



The Glass Hammer is... **YOU**

Joanne's **TOP 10**
Leadership tips for
Breaking through the glass ceiling

Build yourself a Personal Board of Directors...

Don not rely on one mentor

- Pick 3-4 people (inside/outside of work)
- Discuss
- Listen to perspectives
- Synthesize
- Act



9

Speaking of ACTING

Make Decisions! Weigh Risk, Take Risk.



8

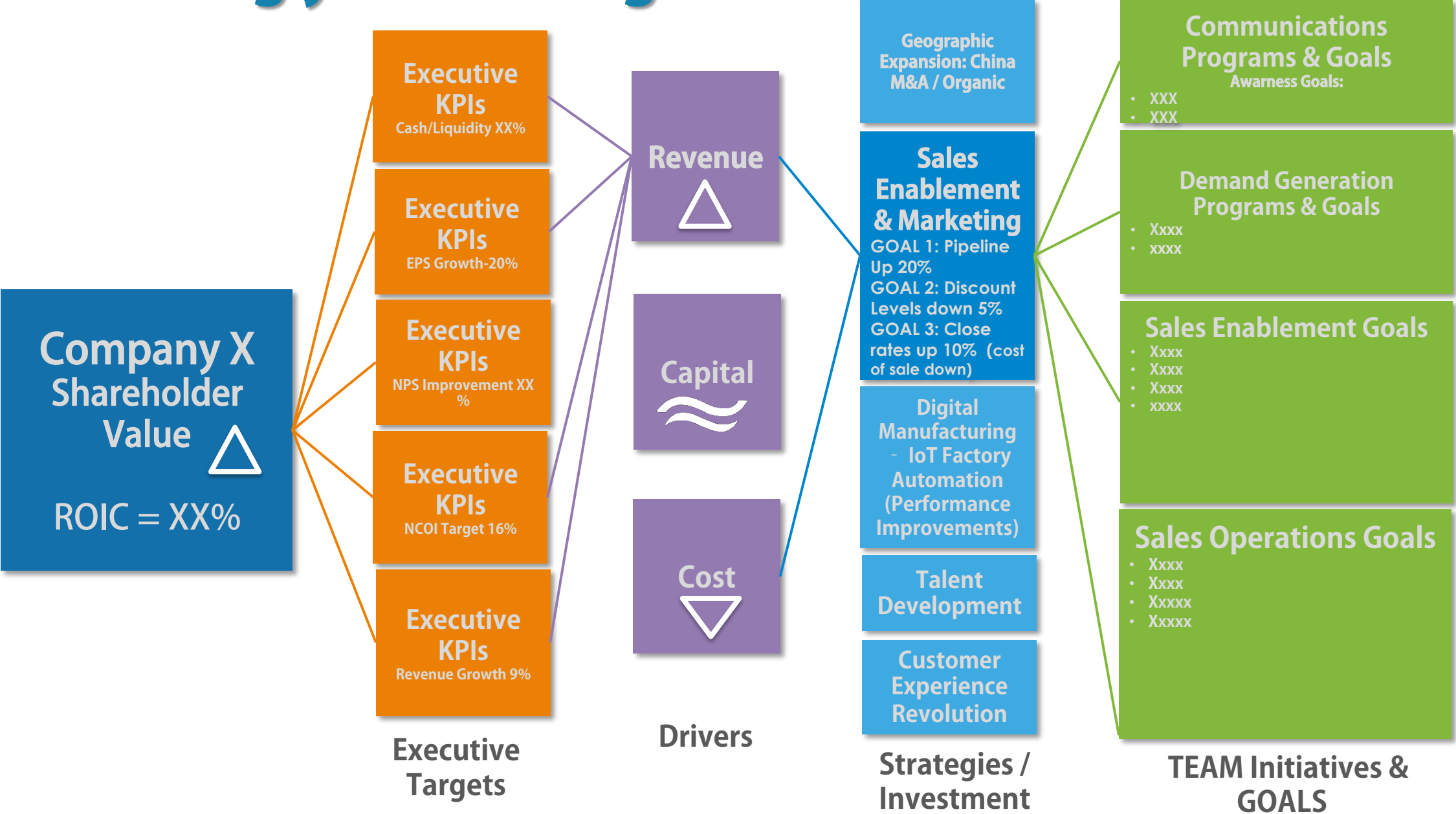
Plugging yourself into the Company Strategy

How do you do it? And How do you communicate it?

