Peter Fog

UNLOCK PARTNER POTENTIAL

THE PARTNER ACTIVATION PLAYBOOK

Stop Onboarding, Start Activating

The Partner Activation Framework

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Partnerships | Enablement | Growth

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The Framework Guide

A Practical Guide for Founders, GTM Executives, and Partnership Leaders.

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1. Problem: Programs Underperform

If you are reading this guide, you are likely experiencing one or more of the following challenges. Your partner managers are already stretched thin, managing dozens of relationships while leadership asks for more recruiting, more enablement, and more pipeline. You have tens, maybe dozens, of signed partners who went through your onboarding process, but they are not producing revenue. And the investment your organization has made in the partner team, the program, and the ecosystem needs to start generating measurable results: top-line pipeline, ARR this quarter, and predictability for future quarters.

You are not alone. This is one of the most common and frustrating patterns in B2B SaaS and Enterprise Software partnerships. Organizations invest significant time and energy into recruiting partners, negotiating agreements, running enablement programs, and setting up account mapping tools. The activity feels productive. The partner count grows. The CRM fills up with partner records. And yet, when leadership asks for the revenue number, the answer is disappointing.

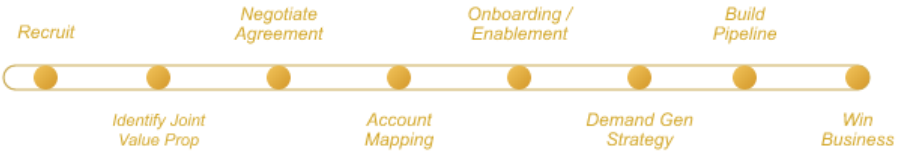
The root cause is not a lack of effort. It is not that your partners are bad, or that your product is hard to sell, or that your partner managers are underperforming. The root cause, in most cases, is that the partner onboarding and activation process is focused on the wrong activities at the wrong time.

> *The problem is not that organizations lack a process. The problem is that the process they have is optimized for activity, not outcomes. It front-loads tasks that feel productive but are premature when the partnership is unproven.*

This guide introduces a fundamentally different approach. The Partner Activation Framework replaces the traditional onboarding sequence with a streamlined, deal-focused process that is built around a single milestone: winning the first deal together. Everything in the Activation process is oriented toward getting to that milestone as quickly and efficiently as possible, because trust between partners does not come from training decks or signed agreements. Trust comes from shared experience in the field.

2. Typical Onboarding - Why It Fails

Before introducing the Activation Framework, it is important to consider the conventional approach to partner onboarding and why it consistently produces underwhelming results. Most software companies follow some variation of the following sequence when bringing on a new service partner:



Typical partner onboarding — conventional flow

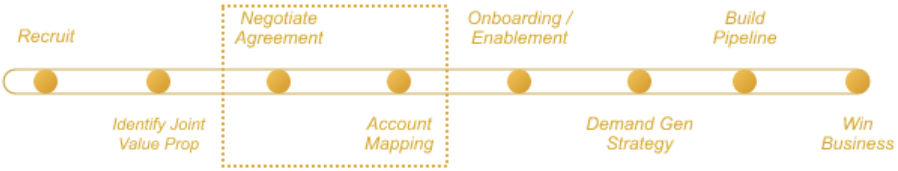
The Conventional Sequence

1. Recruit the partner and generate mutual interest.
2. Negotiate and execute a full Partner Agreement.
3. Conduct Account Mapping (often with tools like Crossbeam).
4. Run broad Onboarding and Enablement across the partner's team.
5. Develop a joint Demand Generation Strategy.
6. Build Pipeline together.
7. Identify a Joint Value Proposition.
8. Win Business.

On paper, this sequence looks logical. In practice, it produces what the industry calls "***paper partnerships***" -signed agreements with zero revenue, zero pipeline, and zero momentum.

