

Saville Consulting Wave Professional Styles Handbook

PART 3: OUTPUTS

Chapter 13: Sales

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13.0 Sales Report

13.1 Introduction to the Sales Report

The Saville Consulting Wave Sales Report is available from Wave Professional Styles and was developed as part of the ongoing research and development program at Saville Consulting.

Sales people are essential assets to nearly all businesses, be they small, medium or large in size. Without them, the best product in the world would probably never leave the four walls within which it was created. Effective sales people have the ability to turn a fad into a phenomenon and are, most importantly, responsible for generating income. Ineffective sales people have the potential to spell disaster for most organizations. As a result of this realization, sales people have long been considered points of interest for academics, practitioners and businesses alike - the most fundamental question being 'What makes a good sales person?'

Sales and the Big Five

Previous studies provide evidence which supports the role of personality as an important contributor to sales effectiveness. The Big Five's 'Conscientiousness' and 'Extraversion' were both found to be valid predictors of sales performance ratings (Conte & Gintoft, 2005; Barrick, Mount, & Strauss, 1993; Barrick and Mount, 1991; Vinchur, Shippmann, Switzer, and Roth, 1998). Vinchur et al (1998), at a more detailed level, found that 'Potency' was at the core of the relationship between 'Extraversion' and sales performance ratings while 'Achievement' was the key component that underpinned the relationship between 'Conscientiousness' and sales effectiveness. Holland (1997) highlighted that success in sales related occupations, which tend to be inherently enterprising, requires ambition, sociability and assertiveness - all sub-themes related to Extraversion or Conscientiousness. Similarly, Murphy and Davies (2006) suggest conscientiousness consistently predicts sales performance because conscientious people are hardworking, persistent and concerned about doing a good job. It is worth noting that the umbrella term of Conscientiousness covers a number of different traits that can, at times, be at odds with each other, such as those relating to drive and ambition and those relating to structure, organization and detail. Whilst competencies relating to drive and ambition are generally observed in effective sales people, those relating to structure are often absent - many practitioners who work in sales find that sales managers often comment that their most effective sales people rarely keep up to date with their paperwork.

'Emotional Stability' has also been found to be a valid, albeit smaller, predictor of sales performance (Hurtz and Donovan, 2000; Vinchur et al, 1998). This seems to make a degree of sense: remaining calm and composed during negotiations and asserting positivity and resilience in the face of adversity would seem to be advantageous (for example, repeatedly dealing with rejection before making a sale can be disheartening).

A handful of studies indicate the Big Five trait of 'Openness' is also considered to be somewhat positively related to sales performance (Hurtz and Donovan, 2000; Barrick et al, 2002), suggesting that imagination and intellect are factors worthy of consideration in sales effectiveness.

The SPIN® Selling model (Rackham, 1988), has had considerable influence particularly in sales training, since its emergence in the late 1980's. A questioning model that helps sellers uncover and develop the needs of their customers, SPIN Selling is based on research analysing the effectiveness of thousands of sales meetings. The model postulates that by asking questions relating to the situation, the problem, the implication of the problem and the need for pay-off, the seller strongly positions themselves to state the benefits of their solution to their buyers explicitly stated needs. The model's empirical evidence and commercial success present a compelling argument for the roles of analysis, evaluation, intellect and the Big Five's 'Openness' in successful selling.

Literature detailing the role of 'Agreeableness' in sales performance remains inconsistent, with some arguing the existence of a negative relationship between the two constructs (Warr, Bartram and Martin, 2005) but others postulating the trait to be a significant predictor of sales performance and growth (Thoresen, Bradley, Bliese and Thoresen, 2004). Whilst it is evident that 'Agreeableness' is not a primary predictor in sales performance, it could be argued that a successful sales person does require a certain amount of likeability that could fall under the 'Agreeableness' umbrella. But it is likely that agreeableness is most likely to be effective when combined with extraversion and achievement orientation. It is also worth considering that spending too much time supporting others may distract the salesperson from their core mission - that is to sell.

