

Sales Capability Assessment

Survey Analysis & Recommendations Report

January 2026

Prepared by **Mission Performance**

84

RESPONDENTS

3.40

OVERALL MEAN

19

CATEGORIES

5

BUSINESS UNITS

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Based on survey data collected 6–20 January 2026.
84 respondents across 5 business units and 19 capability categories.



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SECTION ONE

Executive Summary

SECTION 1

Executive Summary

Axis Energy Services has clear sales-capability strengths in client relationships and a culture of candour, and clear gaps in the disciplines that convert pipeline into revenue. This summary distils findings from a survey of **84 respondents** across the 5 business units, conducted 6–20 January 2026, and maps recommended actions to the highest-leverage areas for development.

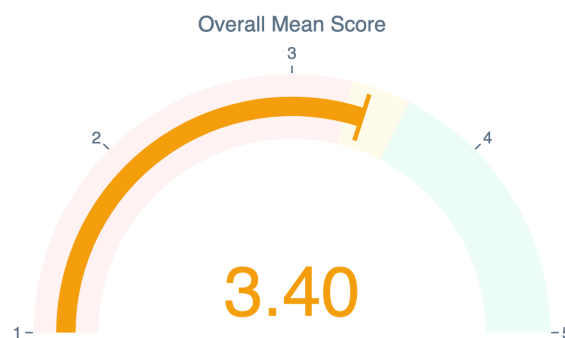
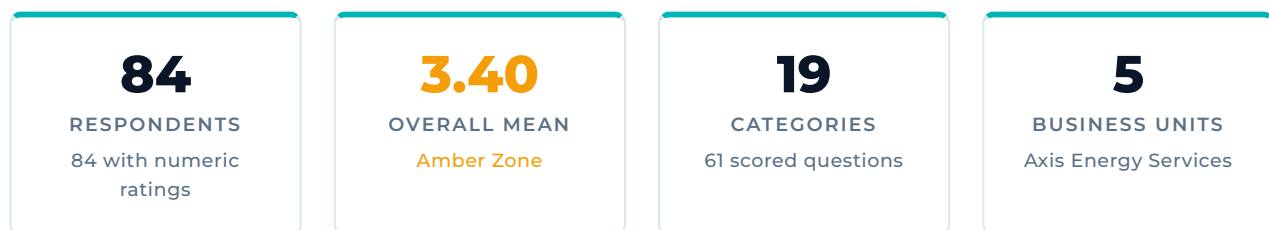


Figure 1 — Overall capability mean across all 19 categories

KEY FINDING

The overall capability mean of **3.40** places Axis at the lower end of the **amber zone**, only 0.10 above the red threshold. Categories relying on interpersonal judgement and client intimacy score consistently green, while those depending on pipeline systems, forecasting, and partner infrastructure score red — revealing a clear structural gap between how Axis sells and how Axis manages the sales pipeline and account-planning process.

RAG Distribution: 4 Green 10 Amber 5 Red

Five of the 19 categories fall below the 3.30 threshold — Leads & Partners, Int Collaboration, Negotiation & Value, Pipelines, and Account Mgmt. These span both structural process gaps and

high-value commercial skill gaps, requiring a two-front response rather than a single programme.

PERFORMANCE OVERVIEW

TOP 5 CATEGORIES — STRENGTHS

CATEGORY	SCORE	STD DEV
Relationships & Retention	3.71	1.15
Psych Safety & Leadership	3.66	1.03
Customer Experience	3.65	1.16
Qualification	3.63	1.06
Prioritisation	3.60	1.14

Organisation-wide strengths cluster around relationships, culture, and upfront qualification. Five top strengths — Relationships & Retention, Psych Safety & Leadership, Customer Experience, Qualification (all in the green zone), and Prioritisation (3.60, just inside amber) — are felt broadly across business units, not concentrated in any one team, making them reliable foundations for change.

BOTTOM 5 CATEGORIES — DEVELOPMENT PRIORITIES

CATEGORY	SCORE	STD DEV
Leads & Partners	3.03	0.96
Int Collaboration	3.06	1.15
Negotiation & Value	3.08	0.98
Pipelines	3.09	1.04
Account Mgmt	3.15	0.99

Short labels used throughout — full canonical names on page 9

Development priorities fall on two distinct fronts. The first is structural — pipeline and account-management fundamentals, from lead generation through to named-account growth (Leads & Partners 3.03, Pipelines 3.09, Account Mgmt 3.15). The second is sales capability — high-stakes conversations and cross-team selling (Negotiation & Value 3.08, Int Collaboration 3.06). Both fronts must move together.

CONCLUSIONS & RECOMMENDED ACTIONS

1. Address the two-front gap simultaneously. The five red categories split across structural process (lead generation, pipeline hygiene, named-account planning) and high-value commercial skills (negotiation, value articulation, cross-team collaboration). A programme that addresses only one front will leave the other unresolved.

2. Codify and export the Offshore & Subsea Solutions operating model (mean 3.74, 13 green, 6 amber, 0 red). This unit is the internal benchmark; systematic knowledge transfer from its leaders is likely the highest-leverage intervention in this dataset.

3. Prioritise Onshore Operations & Well Services for targeted intervention. Thirteen red categories, mean 3.19 — the widest gap to the benchmark among the larger units. Focused investment here moves the organisation-wide average more than any other single action.

4. Build a structured partner & channel strategy with marketing and alliance teams. Predictable lead flow from partners scores 2.98 — among the three lowest questions in the dataset — indicating the weakness is in the go-to-market design, not sales execution.

5. Formalise onboarding for the 0–2 year cohort. New joiners score 3.12 (red) and make up 14% of the population; a structured programme covering pipeline hygiene, forecasting, and named-account planning closes the onboarding drag on the overall average.

Note on Engineering & Advisory. With a mean of 2.80 and 18 of 19 categories in the red zone, Engineering & Advisory is the weakest unit in the dataset. The cohort is 4 respondents, so figures are directional rather than diagnostic. We recommend a dedicated qualitative follow-up — short structured interviews with the unit's commercial leaders — before any targeted intervention is designed.

Based on survey data collected 6–20 January 2026. 84 respondents with numeric ratings across 19 capability categories and 5 business units.



2

SECTION TWO

Approach & Methodology

Approach & Methodology

The Axis Energy Services Sales Capability Assessment was conducted between **6 and 20 January 2026** (a 15-day window). **84 respondents** answered 61 rated questions, each mapped to one of 19 capability categories across the five Axis business units.

SURVEY OVERVIEW

84 TOTAL RESPONDENTS Survey-based	61 SCORED QUESTIONS 1–5 Likert scale	7 OPEN-TEXT QUESTIONS Qualitative commentary	5 BUSINESS UNITS All in scope
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BUSINESS UNIT PARTICIPATION

BUSINESS UNIT	N	MEAN	GREEN	AMBER	RED
Integrated Projects & Solutions	26	3.35	4	9	6
Renewables & Energy Transition	20	3.45	4	10	5
Offshore & Subsea Solutions	18	3.74	13	6	0
Onshore Operations & Well Services	16	3.19	1	5	13
Engineering & Advisory	4	2.80	0	1	18

CAPABILITY FRAMEWORK

The survey uses a Sales Capability Framework which covers 19 capabilities across 5 Groups. They reflect the full sales effectiveness lifecycle — from lead generation and pipeline growth to opportunity management, from quality of sales conversations and negotiation to relationship management, client retention and trust as well as sales leadership and enablement.