- 1st of all — listen to it!
 - ✓ EVERY Town Hall — Every earnings call.
- Then CONNECT DOTS BETWEEN your output & Company goals



Connecting your Strategic Value



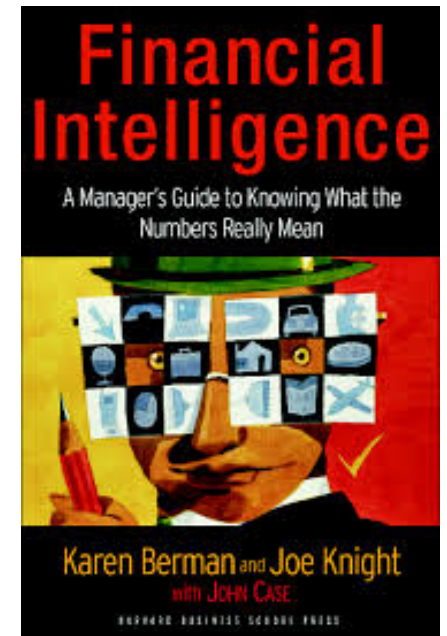
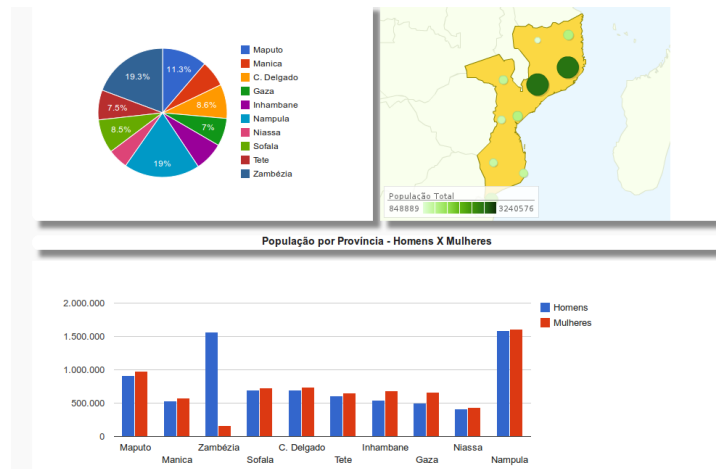
Speaking of Understanding the Company Strategy...

Learn the language of Finance & Business

Speak ROIC, EPS, FCF

7

translate what you do into core business KPIs



Calculating your Total Economic Impact:

Program Name: Master's Executive Selling Skills Training

Program Goals: Deliver Executive Selling Skills that enable upstream "C" level conversations & sell business value - vs downstream reactive bidding and differentiating on price.

3 Key Benefits: 1) Higher Value Deals and More of them in the Pipeline 2) Lower discounts 3) Improve Sales Productivity/Close Rates

Let's Focus on Goal 1: Higher Value and More Opportunities in the Pipeline

Goal per class: 280m Net New Pipeline identified per class	\$ 12,600,000,000	x 45 classes per yr
Total Closed Revenue based on avg Close Ratio of 5:1	\$ 2,520,000,000	(we have to put 5 dollars in pipeline on average to close 1 dollar)
Operating Income	\$ 126,000,000	(5% net operating margin average)
After Tax	\$ 88,200,000	30% Tax Rate applied
EPS Improvement	\$ 0.457	# of Shares outstanding 193m