13.2 Overview

The Sales Model

The Saville Consulting Wave Sales model has the following features:

- It amalgamates a body of literature strongly indicating key roles for particular aspects of personality in sales performance, reflected in the report output
- It consists of a Selling Styles Profile (performance) and a corresponding Sales Profile (competency potential). The Selling Styles Profile includes Motive-Talent and Normative-Ipsative splits, allowing for rich interpretation of an individual's profile
- It transforms competencies into an assessment of potential by looking at key activities identified as being essential towards sales success in an additional Sales Potential Indicators section
- A Sales Leadership index enables identification of potential future sales leaders
- It is performance driven and has been empirically validated

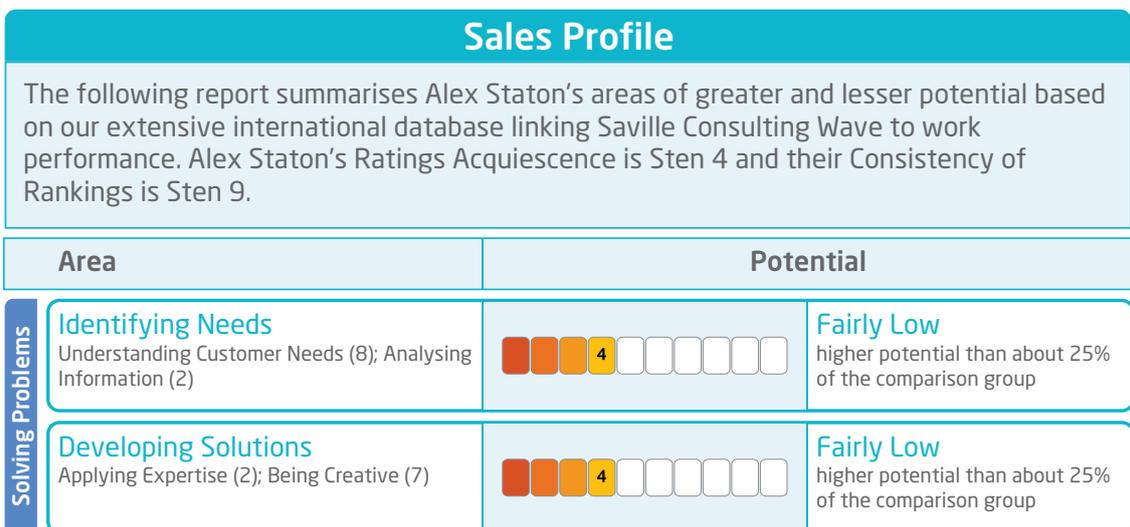
The report is based upon the completion of the Wave Professional Styles online assessment. It provides a comprehensive portrayal of an individual's sales performance potential, but also allows the user to pick out those aspects considered most important for the role at hand. For example, while a Business Development Executive and a Consultant may both demand strong sales skills, more activity relating to Developing New Business is likely to be required of a Business Development Executive.

The Sales Report

The report consists of three sections, starting with the 'Selling Styles Profile'. This summarizes scores on the eight selling styles, displayed under their corresponding Cluster headings. Motive-Talent and Normative-Ipsative splits are displayed on this profile (for more information on splits see the 'Response Style Summary Scales' section in the 'Scale Description' chapter of this Handbook or the 'Rich Interpretation - The Deep Dives' section in the 'Feedback' chapter of this Handbook).



Following this, the 'Sales Profile' section presents overall scores on the eight Sales Competency Potential sections, along with those of the underlying dimensions, again, all under their corresponding Cluster headings. Ratings Acquiescence and Consistency of Rankings are displayed in the text at the top of the page (for more information on Ratings Acquiescence and Consistency of Rankings see the 'Response Style Summary Scales' section in the 'Scale Description' chapter of this Handbook).



The final section displays overall scores on four 'Sales Potential Indicators', identified as primary activities necessary for success in a sales role: 'High Customer Contact Rate', 'Developing New Business', 'Managing Existing Business' and, in order to identify future potential leaders, 'Sales Leadership'.

Sales Potential Indicators		
The following report summarises Alex Staton's greater or lesser potential against key performance indicators which underpin effectiveness across different sales roles.		
Indicator	Potential	
High Customer Contact Rate Initiating Contact; Following Up Leads; Maintaining Existing Relationships		Extremely High higher potential than about 99% of the comparison group
Developing New Business Developing Leads; Negotiating Deals; Using Creative Strategies		Very High higher potential than about 95% of the comparison group
Managing Existing Business Managing Accounts; Maintaining Service Levels; Upselling to Existing Customers		Extremely Low higher potential than about 1% of the comparison group
Sales Leadership Making Decisions; Giving Direction; Motivating Sales People		Average higher potential than about 60% of the comparison group

13.3 Applications of the Sales Report

The Sales Report is designed to be used by all Wave-trained users, and has a range of possible uses. A non-exhaustive list of examples is included below:

Selection The Sales report provides a comprehensive assessment of style and competency potential, tailored specifically to sales roles.

Personal Development The Sales report allows for rich interpretation of style as well as analysis of competency areas and potential indicators of effectiveness. The information summarized in the report provides a strong platform to support appraisal and from which individual targets and goals could be objectively drawn.