#	CATEGORY	DEFINITION
PIPELINE & GROWTH		01
1	Lead Generation and Partners	Consistent generation of leads through marketing, events and effective development of partner and channel relationships.
2	Pipeline Quality and Management	Maintaining a healthy, well-qualified pipeline with realistic data and active use of conversion metrics to drive performance.
3	Forecasting and Visibility	Reliable, consistent forecasting supported by clear definitions and transparent reporting of pipeline health and gaps.
4	Growth and Collaboration	Systematic pursuit of growth through cross-selling and strong internal collaboration, leveraging expertise and fostering open teamwork.
5	Territory Insight and Design	Clear territory definition with strong insight into opportunities, installed base and future market potential.
OPPORTUNITY MANAGEMENT		02
6	Opportunity Coverage and Prioritisation	Focused allocation of time and effort toward high-value opportunities, balancing customer engagement with internal demands.
7	Risk, Margin and Approvals	Proactive identification and management of commercial risks and margins, with clear and consistent approval processes.
8	Progressing Complex Deals	Coordinated management of complex opportunities through stakeholder mapping, cross-functional collaboration and active deal planning.
9	Qualification and Strategy	Disciplined qualification of opportunities and early definition of clear win strategies to focus resources on the best opportunities.
WINNING DEALS		03
10	Value, Negotiation & Difficult Conversations	Ability to lead value-based negotiations, handle objections and conflict confidently, and manage risk while maintaining trust and momentum.
11	Quality of Sales Conversations	Structured, customer-centric conversations that uncover needs, adapt to stakeholders, and clearly communicate value through active listening.
RELATIONSHIP & REVENUE MANAGEMENT		04
12	Client Relationships and Retention	Strong, multi-level customer relationships with proactive management of retention risks and planned actions to grow existing revenue.
13	Customer Experience and Retention	Systematic collection of customer feedback and proactive actions to improve experience, strengthen relationships and drive retention.
14	Account Planning and Strategy	Structured and actively used account plans that prioritise growth based on deep understanding of customer strategy and priorities.
15	Trust, Rapport and Executive Presence	Building credibility and trust across stakeholders, with confident, engaging communication and strong, audience-focused presentation skills.

16	Coaching and Enablement	Ongoing development through targeted coaching, skill building and timely feedback to improve individual and team performance.
17	Management Rhythm and Focus	Structured and purposeful sales management routines that focus on the right performance levels and prioritise high-impact activities.
18	Sales Activities and Cadence	A defined rhythm of sales activities aligned to pipeline generation and clearly linked to revenue outcomes.
19	Alignment and Psychological Safety	Clear leadership direction combined with a safe, open environment that encourages transparency, learning and constructive challenge.

SCORING METHODOLOGY

All 61 scored questions use a **1–5 Likert scale**, where 1 represents the lowest level of agreement or capability and 5 represents the highest. Category and overall scores are calculated as the arithmetic mean of all individual question scores within the relevant grouping.

RAG Colour Thresholds

COLOUR	THRESHOLD	INTERPRETATION
Red	Score < 3.30	Below target – priority development area
Amber	$3.30 \leq \text{Score} \leq 3.60$	Developing – improvement opportunity
Green	Score > 3.60	On track – relative strength

DATA NOTES

Completeness: All 84 respondents provided numeric ratings across the 19 capability categories. Category means are computed from the arithmetic average of all responses received for the relevant questions.

Small sub-groups: Engineering & Advisory (n=4) have very small respondent counts. Scores for these groups should be treated as directional indicators only.

n = 84 respondents. Data extracted from the Axis Energy Services Sales Capability Assessment, 6–20 January 2026.



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SECTION THREE

Key Study Insights

Overall Performance, Business Units, and Segment Analysis

3.1

SECTION THREE

Axis Energy Services as a Whole

Overall Performance Across 19 Capability Categories

SECTION 3.1

Axis Energy Services as a Whole



Across all 19 capability categories and 5,124 individual ratings, Axis Energy Services achieves an overall mean of **3.40**, placing it in the lower end of the **amber zone**. The distribution is left-skewed: most individual ratings fall between 3 and 5, with a meaningful tail of low scores pulling the average down.

The spread between the strongest and weakest category is **0.68 points** (3.71 vs 3.03), revealing a clear split between relationship-centric capabilities (green) and process-side capabilities (red).

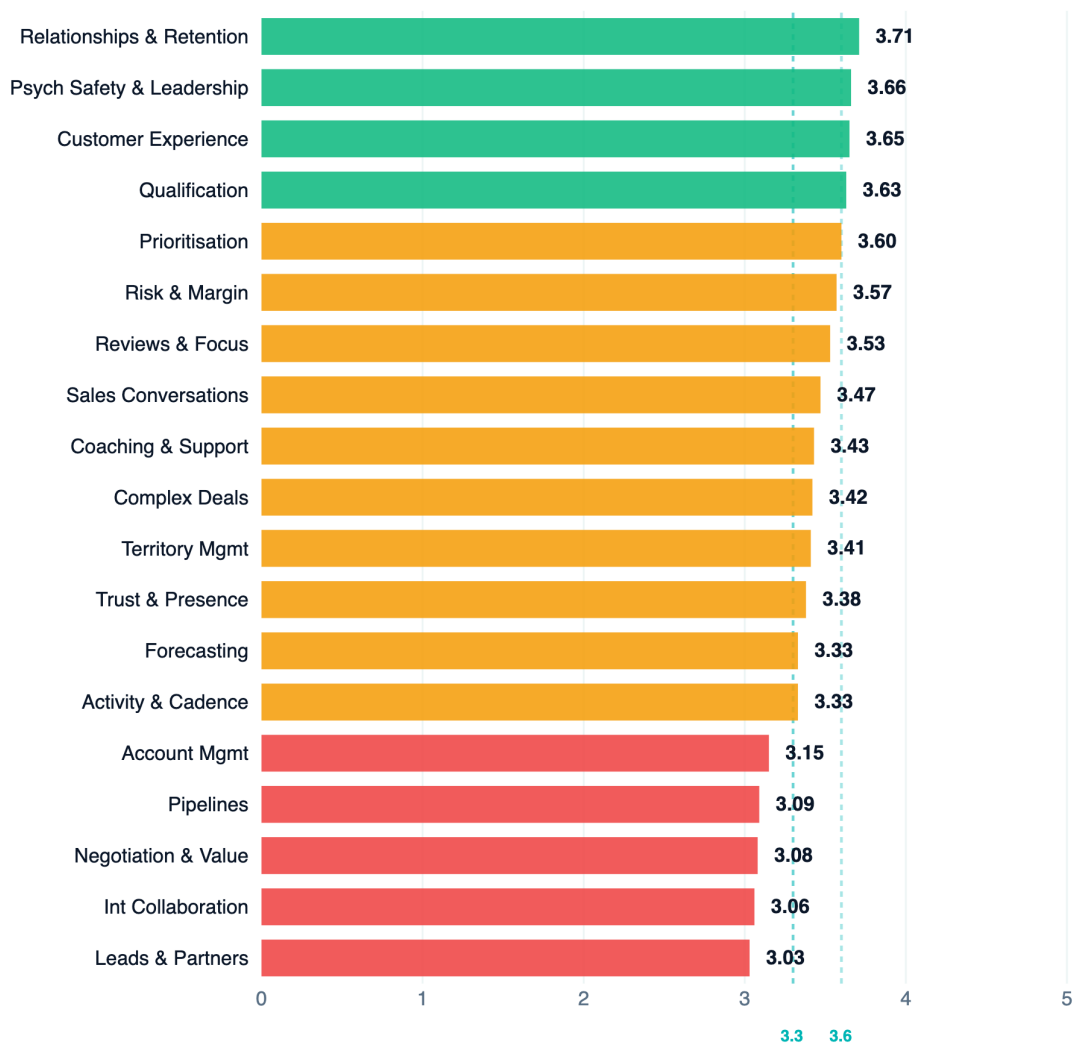


Figure 2 — All 19 capability categories ranked by mean score

KEY PATTERN

Capabilities relying on **relationship depth, culture and qualification judgement** (Relationships & Retention, Psych Safety & Leadership, Customer Experience, Qualification) score consistently green. The five red categories split across two distinct fronts: **process-side gaps** (Leads & Partners, Pipelines, Account Mgmt) and **high-value commercial-conversation gaps** (Negotiation & Value, Int Collaboration). Axis wins on the strength of its customer-facing people but has not yet built either the pipeline-and-account-planning discipline or the commercial-skill depth needed to convert those relationships into predictable, scalable growth.

PERFORMANCE OVERVIEW

TOP 5 CATEGORIES — STRENGTHS

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WHAT THE STRENGTHS TELL US

Relationships & Retention is the single strongest asset. The highest-scoring category (3.71) confirms that Axis teams are embedded across multiple stakeholder levels within their clients' organisations rather than relying on a single contact. In long-cycle infrastructure and energy-transition work, this depth materially reduces switching risk and is the platform on which retention and expansion depend.

