



## Partner Sales Manager Profile of Excellence



### Practice Area Clarity Seeker

**Impact of Practice Area**  
Links Strategy with Execution, Inspires with Clarity

#### Excellence Indicators

Develops a compelling strategic vision building Capacity Plans as a way to set goals/align with the Corporate strategy, product and Industry forecasts and local market opportunity.

Seeks input from multiple sources including corporate and cross-segment stakeholders often assessing multiple scenarios before honing in on the chosen strategy.

Able to express oneself clearly in ways that inspire others to follow and make sharp statements about the future with an enthusiasm that attracts others.

Has the in-built maker instinct, a drive to develop new Partners and ways to deliver value. Likes to see "BOLD" ideas develop, understand relationships and influence what happens.

Focuses on breaking down the challenge; the shared goals, commitments, the readiness, recruitment, resourcing, retention, marketing and investments necessary to succeed.



### Practice Area Sales Innovator

**Impact of Practice Area**  
De-Bugs and Wins more deals

#### Excellence Indicators

Co-collaborates to creatively identify where pipeline needs building and which deals with the highest stakes are bogged down, what is getting in the way of deals to shake them loose.

Works to innovate at the deal level which may include repositioning Microsoft capabilities to better connect with customers or shifting risk in exchange for longer term contracts.

Shares best practices developing and sustaining a strong relationship network inside Microsoft, passing new ideas and solutions to the rest of the team.

Advocates the motto of rapid prototyping of new ideas with partners. Encourages a trial and learn mentality; fail early, fail often, fail cheaply.

Overcomes natural inclination to think narrowly, viewing the world from one's own perspective by using tools that forces a broadening of understanding and idea expansion.



### Practice Area Dilemma Flipper

**Impact of Practice Area**  
Flipping Challenges into Opportunities

#### Excellence Indicators

Challenges the assumptions of the partner and re-frames their world in ways they haven't thought or appreciated before...unlocks the key to business dilemmas facing partners.

Able to ask powerful questions resulting from knowledge gained from immersing oneself in the dilemma and with the people who are most impacted.

Expert at connecting new insights about partner business opportunities linked back to the capabilities that only Microsoft can offer...implies deep expertise of "One Microsoft".

Builds strong consensus across Partners tailoring messaging to different stakeholders to achieve maximum resonance and influence board room level decision making.

Always able to demonstrate and hold firm on value and is never shy of having the tough conversation with Partners about the commercial side of the interaction.



### Practice Area People Leader

**Impact of Practice Area**  
Builds a High Performing team

#### Excellence Indicators

Creates a climate that delivers a feeling of involvement and valued contributions whilst also exerting a strong sense of leadership when it's needed.

Emphasizes development by separating performance from coaching. Coaching becomes continuous, customized and has a focus on the demonstrated application of required skills.

Institutionalizes coaching by adopting the Challenger "PAUSE" framework with development plans that create a sense of personal growth and succession planning.

Seeks out and connects role models and encourages the team to reach out to others for feedback/learning. Strong Advocate for Mentoring, Reverse Mentoring and Shadowing.

Identifies and hires diverse team members to thrive in a futures environment.



### Practice Area Smart Network Organizer

**Impact of Practice Area**  
Builds More Connected Networks

#### Excellence Indicators

Establishes connections and builds influence with STU, Industry Mgrs., Cross-Segment Team Units (internal) and key Industry Associations, forums and user groups (external).

Positions PDC's, AC's, VC's, MB's as engines for Partner growth. Actively engages to align strategies, monitor expertise levels and influence improvements.

Uses Social Media as the way to build and nurture purposeful connections, share insights, messages, inspire questions, seek feedback and community collaboration.

Strong advocate for on-line platforms and places for engagement; MPN, Partner Source, MSDN. Regularly provides feedback on improving services and engagement forums.

Demonstrates an Open Leadership philosophy; Being transparent and having the faith to share ideas on the basis of getting back even better ideas in return.



### Practice Area Immersive Learner

**Impact of Practice Area**  
Becomes a Credible Business Advisor

#### Excellence Indicators

Has the aptitude to immerse oneself in market data; Business Planning, 3rd party Research data, Blogs, forums, Websites to self-knowledge on Industry trends and Opportunities.

Seeks out role models, stepping into the life of another person from whom they want to learn; Mentoring, Reverse Mentoring and Shadowing.

Prioritizes gamification and simulation as low risk ways of learning about how to overcome likely obstacles and practice improvisation and leadership skills.

Regularly signs-up for learning adventures that are personalized and designed to stretch the learning in situations that are dramatically different.

Builds a Professional Development Roadmap to achieve Goals; Industry 200, Leadership 400, Partner Solutions 300, Competition 300, Microsoft Solutions 300, Licensing 200.