Lets look at the first set of friction points in the typical flow:

Why Each Step Fails When Applied Prematurely

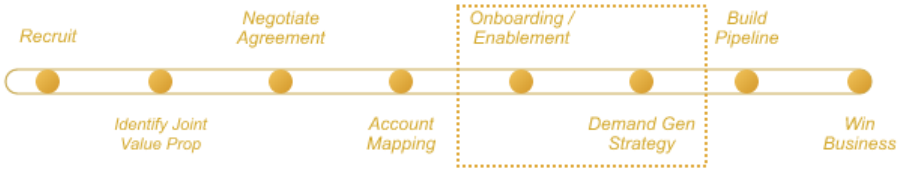


Typical partner onboarding — conventional flow

Negotiating the Partner Agreement too early. When the value of the partnership is completely unproven, spending weeks or months negotiating the terms, fees, MDF provisions, and legal language of a full partner agreement is a waste of time for both parties. You are debating the rules of engagement for a game that may never be played. The smarter approach is to execute a simple confidentiality agreement (NDA) and get into collaborative conversation quickly. The full agreement can be negotiated later, once the partnership has demonstrated real value.

Account Mapping before trust is established. Account mapping tools are powerful, but they are premature in a new partnership. Before either party has any experience working together, opening up account lists creates a dynamic where one or both sides are waiting with their hand out for leads. The partner shows up with a catcher's mitt asking "where are my leads?" and the ISV is wondering the same thing. Without shared trust and a proven joint value proposition, account mapping is an academic exercise.

There are two other friction points later in the typical process:



Typical partner onboarding — conventional flow

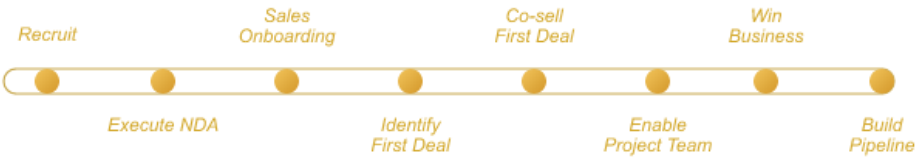
Broad Onboarding and Enablement without a deal. This is the single biggest trap in service provider based partner programs. Organizations invest heavily in training delivery teams on their product, running certification programs, and building enablement content. The problem is that the people who go through training today may not be available when a deal finally surfaces months later. They have moved on to other customers, other projects, or worse, they are working with a competitor. Enablement without a live deal to anchor it is an investment in academic hope.

Demand Generation Strategy before the JVP is proven. You cannot build a credible demand generation strategy when the Joint Value Proposition is still theoretical. What are you going to market? What customer stories do you have to tell? What proof points can you reference? The JVP needs to be validated through a real engagement before it can become the foundation of a demand generation motion.

> *If your team is doing even the most basic reporting and auditing of your ecosystem, you will find that a very small percentage of partners are performing well. The traditional onboarding model is the primary reason why.*

3. The Partner Activation Framework

The Partner Activation Framework is a resequenced and outcome-focused process that has been implemented across multiple organizations to reduce roadblocks, eliminate inefficiencies, and focus partner managers on results and high-value tasks. The fundamental shift is this: instead of front-loading broad administrative and enablement activities, the Activation Framework orients every step of the partner journey toward **identifying and winning the first deal** together.



The Activation Sequence

The framework follows as each step builds on the one before it:

Step	Phase	Focus
1	**Recruit**	Strategic targeting based on IPP, GROW qualification, lead with Partnership Value Prop
2	**Execute NDA**	Lightweight legal step. Do not negotiate a full partner agreement yet.
3	**Sales Onboarding**	Narrow, hyper-focused: 1–2 sales sponsors and a tech champion. Not broad team training.
4	**Identify First Deal**	The partner identifies a deal from their portfolio. This is the activation milestone.
5	**Co-sell First Deal**	ISV leads most of the pitch. Just-in-time enablement on objections, pricing, positioning.

6	**Enable Project Team**	The people who click the buttons. Timed to the actual project, not done months in advance.
7	**Win Business**	Deliver successfully. Document case study. Formally define v1 of the Joint Value Prop.
8	**Build Pipeline**	Now that trust is proven, scale to account mapping, demand gen, executive alignment.