Psych Safety & Leadership underwrites the culture. Psych Safety & Leadership scores 3.66, and its standout question — “When deals slip or are lost, reviews focus on learning and improvement rather than blame” (3.85, the highest-scoring question in the survey) — indicates that Axis has successfully created an environment where candour is rewarded. This is a critical enabler for accurate forecasting and honest deal reviews, and is often one of the hardest capabilities to develop.

Customer Experience is tracked and actioned. At 3.65, Customer Experience shows that retention and post-sale follow-through are treated as live agenda items in sales and leadership meetings rather than afterthoughts — a meaningful competitive advantage for a services business where post-sale behaviour determines whether clients return and expand their spend.

Qualification is a genuine strength — but it is not the same as generating flow. Qualification (3.63, green) and Prioritisation (3.60, amber) show that once Axis teams have opportunities in front of them, they apply deliberate judgement about which to pursue, which to walk away from, and which accounts

to cover at what frequency. That selective discipline is a real advantage. What it does not address is how opportunities arrive in the first place: lead generation, channel-partner strategy, and prospecting cadence — the process front of the capability gap — score at the bottom of the ranking (Leads & Partners 3.03, Pipelines 3.09). Axis teams make good decisions about the deals they see; the risk is that too few deals are entering the funnel to begin with.

The top 5 categories show moderate variance (SD range 1.03–1.16), meaning these strengths are genuinely felt across Axis rather than being concentrated in a single business unit. They are reliable foundations to build from.

BOTTOM 5 CATEGORIES — DEVELOPMENT PRIORITIES

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WHAT THE WEAKNESSES SUGGEST

Leads & Partners lacks a deliberate strategy. At 3.03, Leads & Partners is the lowest-scoring category — and the lowest lead-flow question in the survey, third-lowest individual rating overall (“Marketing, partners, and industry events contribute a predictable flow of leads”, 2.98), sits here. For a business that depends heavily on EPC, OEM, and alliance relationships, the absence of a structured channel strategy is a material constraint on growth.

Int Collaboration is the next weakest, and it is a people-and-incentive gap. Int Collaboration (3.06) shows that cross-selling and up-selling across services, business lines and geographies are not systematically pursued in priority accounts (the cross-sell question scores 3.02). The shortfall is not infrastructure — it is the cross-team commercial conversations and incentives that turn an account relationship into multi-line growth.

Negotiation & Value collapses under pressure. Negotiation & Value (3.08) is the third-lowest category, with its weakest question (“We have practical tools and frameworks to approach both planned and unplanned challenging conversations with confidence”) scoring 2.84 — the lowest individual rating in the survey, with the related question on clarity of thought during unplanned challenges (2.96) just above and the lead-flow question (2.98) third-lowest overall. Teams report they default to features and day rates when commercial pressure rises rather than holding the value conversation. This is a high-skill commercial gap, not a process one.

Pipelines is under-resourced. Pipelines (3.09) reveals gaps in prospecting rhythm, lead qualification, and top-of-funnel hygiene. Conversion-rate tracking between pipeline stages scores 3.02, among the lowest individual questions — meaning the organisation cannot systematically identify which stages of the deal cycle erode value.

Account Mgmt is reactive, not strategic. Account Mgmt (3.15) sits just above the bottom four and remains in the red zone despite the strength in Relationships & Retention (3.71). The pattern suggests

that Axis teams know their clients well but do not systematically plan multi-year growth in named accounts — the relationships exist, but the account-planning discipline to commercialise them does not. Activity & Cadence and Forecasting (both 3.33) sit just inside the amber zone above this group, indicating that the daily operating rhythm is functional but not yet translated into trusted forward visibility.

The bottom 5 red categories all have standard deviations at or near 1.0 (Int Collaboration is the one exception at 1.15), lower than the top 5. This means the weaknesses are broadly felt rather than isolated to a single unit — Axis teams largely agree about where the process infrastructure and the high-value commercial conversations are failing them, which makes targeted investment easier to defend.

NOTABLE PATTERNS

HIGH-VARIANCE CATEGORIES — OPINION MOST DIVIDED

Reviews & Focus (3.53, SD 1.19) has the highest variance in the survey, dividing opinion sharply on whether leaders run disciplined review cadences. The split maps onto business-unit lines — some units have mature management rhythms, others do not.

Int Collaboration (3.06, SD 1.15) shows high variance alongside the second-lowest overall score, making it both a high-spread and a high-priority gap. Some divisions have embedded cross-functional working; others operate in silos. The divergence is most likely driven by business-unit differences — Offshore & Subsea teams report strong collaboration, Onshore Operations and Engineering & Advisory do not.

Customer Experience (3.65, SD 1.16) is a green-zone category with meaningful variance: most teams feel customer experience is tracked and actioned, but a minority report inconsistent follow-through after key milestones.

TIGHTLY CLUSTERED CATEGORIES — STRONGEST CONSENSUS

Sales Conversations (3.47, SD 0.88) and **Trust & Presence** (3.38, SD 0.93) show the tightest consensus in the survey — teams broadly agree they are effective on the basics of structured client conversations and professional presence, though not to a green-zone level. **Leads & Partners** (3.03, SD 0.96) is the tightest consensus on the negative side. When a large organisation broadly agrees that something is weak, it typically reflects a structural gap rather than a training need.

THE THREE LOWEST QUESTIONS

“We have practical tools and frameworks to approach both planned and unplanned challenging conversations with confidence” (Negotiation & Value) scores 2.84 — the lowest individual question in the survey. The next-lowest is the related question on clarity of thought during unplanned challenges (2.96), followed by “Marketing, partners, and industry events contribute a predictable flow of leads into territories” (Leads & Partners) at 2.98. The negotiation and lead-flow questions between them capture the two-front gap in a single line: a high-skill commercial-conversation deficit on one side, and a go-to-market design deficit on the other. Neither is primarily a sales-team training problem — the

first requires structured frameworks and rehearsal for difficult conversations; the second requires joint work between sales leadership, marketing, and partner management.

The single most actionable consequence of the two-front pattern: programme design must run on two parallel tracks — they cannot be sequenced. Investing only in process (pipeline hygiene, CRM discipline, named-account templates) without parallel investment in commercial-conversation skill leaves the highest-value deals uncovered even when the pipeline exists. Investing in conversation skill without process discipline leaves those conversations sitting on a pipeline that does not generate or track enough opportunities to fill. Both tracks need leadership commitment and cross-functional accountability; neither alone closes the gap.

THEMED OBSERVATIONS

Reading across the 5,124 individual ratings from 84 respondents, three cross-cutting patterns reinforce and extend the category-level findings:

The capability gap is on two fronts, not one.

The bottom four categories — Leads & Partners (3.03), Int Collaboration (3.06), Negotiation & Value (3.08), Pipelines (3.09) — split cleanly across two distinct fronts. Two are **process and systems gaps**: front-of-funnel lead generation and pipeline operating cadence. Two are **high-value commercial conversation gaps**: negotiation under pressure, and the cross-team collaboration that turns named-account relationships into multi-line growth. Account Mgmt (3.15) sits just above the bottom four and rounds out the process cluster. The implication is that investment is needed on both fronts in parallel — the pipeline and account-planning infrastructure that turns relationships into predictable revenue, and the high-skill commercial conversations that turn opportunities into commercial outcomes.

Offshore & Subsea Solutions is a replicable benchmark, not a special case.

With 13 of 19 categories green, zero reds, and a mean of 3.74, Offshore & Subsea operates at a different level of sales maturity than the rest of the business. The margin over the next-strongest unit (0.29 points) is the widest gap between any two operationally comparable units, and the profile is uniform — strong across operational, interpersonal, and leadership dimensions — suggesting disciplined management practice rather than individual brilliance. Codifying and exporting what works there is the clearest knowledge-transfer opportunity in the dataset — not because it delivers the largest absolute lift, but because the model already exists inside the business and does not need to be built from the outside in.

Axis's cultural foundation is strong and will be a meaningful enabler.

Psych Safety & Leadership (3.66) is one of the top-scoring categories, and the highest-scoring individual question — blameless deal reviews (3.85) — shows that candour is rewarded in Axis teams. That is the kind of culture where capability gaps can be surfaced and discussed productively. Whether that translates into successful transformation in practice will depend on factors this survey cannot measure: management bandwidth, process-change tolerance, and commercial incentives. Qualitative follow-up before programme design is recommended.

