



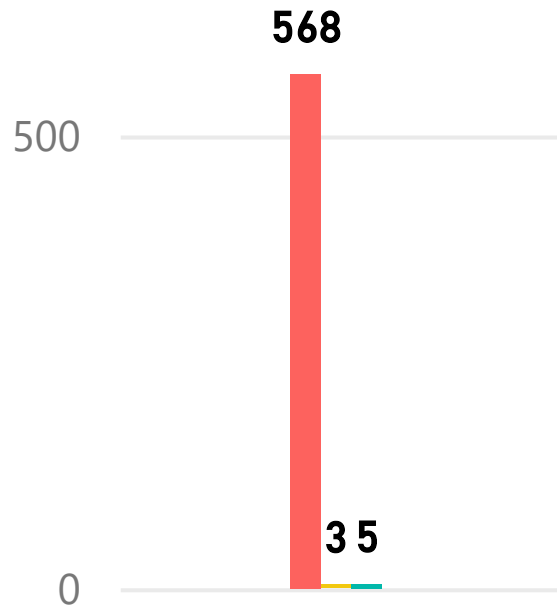
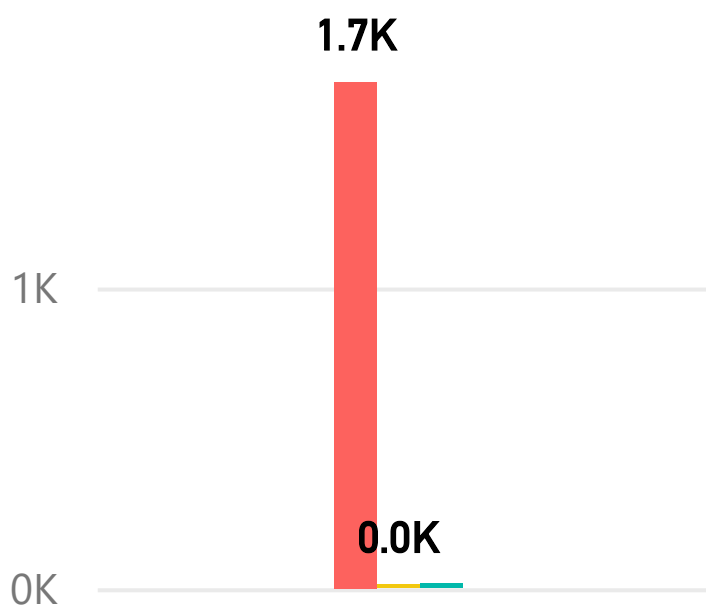
Manager perspectives

Count of manager persp...

# of managers

Not Started

Not started

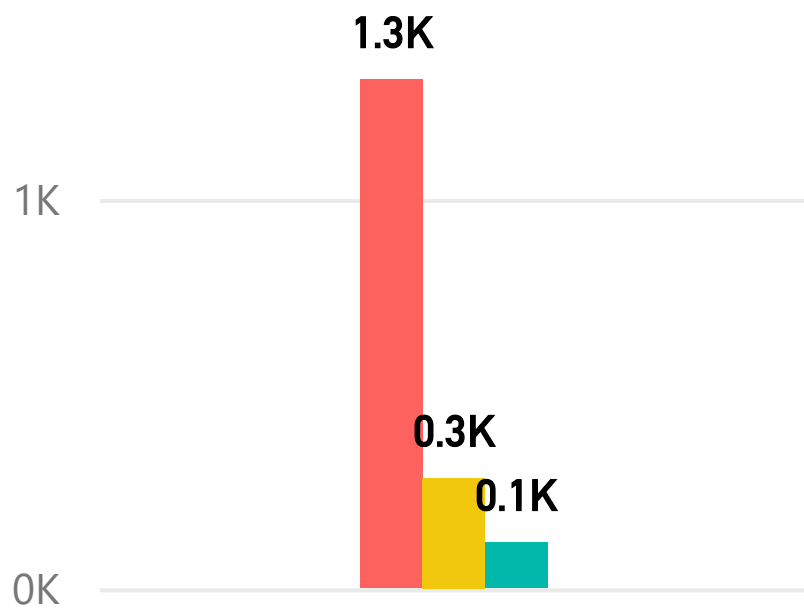


Personal perspectives

# of personal

Not Started

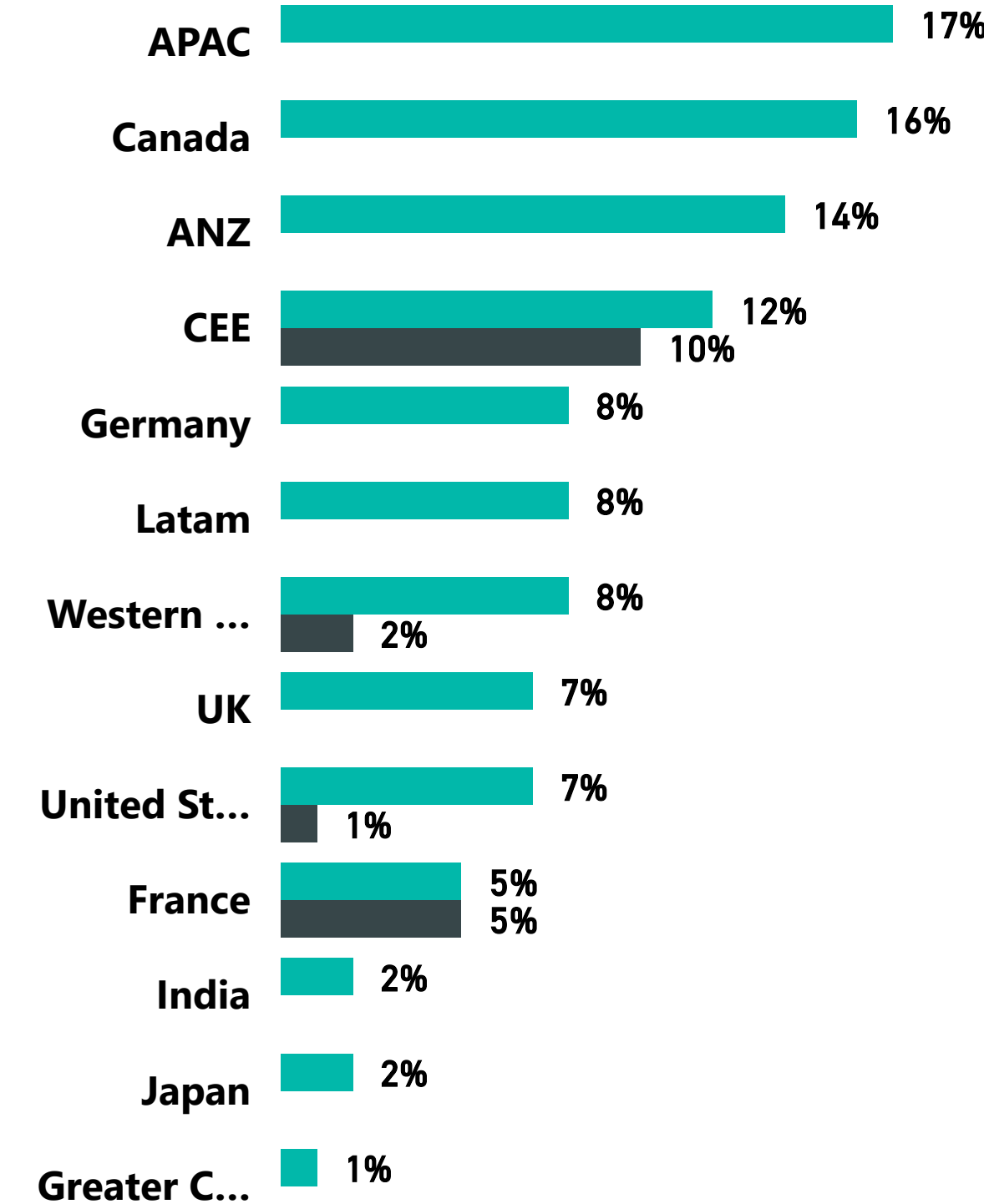
In Progress



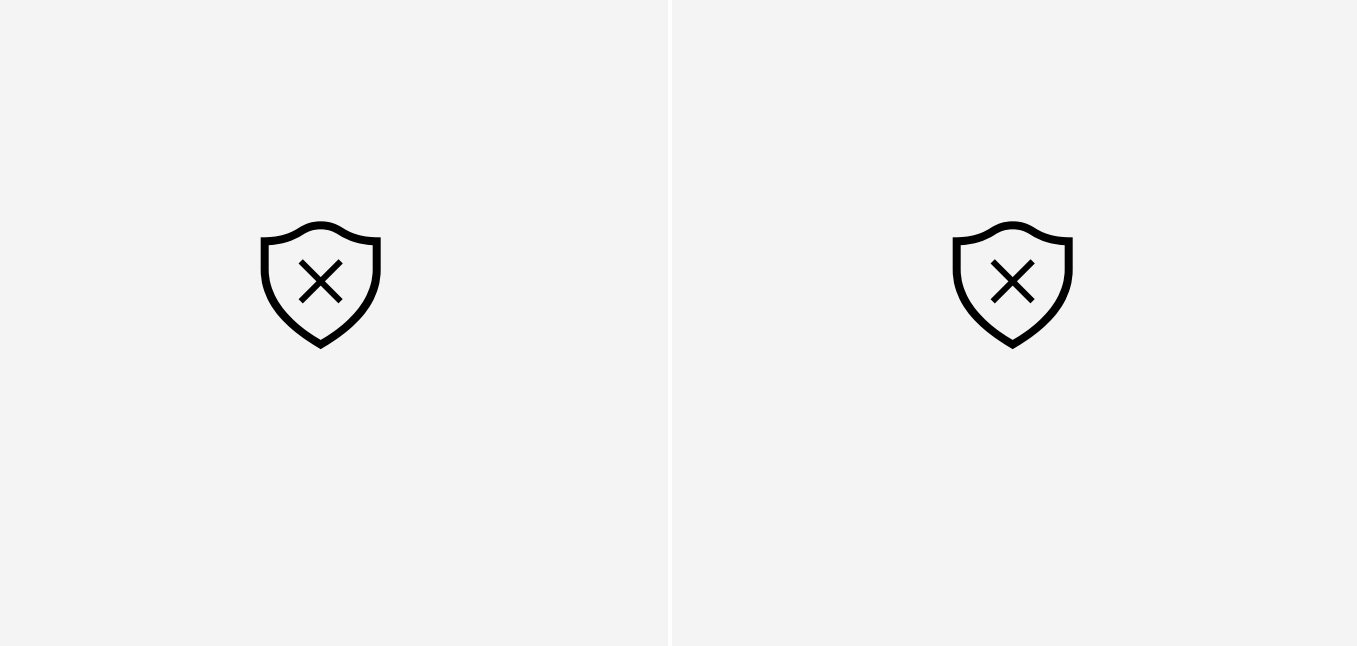
Profile	Area	Country
<input type="checkbox"/> Account Technology	<input type="checkbox"/> ANZ	<input type="checkbox"/> Argentina
	<input type="checkbox"/> APAC	<input type="checkbox"/> Asia HQ
	<input type="checkbox"/> Canada	<input type="checkbox"/> Australi...
	<input type="checkbox"/> CEE	<input type="checkbox"/> - ...
	<input type="checkbox"/> CorpHQ	Tenure group
	<input type="checkbox"/> France	<input type="checkbox"/> 0 - 12
	<input type="checkbox"/> Germany	<input type="checkbox"/> 13 - 24
	<input type="checkbox"/> Greater ...	<input type="checkbox"/> 25+
	<input type="checkbox"/> India	

Completions by Area

Team Completion (%) Manager Completion (...)