Notice what is different from the conventional approach. The full partner agreement negotiation is deferred until the partnership has demonstrated value. Account mapping at scale is deferred until there is trust and a proven JVP. Broad enablement is deferred until there is a real project to enable for. Demand generation strategy is deferred until there is a case study and proof points to market.

The activities that the traditional model front-loads are not eliminated. They are resequenced to occur after the first deal is won, when they can be executed with real **context**, real **data**, and real **trust** between the parties.

> *If you take nothing else away from this guide, take this: have your recruitment and onboarding focused on identifying the First Deal, ideally sourced from the partner. That single shift in orientation will change the trajectory of your program.*

4. Activation: Phase by Phase

This chapter provides a walkthrough of each phase in the Activation Framework. For each phase, we summarize what the partner should focus on, what the ISV should focus on, and the key principles that make the phase work. Subsequent guides in this series will go much deeper into each phase with templates, worksheets, and detailed playbooks.

4.1 Recruit

Recruiting is not a single event. It is a sales process, and you should treat prospective partners like high-value prospects. The most common mistake in the first year of a partner program is trying to recruit everyone. Strategic recruitment means saying “no” (or “not now”) more often than “yes” so that when you do bring a partner in, you have the right resources to actually make them successful.

Effective recruiting starts with a rigorous Ideal Partner Profile (IPP) that goes beyond surface-level firmographics. You need to understand the partner’s business model, their engagement model, their target customers, and whether their services and sales motions genuinely align with your product and go-to-market strategy. The GROW Framework (Go-to-market fit, Resources, Outreach, Willingness) provides a structured way to evaluate each prospect against these criteria.

Critically, your recruiting pitch should not lead with your product features or the end-customer value proposition. It should lead with the Partnership Value Proposition - the value to the partner's business from the partnership itself.

- Can this partnership help them open new accounts?
- Create new revenue streams in existing accounts?
- Improve staff recruitment and utilization?
- Differentiate themselves with new strategic services?

Most service provider partners do not care about referral fees and MDF. They care about growing their business.

> *Activation starts during recruitment. The question to ask every prospective partner is: "Who is the first client we are going to work on together?" If they do not have a name in mind, they are not ready to be a partner yet. (see co-sell first deal)*

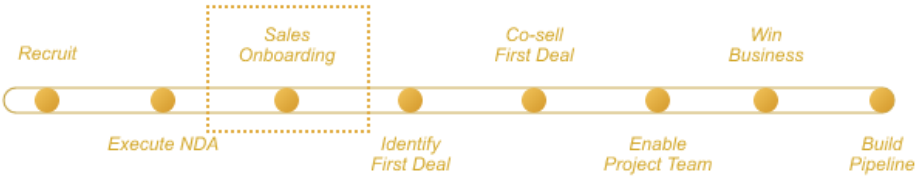
4.2 Execute NDA

Once mutual interest is established, execute a simple confidentiality agreement. This lightweight legal step opens the door to sharing information about each other's customers, pipelines, and capabilities without requiring the extensive negotiation that a full partner agreement demands.

Do not immediately proceed to a full partner agreement. That negotiation is a significant time investment for both parties, and the terms being negotiated (fees, MDF, tiering commitments, SLAs) are meaningless when the partnership's value is entirely theoretical. Use your PRM, LMS, or related tools as an easy way to get the partner engaged and registered. The formal agreement comes later, once you have proven the value together.

4.3 Sales Onboarding

This is the first onboarding activity, and it is deliberately narrow. You are not training the partner's entire team. You are onboarding one or two key individuals who will be the partner's internal champions for this partnership.