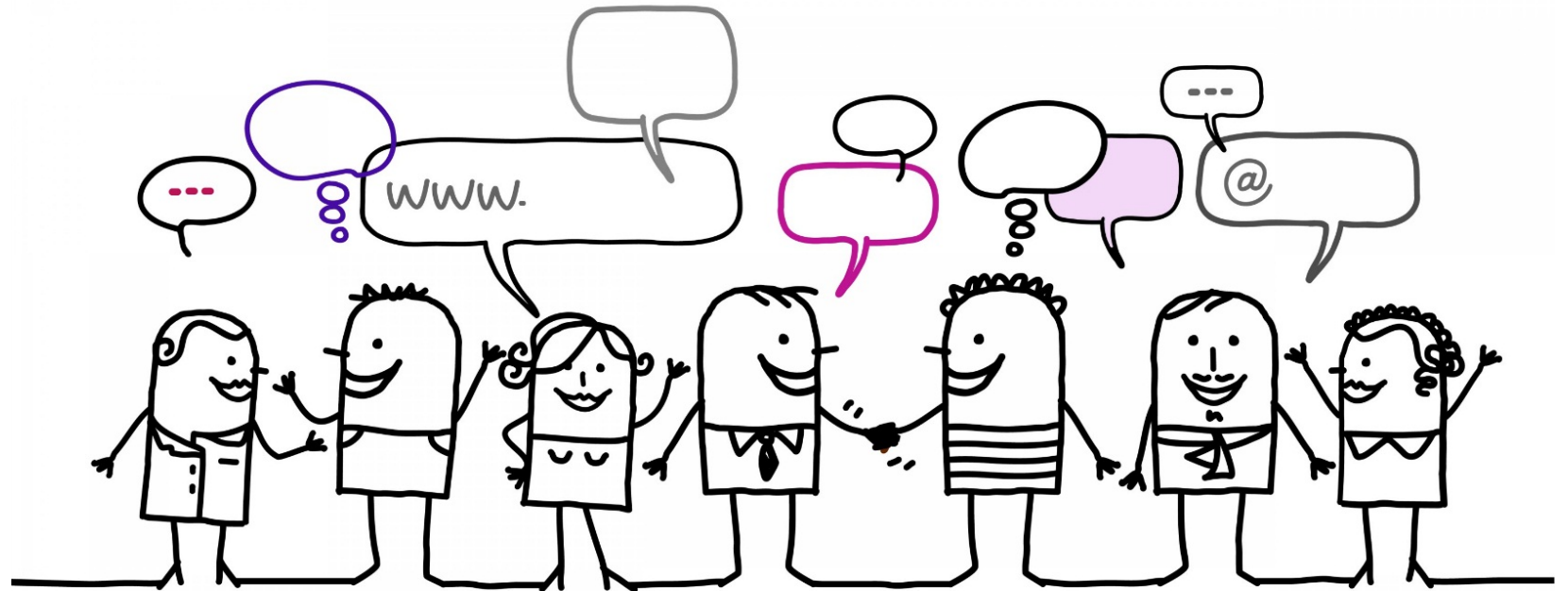
And if we meet Goal 3 Improve Close Rates (3:1):

EPS Impact	\$ 0.762	If we improve close rate to 1:3 in other words goal 3 is met (improve close rate)
------------	----------	---

6

Your Network is your #1 Personal Asset

Build it, Strengthen it, Learn from it and very importantly,
build your BRAND inside of it



Keep Piling on — Build, Nurture, Leverage your network: Personal Infographic (Develop one for yourself this weekend)

Professional Mission: EMPOWERING SALES



UT Austin



CIBC
World Markets

IT - Systems Engineer



- SVP WW Product Marketing (P&L)
- SVP & Managing Director (P&L)
- Sales VP
- Sales Representative
- Systems Engineer



Dean - HP Sales University
Global Sales Enablement



Software

CMO Dell Software

JABIL

SVP Marketing & Sales
Enablement

Social Scene



7500
connections

11,000
followers

Board Seats



alteryx

SOLD

Coversant

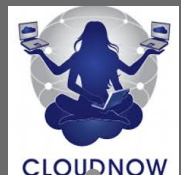
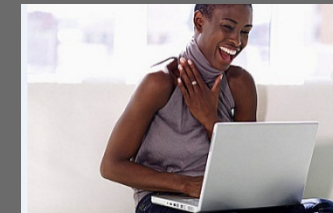
Awards