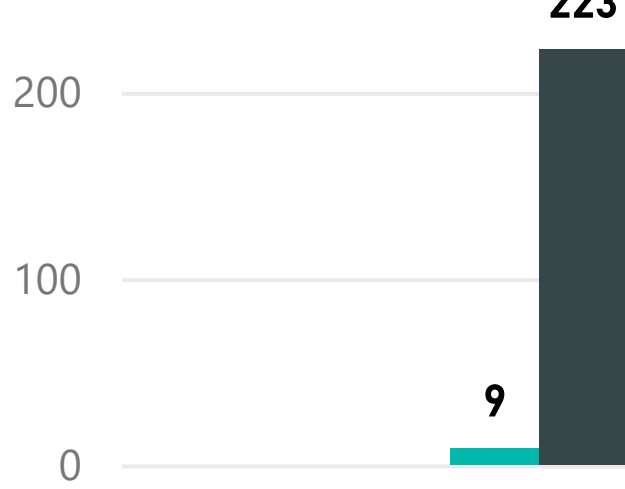


Perspectives progress

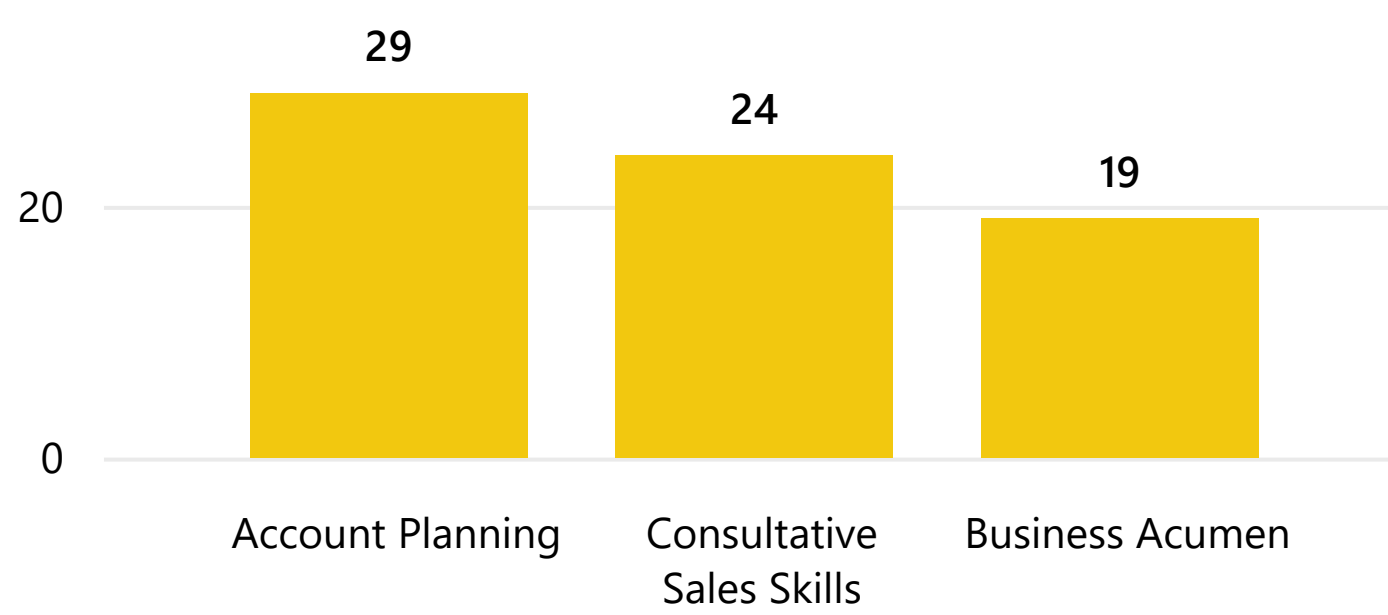


# of users who set priorities

Managers Personal

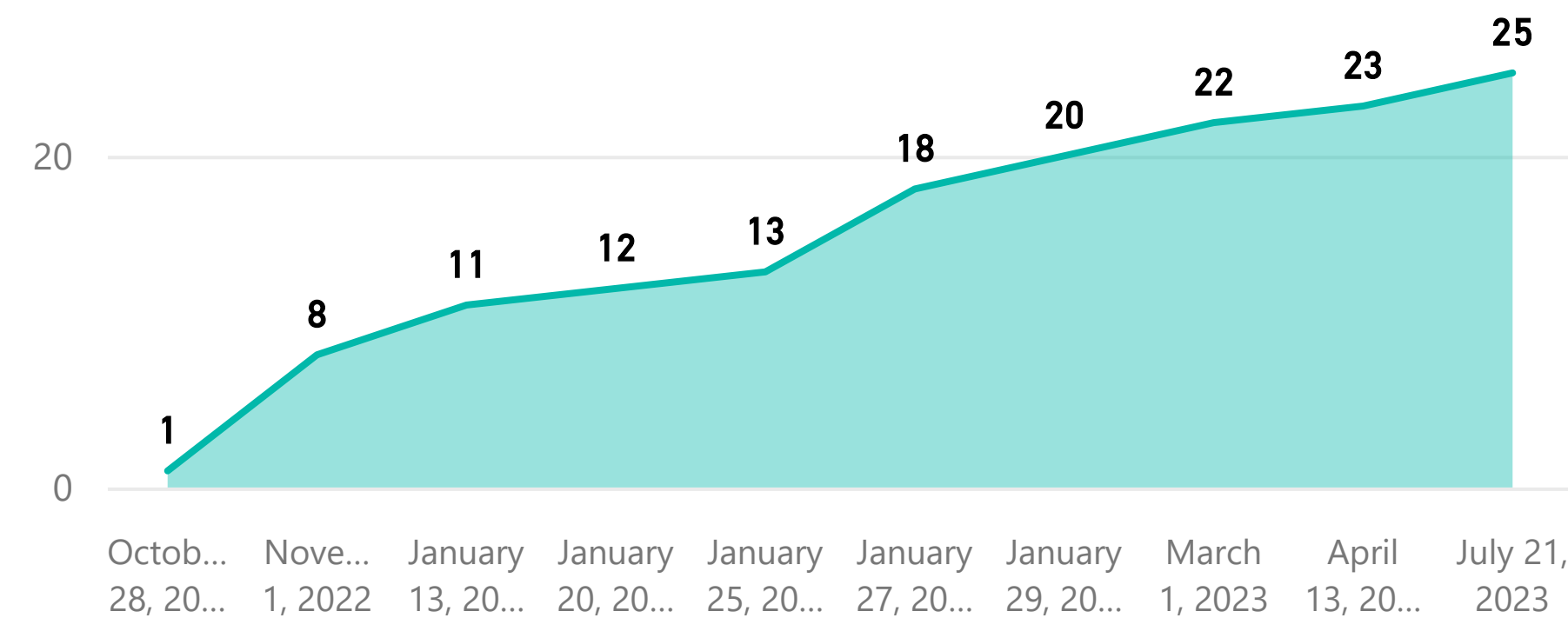


Inprogress by Skills Area (Team)



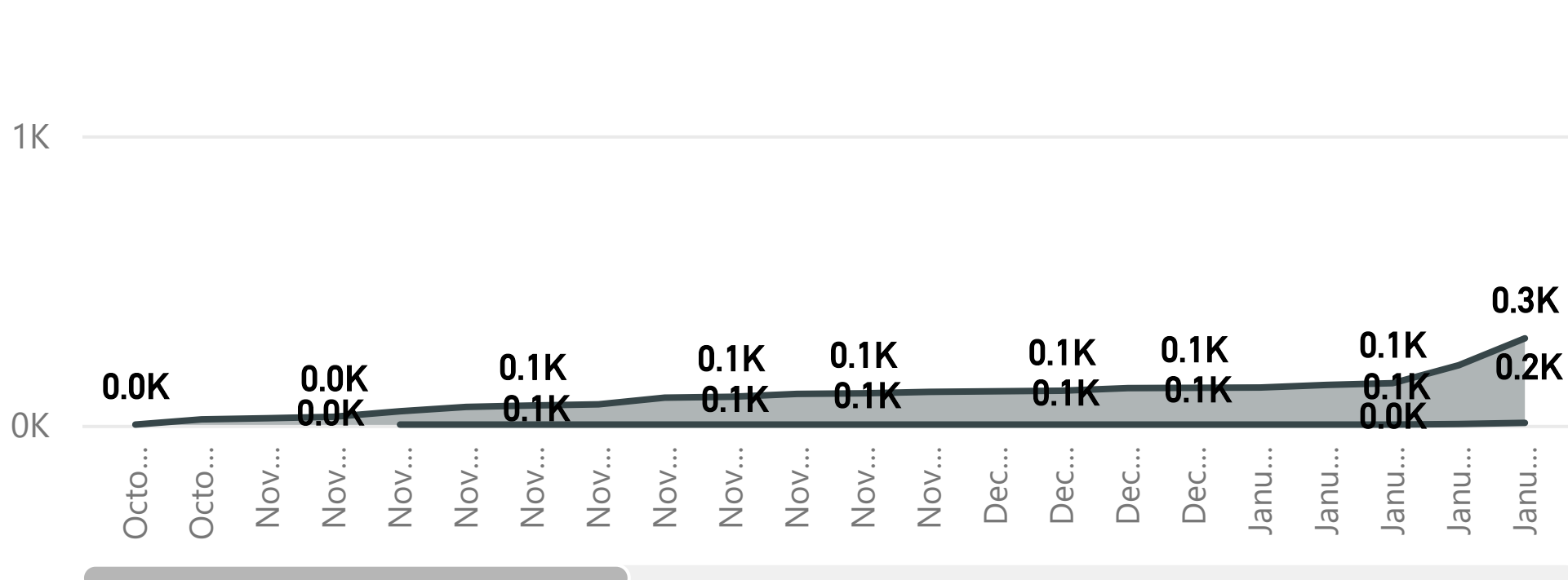
# of priorities suggested by managers

Manager priorities # of priorities completed



# of priorities set by personal

Personal priorities # of priorities completed



Profile

☐ Account Technology

Skill area

☐ Account Planning

☐ Business Acumen

☐ Consultative Sales Skills

Area

☐ ANZ

☐ APAC

☐ Canada

☐ CEE

☐ CorpHQ

☐ France

☐ Germany

☐ Greater China

Country

☐ Argentina

☐ Asia HQ

☐ Australia (Sales...)

☐ Austria

☐ Beijing

☐ Belgium

☐ Brazil

☐ Canada (Sales...)

Tenure group

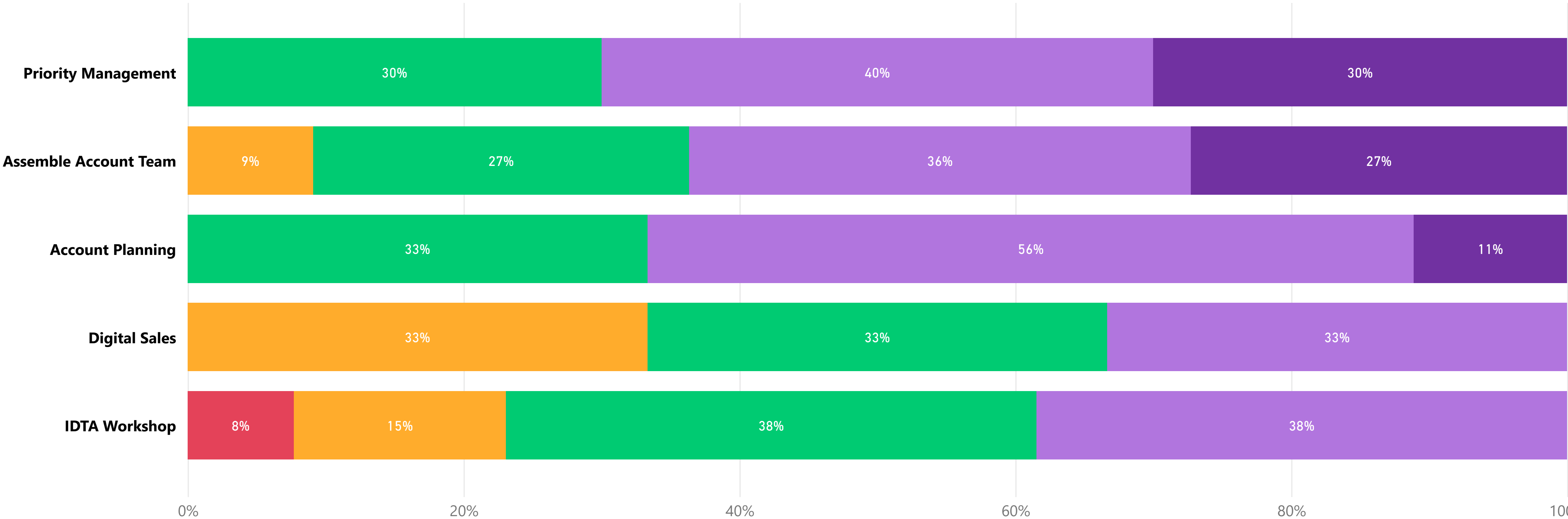
☐ 0 - 12

☐ 13 - 24

☐ 25+

Critical skills by role - Manager perspective

● Not Important ● New Skills to develop ● Accelerate investment in these skills ● Last mile investment in development of these skills ● Skill master



Profile

☐ Account Technology

Skill area

☐ Account Planning  
☐ Business Acumen  
☐ Consultative Sales Skills

Area

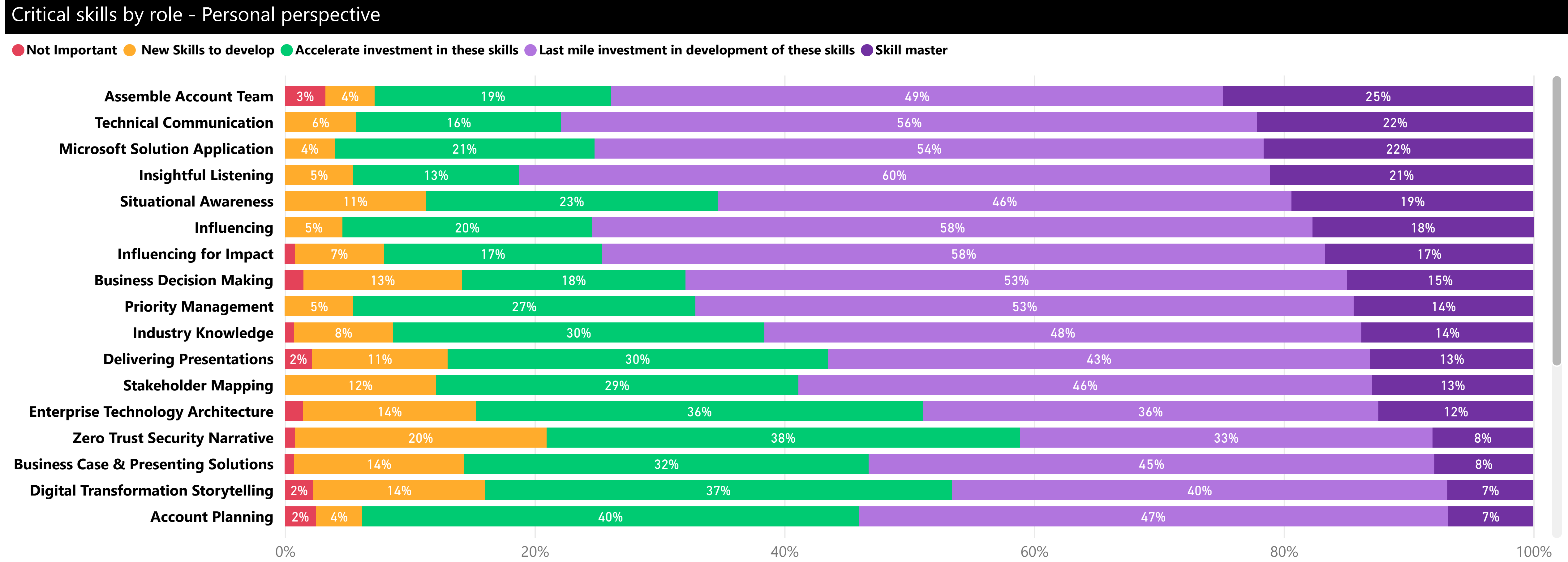
☐ ANZ  
☐ APAC  
☐ Canada  
☐ CEE  
☐ CorpHQ  
☐ France  
☐ Germany  
☐ Greater China

Country

☐ Argentina  
☐ Asia HQ  
☐ Australia (Sale...  
☐ Austria  
☐ Beijing  
☐ Belgium  
☐ Brazil  
☐ Canada (Sales...

Tenure group

☐ 0 - 12  
☐ 13 - 24  
☐ 25+



Profile

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Area

☐ ANZ

☐ APAC

☐ Canada

Country

☐ Argentina

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☐ Australia (SalesDi...