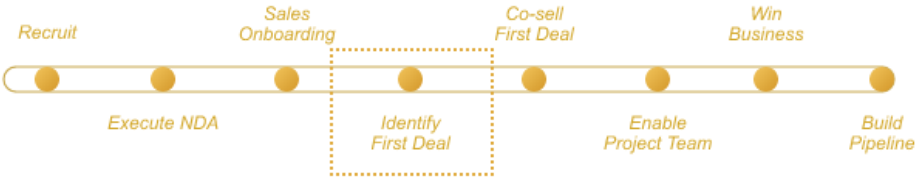
The partner should focus on identifying a Sales sponsor (an AE or executive) and a Tech sponsor (ideally someone in a presales-oriented role). The emphasis at this stage is on knowing an opportunity when they see one… not deep product expertise. They need to understand what kinds of customer problems your product solves and what a good opportunity looks like.

The ISV should use this phase to understand the partner's profile in depth, begin drafting the joint value proposition, emphasize the Partnership Value Prop (not just the product value prop), and set clear expectations about the program and the process going forward.

A note on the concept of being "fully enabled": **there is no such thing**. Your product is always evolving, so enablement is continuous. And a partner is not a single person, it is an organization with people coming and going. The idea that a partner can be "fully enabled" at any single point in time is a myth that creates false expectations for leadership and for the partners themselves.

4.4 Identify the First Deal

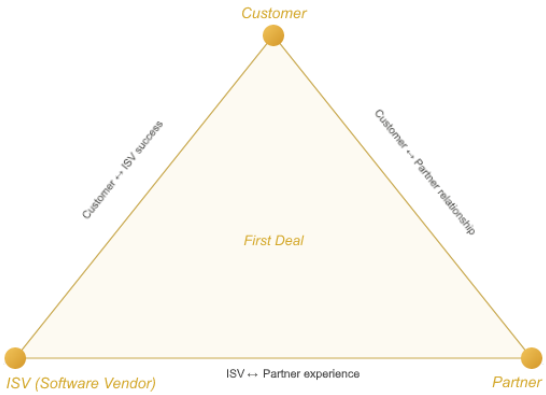
This is the **most** critical phase in the entire Activation process. Getting the first deal into the pipeline is the moment when the partnership shifts from theoretical to real. Everything before this phase is preparation. Everything after this phase is execution.



The first deal should ideally come from the partner's existing portfolio. This is a principle that many organizations resist because it feels like the ISV is not contributing. In reality, it is the single most effective way to de-risk the first engagement and accelerate time to value.

Here is why. **The customer already trusts the partner's judgment.** There are no questions about "where have you done this before?" because the partner's history and relationship covers that trust gap.

The alternative introduces the **Risk Triangle™** where there is ***risk everywhere.***



The better path is when the partner identifies a current or

former customer who already trusts them. Introducing a new technology platform to that customer is natural and expected.

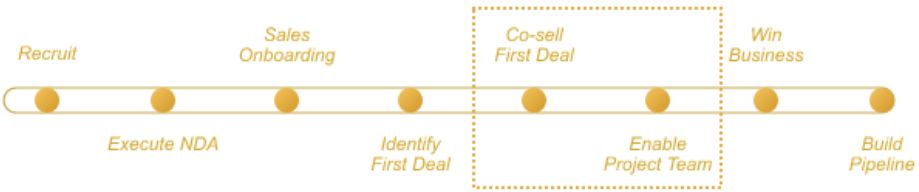
When presented correctly, *that this is the fastest path to a joint win*, most service providers will agree and fully buy in.

> *A partner identified First Deal is the most effective way to accelerate activation and de-risk the first engagement.*

4.5 Co-sell First Deal

Once the first deal is identified and in the pipeline, both parties execute the co-sell motion together. The key principle here is that the ISV leads most of the pitch for the first deal. The partner is gaining firsthand experience with the value proposition, getting comfortable supporting the pitch, and building trust between the two organizations' sales teams.

The ISV should provide just-in-time enablement during this phase - coaching the partner on objection handling, pricing discussions, competitive positioning, and anything else specific to this particular deal. This is far more effective than generic training months in advance, because the partner is learning in context, with stakes and motivation



4.6 Enable the First Deal Team

Once the deal is sold (or during the co-sell process), the people who actually deliver the project need to be enabled. These are the

consultants, developers, and architects who will be clicking the buttons. Traditional onboarding often ignores this group entirely, focusing on executives and salespeople. If the project team is not enabled and supported during the first deal, the partnership will stall immediately after the sale.