Based on 5,124 numeric ratings from 84 respondents across 19 capability categories. This study captures only quantitative responses; qualitative follow-up (structured interviews with each business unit) is recommended before committing to specific interventions.

WHAT RESPONDENTS SAID

All 84 respondents provided open-text commentary across 7 diagnostic questions, yielding 372 individual responses. Key themes reinforce and extend the numeric findings:

Tribal knowledge substitutes for shared systems, creating fragility at scale.

Across pipeline, account-planning, and coaching questions, respondents consistently flag the absence of institutional infrastructure: proposal libraries that require reinventing every bid, account plans that are rarely updated between annual reviews, and peer learning that is "almost non-existent" across divisions. The pattern is not a skills deficit — it is a knowledge-capture deficit that makes performance dependent on individual memory rather than shared process. This is the qualitative voice behind the bottom-cluster process scores (Leads & Partners 3.03, Pipelines 3.09, Account Mgmt 3.15).

Commercial pressure collapses conversations to features and day rates.

Respondents across sales conversations, negotiation, and proposal questions describe the same failure mode: under time pressure or client push-back, teams default to technical capabilities, templated decks, and day-rate arguments rather than value and total cost of ownership. One respondent noted "we rush to solutions before we have properly understood the client's constraints"; another that teams need "understanding of total cost of ownership arguments — we default to day rates too quickly." The discipline exists in calmer moments but fails at the moment of highest commercial consequence.

Cross-business-unit collaboration breaks down exactly where multi-line growth lives.

Respondents on growth and collaboration questions describe the same pattern from multiple angles: account teams that "don't know what other BUs are pitching into the same client," handovers between business units that lose context, and incentives that reward unit-level wins over enterprise-level account expansion. One respondent observed that "we leave money on the table on every major account because we don't sell across the portfolio." This is the qualitative voice behind the Int Collaboration score (3.06, red) and the lived experience that turns a named-account relationship into a single line of revenue rather than several.

Based on 372 text responses from 84 respondents across 7 diagnostic questions. Questions were framed as improvement prompts, so the corpus naturally skews toward identifying gaps.

3.2

SECTION THREE

Results by Business Unit

Comparative Analysis Across Five Axis Business Units

Results by Business Unit



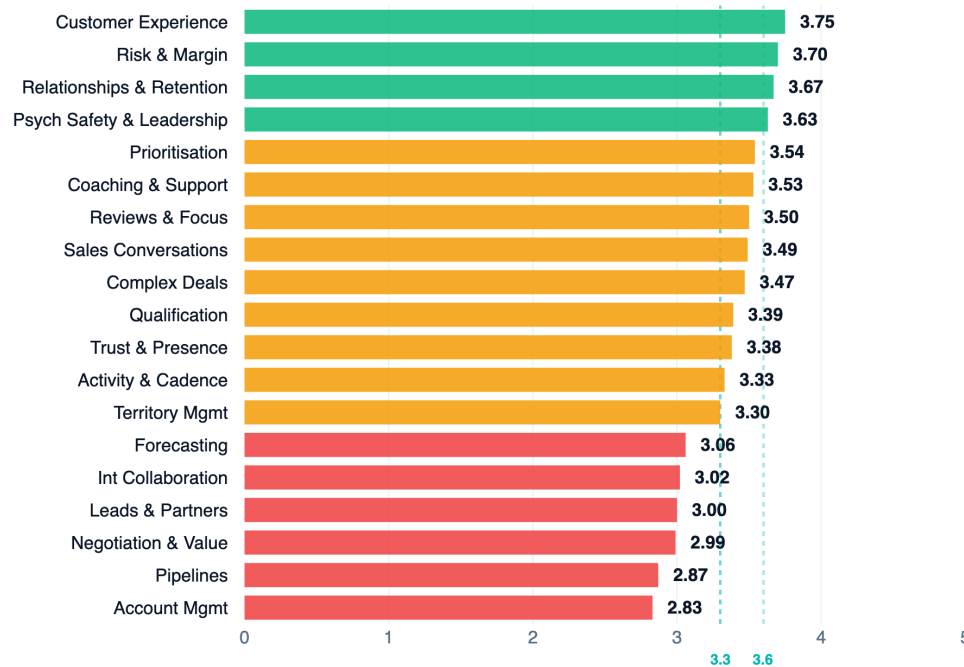
CROSS-BUSINESS-LINE OVERVIEW

The heatmap reveals a clear performance gradient from Offshore & Subsea Solutions (13 green categories, zero reds, mean 3.74) down to Engineering & Advisory (0 green, 18 red, mean 2.80). Relationship and culture categories (Relationships & Retention, Psych Safety & Leadership, Customer Experience, Qualification) hold up well across most units, while a two-front gap dominates the rest of the picture: process capabilities — Leads & Partners, Pipelines, Account Mgmt — and high-value commercial conversations — Negotiation & Value, Int Collaboration — are the categories that turn red most often (Forecasting also turns red in three of five BUs). The spread between the strongest and weakest operational units (Offshore & Subsea 3.74 vs Onshore Operations & Well Services 3.19) is 0.55 points, a sizeable gap that points to real differences in sales operating maturity rather than statistical noise.



Figure 3 — Mean scores by business line and capability category. Colour indicates RAG band.

INTEGRATED PROJECTS & SOLUTIONS (N=26, MEAN 3.35)



Integrated Projects & Solutions — 19 capability categories ranked by mean score (n=26)

Integrated Projects & Solutions is the largest business unit (31% of respondents) and sits just below the organisation-wide mean (3.35 vs 3.40). Its profile is balanced — 4 green categories offset by 6 reds — but that balance masks a two-front gap. On the process side, Account Mgmt (2.83), Pipelines (2.87), Leads & Partners (3.00) and Forecasting (3.06) all land in the red zone. On the commercial-conversation side, Negotiation & Value (2.99) and Int Collaboration (3.02) are both red — strong relationships are not being converted into high-value commercial outcomes.

Strengths cluster where customer protection and risk judgement matter most (Customer Experience 3.75, Risk & Margin 3.70, Relationships & Retention 3.67). Because Integrated Projects & Solutions accounts for 31% of all respondents (n=26), closing its two-front gap will produce the largest absolute movement in the organisation-wide average of any single unit — the arithmetic of its size makes it the highest-priority target for investment that needs to show up in headline numbers.

TOP 3

- Customer Experience **3.75**
- Risk & Margin **3.70**
- Relationships & Retention **3.67**

BOTTOM 3

- Account Mgmt **2.83**
- Pipelines **2.87**
- Negotiation & Value **2.99**

RENEWABLES & ENERGY TRANSITION (N=20, MEAN 3.45)



Renewables & Energy Transition — 19 capability categories ranked by mean score (n=20)

Renewables & Energy Transition posts a 3.45 overall mean with 4 green categories, 10 amber and 5 reds — the second-strongest profile in the group. The unit scores above the organisation-wide average on Psych Safety & Leadership (3.79), Qualification (3.66) and Prioritisation (3.64), consistent with a portfolio of complex, multi-party transition projects where early framing and disciplined opportunity selection matter. Its biggest gap is Leads & Partners (2.76), well below the organisation-wide score of 3.03. Renewables deals depend heavily on EPC and OEM partner relationships, which makes the absence of a structured channel strategy a direct commercial constraint. The two-front gap also shows up here: alongside the channel weakness, Account Mgmt (3.25), Negotiation & Value (3.21), Activity & Cadence (3.19) and Int Collaboration (3.06) all sit in the red, suggesting the unit qualifies well but loses ground in the high-value commercial conversations and account discipline that close transition deals. Building a more structured channel strategy and developing negotiation capability are the clearest levers to push this unit into the top tier.

TOP 3

- Psych Safety & Leadership **3.79**
- Qualification **3.66**
- Prioritisation **3.64**

BOTTOM 3

- Leads & Partners **2.76**
- Int Collaboration **3.06**
- Activity & Cadence **3.19**

OFFSHORE & SUBSEA SOLUTIONS (N=18, MEAN 3.74)



Offshore & Subsea Solutions — 19 capability categories ranked by mean score (n=18)

Offshore & Subsea Solutions is the benchmark business unit (mean 3.74, 13 of 19 categories green, zero reds). Respondents report high confidence across almost every capability, from Prioritisation (4.23) to Relationships & Retention (4.15) and Qualification (4.13). The six amber categories cluster around individual-skill areas (Trust & Presence 3.58, Sales Conversations 3.56, Complex Deals 3.49, Coaching & Support 3.49, Int Collaboration 3.37, Negotiation & Value 3.31) — none of them red, and Negotiation & Value plus Int Collaboration are the bottom two, mirroring the second front of the wider organisation-wide gap. This is still the operating model worth studying and codifying. A light-touch knowledge-transfer programme from Offshore & Subsea leaders could lift scores elsewhere without requiring major investment.