Tenure group

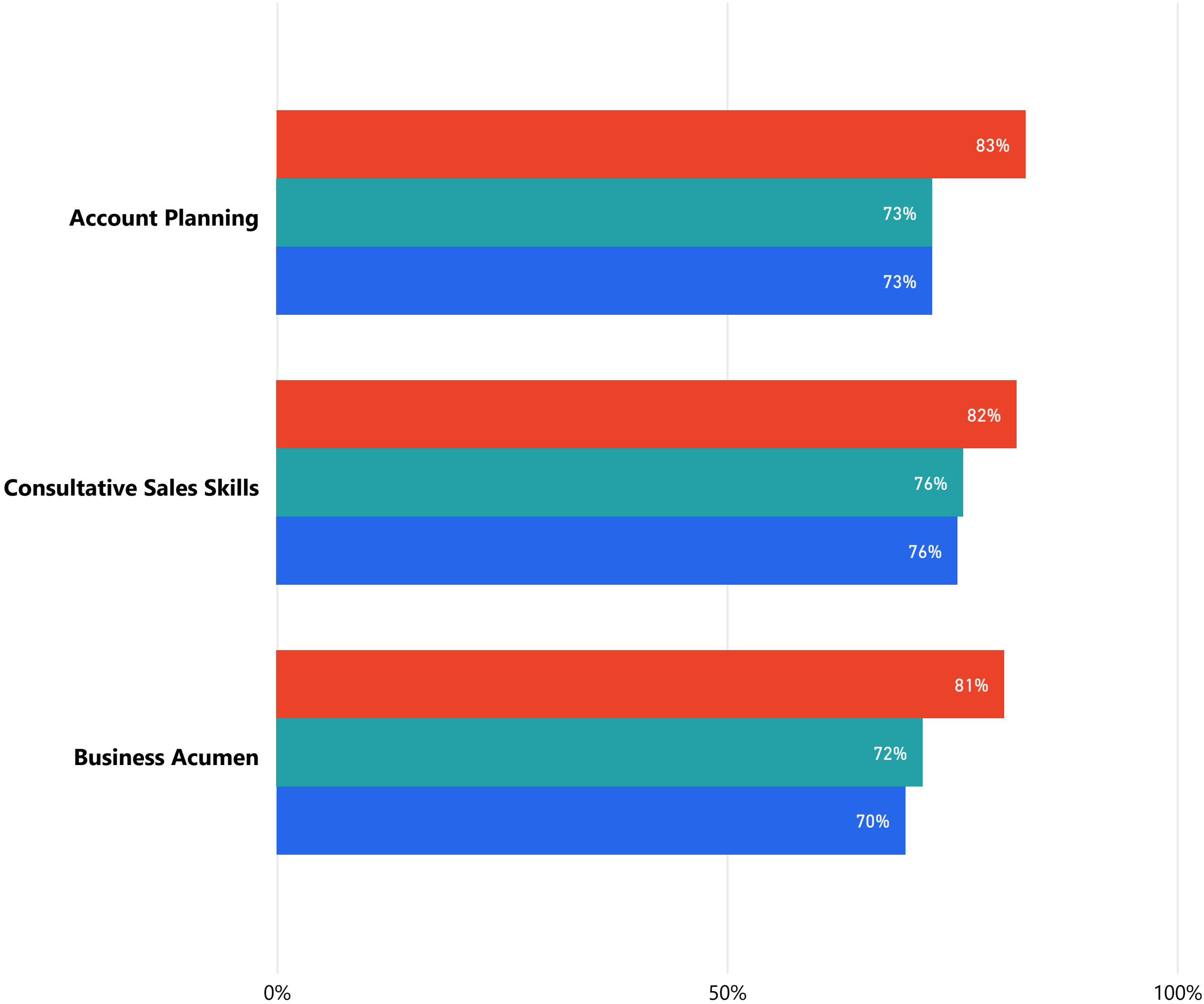
☐ 0 - 12

☐ 13 - 24

☐ 25+

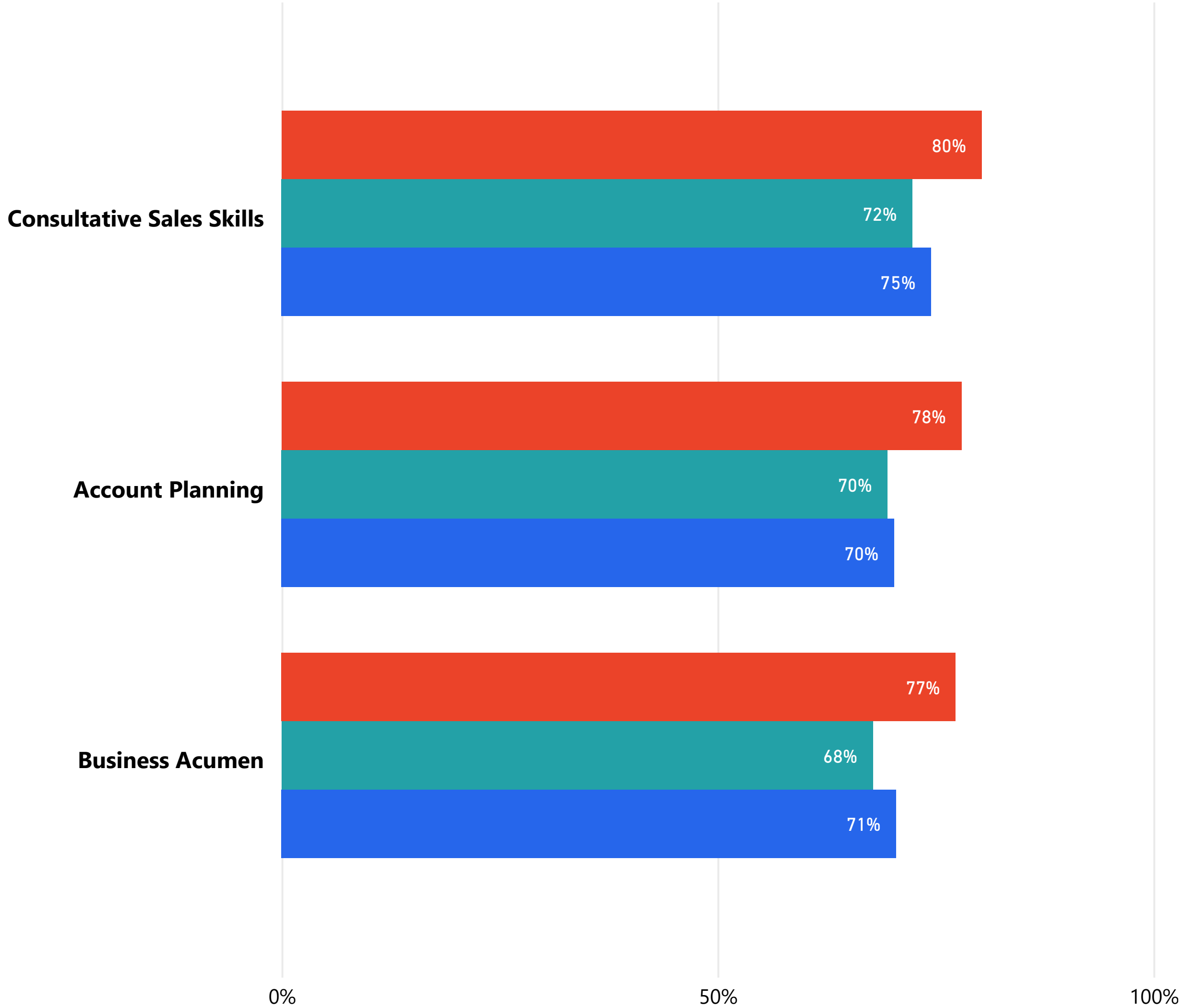
Skill category - Manager view

● Importance ● Frequency ● Proficiency



Skill category - Personal view

● Importance ● Frequency ● Proficiency



Profile

☐ Account Technology

Skill area

☒ Account Planning

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☐ Consultative Sales Skills

Area

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☐ APAC

☐ Canada

Country

☐ Argentina

☐ Asia HQ

☐ Australia (SalesDi...

Tenure group

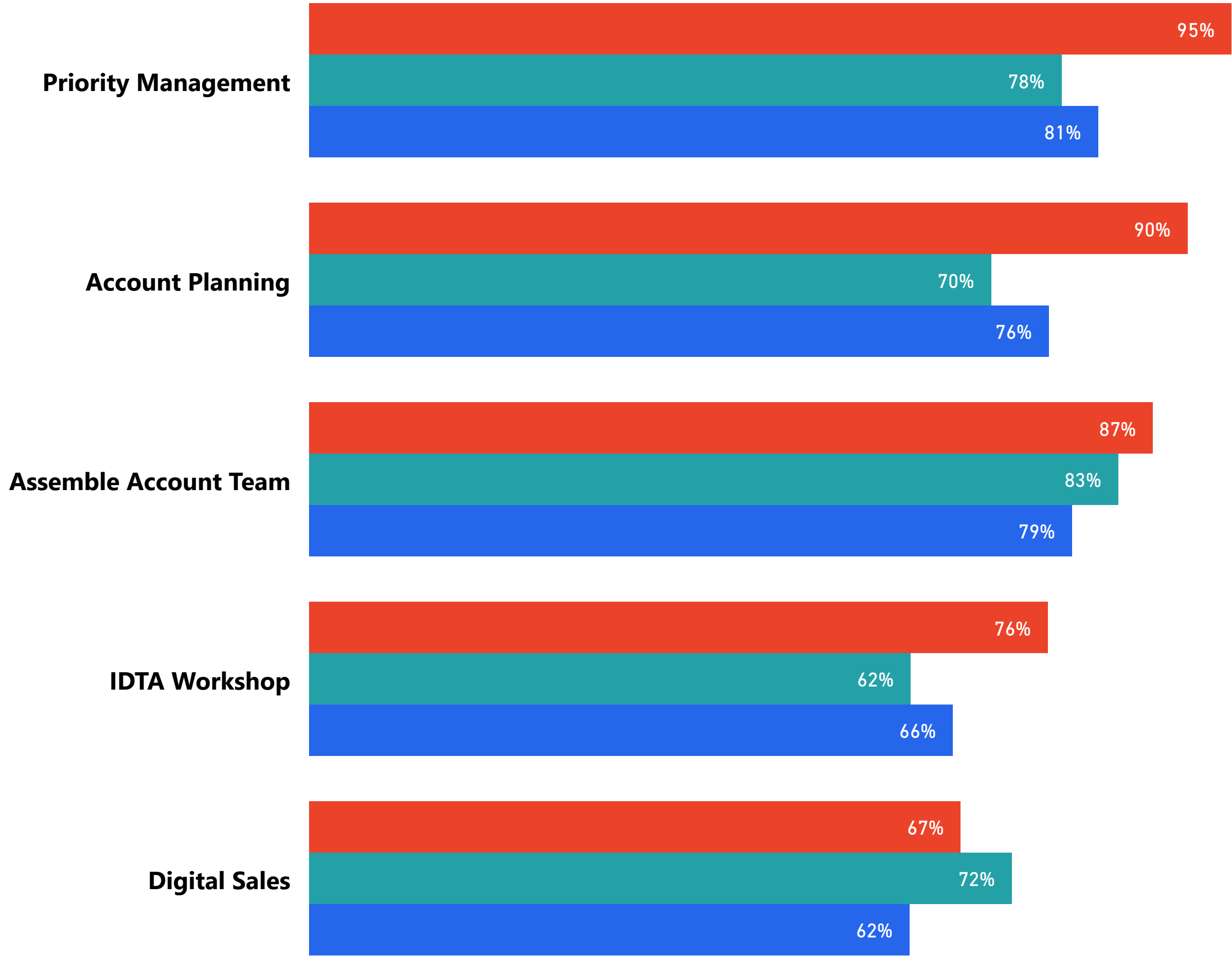
☐ 0 - 12

☐ 13 - 24

☐ 25+

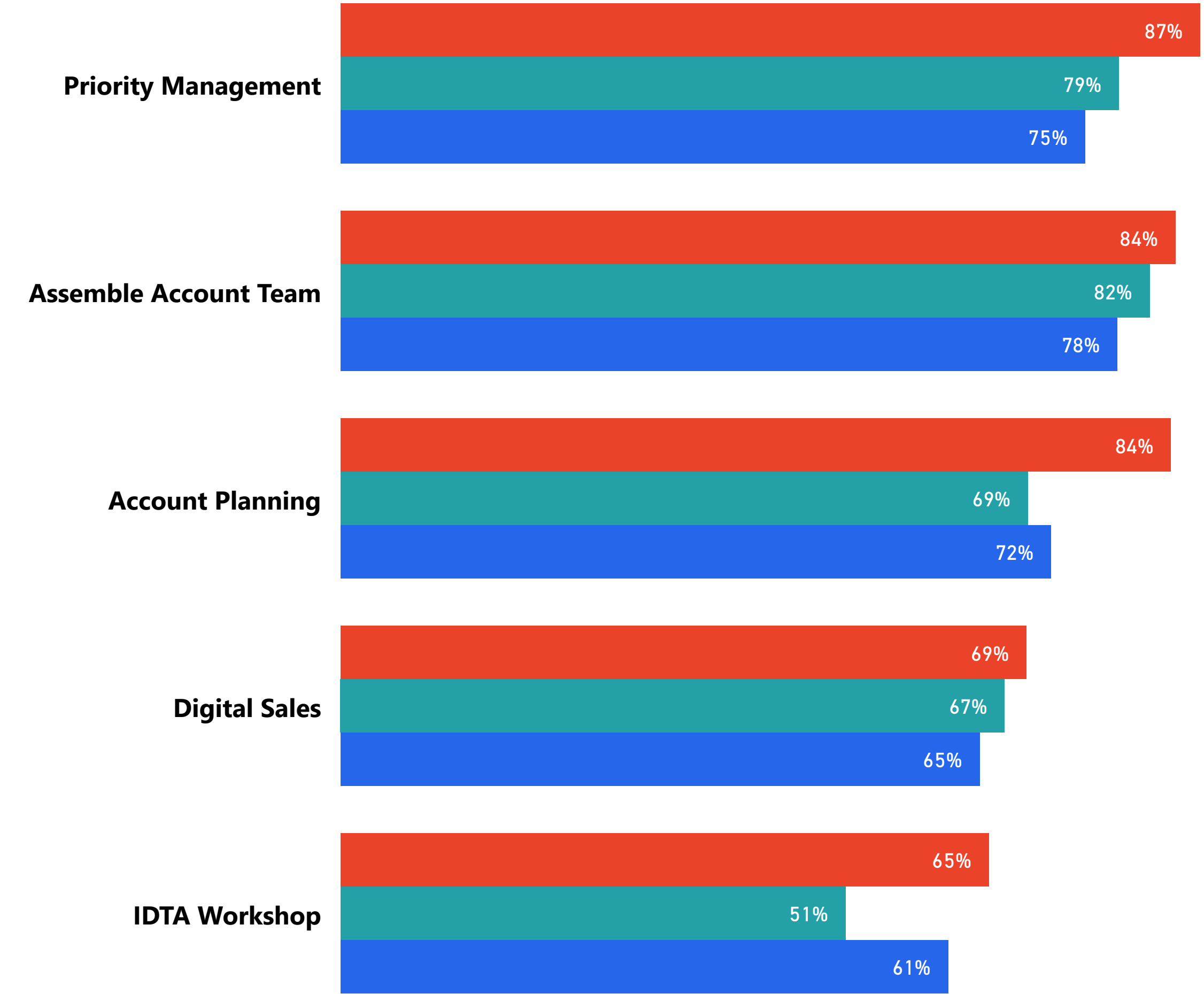
Skills - Manager view

● Importance ● Frequency ● Proficiency



Skills - Personal view

● Importance ● Frequency ● Proficiency



Profile

☐ Account Technology

Skill area

☐ Account Planning

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Area

☐ ANZ

☐ APAC

☐ Canada

☐ EMEA

Country

☐ Argentina

☐ Asia HQ

☐ Australia (SalesDi...)