The partner should identify the specific resources who will staff the project (ideally those who will be billable) and ensure those individuals are enrolled in enablement that is timed to the project. The ISV should transition their pitch materials into project kickoff assets, identify project-specific challenges that require deeper support, and ensure that Customer Success, Enablement, and Partner teams are all aligned and communicating.

This is also where professional services from the ISV can play a strategic role. Having the ISV's team shadow the partner's project team during the first implementation provides an "insurance policy" or Expert Services that reduces risk for the customer, supports the partner's learning curve, and protects the partnership's credibility. This is a benefit to the partner, not competition with them.

4.7 Win Business

The Win Business phase is where the first deal is successfully delivered and the partnership produces its first proof point. The ISV should shadow the project team during initial sprints for on-the-job training, consider conducting a delivered project review that could serve as a company-level delivery certification, and draft the first joint case study.

That case study is arguably the most important asset that comes out of the first deal. It is the proof point that unlocks everything else: it gives the partner's sales team something tangible to sell

with, it gives the ISV's sales team a reference for future partner-attached deals, and it provides the marketing asset needed for any joint demand generation that follows. Publish it internally as fast as possible and promote it loudly.

This is also the phase where the first version of the formal Joint Value Proposition should be documented. It is no longer theoretical. You now have real experience and real outcomes to anchor it.

4.8 Build Pipeline

Only after clearing the first deal can you meaningfully build a scalable pipeline together. The Risk Triangle has been resolved. The partner has a hero story. The reputational risk has been eliminated. The partner's sales team now has proof and confidence.

This is the phase where all of the activities from the traditional onboarding model finally make sense: formalized account mapping (now with Crossbeam or similar tools), executive alignment sessions, deeper and broader technical enablement, co-marketing and demand generation strategy. These activities are no longer academic, they are built on a foundation of trust, proven value, and shared experience.

The Transition to Growth process formalizes this with an operational cadence: a Planning/Kickoff that sets goals and measurements, a recurring Enablement and Pipeline Cadence that keeps GTM reviews and continuous education on a schedule, and a QBR that reviews performance against KPIs, resets goals, and updates the partner profile.

5. Core Concepts of the Framework

The Activation Framework is supported by several interconnected concepts that you will encounter throughout this guide series. Each is explored in depth in subsequent volumes, but understanding them at a summary level is essential for applying the framework effectively.

5.1 The Ideal Partner Profile (IPP)

The IPP is not a wish list. It is a rigorous, multi-dimensional evaluation of what makes a partner a good fit for your ecosystem. A strong IPP includes firmographic characteristics (size, geography, maturity, engagement model, business model), ICP and GTM alignment (their target customer profile, their industry focus, whether their sales motion aligns with yours), and a candid assessment of fit gaps (a partner may align on delivery capability but not GTM, or vice versa).

Most organizations either do not have an IPP, have one but do not use it, or have never compared their IPP against their actual top-performing part–ners. Building your IPP with genuine depth, and *then using it as a qualifying tool, not just a marketing document*, is a prerequisite for everything else in the Activation process.

Your IPP should also be a living document and guide. As you learn more about how your ideal customer and ideal partner engage, you can adapt and mature your IPP. Also consider you may need more than one IPP based upon market dynamics, services types, or maturation of your segment.

5.2 The GROW Framework

Developed by Rick Flores of the Partner GTM Institute, the GROW Framework provides a structured approach for profiling individual partner prospects against your IPP. Each dimension evaluates a different facet of the partner's readiness and fit:

- **G – Go-to-Market Fit:** Does the partner align on ICP, problem/solution synergy, and sales motion?
- **R – Resources:** Do they have the sales, marketing, technical, and financial capabilities to deliver?
- **O – Outreach:** What is their market coverage, geography, industry focus, and customer trust?
- **W – Willingness:** Are they committed to investing in training, joint selling, and long-term collaboration?

