach and reporting.
- Proactive customer issue resolution.



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