☐ Brazil

Tenure group

☐ 0 - 12

☐ 13 - 24

☐ 25+

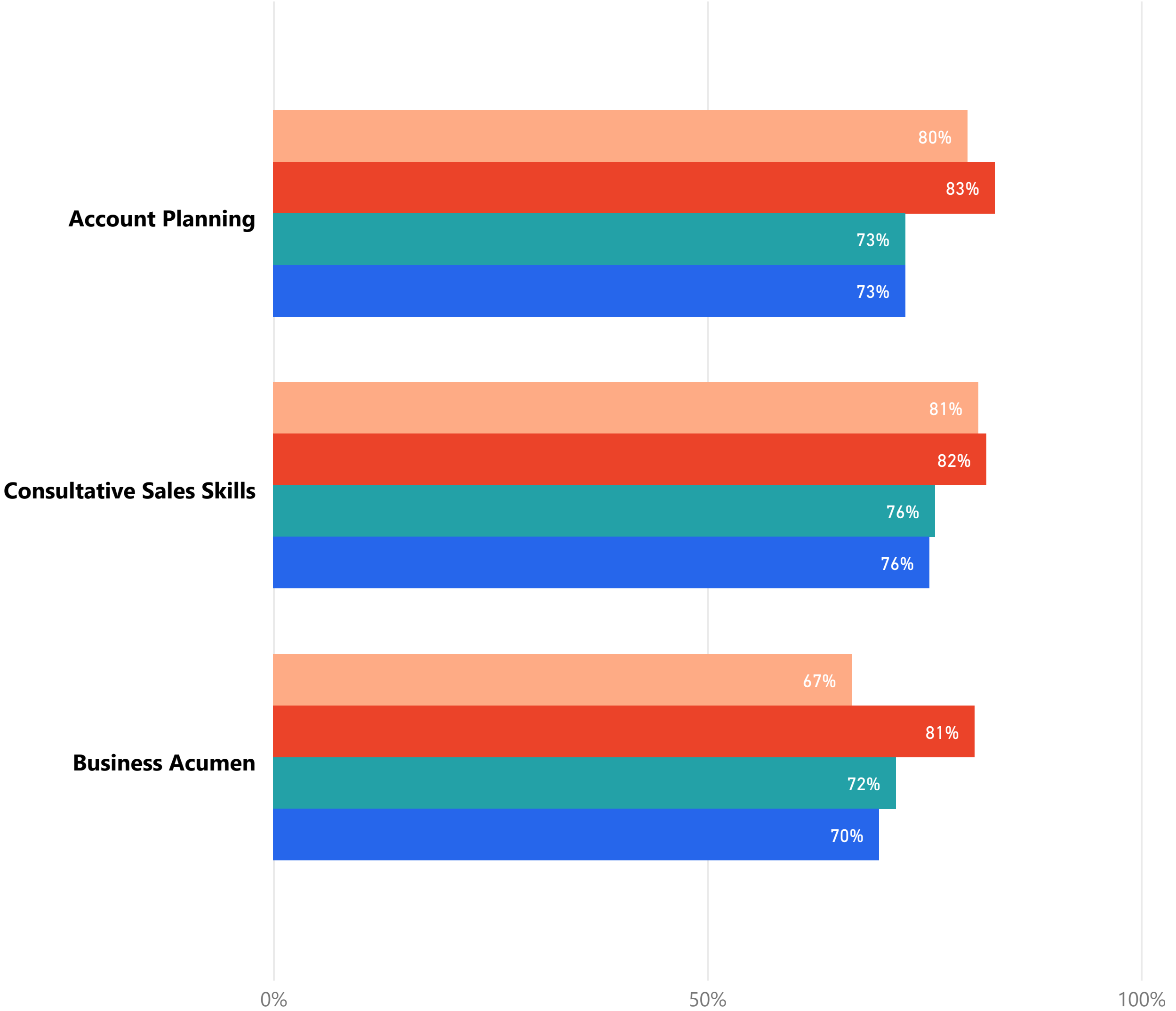
Skill category with corp importance - Manager view

Corp Importance

Importance

Frequency

Proficiency



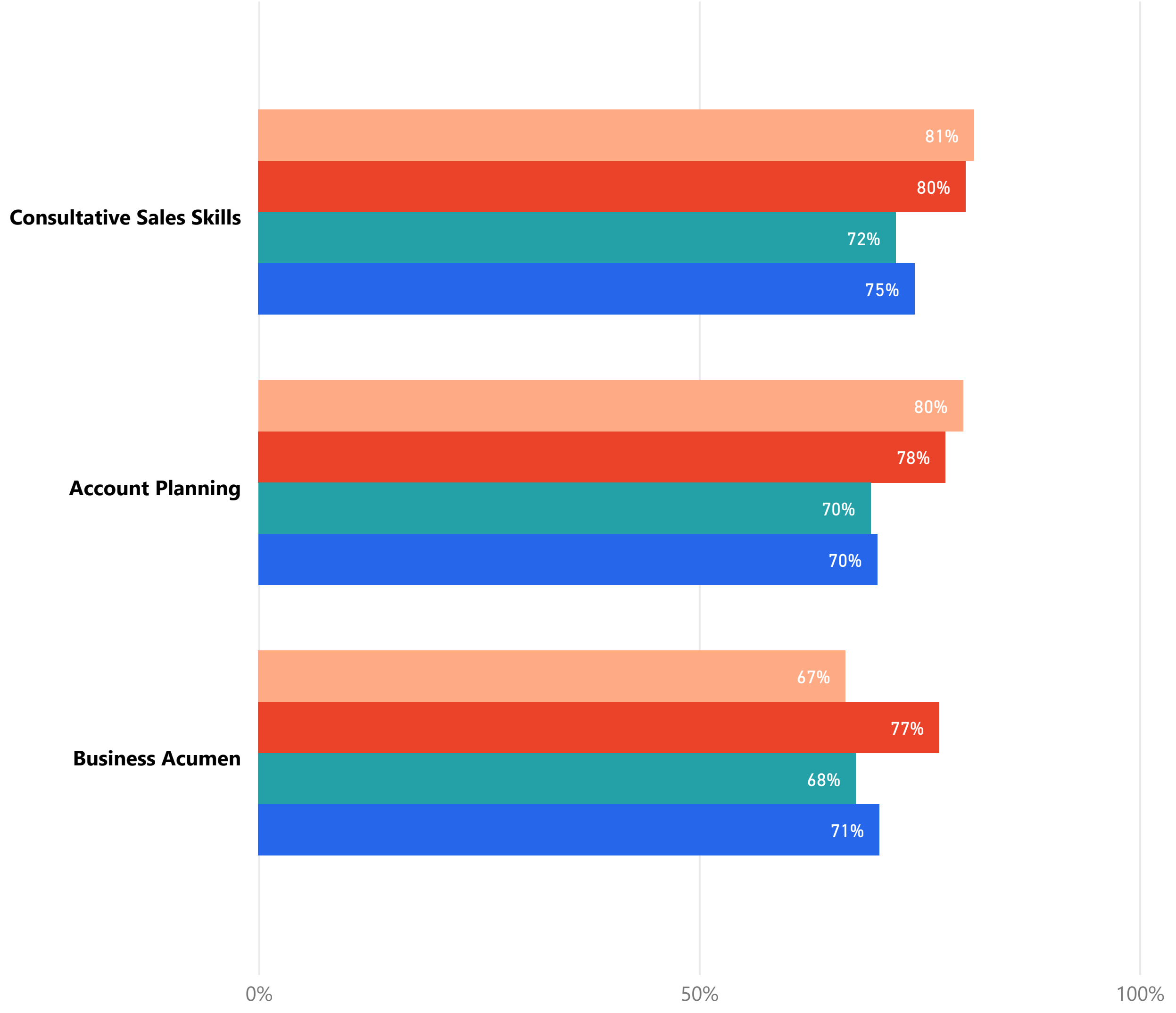
Skill category with corp importance - Personal view

Corp Importance

Importance

Frequency

Proficiency



Profile

☐ Account Technology

Skill area

☒ Account Planning

☐ Business Acumen

☐ Consultative Sales Skills

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Country

☐ Argentina

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☐ Australia (SalesDi...

☐ Austria

Tenure group

☐ 0 - 12

☐ 13 - 24

☐ 25+

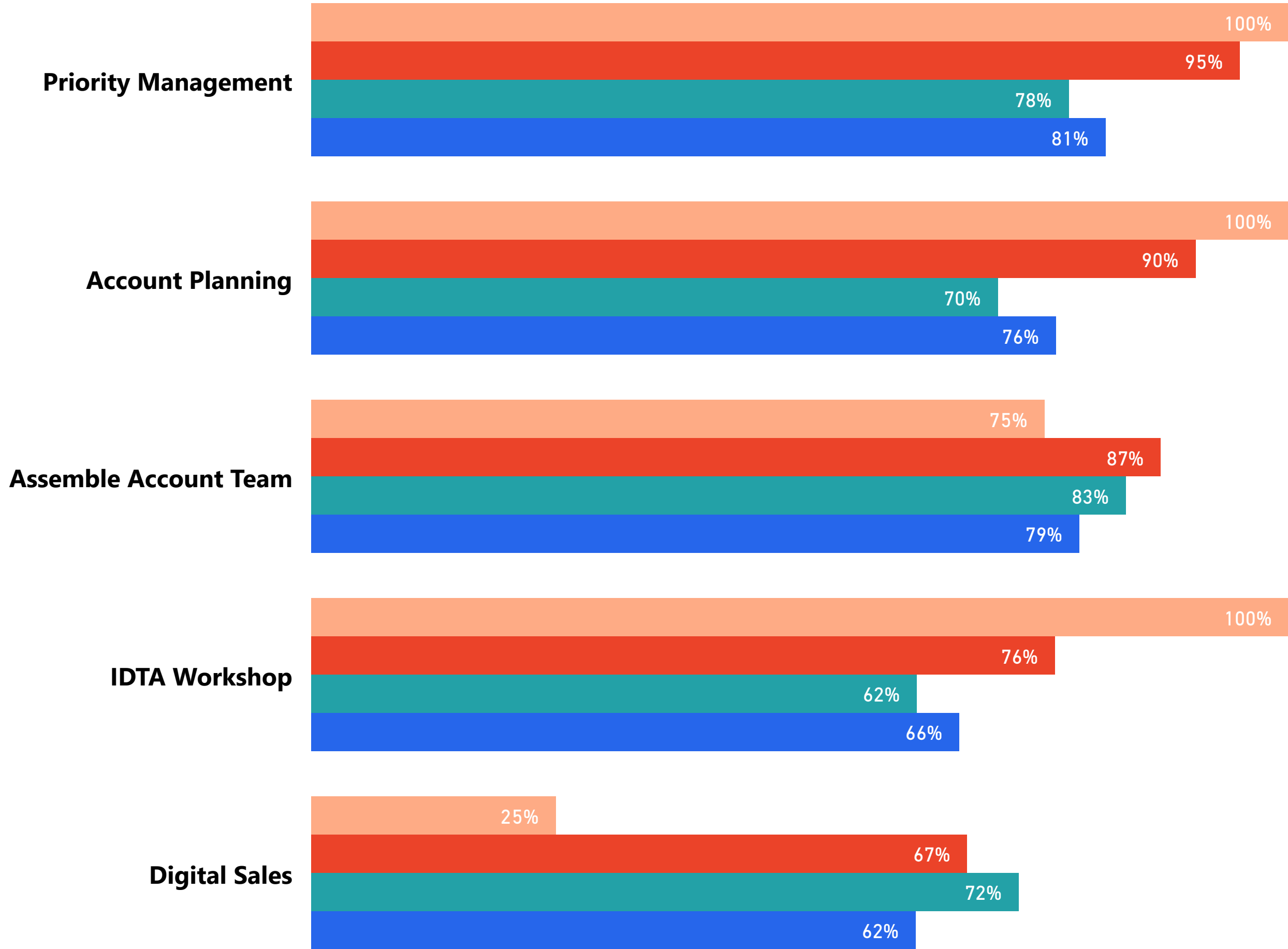
Skills with corp importance - Manager view

Corp Importance

Importance

Frequency

Proficiency



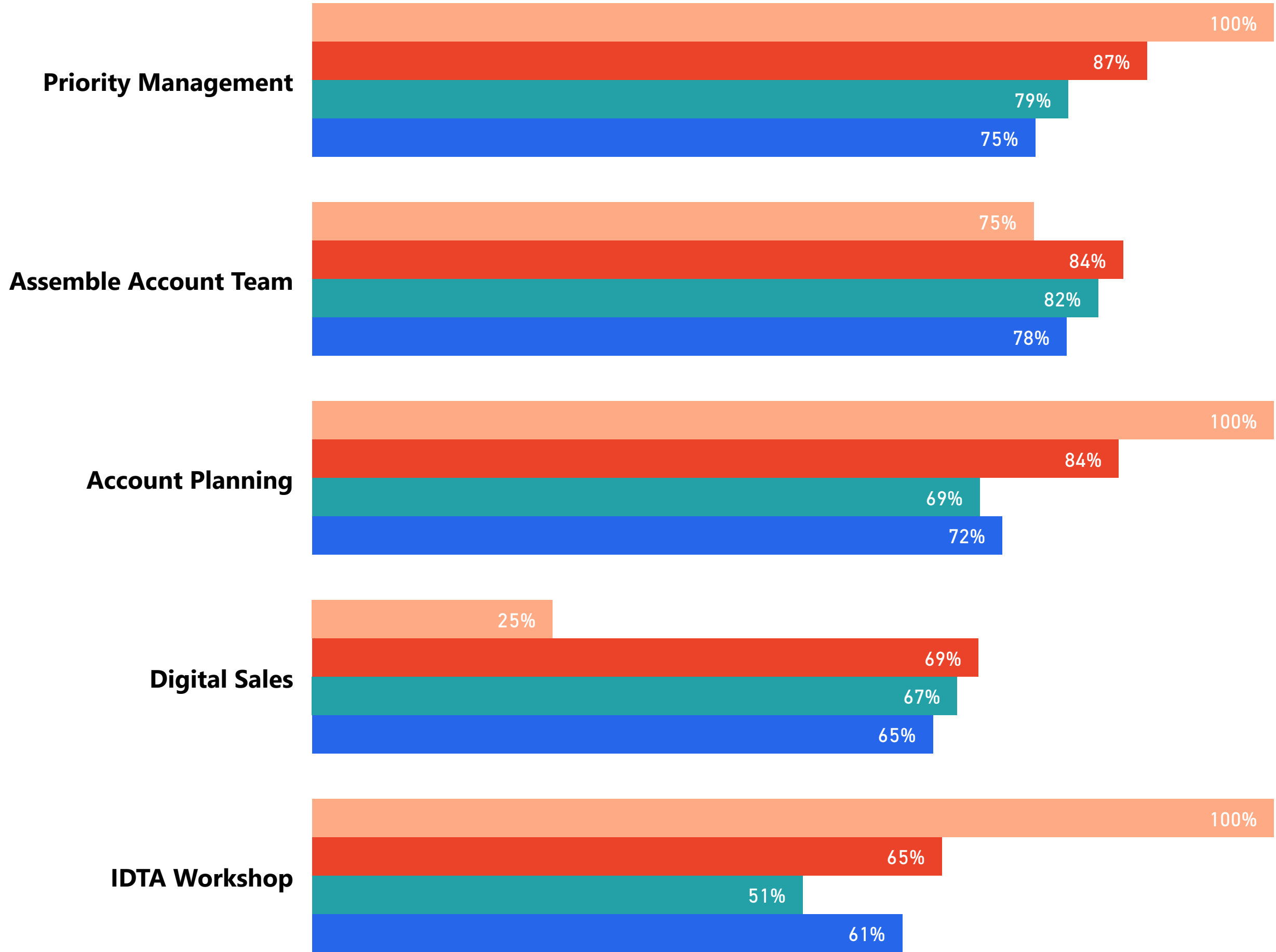
Skills with corp importance - Personal view

Corp Importance

Importance

Frequency

Proficiency



Profile

☐ Account Technology

Skill area

☐ Consultative Sales Skills

Area

☐ ANZ

☐ APAC

☐ Canada

Country

☐ Argentina

☐ Asia HQ

☐ Australia (SalesDi...