The GROW Framework is especially valuable when a partner prospect stalls. Instead of defaulting to onboarding their team, ignoring risks and pushing a deal, or jumping into account mapping, use GROW to confirm fit, especially GTM fit and Willingness. If GROW confirms fit, it is time to activate. ***If GROW surfaces gaps, it is time to nurture or qualify out.***

Like the IPP, a specific partner's profile, using the GROW Framework and / or an IPP template, should be a living document. As your partner Activates, engages, and grows, so should their GROW profile. Imagine having these documents maintained and training an LLM. Some magical possibilities arise.

5.3 The Partnership Value Proposition

This is one of the **most commonly overlooked** elements in partner programs, and **one of the most important skills** a

Partner Alliance Manager can develop. The Partnership Value Prop is distinct from both the product/end-customer value proposition and the Joint Value Proposition. It answers the question: what is the value to the partner's business from this partnership? And it is not simply "**better together**."

Service provider leadership cares about outcomes for their business.

- Will this partnership open new accounts?
- Create new revenue streams?
- Improve staff utilization?
- Provide a force multiplier for growth?

These concerns **far outweigh** referral fees, MDF, and tier benefits in most cases. In fact, very few service partners genuinely care about programmatic benefits unless they are already highly mature partners in a large ecosystem looking for competitive differentiation.

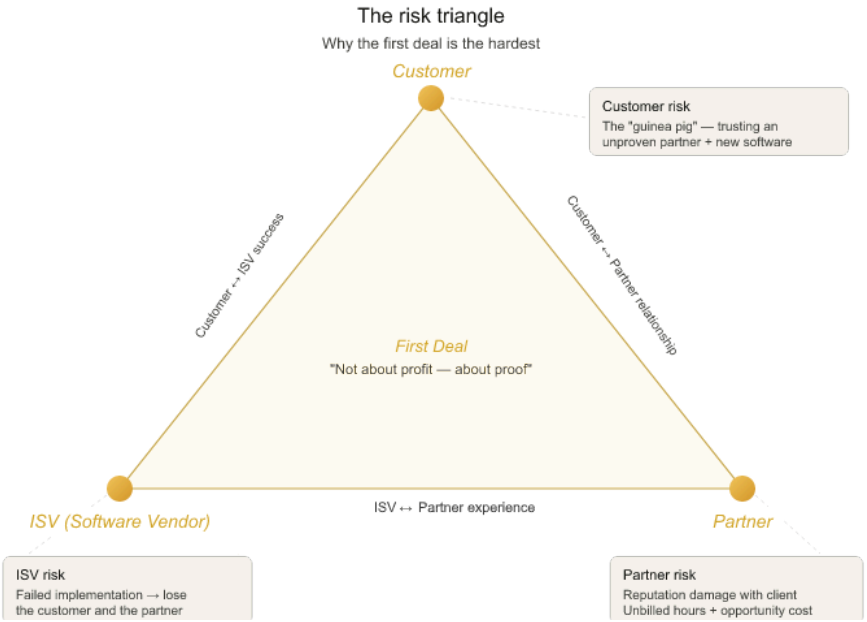
> *Building a compelling Partnership Value Prop requires you to deeply understand the partner's business model.*

Understanding the partner's business model includes:

- how they make money
- what their utilization challenges are
- what creates stickiness with their customers
- where your product can unlock new service lines or expand existing ones.

5.4 The Risk Triangle™

As introduced above, the **Risk Triangle™** represents the three-way risk that exists in every new partner engagement between the ISV, the partner, and the customer.



It is the single biggest reason why first deals are so hard to close.

- **Customer:** often the “guinea pig,” trusting a partner who may have never implemented this software before, and an ISV whose product may be new to their environment.
- **Partner:** If the implementation goes poorly, it damages their reputation with their client… their primary source of recurring revenue.
- **ISV:** typically the deal doesn’t close due to the customer’s and partner’s risk. The partnership is permanently damaged and

the partner team loses credibility with their sales team.

