

DACUM Skill Rating Scale

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MARKET
A

Analyze and segment the market A1	Identify implications of competition's activities A2	Explore areas of common interest with competitors A3	Maintain brand integrity A4	Establish reputation within industry A5	Identify strategic & business plan components A6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Plan promotions A7	Create / manage educational & promotional events A8	Implement promotions A9	Share research findings with customers & prospects A10	Create / manage direct mail / email (e.g. personalized mail) A11	Use marketing materials (e.g. video, multimedia, displays, ad layouts, newsletter) A12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Analyze results A13	Select marketing activities A14	Network A15	Participate in trade shows A16	Monitor product performance A17	Acquire customer feedback A18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Coordinate focus groups A19	Facilitate focus groups A20	Recommend & use marketing tools (e.g. templates) A21	Provide input into product development A22	Contribute to corporate marketing program development A23	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

DEMONSTRATE
STRATEGIC SALES
PLANNING
B

Work within corporate business plan / development objectives B1	Determine / negotiate compensation plans / packages B2	Analyze products / services B3	Research the competition (e.g. SWOT) B4	Identify competitive positioning B5	Negotiate sales targets B6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Set objectives to achieve sales targets B7	Establish SMART sales strategies B8	Create / adapt sales strategies B9	Develop sales leads system B10	Monitor results B11	Monitor progress B12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Adjust sales plan based on results B13					
1 2 3 4					

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**MANAGE TERRITORY
C**

Analyze territory C1	Identify opportunities C2	Adapt sales process to culture / country / company C3	Analyze individual existing customers C4	Determine sales strategies / tactics C5	Develop prospect lists of potential customers C6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Research information about prospects C7	Qualify prospects C8	Set contact objectives C9	Plan sales activities C10	Forecast sales results C11	Script / rehearse approach C12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Schedule sales calls C13	Make sales calls C14	Make cold calls C15	Use sales tools C16	Use CRM systems C17	Evaluate sales results / activities C18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use / negotiate contracts (e.g. with companies, customers, suppliers, employment) C19	Adhere to contracts C20	Manage sales funnel C21			
1 2 3 4	1 2 3 4	1 2 3 4			

**MANAGE SALES
CYCLE
D**

Create value for every sales opportunity D1	Use project management skills D2	Identify buyers cycle & decision maker D3	Communicate company's credentials D4	Identify prospect needs D5	Analyze results D6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify selection criteria and budget D7	Customize sales cycle for customer / client D8	Set cycle timeline goals D9	Use feature / advantage / benefit strategy D10	Prepare quote documents D11	Set customer expectations based on deliverables D12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Match products / services to prospect needs / opportunities D13	Facilitate (e.g. meetings, discussions) D14	Monetize solutions D15	Act on buying signs D16	Ask for business D17	Overcome objections D18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Negotiate terms D19	Document transactions D20	Finalize transaction (e.g. close sale) D21	Oversee / manage implementation / delivery D22	Follow-up / update customer D23	Report actuals D24
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

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MANAGE CUSTOMER / INTERNAL RELATIONSHIPS
E

Adapt approach to customer corporate culture and personal style E1	Build trust E2	Demonstrate approachability E3	Influence & engage internally (within organization) E4	Manage expectations E5	Manage difficult people E6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Adapt approach to diverse cultures E7	Resolve customer problems / complaints E8	Add value to relationships (e.g. reciprocate, compliment, take personal interest) E9	Take ownership of organization's process (e.g. don't shift blame) E10	Develop customer references E11	Support customer initiatives E12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Refer customers within network E13	Collaborate with customers to create service standards E14	Educate customers E15	Share company expertise (resources) E16	Create customer care process E17	Build a CRM (customer relationship management) database E18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Appreciate customers E19	Celebrate successes of / with customers E20	Facilitate senior level relationships E21			
1 2 3 4	1 2 3 4	1 2 3 4			