TOP 3

- Prioritisation
- Relationships & Retention
- Qualification

4.23
4.15
4.13

BOTTOM 3

- Negotiation & Value
- Int Collaboration
- Coaching & Support

3.31
3.37
3.49

ONSHORE OPERATIONS & WELL SERVICES (N=16, MEAN 3.19)



Onshore Operations & Well Services — 19 capability categories ranked by mean score (n=16)

Onshore Operations & Well Services is the priority area for intervention (mean 3.19, 13 red categories). The unit scores respectably on a few interpersonal capabilities (Relationships & Retention 3.62 is the only green) but collapses on a two-front gap. On the process side, Pipelines (2.48), Leads & Partners (2.63) and Account Mgmt (2.93) all sit below 3.00, with Forecasting (3.14) and Activity & Cadence (3.21) close behind. On the commercial-conversation side, Int Collaboration (2.96) and Negotiation & Value (2.99) are equally weak.

The pattern suggests teams that maintain client relationships but lack both the pipeline-and-account-planning discipline to convert effort into predictable revenue and the high-value commercial-conversation capability to defend margin. Combined investment in sales operations (CRM hygiene, forecasting cadence, named-account plans) and targeted training on negotiation and cross-team collaboration is likely to deliver the fastest measurable improvement.

TOP 3

- Relationships & Retention
- Customer Experience
- Sales Conversations

3.62
3.56
3.47

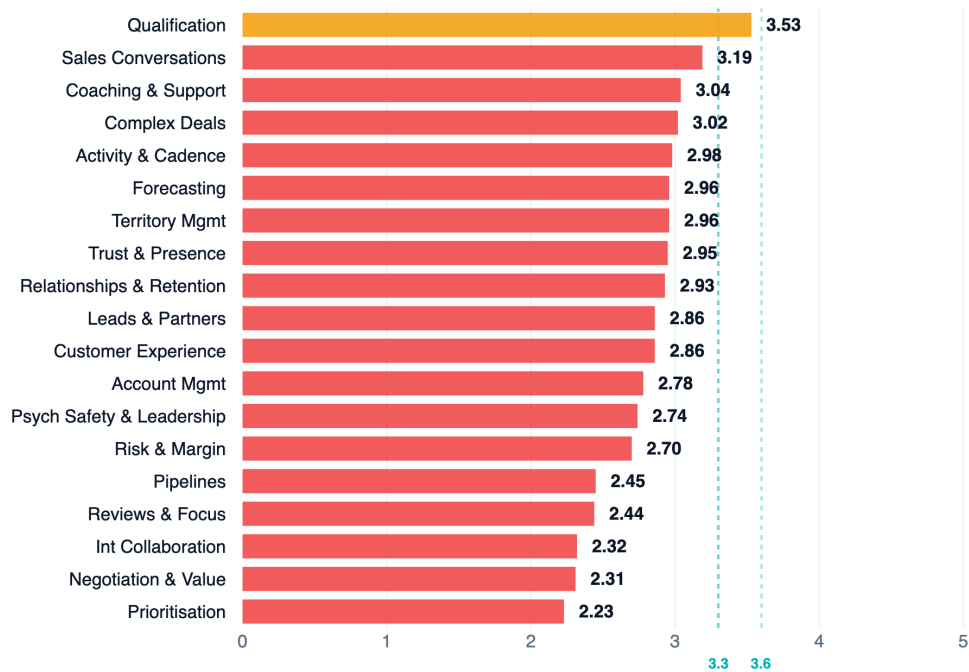
BOTTOM 3

- Pipelines
- Leads & Partners
- Account Mgmt

2.48
2.63
2.93

ENGINEERING & ADVISORY (N=4, MEAN 2.80) — SMALL SAMPLE, INTERPRET

WITH CAUTION



Engineering & Advisory — 19 capability categories ranked by mean score (n=4)

Engineering & Advisory shows an extreme profile driven by only four respondents (mean 2.80, 18 red categories, 0 green, 1 amber). The consistent weakness across virtually every category is unlikely to reflect genuine capability gaps at this scale — it is more plausibly a sample artefact, or a signal that the small advisory team feels disconnected from the formal sales operating model. Qualification (3.53 amber) is the only category that holds up. Treat these numbers as directional and prioritise a qualitative follow-up (interviews or focus groups) before drawing firm conclusions.

TOP 3			BOTTOM 3		
• Qualification	3.53		• Prioritisation		2.23
• Sales Conversations	3.19		• Negotiation & Value		2.31
• Coaching & Support	3.04		• Int Collaboration		2.32

CROSS-BUSINESS-UNIT PATTERNS

SHARED WEAKNESSES

The shared weaknesses cluster on two fronts. On the process side, **Leads & Partners** is the lowest-scoring category overall (3.03) and lands in the bottom band for every unit except Offshore & Subsea Solutions, with **Pipelines** (3.09) and **Account Mgmt** (3.15) completing the pipeline and account-management cluster. On the commercial-conversation side, **Int Collaboration** (3.06) and **Negotiation & Value** (3.08) are red across most units — this is precisely where targeted capability development has the clearest leverage. Together these two fronts cover everything that happens after the first client relationship is opened: how opportunities are generated and tracked, how value conversations are held under pressure, and how cross-team collaboration converts a relationship into multi-line growth. Axis is strong at the first step; meaningfully weaker at every subsequent one.

SHARED STRENGTHS

Relationships & Retention (3.71) sits in the green zone for most business units and is the highest-scoring capability organisation-wide. **Psych Safety & Leadership** (3.66), **Customer Experience** (3.65) and **Qualification** (3.63) round out the four green categories and are consistently above amber across every unit that exceeds the small-sample threshold. The shared pattern is unmistakable: Axis teams are strong on the human side of opening relationships and qualifying opportunities, weaker on both the process disciplines that run underneath and the high-stakes commercial conversations that close and grow them.

KEY FINDINGS

Offshore & Subsea Solutions is the benchmark; Onshore Operations & Well Services is the priority. Offshore & Subsea leads on overall mean (3.74) with 13 of 19 categories in the green zone and zero reds — an unusually uniform profile. Onshore Operations & Well Services, despite being a core revenue unit, is the weakest operational business with 13 red categories (mean 3.19). Closing both fronts of the gap in Onshore Operations — pipeline and account-management gaps and high-value commercial conversations — offers the steepest improvement headroom of any operational unit: 13 red categories and a mean 0.55 points below the Offshore benchmark means the ratio of effort to relative gain is more favourable here than anywhere else in the group.

Pipeline discipline and high-value conversations split the business. Offshore & Subsea scores 3.86 on Pipelines and 3.76 on Leads & Partners, while Onshore Operations and Engineering & Advisory both fall below 2.90 on the same pair (and below 2.50 on Pipelines specifically: 2.48 and 2.45). The same shape repeats on Negotiation & Value and Int Collaboration: Offshore & Subsea sits in the amber 3.3s while Engineering & Advisory and Onshore Operations sit below 3.00. Pipeline-management maturity and the strength of cross-team commercial collaboration — not product complexity or market conditions — are the dominant drivers of variation.

Small units need qualitative follow-up. Engineering & Advisory (n=4) shows a uniformly weak profile that is statistically unreliable at this sample size. Before using these numbers to make investment decisions, run a short structured interview with each advisor to separate genuine capability gaps from sample noise.

Axis has a strong customer-facing culture and a two-front commercial gap. The top organisation-wide categories — Relationships & Retention (3.71), Psych Safety & Leadership (3.66), Customer Experience (3.65), Qualification (3.63) — are all human-judgement capabilities and show up as green in almost every business unit. The bottom cluster splits across two fronts: process — Leads & Partners (3.03), Pipelines (3.09), Account Mgmt (3.15) — and high-value commercial conversations — Int Collaboration (3.06) and Negotiation & Value (3.08). Axis teams open relationships well; they need better systems to track and grow accounts, and stronger negotiation and cross-team collaboration to convert those relationships into margin.