CloudNow Lifetime Achievement

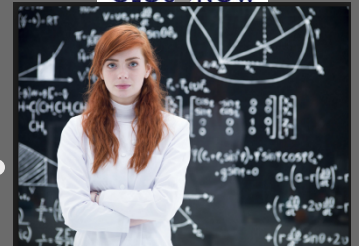


EWF Woman of Influence x 2
"Searchie" Innovation Award
SV/SJ Biz Journal WOI
Best Corporate University
14 of 16 President's Clubs
Sales Leader of the Year x4

Personal Mission: EMPOWERING WOMEN in STEM

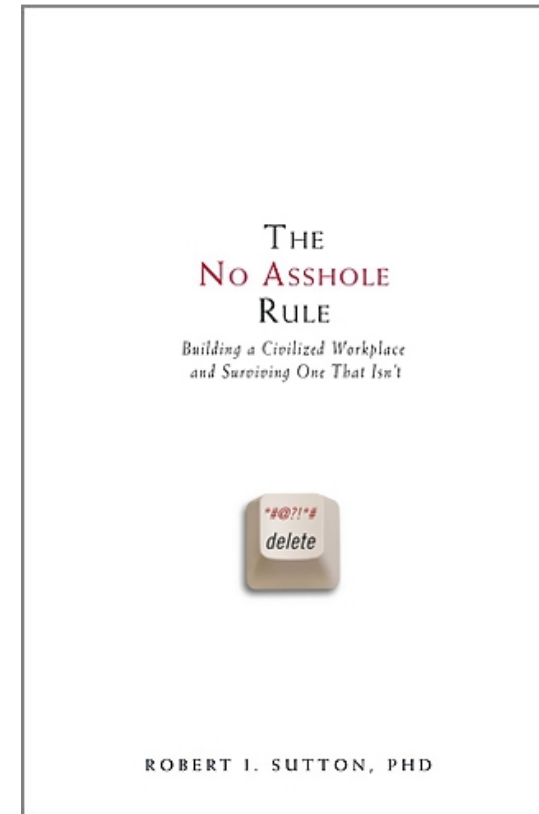


5000 views



Butterfly Daily - 8000 views

Self Reflect — think about the other
person:
Leadership & Self Deception



5

4

CREATE MUTUAL PURPOSE:

Know your audience, do your homework, prepare your messages, tie your messages into their priorities and always share your plan!

Women DO NOT let men see you at odds!

MEN DO NOT be intimidated by strong women — they don't bite.



Leadership is Action not words.

3



And it is most definitely not a TITLE

Get out of your comfort zone, stretch yourself, learn every day

- Take RISKS. Try new roles
- Don't get stereo-typed
- Definitely don't be known as a generalist...they are a dime a dozen.

Be a **SPECIALIST** at something, anything!



Remember this?
Any idea why the ROLES are a different color?

Professional Mission: EMPOWERING SALES

**Specialize
Bet the Best!**



Software

CMO Dell Software

JABIL

**SVP Marketing &
Sales Enablement**



**Dean - HP Sales University
Global Sales Enablement**



- **SVP WW Product Marketing (P&L)**
- **SVP & Managing Director (P&L)**
- **Sales VP**
- **Sales Representative**
- **Systems Engineer**