USE TECHNOLOGY
F

Follow organization (own & client's) security policies / procedures (e.g. storage, customer data, password protection, commerce security) F1	Use office software (e.g. spreadsheet, word processing, presentation, calendar / schedule, email, web browser) F2	Use search engine capabilities to identify sources (e.g. client / industry / competitor research, trade publications) F3			
1 2 3 4	1 2 3 4	1 2 3 4			
Use Customer Relations Management (CRM) tools F4	Use office multimedia (e.g. conferencing) F5	Use office hardware (e.g. printer / copier, fax, mobile devices) F6	Use industry specific software F7	Use E-commerce sites for buying & selling F8	Determine customer technical capability / compatibility F9
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Troubleshoot technology F10	Demonstrate technology etiquette (e.g. texting in meeting, turning off phone) F11	Use social media tools F12	Judge quality / reliability of information F13	Manage documents & files F14	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

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APPLY BUSINESS ACUMEN
G

Demonstrate product knowledge G1	Work within organizational structure G2	Work within organization process G3	Identify industry, national & global trends G4	Interpret current business events G5	Identify implications of customers' codes of ethics G6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage budgets G7	Maintain competitive intelligence files G8	Interpret contracts G9	Determine implications, for contracts, of bankruptcy / ownership change G10	Comply with government legislation / regulations G11	Comply with corporate policies (e.g. technology use) G12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Comply with licensing requirements, governing bodies and industry standards G13	Participate in industry associations G14	Identify liabilities & insurance requirements (e.g. personal, company, product) G15	Informally benchmark against industry standards G16	Protect company proprietary intellectual property G17	Demonstrate sound environmental practices G18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Interpret financial & accounting information G19					
1 2 3 4					

COMMUNICATE
H

Initiate conversation H1	Select communication vehicle appropriate to recipient & message H2	Communicate according to audience type H3	Use questioning skills H4	Speak publically H5	Speak professionally, persuasively, concisely, clearly H6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Listen actively (e.g. paraphrase, summarize) H7	Use telephone skills (e.g. sales calls) H8	Use / interpret non-verbal communication H9	Read business materials H10	Develop / deliver sales presentations H11	Write sales documents (e.g. letters, proposals) H12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Write professionally, persuasively, concisely, clearly H13	Follow customer's interaction preferences (e.g. method, frequency, response time) H14	Demonstrate email communication skills (e.g. awareness of tone, etiquette) H15	Negotiate for agreement H16	Prepare reports (e.g. sales, call, expense) H17	Create support materials (e.g. manuals, handouts, slides) H18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Train / educate (e.g. customers, internal) H19	Provide and accept feedback H20				
1 2 3 4	1 2 3 4				

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**DEMONSTRATE
PERSONAL /
PROFESSIONAL
EFFECTIVENESS
I**

Manage own attitude I1	Demonstrate honesty & integrity I2	Clarify personal values I3	Demonstrate professional appearance I4	Maintain confidentiality I5	Identify / declare conflicts of interest I6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Follow ethical / professional codes of conduct I7	Honor commitments (e.g. timeframes, deliverables) I8	Demonstrate a sense of urgency I9	Manage stress I10	Manage work - life balance I11	Practice self-discipline I12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage conflict I13	Act as a mentor I14	Demonstrate resiliency I15	Solve problems I16	Think strategically I17	Adapt to change I18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate creativity I19	Demonstrate analytical skills I20	Develop personal brand I21	Attend to details I22	Set goals I23	Set & manage priorities I24
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage time and activities I25	Motivate self I26	Self-assess / reflect I27	Demonstrate self-awareness I28	Learn from mistakes I29	Accept constructive criticism I30
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate leadership skills I31	Identify mentor(s) I32	Manage career I33	Manage professional development I34	Work in teams I35	Work independently I36
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Look for efficiencies I37	Manage risk I38	Practice key skills I39	Keep current I40	Set boundaries I41	Be available outside of typical business hours I42
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use industry terminology I43					
1 2 3 4					