Engineering & Advisory (n=4) has a very small sample size. Its results are directionally useful but should not be treated with the same statistical confidence as the four larger business units.

3.3

SECTION THREE

Managing Others vs Not Managing Others

How management responsibility affects Capability assessment

SECTION 3.3

Managing Others vs Not Managing Others

3.53

MANAGERS
n = 24

3.35

NON-MANAGERS
n = 60

18/19

CATEGORIES
Managers score
higher

+0.20

AVG GAP
Managers above

KEY FINDING

Managers score higher than non-managers in **18 of 19 categories**, with an average gap of **+0.20 points**. The pattern is consistent with several explanations: managers may have greater day-to-day visibility into pipeline and account activities; they may apply different scoring standards; or the gap may reflect the systematic optimism that is not uncommon at senior levels. Distinguishing among these would require qualitative follow-up — the implication for programme design is the same regardless of cause. The widest gap is in Pipelines (+0.36) — a warning that leadership may underestimate how broken the pipeline-management process feels to the front line.

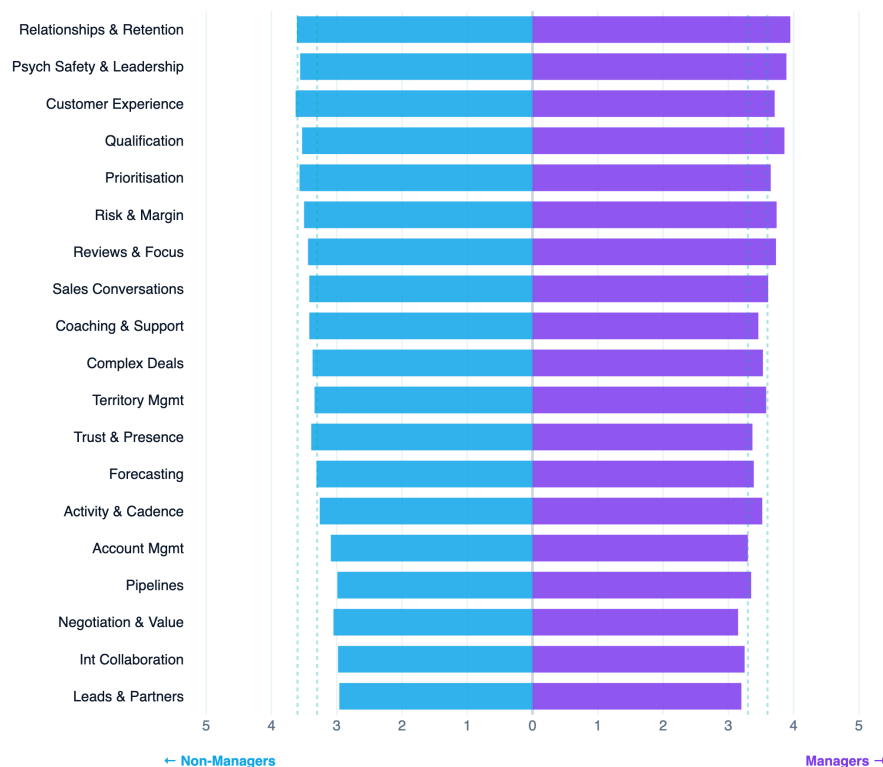


Figure 4 — Category scores: Managers (n=24) vs Non-Managers (n=60)

LARGEST GAPS BY CATEGORY

CATEGORY	MANAGERS	NON-MGRS	GAP
Pipelines	3.35	2.99	+0.36
Relationships & Retention	3.95	3.61	+0.34
Psych Safety & Leadership	3.89	3.56	+0.33
Qualification	3.86	3.53	+0.33
Reviews & Focus	3.73	3.44	+0.29
Int Collaboration	3.25	2.98	+0.27
Activity & Cadence	3.52	3.26	+0.26

ANALYSIS

Pipelines shows the widest gap (+0.36). Managers rate it at 3.35 (low-amber, just 0.05 above the red boundary) while non-managers rate it at 2.99 (red). Both groups agree the category is weak — but non-managers feel it materially more, which is the point: the people closest to the CRM and the daily pipeline experience the dysfunction most directly.

Relationships & Retention, Psych Safety & Leadership and **Qualification** show the next-largest gaps (+0.34, +0.33, +0.33). Managers, who typically lead deal reviews and attend C-level meetings, feel more confident about how relationships run, how the culture lands, and how opportunities are shaped. Front-line staff, who execute those strategies, see more of the friction.

Red-zone categories still show the manager-optimism gap. Int Collaboration (+0.27), Activity & Cadence (+0.26), and Leads & Partners (+0.24) are weak at both levels, but managers rate them notably higher. This is a warning: leadership may underestimate how acutely both fronts feel to the people actually working them every day — the surrounding deal-management process and the high-value conversations inside it.

Impact on development priorities: The consistent +0.20 manager-optimism gap suggests change programmes should be designed with the non-manager perspective as the baseline, not the manager perspective. Managers will likely see a given intervention as less urgent than it actually is for the front line. Any redesign of the pipeline, negotiation enablement, and channel strategy should gather non-manager input early and explicitly.

3.4

SECTION THREE

Customer Facing vs Non-Customer Facing

The Impact of Client Interaction on Capability Scores

SECTION 3.4

Customer Facing vs Non-Customer Facing

3.47

CUSTOMER-FACING
n = 60

3.21

NON-CUSTOMER-FACING
n = 24

19/19

CATEGORIES
CF score higher

12/19

NCF IN RED
Below 3.30

KEY FINDING

Customer-facing staff score higher in **19 of 19 categories**, with an average gap of **+0.26 points**. Non-customer-facing staff (operations, technical, engineering, back-office) rate **12 of 19 categories as red** — twice as many red categories as the overall view. The split is the most polarising demographic cut in the survey.

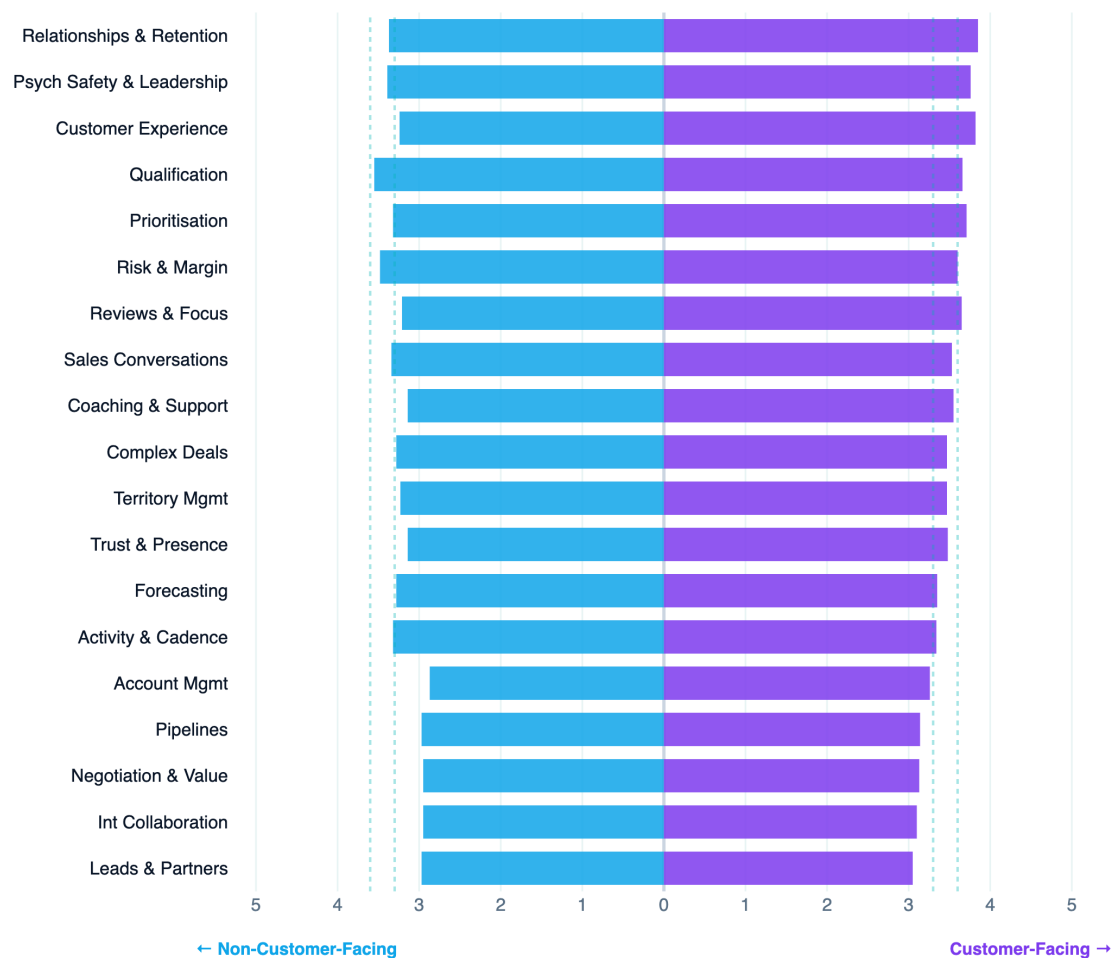


Figure 5 — Category scores: Customer-Facing (n=60) vs Non-Customer-Facing (n=24)