**Business Acumen
will ground you**

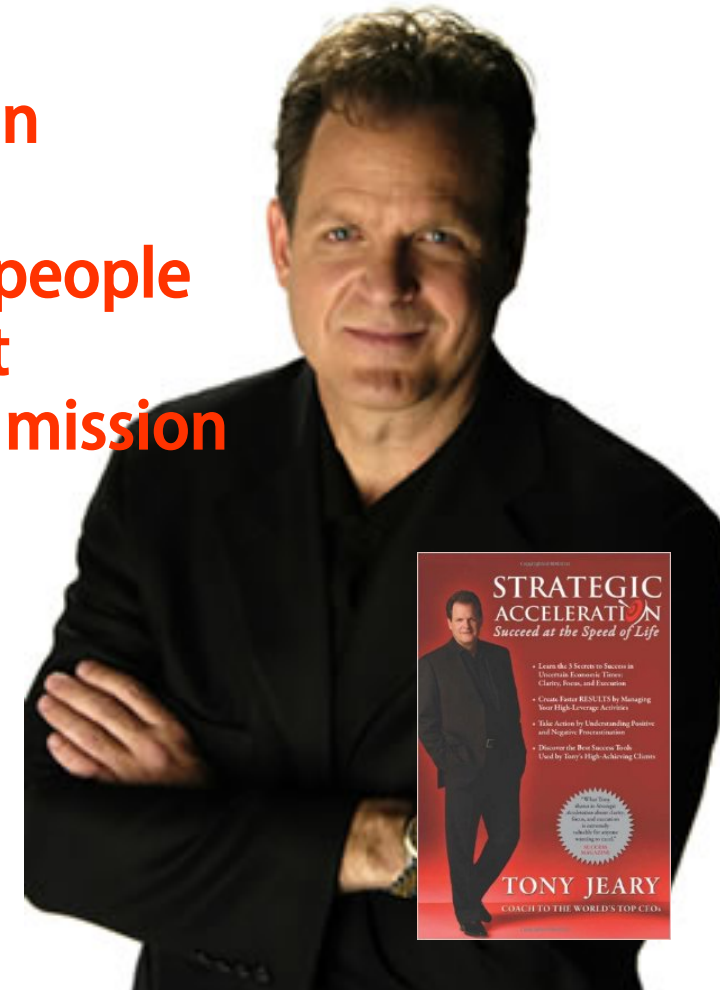
stretch

Create Strategic Acceleration for your organization & for yourself.

1

Have a Plan

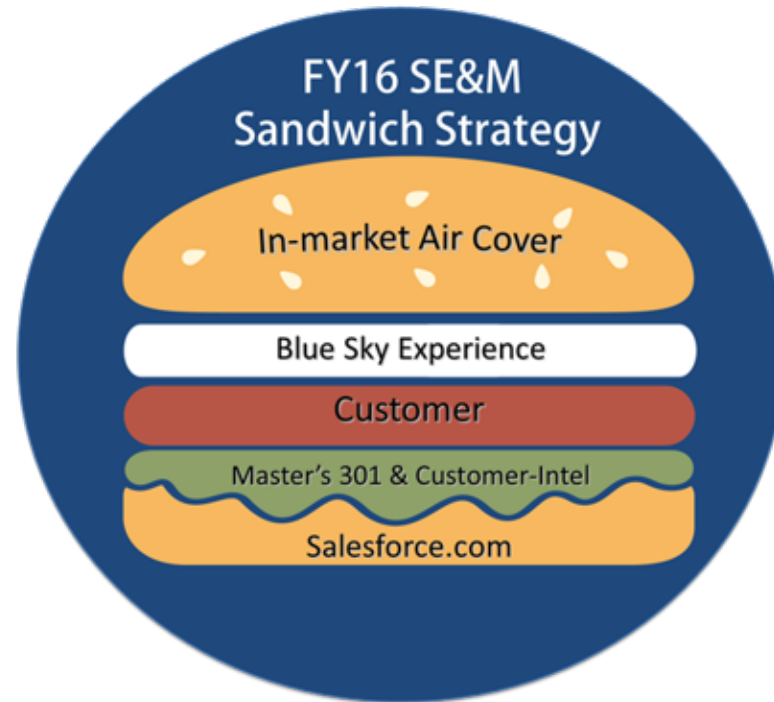
- CLARITY — be clear about the mission
- FOCUS — ruthlessly prioritize
- EXECUTION — remove obstacles for people
- BRAND — the plan & communicate it
- CONNECT — the plan to the broader mission
- And MEASURE — show progress



example: plan on a page

Brand your plan — communicate your plan — explain the “WIFM”

New FY16 SE&M **Sandwich** Strategy





Q&A

Which one will you apply?