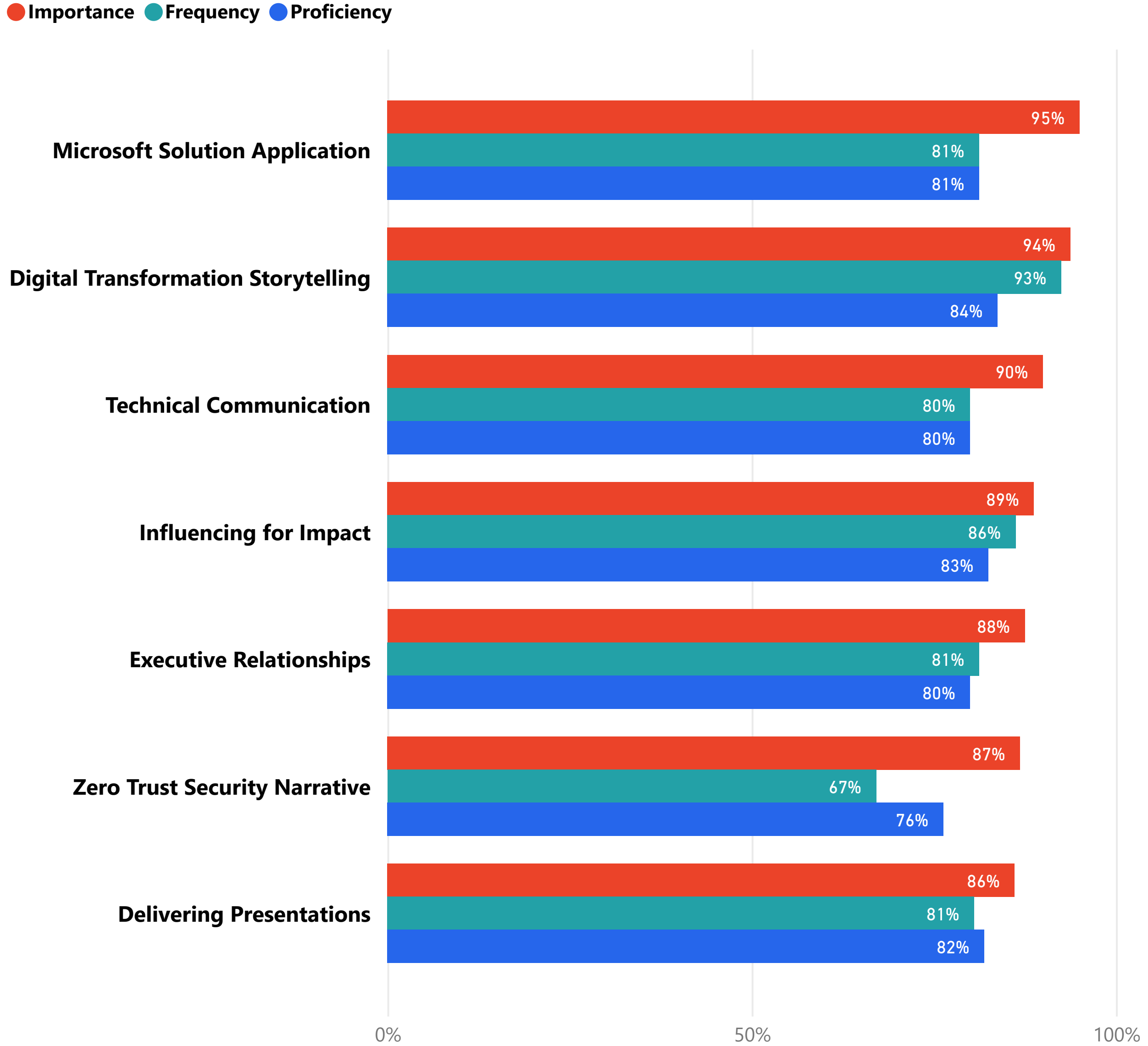
Tenure group

☐ 0 - 12

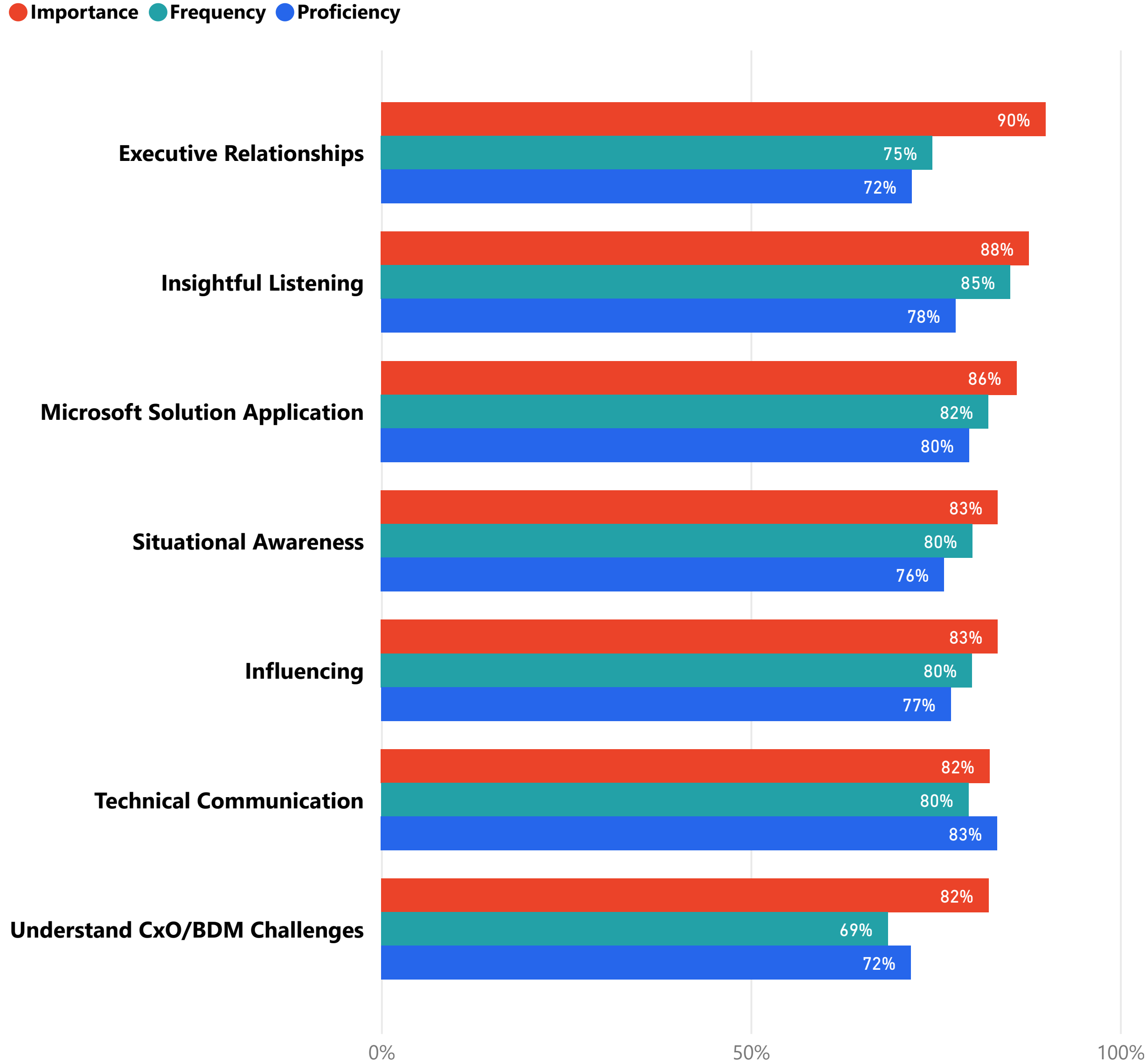
☐ 13 - 24

☐ 25+

Skills with corp importance - Manager view



Skills with corp importance - Personal view





Profile

☐ Account Technology

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Area

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☐ Belgium

Tenure group

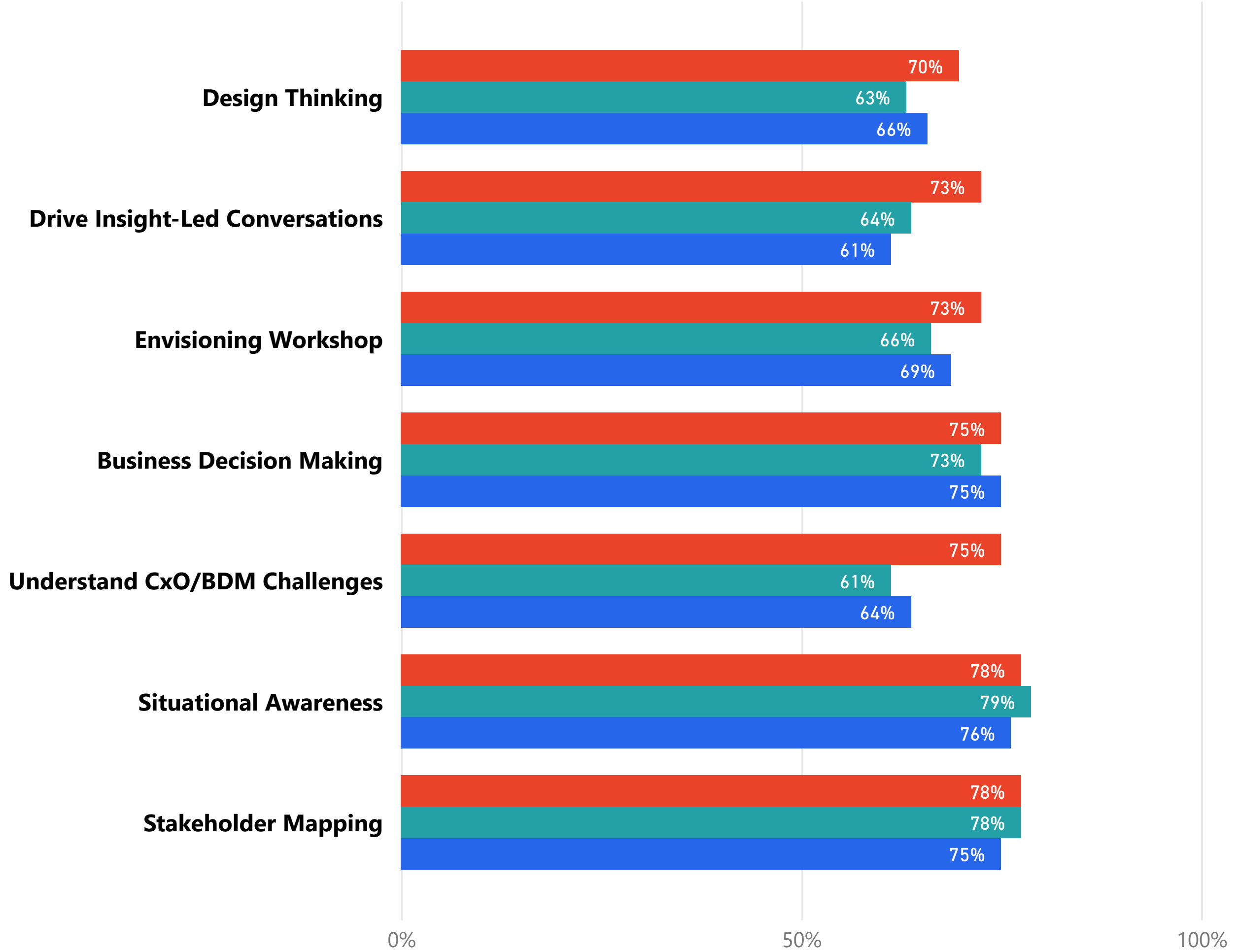
☐ 0 - 12

☐ 13 - 24

☐ 25+

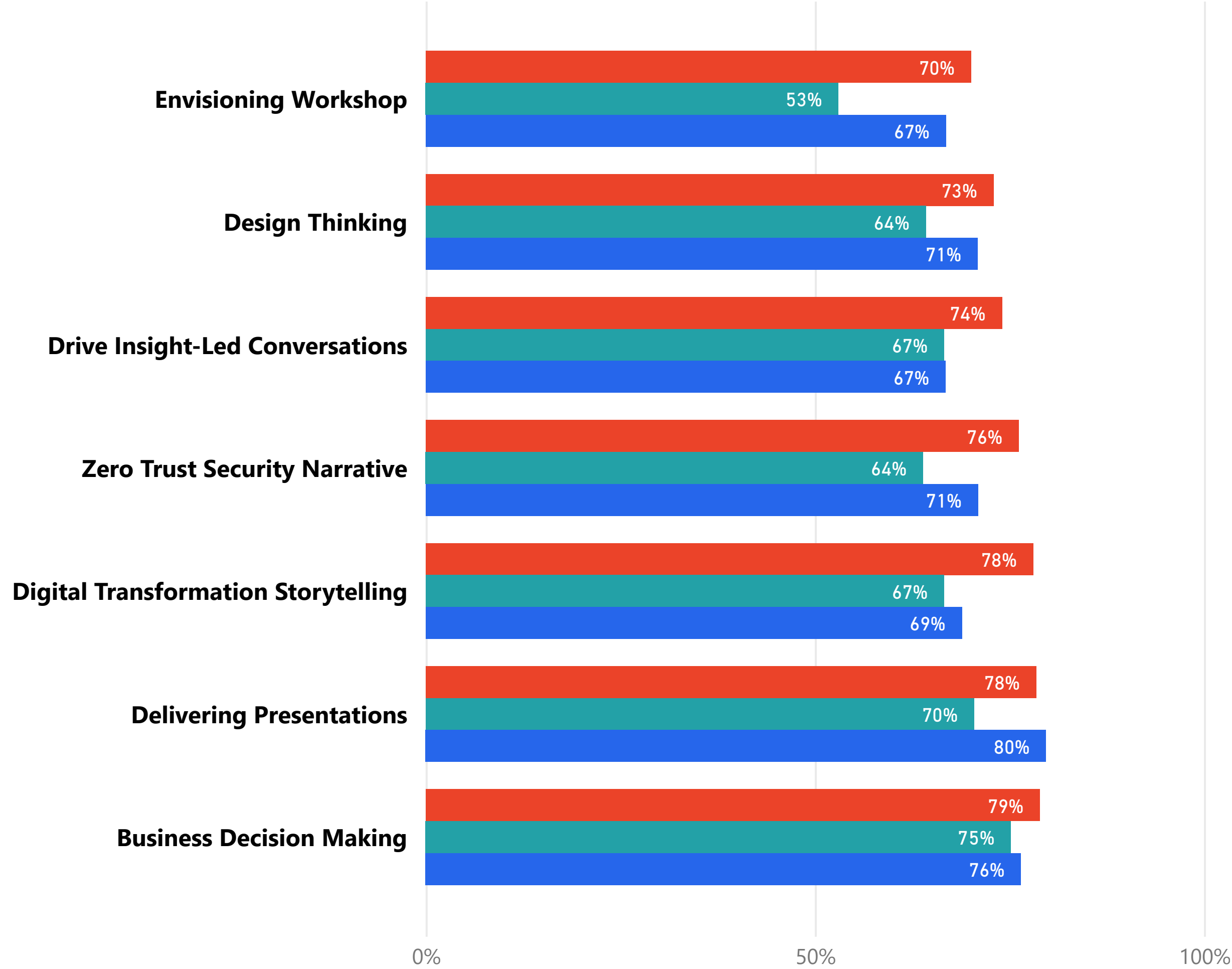
Skills with corp importance - Manager view

● Importance ● Frequency ● Proficiency



Skills with corp importance - Personal view