LARGEST GAPS BY CATEGORY

CATEGORY	CUST-FACING	NON-CF	GAP
Customer Experience	3.82	3.24	+0.58
Relationships & Retention	3.85	3.37	+0.48
Reviews & Focus	3.65	3.21	+0.44
Coaching & Support	3.55	3.14	+0.41
Prioritisation	3.71	3.32	+0.39
Account Mgmt	3.26	2.87	+0.39
Psych Safety & Leadership	3.76	3.39	+0.37

ANALYSIS

The largest gaps cluster around **customer-facing and leadership capabilities**: Customer Experience (+0.58), Relationships & Retention (+0.48), Reviews & Focus (+0.44), and Coaching & Support (+0.41). Customer-facing staff practise these daily and feel confident; non-customer-facing staff (operations, technical support, engineering) either do not see these activities in their own work or feel disconnected from how sales is run.

CATEGORIES THAT FLIP COLOUR ZONES

Several categories change RAG band entirely between the two groups:

- **Customer Experience**: Green for CF (3.82), Red for NCF (3.24) — the biggest zone change
- **Relationships & Retention**: Green for CF (3.85), Amber for NCF (3.37)
- **Reviews & Focus**: Green for CF (3.65), Red for NCF (3.21)
- **Coaching & Support**: Amber for CF (3.55), Red for NCF (3.14)
- **Prioritisation**: Green for CF (3.71), Amber for NCF (3.32)

Impact on development priorities: The non-customer-facing group, despite being smaller (24 respondents), represents functions that support and enable the sales process — engineering, technical delivery, project management, operations. With 12 of 19 categories in the red zone, their uniformly lower scores suggest they feel disconnected from sales capability development, not that the capability is genuinely absent in them. Targeted cross-functional enablement — bringing them into account plans, deal reviews, and pricing discussions — is likely to both raise their confidence and materially improve commercial outcomes in delivery.

Note: this gap differs from the manager–non-manager pattern in Section 3.3. Managers and non-managers do largely the same commercial work, so a +0.20 gap reads primarily as a confidence or optimism artefact. Customer-facing and non-customer-facing staff do different jobs: the NCF group is structurally more distant from the activities being rated. A 0.26-point gap here is partly role-distance, not just perception. Both interpretations point to the same design principle — anchor development to the lower-scoring perspective — but for different underlying reasons.

3.5

SECTION THREE

Tenure Analysis

How Length of Service affects Capability assessment

Tenure Analysis

3.120-2 YEARS
n = 12**3.37**2-5 YEARS
n = 27**3.44**5-10 YEARS
n = 20**3.40**10-15 YEARS
n = 16**3.75**15+ YEARS
n = 9

KEY FINDING — CONFIDENCE RISES WITH TENURE

Axis shows a broadly **rising pattern** with a broad mid-tenure plateau: scores climb from 3.12 (0-2 years, red) into the 3.37-3.44 range across the 3-15 year cohorts, then make a marked step to **3.75** (solid green) at 15+ years. The 0.04-point variation within the mid-tenure band (3.37-3.44 across three cohorts) is within sampling noise and should not be read as a dip or a trend.

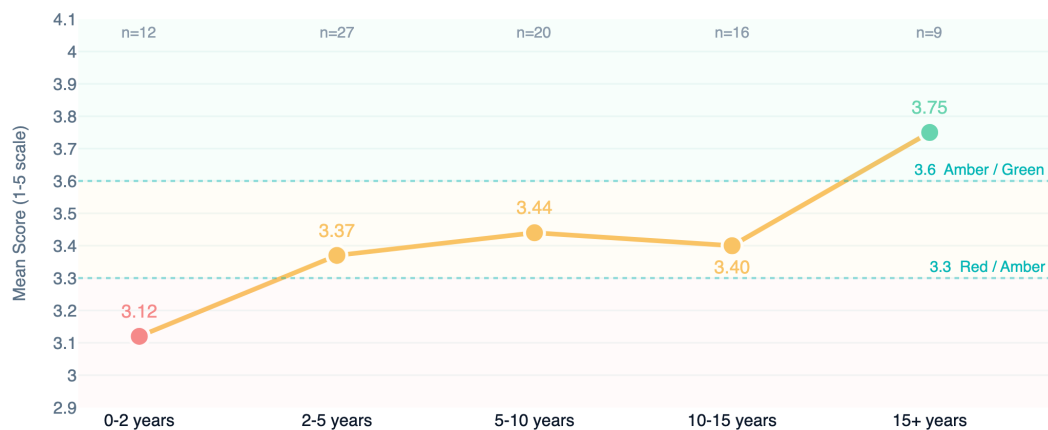


Figure 6 — Overall mean score by tenure bucket. Confidence rises across the tenure curve.

UNDERSTANDING THE PATTERN

The **15+ year cohort** is the highest-scoring group by a wide margin (3.75, ten categories in the green zone). Their top capabilities — Prioritisation (4.39), Customer Experience (4.36), Risk & Margin (4.17) — are all about knowing where to spend effort, how to protect margin, and how to keep customers for the long term. This is the pattern of a commercially experienced group that has internalised what matters.

The **0–2 year cohort** is the lowest-scoring group (3.12, 15 red categories). Their weakest areas span both process fluency and advanced commercial skills:

- Int Collaboration: 2.55
- Pipelines: 2.62
- Leads & Partners: 2.88
- Account Mgmt: 2.92
- Negotiation & Value: 2.96

The pattern reflects two distinct gaps for new joiners: the pipeline and account-planning process (pipeline hygiene, partner management, named-account planning) has to be learnt by observation; and the high-value conversation skills — collaborative growth and value-based negotiation — require a depth of client relationship that takes time to build. Shortening that learning curve through structured onboarding is a direct lever on the overall organisation-wide score — 0–2 year respondents make up 14% of the sample.

Customer Experience, Relationships & Retention, Psych Safety & Leadership and **Qualification** all show broadly rising trends across the tenure curve — these are capabilities that genuinely deepen with time and relationship capital. No category shows a systematic decline with tenure, meaning long-tenured staff do not appear to become jaded or disengaged.

DETAILED TENURE BREAKDOWN

	0-2 yrs	2-5 yrs	5-10 yrs	10-15 yrs	15+ yrs
Leads & Partners	2.88	3.01	2.88	3.06	3.53
Int Collaboration	2.55	3.08	3.12	3.11	3.43
Negotiation & Value	2.96	3.04	3.03	3.14	3.33
Pipelines	2.62	3.06	3.22	3.09	3.54
Account Mgmt	2.92	3.26	3.18	2.90	3.51
Activity & Cadence	3.07	3.29	3.31	3.51	3.52
Forecasting	3.01	3.46	3.23	3.23	3.77
Trust & Presence	3.31	3.44	3.48	3.25	3.32
Territory Mgmt	3.41	3.31	3.48	3.21	3.86
Complex Deals	3.12	3.42	3.46	3.48	3.60
Coaching & Support	3.17	3.41	3.42	3.42	3.90
Sales Conversations	3.13	3.42	3.63	3.58	3.56
Reviews & Focus	3.20	3.32	3.75	3.52	4.08
Risk & Margin	3.12	3.64	3.34	3.73	4.17
Prioritisation	3.01	3.56	3.67	3.56	4.39
Qualification	3.22	3.61	3.81	3.52	4.01
Customer Experience	3.05	3.41	3.71	4.05	4.36
Psych Safety & Leadership	3.50	3.49	3.78	3.74	3.93
Relationships & Retention	3.46	3.69	3.71	3.73	4.08

Figure 7 — Mean scores by tenure bucket and capability category. Categories sorted by score range (most variable at top).

