Role Expectations & Behaviors

**Role Title**: Director of Solutions

**Role Expectations:** Technical leader of the market with a focus on technical sales support. First and foremost a DS must be the technical quarterback for all pursuits, coordinating and putting forth our best solution for the client. This also includes coordinating technical team members who are needed to provide 300-400 level solutioning in a certain capability, help build a great proposal, create SOW’s, and effectively communicate this to the client with the ECE and DCS. The second aspect includes building out the market technical capabilities. This includes directly hiring or developing team members into the local market DIG team or supporting the DPD in building out capabilities in SDG. Finally they must manage and lead their own local DIG market team.

**Required Network:**

DPD – local team development

DCS – Tight partnership on sales, marketing, delivery, and building the local team.

ECE – Support of technical

Global Services – Shameer

NMS – Pete

Sales – Mike

CIS – Eric Stoltze

GCP – Matthew Emes

AWS –

Data & Analytics – Orion Gebremedhin

Digital Workplace – Ken Kuzdas

Digital Business Management – Joe Lesher

QA – Chintan Patadia

IDX – Matthew Schafman

**Desired Communication Methods:**

Status – Document – TIMU – Market/Manager – Weekly

Bi-Weekly Manager 1:1 – Online – Teams – Manager – Every Other Week

Market Monthly MBR – Online/Presentation – Teams – Monthly

DS-DT Sync – Online – Teams – Monthly

DS Community Call – Online – Teams – Monthly

Team 1:1 – Online – Teams – Every Other Week (minimum)

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| --- | --- | --- |
| Responsibility | Good Behavior | Bad Behavior |
| Technical Sales | Takes ownership for the solution during the sales process coordinating across deeper technical team members as needed. | Is not engaged on all pursuits and let’s ECE’s reach out directly to deeper technical team members |
| Proposal | Works the customer through a proposal first to get best alignment with client before writing a SOW. | Puts a SOW in front of the contract before alignment and agreement with the client. |
| Estimation | Understands the scope and solution enough to build a good faith estimate for the proposal/SOW. | Relies on others to estimate, does not work with client to understand scope and goals. |
| Ownership | Takes ownership of all technical aspects of the sales process and does not blame outside support for failures | Not engaged on a pursuit where national help exists. |
| Knowledge | Consistently understands what we do, sharing wins, assets, etc as well as understanding what other markets have done | Does not contribute to national knowledge and communities. |
| Strategy | Becomes a trusted advisor and strategic voice to our clients. | Runs pursuits and only does solution proposals. |
| Market Capabilities | Identifies gaps in market capabilities and works with DCS and DPD to fill them both on delivery and sales support. | Relies on others to train or open roles. |
| DIG Market Team | Develops or hires the necessary DIG team members to make the market a success. Actively works with DCS to identify required capabilities and roles. |  |
| Partnership | Regularly engages and builds relationships with Microsoft. Understands who to connect with on the partnership side, how they are compensated, funding options available, etc. | No investment in partnerships or accepts regular rhythms without any outcomes. |
| Thought Leadership | Regularly be visible in market discussing technology direction, where the market is headed, where the industry is headed. |  |
| Mentoring | Invests in all consultants, especially rising stars in the market to help develop the next generation of leaders. | Views SDG development as only the DPD. |
| Metrics | Understands core metrics that the DCS and market are measured and actively adjusts against these metrics. | Not aware of any metrics or does not use them. |
| Culture | Feels responsible for helping create the right behaviors and values in a market by actively participating, showing up to the office, being visible and living our values everyday | Little participation in office outside of sales pursuits. |
| Training | Focus on hands-on training of direct team members and actively provides feedback. | Does not invest in training others on their team. |

Role Training Curriculum

T*he following training curriculum should outline the training programs/modules that will be required in order to achieve the* ***Knowledge Needs*** *for this role.*

**Knowledge Needs:**

* **Understanding of the market structure and roles**
* **Understanding of their own role**
* **Understanding of what Neudesic does**
* **Understanding of what assets are available and where to find them**
* **Connections within Neudesic to be a success**
* **Neudesic sales process**
* **DS responsibilities in the sales process**
* **Neudesic estimation process**
* **How to manage a team**
* **How and who to engage from the partner side**

**Training Curriculum Details:**

## Initial Onboarding

Objective: Provide key information for DS/TCD to get started at Neudesic

Topics

Day One

* HR On-Boarding

Day Two

* Organizational Structure with a focus on market roles
* Introduction to DIG Team – Purpose and Structure
* DS Role and Responsibilities
  + What is a good DS?
  + What is a bad DS?
* TCD Roles and Responsibilities
  + What is a good DS?
  + What is a bad DS?
* NA Roles and Responsibilities
* Sales Process
  + Flow and SLA’s
  + Introduce Estimation Worksheet
  + Staff Augmentation Proposal
  + Project Based Proposal
  + Managed Services Proposal

Day Three

* Service Lines Deep Dive
* Make It Clear Introduction
* Review Assets
  + Servicelines.neudesic.com
  + TIMU Content Library
* Review Key Pitches
  + DevOps
  + Mobility
  + D&A
  + AI
* Invites to DS-DT Community Meetings
* Invites for 1:1 with Manager
* Invites for 1:1 with Team
* Local Market Invites

## Making Connections (Weeks 2-3)

Objective: Create deeper connections within the org and understand vision and direction of key groups.

Global Services – Shameer

NMS – Pete

Sales – Mike

CIS – Eric Stoltze

GCP – Matthew Emes

AWS – Matthew White

Data & Analytics – Orion Gebremedhin

Digital Workplace – Ken Kuzdas

Digital Business Management – Joe Lesher

QA – Chintan Patadia

IDX – Matthew Schafman

## Make It Clear (Complete by Week 4)

Objective: Understand the core value proposition and what capabilities we bring to market.

## Goals and Objectives (Complete by Week 4)

Objective: Set 3-4 goals and objectives for upcoming quarter.

## Opportunity Mentorship

Objective: Work 1:1 directly with VP/Manager on an opportunity to get direct coaching on how to work through the Neudesic sales process.

* Proposal
* SOW
* Estimation Worksheet

## Sales & Account Training

Objective: Increase technical sales capabilities of the DS/TCD.

How to structure an RFP

How to do focused account management and expansion

CRM training

Customer interaction

## Management Training

Objective: Increase the effectiveness of the DS/TCD in managing and leading a team.

TBD

## Partner Engagement Training & Enablement

Objective: Learn how to effectively interact with Microsoft, GCP, and AWS

* Partner Field Structure
* Partner Incentives & Funding
* Partner Field Compensation Models
* Neudesic to Partner Role Mapping
* Introduction support from Neudesic marketing and local team