● Importance ● Frequency ● Proficiency



Profile

☐ Account Technology

Skill Area

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☐ Canada

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☐ CorpHO

Country

☐ Argentina

☐ Asia HQ

☐ Australia (SalesDistrict)

☐ Austria

☐ Beiiina

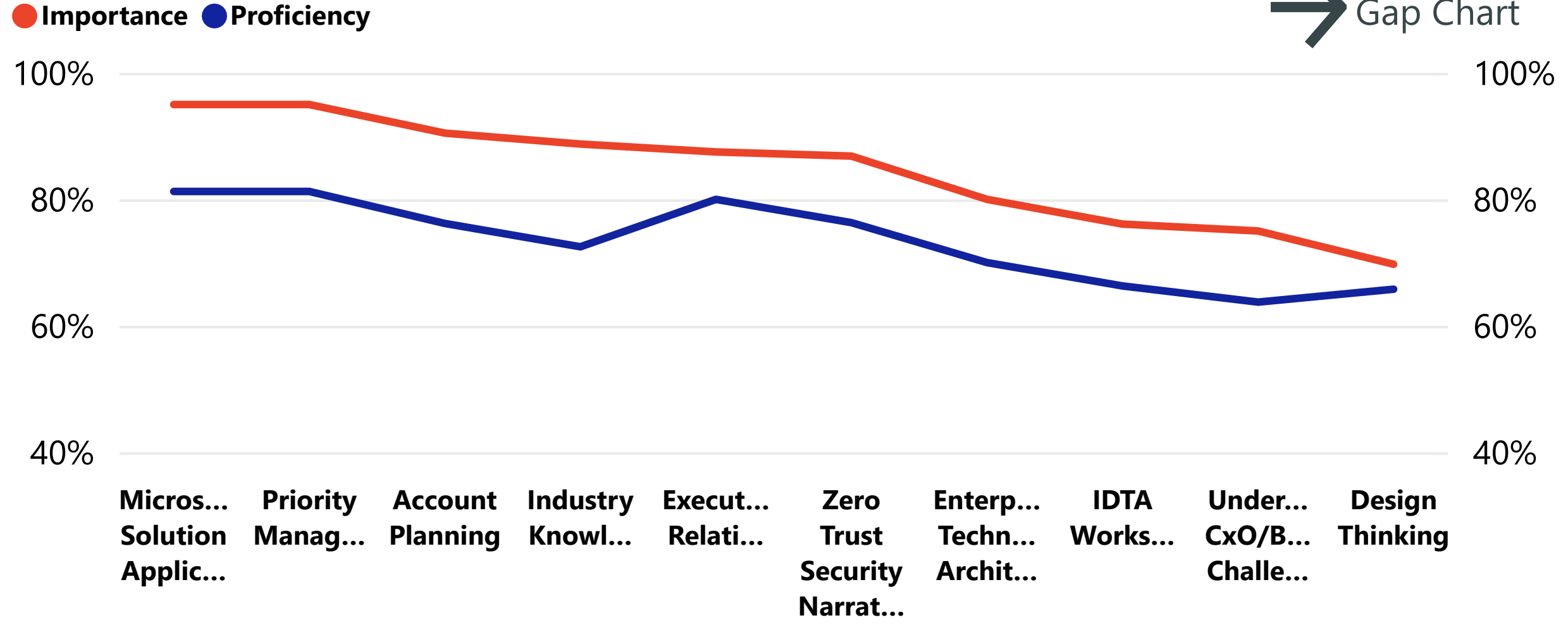
Tenure

☐ 0 - 12

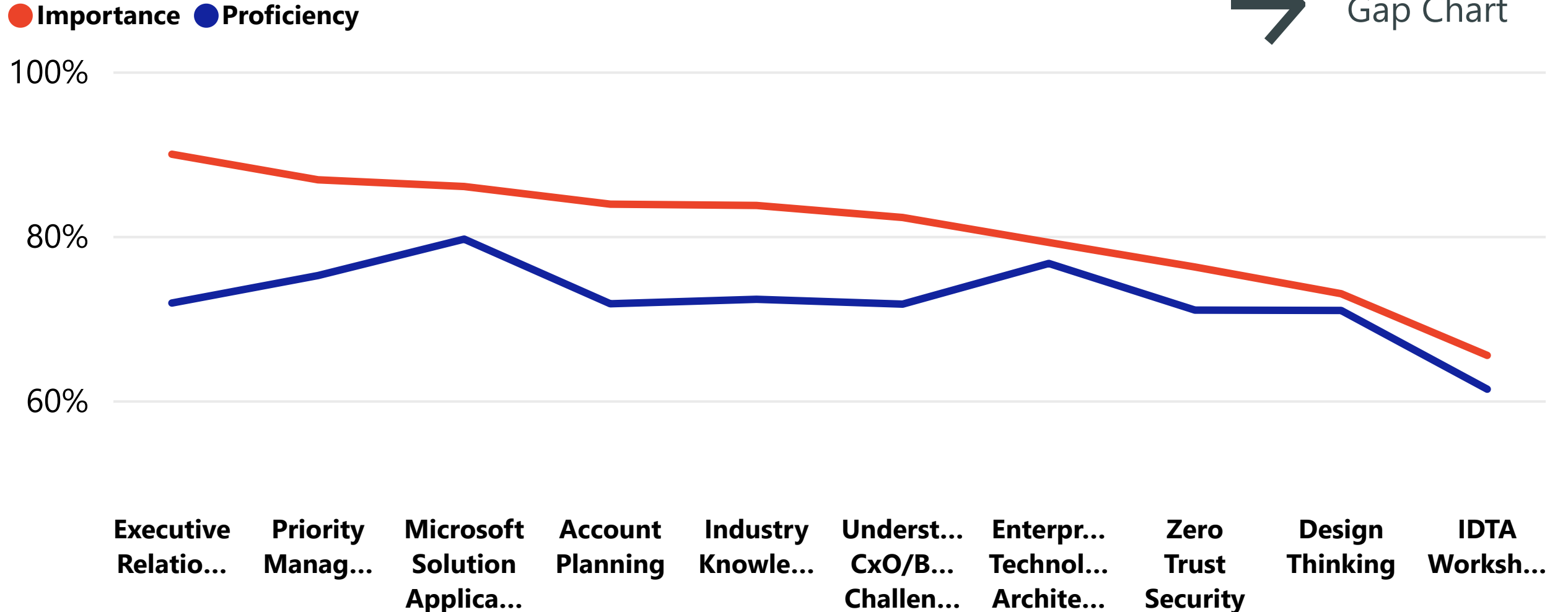
☐ 13 - 24

☐ 25+

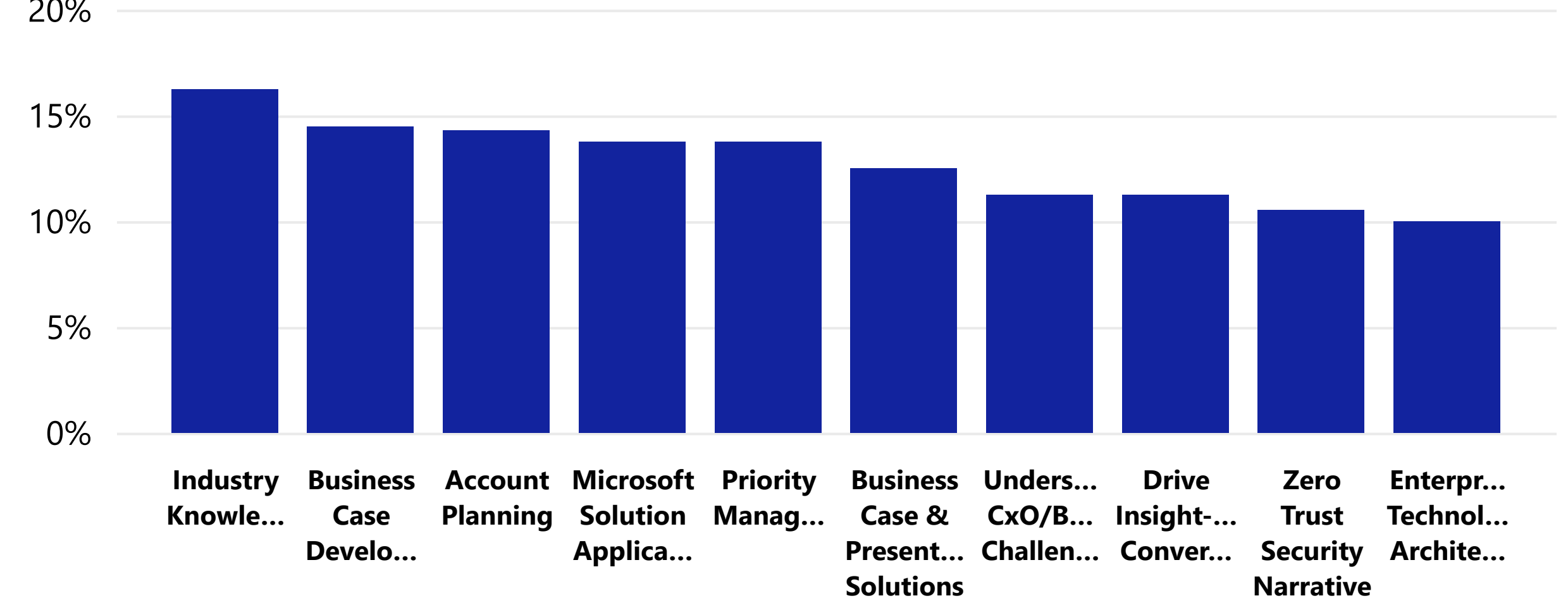
Importance vs Proficiency - Manager View



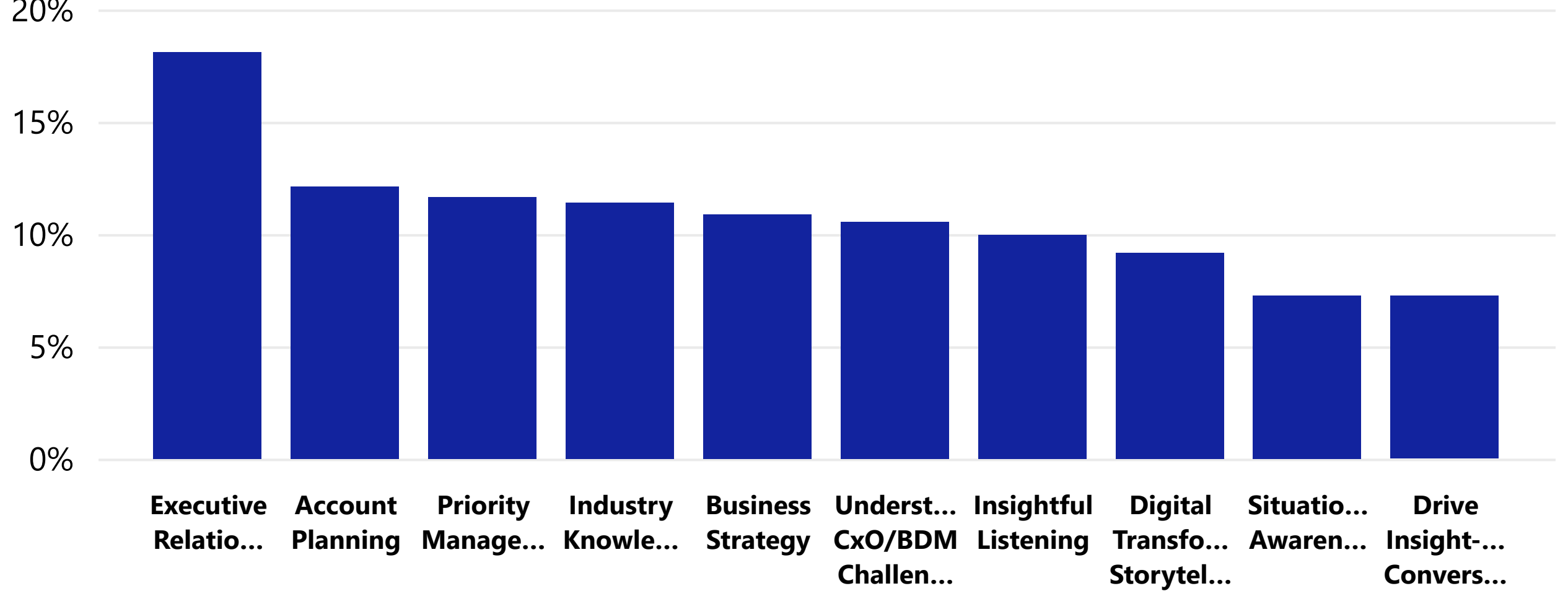
Importance vs Proficiency - Team member View