TENURE BUCKET	N	MEAN	GREEN	RED
0-2 years	12	3.12	0	15
2-5 years	27	3.37	3	6
5-10 years	20	3.44	7	6
10-15 years	16	3.40	4	8
15+ years	9	3.75	10	0

IMPLICATIONS FOR DEVELOPMENT

The tenure curve argues for investment at both ends:

New starters (0–2 years) need structured onboarding across two fronts: the pipeline and account-planning process (pipeline hygiene, partner management, named-account planning) and the high-value conversation skills (collaborative growth, value-based negotiation) that require client depth to develop. These are the areas where they feel least prepared, and they overlap directly with the organisation-wide weaknesses. Better onboarding here lifts both their scores and the overall average.

Mid-tenure (3–15 years) is a broad plateau (3.37–3.44 across three cohorts; within sampling noise). The priority here is targeted upskilling in the red-zone categories rather than general training — these respondents have the foundation; they need the systems.

Long-tenured (15+ years) are the strongest group by a wide margin (3.75). Use them as internal coaches and process owners — the experience and judgment they have built through 15+ years of customer relationships and deal-making is the most direct raw material for codifying the Axis operating model. With only 9 respondents in this cohort, conclusions should be validated through follow-up interviews; but directionally, structured knowledge-transfer — captured playbooks, deal-debrief formats, and named-account templates drawn from this group — is the highest near-term return on the cultural capital already inside the business.

15+ years bucket has only 9 respondents. Results are directionally strong but should be validated with follow-up interviews before treating specific figures as precise.



4

SECTION FOUR

Conclusions & Recommended Actions

From Insight to Action

Conclusions & Recommended Actions

ORGANISATION-WIDE IMPROVEMENT OPPORTUNITIES

Five red categories form the bottom of the ranking and demand immediate attention — but they do not all point to the same root cause. **Leads & Partners** (3.03), **Int Collaboration** (3.06), **Negotiation & Value** (3.08), **Pipelines** (3.09), and **Account Mgmt** (3.15) reveal a **two-front gap**: a process-and-infrastructure front (front-of-funnel and pipeline discipline) and a high-value commercial-conversation front (negotiation under pressure and cross-team collaboration). Both fronts must be addressed in parallel; investing in one alone will not produce measurable commercial growth.

The five reds split into two distinct character groups:

- **Leads & Partners (3.03) — process front:** The lowest-scoring lead-flow question in the survey (2.98) — third-lowest individual question overall — sits here: “Marketing, partners and industry events contribute a predictable flow of leads into territories.” For a business whose growth depends on EPC and OEM partnerships, the absence of a structured channel strategy is a material constraint.
- **Int Collaboration (3.06) — commercial-skill front:** Cross-selling and up-selling across services, business lines and geographies are not happening systematically (the cross-sell question scores 3.02). Account teams operate inside their service-line silos rather than orchestrating the full Axis portfolio for a single customer — a high-value commercial behaviour that depends on people skills, not tooling.
- **Negotiation & Value (3.08) — commercial-skill front:** The two lowest-scoring questions in the entire survey live here: practical tools and frameworks for difficult conversations (2.84) and clarity of thought during unplanned challenges (2.96). This is not a process gap; it is a confidence and capability gap that surfaces when commercial pressure is highest. It is the area where Mission Performance specialises.
- **Pipelines (3.09) — process front:** Prospecting rhythm, lead qualification, and top-of-funnel hygiene are not consistent across units. Conversion-rate tracking between pipeline stages scores just 3.02 — leadership cannot diagnose where conversion is breaking down.
- **Account Mgmt (3.15) — process front:** Despite strong Relationships & Retention (3.71), named-account planning is weak. Strategic accounts rarely have current, documented plans with multi-year growth roadmaps — meaning hard-won relationships are not being systematically converted into expansion revenue.

CENTRAL FINDING

Axis faces a **two-front capability gap**. The first front is **process and infrastructure**: front-of-funnel discipline, pipeline hygiene, and named-account planning (Leads & Partners, Pipelines, Account Mgmt). The second front is **high-value commercial conversations**: negotiation under pressure and cross-team collaboration (Negotiation & Value, Int Collaboration). The interpersonal foundation is strong — Relationships & Retention, Psych Safety & Leadership, Customer Experience and Qualification all score green — but Axis has not yet built the operating-system discipline or developed the high-stakes commercial skill needed to sustain and scale that foundation. Both fronts require investment; the second is precisely where Mission Performance's training expertise applies.

Managers are consistently more optimistic than the front line (detailed in Section 3.3). Managers rate themselves higher than non-managers in 18 of 19 categories, with an average gap of +0.20 points and the widest gap on Pipelines (+0.36). This is a warning for change programmes: leadership may underestimate how broken the pipeline-management process feels to the people operating it every day.

Non-customer-facing staff are disconnected from sales capability development. They rate the business 3.21 overall, with 12 of 19 categories red and zero in green — more than twice as many reds as the overall view. Engineering, technical delivery, and project-management functions support every deal Axis wins, yet they feel least equipped to contribute commercially. Any transformation plan must bring them in explicitly.

BUSINESS UNIT PRIORITIES

Offshore & Subsea Solutions (n=18, mean 3.74) — The internal benchmark. Thirteen of nineteen categories green, zero reds, with a uniform profile across operational, interpersonal, and leadership dimensions. This is the operating model to codify and export.

Renewables & Energy Transition (n=20, mean 3.45) — Strong second-tier performer with four green categories. The main weakness is Leads & Partners (2.76, the unit's deepest red); renewables and transition projects depend heavily on alliances with EPCs and OEMs, so a formal channel strategy is the clearest lever.

Integrated Projects & Solutions (n=26, mean 3.35) — The largest unit. Strong on customer protection and relationships, weak on both fronts of the gap: pipeline infrastructure (Account Mgmt, Pipelines, Leads & Partners and Forecasting all red) *and* commercial conversations (Negotiation & Value and Int Collaboration also red). Because of its size, investment here moves the organisation-wide average materially.

Onshore Operations & Well Services (n=16, mean 3.19) — The priority for targeted intervention. Thirteen red categories and the widest gap to the benchmark among the larger units. The weakness spans both fronts: pipeline operations and channel strategy on the process side, and value-conversation capability on the commercial-skill side. Focused investment in CRM hygiene, forecasting cadence, and named-account plans alongside negotiation and cross-team training is the recommended starting point. The depth of the red zone (13 categories) and the breadth of the two-front gap mean that even moderate investment is likely to produce measurable score gains across multiple categories simultaneously — more so than in any BU that is already partly green.

Engineering & Advisory (n=4, mean 2.80) — Very small sample with a uniformly weak profile (18 red, 1 amber). Before drawing firm conclusions, run short structured interviews with each advisor to separate genuine capability gaps from sample noise.

CLOSING STATEMENT

Axis Energy Services is a business that wins through the strength of its customer-facing people — trusted, consultative, and culturally open — but faces a two-front capability gap: the structured pipeline, partner and account infrastructure needed to scale, and the high-stakes negotiation and cross-team commercial skill needed to convert opportunity into value. The Offshore & Subsea Solutions operating model already demonstrates what maturity looks like inside the group, and the rest of the organisation has the cultural conditions to act on a structured capability programme.

The capability gap is large; the cultural conditions for closing it are in place. Programme design and qualitative follow-up are the next steps.

The cultural foundation — Psych Safety & Leadership (3.66) and the standout score on blameless deal reviews (3.85) — is one Axis can build on. Capability programmes here can be surfaced, discussed, and adopted in a culture that rewards candour, which is not always the starting point. Translating that enabler into measurable change still requires the right management cadence, process-change discipline, and commercial incentives — areas where the survey is silent and where qualitative follow-up before programme design will materially improve targeting.



Sales Capability Assessment

SURVEY ANALYSIS & RECOMMENDATIONS

January 2026



Prepared by Mission Performance