The **Risk Triangle™** is why the first deal should come from the partner's portfolio (a trusted customer reduces customer risk), why the ISV should provide professional services support as an insurance policy (reducing delivery risk), and why a wedge deal approach, *starting with a smaller, high-probability project rather than a massive transformation*, is so effective (reducing scope risk across all three parties).

Once the first deal is won successfully, the **Risk Triangle™** collapses. The partner has a hero story. The customer validated the approach. The ISV has proof that the partner can deliver. Reputational risk vanishes, and the partner becomes a proactive advocate.

5.5 The Transition to Growth

The Transition to Growth is the operational framework that takes a newly activated partner into a scalable, repeatable relationship. It is built around three recurring components:

- **Planning / Kickoff:** Set goals and milestones. Agree to measurements. This happens at the start of each cycle.
- **Enablement / Pipeline Cadence:** Scheduled sessions to review GTM and demand gen (monthly is recommended for account targeting), checkpoints on continuous education to keep skills current, and an on-demand co-sell process for activating new deals as they arise.
- **QBR Review:** Review performance against KPIs for both the partner's business and the partnership. Reset goals. Update

the partner profile. This is where the relationship is professionally managed, not just passively maintained.

The Transition to Growth is where all the activities that were deferred from the traditional onboarding model are finally executed: formalized account mapping, executive alignment, deep enablement, co-marketing. They are now anchored in real trust, real data, and a proven Joint Value Proposition.

6. Running Your Partner Algebra

One of the most practical exercises you can do as a partner leader is to model how many activated partners you actually need. Many organizations have never done this math, which means they are recruiting without targets and managing without benchmarks.

The Basic Formula

Start with your revenue target for the partner program (or for a specific segment or territory). Then work through the following:

Variable	Example
Revenue Target (per segment)	$1,000,000
Pipeline Conversion Rate	22%
Pipeline Needed (Target ÷ Conversion Rate)	$4,500,000
Average Deal Size (ACV)	$100,000
Deals Per Activated Partner Per Year	2.25
Activated Partners Needed	**20**

The formula is:

> ***Pipeline Needed ÷ (ACV × Deals per Partner per Year) = Active Partners Needed***

If you are an early stage company, or building a brand new program, you may not have strong historical data on some of these variables. That's ok. FInd some industry data for your segment, or simply make educated guesses based upon what you do know. That process will be helpful in laying a foundation of assumptions that you can adjust later.

Factor in Your Activation Rate

But this is complicated by the fact that you will not recruit 20 partners and have all 20 activate and produce deals. Some will not convert to partners at all. Some will convert on paper but fail to activate. You need to model your **Partner Activation Rate**.

If you assume a 25% activation rate (which is a reasonable starting estimate for most programs), then you need 80 ***partner prospects*** in your pipeline to yield the 20 activated partners you need.

> ***Active Partners ÷ Activation Rate = Recruiting Target.***
> *In this example: 20 ÷ 0.25 = 80 prospects needed to recruit the 20 that will activate and perform.*

Factor in Ramp Time

The model above also does not account for ramp time. The lifecycle from recruit to activate to source deal to close deal takes months. If you need 20 partners producing on day one of Q1, you needed to start recruiting well before the fiscal year began. This means you likely need a multiplier to account for the recruiting ramp and the sales lifecycle latency.

If you have never modeled this before, the numbers can feel overwhelming. That is okay. The purpose of the algebra is not to achieve perfect precision. It is to create a realistic picture of the scale of the recruiting and activation challenge, so you can prioritize, sequence, and resource appropriately instead of just doing activity and hoping it works.

7. Assessment: Where are you today?

Before diving into the detailed guides in this series, take a few minutes to assess where your current partner program stands relative to the Activation Framework. This is not a scoring exercise, it is a diagnostic tool to help you identify which phases of the framework need the most attention and which guides will be most immediately valuable to you.