Gap in Importance & Proficiency - Manager View



Gap in Importance & Proficiency - Team member View



Profile

Account Technology

Skill Area

Account Planning

Business Acumen

Consultative Sales Skills

Area

ANZ

APAC

Canada

CEE

CorpHO

Country

Argentina

Asia HQ

Australia (SalesDistrict)

Austria

Beiina

Tenure

0 - 12

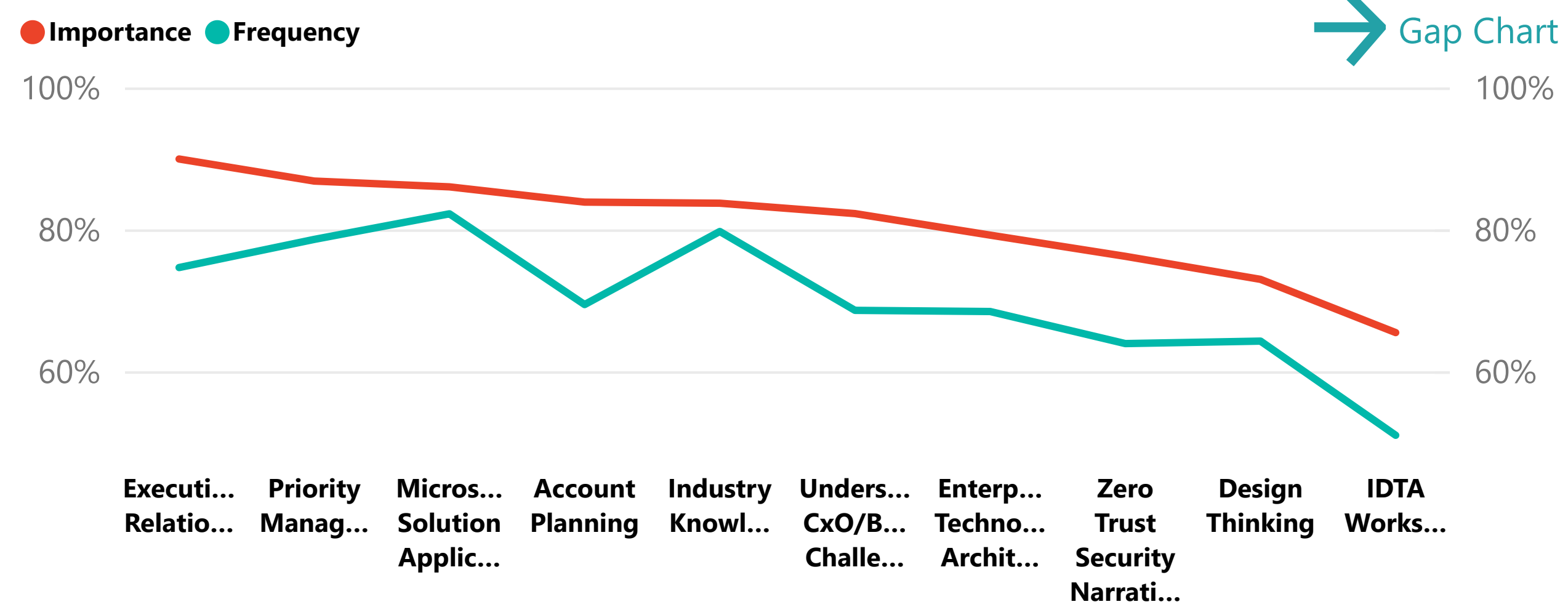
13 - 24

25+

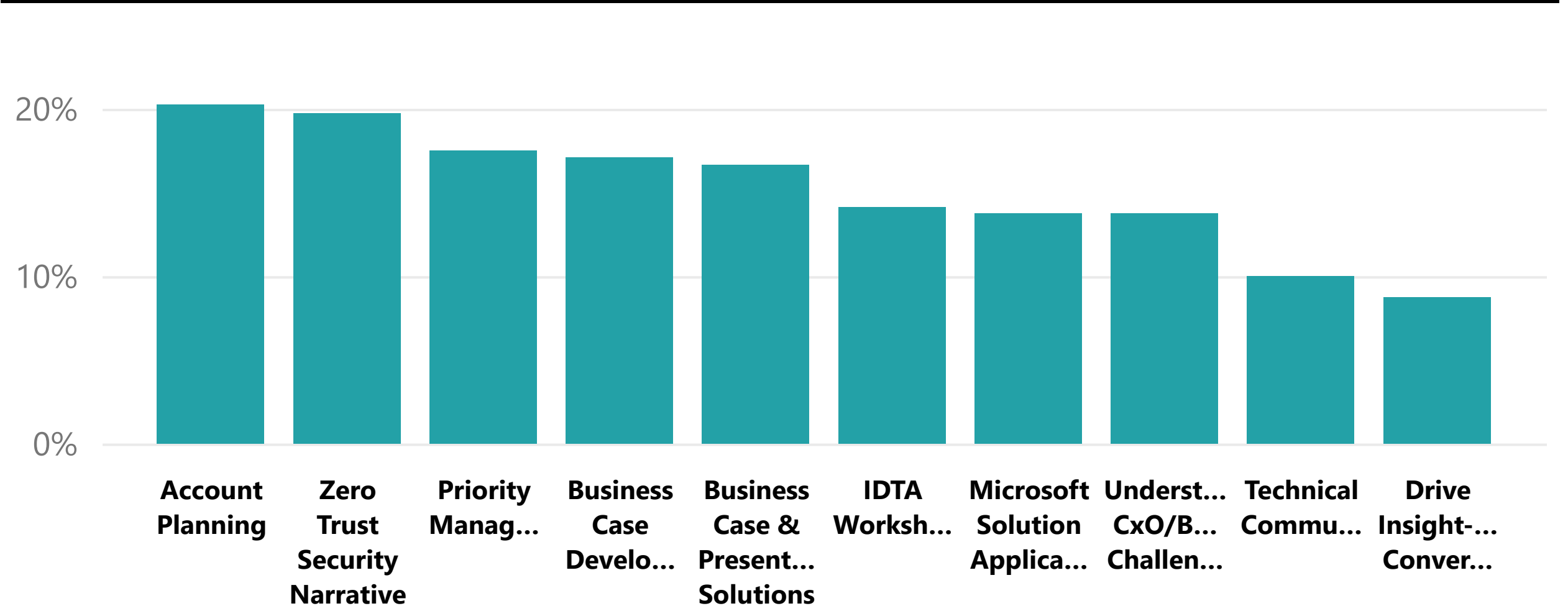
Importance vs Frequency - Manager View



Importance vs Frequency - Team member View



Gap in Importance & Frequency - Manager View



Gap in Importance & Frequency - Team member View



Profile

Account Technology

Skill Area

Account Planning

Business Acumen

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APAC

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CEE

CorpHO

Country

Argentina

Asia HQ

Australia (SalesDistrict)