Question	What It Tells You
Do you have a documented IPP with depth?	If you are recruiting blind. Start with Guide 1.
Can you articulate your Partnership Value Prop (not product or JVP)?	If not, you are leading with the wrong message. Guides 1 and 2.
What % of signed partners have produced pipeline in the last 6 months?	If below 30%, you have a Paper Partnership problem. Guide 3
What is your average Time to First Deal after signing?	If >90 days, you may have the wrong partners or poor enablement. Guides 2 and 3.
Does your onboarding focus on Sales Champions first, or on broad team enablement?	If broad enablement first, you are over-investing before activation. Guide 3.
Who typically sources the first deal - you or partner?	If you are, you are fighting the Risk Triangle. Guide 3.
Have a co-sell playbook with defined ISV / partner roles?	If not, Guide 4 will give you this.
Do you have a formal transition to Growth cadence (planning, enablement, QBR)?	If not, even your activated partners may stall. Guide 5.

8. The Guide Series Roadmap

This guide is the first in a series of six guides that together form a complete, step-by-step execution guide for building and running a Partner Activation program. Each guide is designed to be both a standalone guide for its topic and a chapter in the larger sequential process. The series follows the same progression as the Activation Framework itself:

Guide	Title	What You Will Walk Away With
0	Stop Onboarding, Start Activating (this guide)	The full Activation Framework, the mental model for why traditional onboarding fails, and a diagnostic for your program.
1	Building Your Ideal Partner Profile: Preparing to Recruit:	A rigorous IPP built with depth, the GROW profiling process, and a deep understanding of the service provider business model.
2	The Strategic Recruiting Engine	A repeatable recruiting process, a documented Partnership Value Prop, the partner algebra sizing model, and qualification criteria.
3	The Risk Triangle and the First Deal	A deep understanding of the Risk Triangle, a process for first deal identification, and the Sales Onboarding playbook.
4	Co-Selling and Just-in-Time Enablement	A co-sell playbook with defined roles, just-in-time enablement strategy, and the project team enablement process.
5	From First Win to Scalable Pipeline	The Transition to Growth cadence (planning, enablement, QBR), the Ideal Deal Partner process, and the operational framework for scale.

Each guide will include practical worksheets, templates, and self-assessment tools that make the content immediately actionable. The IPP builder, the GROW scorecard, the partner algebra calculator, the Risk Triangle assessment, the co-sell role matrix, and the QBR template are all designed to move from reading to execution quickly.

9. Conclusion: Activation Is a Mindset

The Partner Activation Framework is not just a resequencing of tasks. It is a fundamental shift in how you think about what makes a partnership real.

In the traditional onboarding model, a partner is “onboarded” when they have signed an agreement, completed training, and been registered in your systems. In the Activation model, a partner is “activated” when they have identified their first deal, co-sold it with you, delivered it successfully, and have a case study to show for it. That is an enormous difference in the bar you are setting for what constitutes a real partnership.

This higher bar is not about being exclusive or making it harder for partners to join your ecosystem. It is about being honest with yourself and with your partners about what it takes to build a productive, trust-based relationship that generates revenue for both sides. Every partnership that stalls at the paper stage wastes resources, creates frustration, and erodes confidence… both internally and with the partner.

The Activation mindset asks one question at every stage: “Is this activity moving us closer to the first deal?” If the answer is yes, do it. If the answer is no, defer it until the time is right.

> *The first deal is not about profit. It is about proof. Success in the first 90-180 days is defined by completing one successful implementation that can be turned into a case study and used to recruit the rest of the partner’s sales team - and the next partner in your pipeline.*

The remaining guides in this series will give you the detailed playbooks, templates, and processes to execute each phase of the Activation Framework with confidence. Start where your self-assessment tells you the gaps are greatest, and build from there.

End of Guide

Next in the series: Guide 1: Preparing to Recruit: Building Your Ideal Partner Profile with Depth

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UNLOCK PARTNER POTENTIAL

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