Austria

Beiiina

Tenure

0 - 12

13 - 24

25+

Impact

1. Red

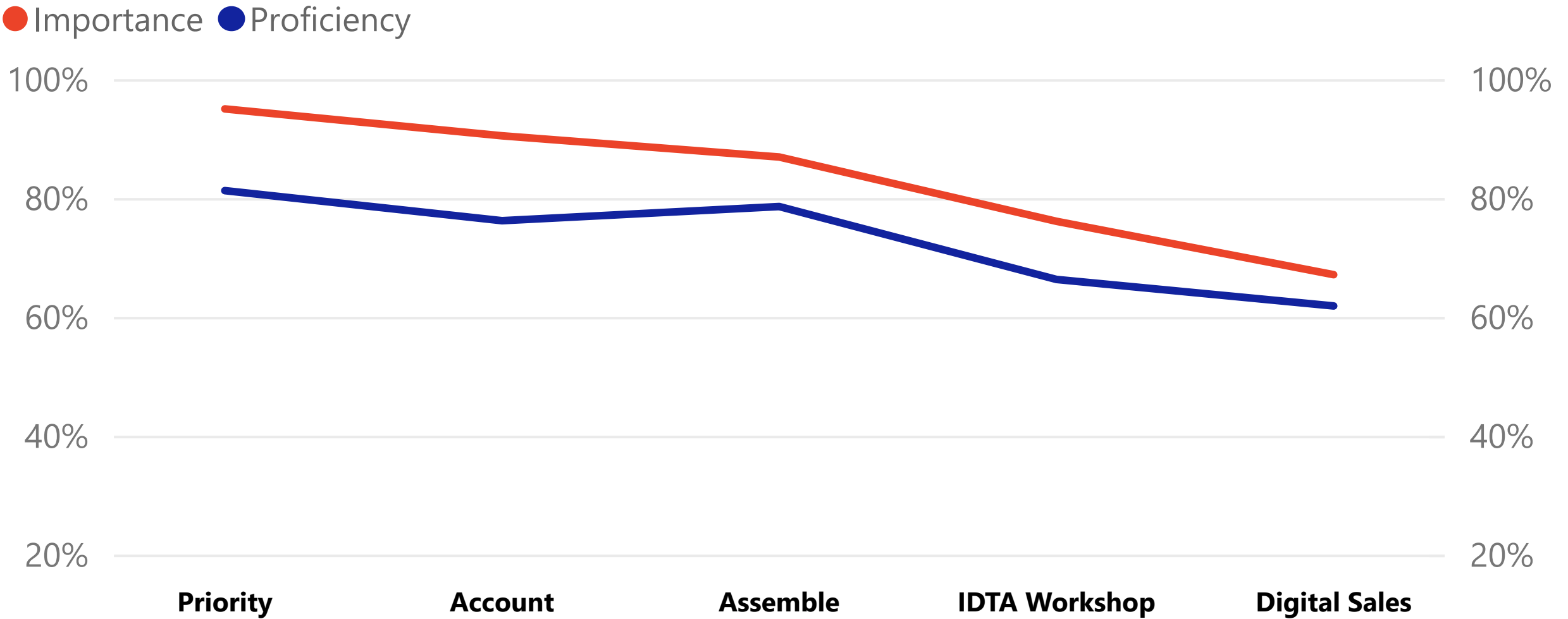
2. Amber

3. Green

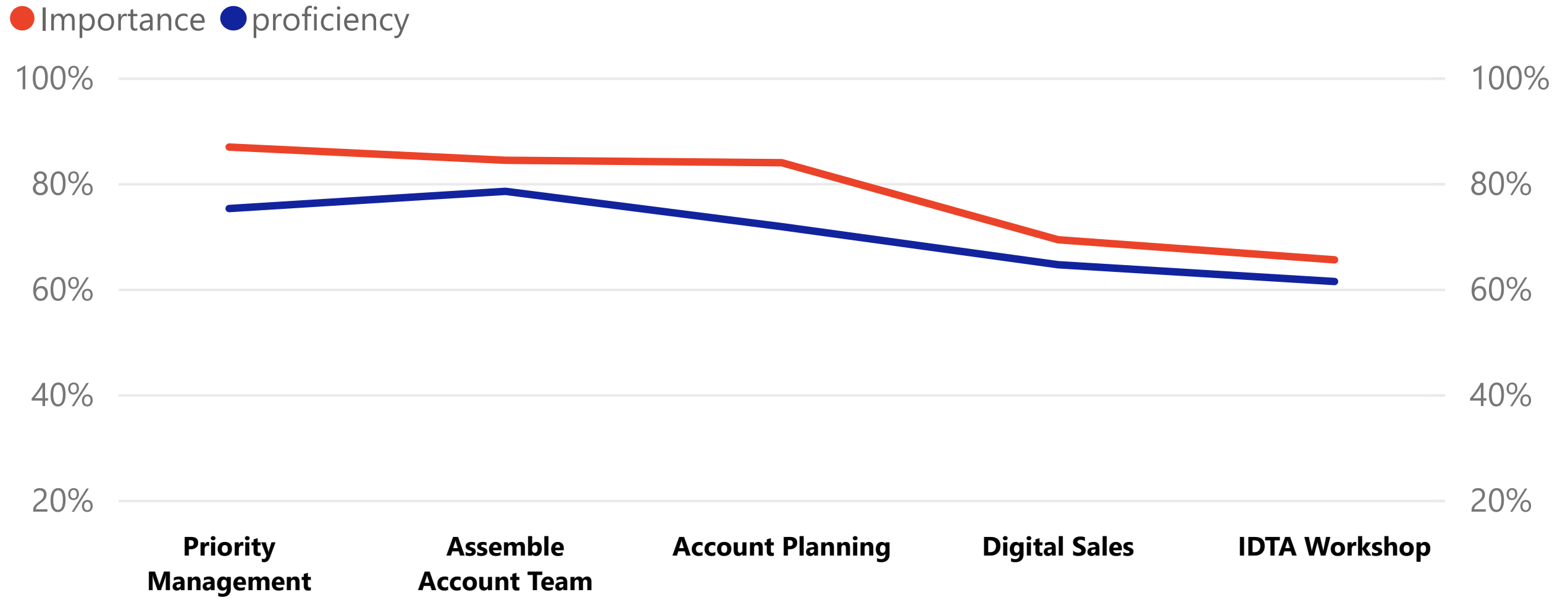
4. Violet

5. Purple

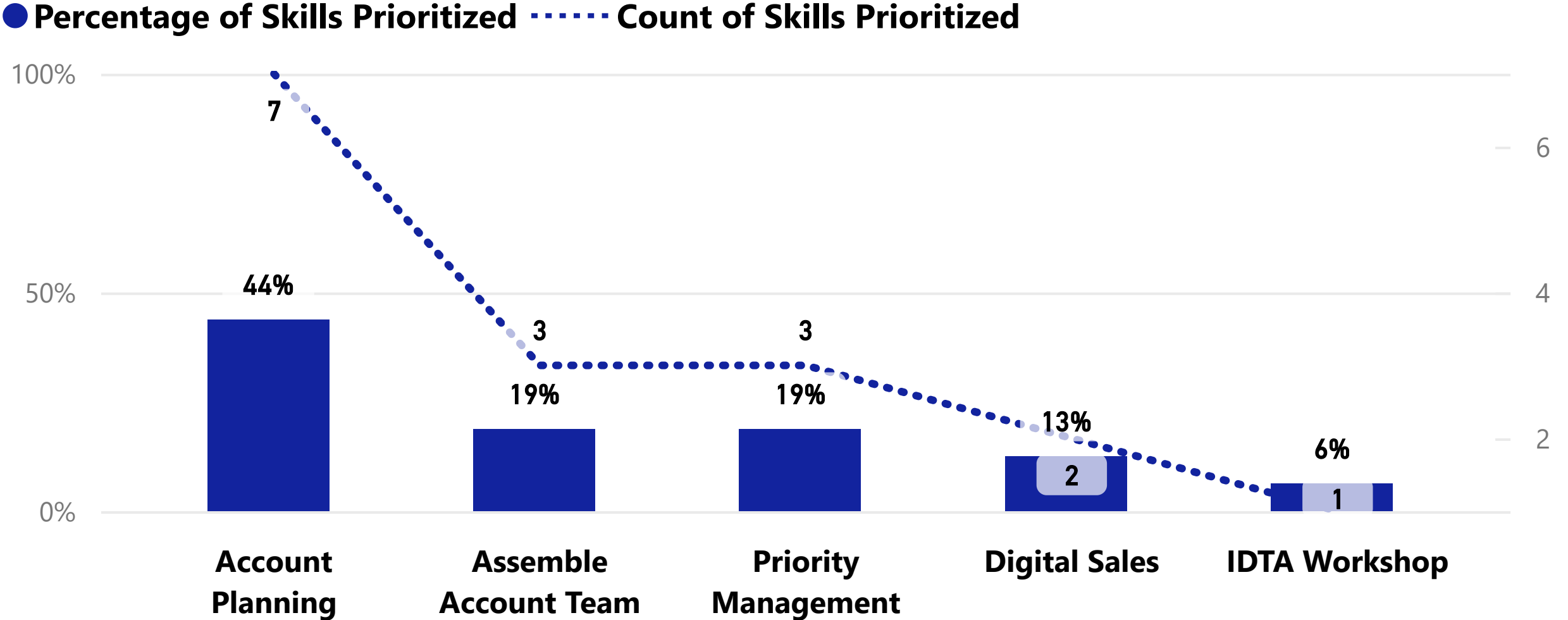
Importance vs Proficiency - Manager View



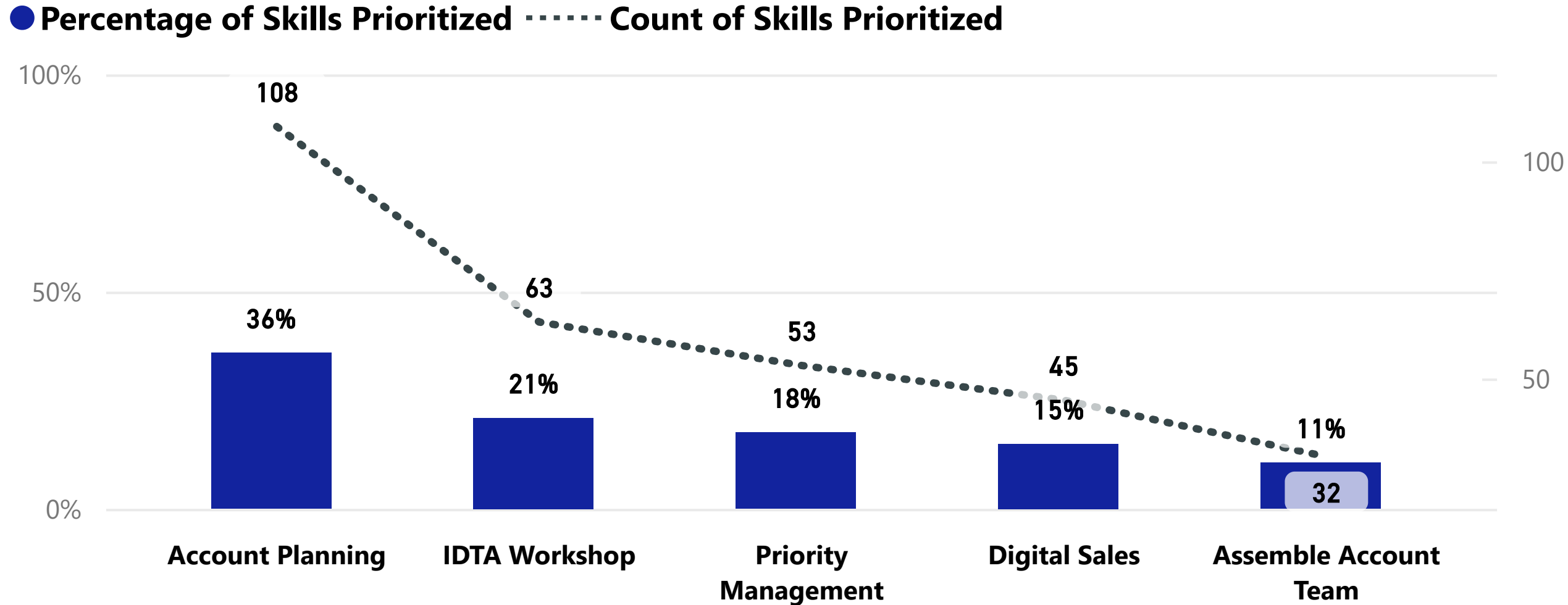
Importance vs Proficiency - Team member View



Percentage & Count of Skills Prioritized - Manager



Percentage & Count of Skills Prioritized - Team member



Profile

☐ Account Technology

Skill Area

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Area

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☐ Canada

☐ CEE

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☐ Australia (SalesDistrict)

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☐ Beiiina

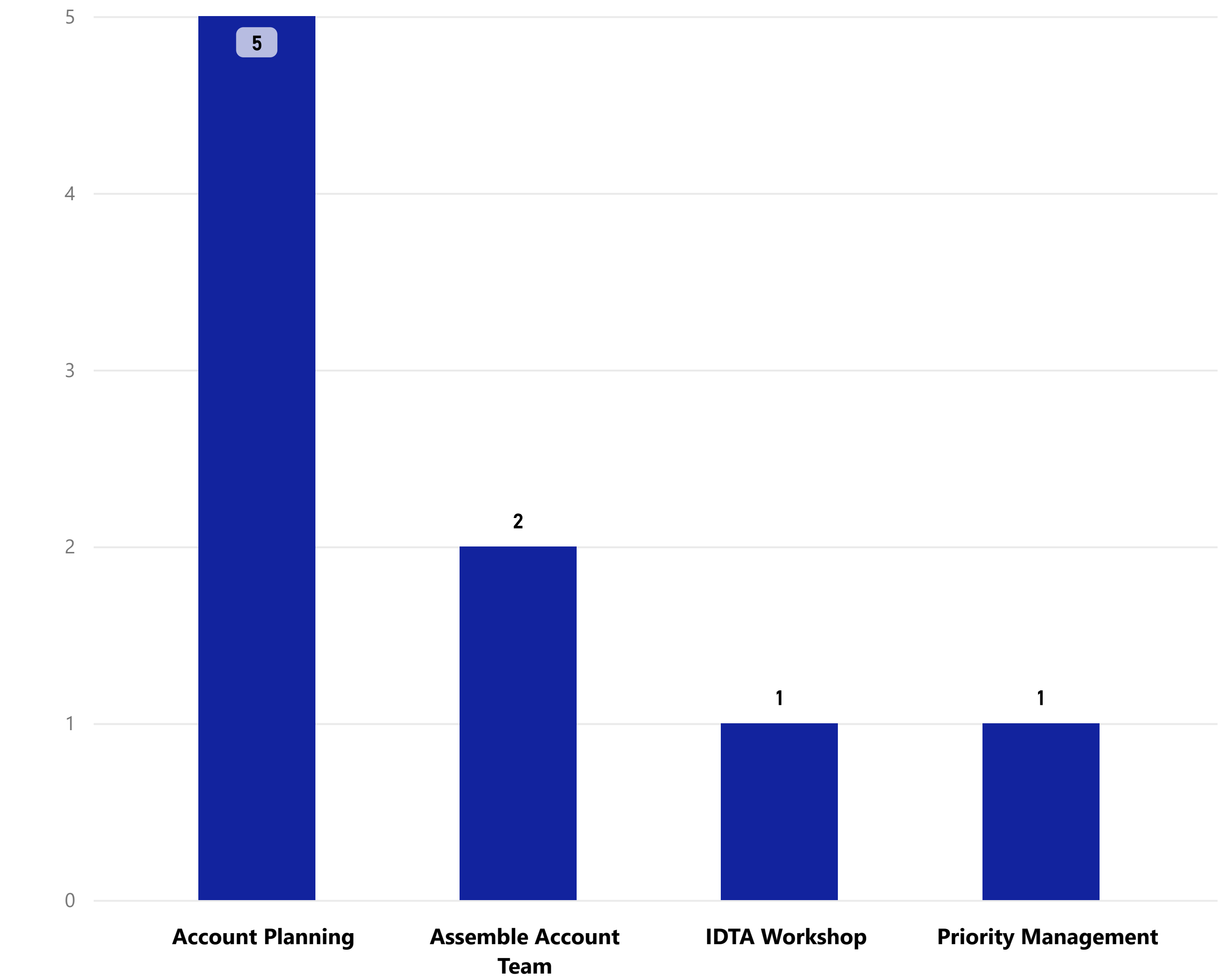
Tenure

☐ 0 - 12

☐ 13 - 24

☐ 25+

Count of Experts w,r,t Skills



Skill Area	Skills	Expert Name
Account Planning	Account Planning	Maureen Dolan
Account Planning	Assemble Account Team	Marek Blajer
Account Planning	Account Planning	Kleber Tsunoda,Roberto Pederzoli,Roberto Pederzoli
Account Planning	Account Planning	John Doe
Account Planning	Account Planning	Jessie Coffey
Account Planning	Assemble Account Team	Jessie Coffey
Account Planning	Priority Management	Grady Boggs
Account Planning	Account Planning	Brian Lynch (US MFG),Brian Lynch (US MFG)
Account Planning	IDTA Workshop	Brian Haubert

Profile

☐ Account Technology

Area

☐ ANZ  
☐ APAC  
☐ Canada  
☐ CEE  
☐ CorpHO

Country

☐ Argentina  
☐ Asia HQ  
☐ Australia (SalesDistri...  
☐ Austria  
☐ Beiiina

Tenure

☐ 0 - 12  
☐ 13 - 24  
☐ 25+

Corp Importance

☐ (Blank)  
☐ 1. Critical  
☐ 2. Important  
☐ 3. Emerging Importa...

Business Acumen - Manager View

Skill Category	Business Acumen		
Skills	Importance	Frequency	Proficiency
Industry Knowledge	89%	-5%	-16%
Business Case & Presenting...	86%	-17%	-13%
Business Case Development	82%	-17%	-14%
Enterprise Technology Arch...	80%	-3%	-10%
Competitor Intelligence	78%	-8%	-4%
Business Strategy	71%	-6%	-9%

Account Planning - Manager View

Skill Category	Account Planning		
Skills	Importance	Frequency	Proficiency
Priority Management	95%	-17%	-14%
Account Planning	90%	-20%	-14%
Assemble Account Team	87%	-4%	-8%
IDTA Workshop	76%	-14%	-10%
Digital Sales	67%	5%	-5%

Consultative Sales Skills - Manager View

Skill Category	Consultative Sales Skills		
Skills	Importance	Frequency	Proficiency
Microsoft Solution Applicat...	95%	-14%	-14%
Digital Transformation Stor...	94%	-1%	-10%
Technical Communication	90%	-10%	-10%
Influencing for Impact	89%	-2%	-6%
Executive Relationships	88%	-6%	-7%
Zero Trust Security Narrative	87%	-20%	-11%
Delivering Presentations	86%	-6%	-4%
Insightful Listening	85%	-3%	-7%
Influencing	83%	3%	-1%
Situational Awareness	78%	1%	-1%
Stakeholder Mapping	78%	0%	-3%
Business Decision Making	75%	-3%	0%
Understand CxO/BDM Chal...	75%	-14%	-11%
Drive Insight-Led Conversat...	73%	-9%	-11%
Envisioning Workshop	73%	-6%	-4%
Design Thinking	70%	-7%	-4%



Profile

☐

Account Technology

Area

☐ ANZ

☐ APAC

☐ Canada

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Country

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☐ Asia HQ

☐ Australia (SalesDistri...

☐ Austria

☐ Beiiina

Tenure

☐ 0 - 12

☐ 13 - 24

☐ 25+

Corp Importance

☐ (Blank)

☐ 1. Critical

☐ 2. Important

☐ 3. Emerging Importa...

Business Acumen -Team member View

Skill Category	Business Acumen		
Skills	Importance	Frequency	Proficiency
Industry Knowledge	84%	-4%	-11%
Business Strategy	80%	-13%	-11%
Business Case & Presen...	79%	-11%	-6%
Enterprise Technology A...	79%	-11%	-3%
Business Case Develop...	71%	-11%	-5%
Competitor Intelligence	70%	-6%	-5%

Account Planning -Team member view

Skill Category	Account Planning		
Skills	Importance	Frequency	Proficiency
Priority Management	87%	-8%	-12%
Assemble Account Team	84%	-3%	-6%
Account Planning	84%	-14%	-12%
Digital Sales	69%	-2%	-5%
IDTA Workshop	65%	-14%	-4%

Consultative Sales Skills -Team member View

Skill Category	Consultative Sales Skills		
Skills	Importance	Frequency	Proficiency
Executive Relationships	90%	-15%	-18%
Insightful Listening	88%	-3%	-10%
Microsoft Solution Applic...	86%	-4%	-6%
Situational Awareness	83%	-3%	-7%
Influencing	83%	-3%	-6%
Technical Communication	82%	-3%	1%
Understand CxO/BDM Ch...	82%	-14%	-11%
Influencing for Impact	82%	-4%	-5%
Stakeholder Mapping	80%	-9%	-3%
Business Decision Making	79%	-4%	-2%
Delivering Presentations	78%	-8%	1%
Digital Transformation St...	78%	-11%	-9%
Zero Trust Security Narrat...	76%	-12%	-5%
Drive Insight-Led Conver...	74%	-7%	-7%
Design Thinking	73%	-9%	-2%
Envisioning Workshop	70%	-17%	-3%