Coaching Similarly, the Sales report provides a sound basis for coaching related conversations, allowing the discussion and development of short, medium and long term career goals.

Leadership Selection and Development in Sales The inclusion of a Team Leadership index in the Sales report enables easy identification of potential future leaders. Suitable for use in either selection or development, the index is provided within the sales framework to reflect the leadership context. More detailed indications of leadership potential can be identified from the Leadership Report.

13.4 Model Development

The Saville Consulting Wave Sales model splits the Wave Performance Culture Framework clusters of Thought, Influence, Adaptability and Delivery in two, resulting in eight key functions relating to selling style. Similarly, Solving Problems, Influencing People, Adapting Approaches and Delivering Results are split in two, creating eight corresponding sales areas. Previous research evidencing the roles of the 'Big Five' in sales performance, alignment with the 'Great Eight' (Kurz and Bartram, 2002) and the SPIN® Selling model as a sales process, remained key considerations throughout development. Table 13.1 displays how the Saville Consulting Wave Sales Model maps onto the 'Big Five' and the 'Great Eight'.

Table 13.1 Saville Consulting Wave Sales model mapped to the Big Five and the Great Eight

Selling Styles	Sales Competency	Big Five Mapping	Great Eight Mapping
Expert Analyst	Identifying Needs	Openness	Analyzing & Interpreting
Strategist	Developing Solutions		Creating & Conceptualizing
Persuader	Developing Leads	Extraversion	Interacting & Presenting
Negotiator	Closing Deals		Leading & Deciding
Resolver	Staying Positive	Emotional Stability	Adapting & Coping
Relationship Builder	Working Collaboratively	Agreeableness	Supporting & Cooperating
Administrator	Being Disciplined	Conscientiousness	Organizing & Executing
Driver	Results Focused		Enterprising & Performing

13.5 Reliability of the Saville Consulting Sales Model

Table 13.2 presents the Alternate Form reliabilities of Saville Consulting Wave Sales model scales. Analysis was conducted using the standardization sample (N=1,153). Details of the sample are provided in Appendix B of this handbook.

Table 13.2 Alternate Form Reliability of Saville Consulting Wave Sales Model scales (N=1,153)

	Mean _{t1}	SD _{t1}	Mean _{t2}	SD _{t2}	SEm (Sten)	r _t
Selling Styles						
Expert Analyst	828.77	127.98	848.70	138.38	.56	.92
Strategist	779.22	126.26	801.67	132.92	.61	.91
Persuader	707.12	113.42	704.01	106.76	.62	.90
Negotiator	812.54	110.57	808.60	117.48	.62	.90
Resolver	823.01	120.20	793.35	128.34	.66	.89
Relationship Builder	806.15	115.34	791.00	119.16	.70	.88
Administrator	854.19	172.17	818.23	154.12	.46	.95
Driver	800.82	128.07	816.49	132.39	.58	.92
Sales Profile Sections						
Identifying Needs	1961.39	192.50	1958.17	213.38	.74	.86
Developing Solutions	1358.95	228.67	1413.00	235.30	.57	.92
Developing Leads	1656.03	333.60	1634.55	344.15	.55	.92
Closing Deals	1692.71	249.99	1735.65	225.03	.59	.91
Staying Positive	1849.74	216.32	1849.15	204.57	.66	.89
Working Collaboratively	1956.77	275.72	1900.05	281.59	.68	.88
Being Disciplined	1979.07	312.01	1936.77	289.08	.46	.95
Results Focused	1801.72	277.30	1815.24	291.97	.53	.93
Sales Potential Indicators						
High Customer Contact Rate	721.74	85.51	717.28	84.96	.54	.93
Developing New Business	771.11	92.67	755.04	92.63	.51	.93
Managing Existing Business	956.72	84.68	954.29	80.22	.63	.90
Sales Leadership	487.37	82.94	485.02	84.33	.49	.94
Mean	1351.34	178.06	1350.59	178.57	.62	.90
Median	1476.09	140.65	1502.54	144.55	.61	.91
Max	1979.07	333.60	1958.17	344.15	.76	.95
Min	707.12	97.02	704.01	97.08	.46	.86

As Table 13.2 demonstrates, the Sales scales have high reliability estimates, averaging .90 and ranging from .86 to .95.

Table 13.3 presents the Test-Retest reliabilities of Saville Consulting Wave Sales model scales. Analysis was conducted using the Test-Retest sample (N=100). Details of the sample are provided in Appendix T of this handbook.

Table 13.3 Test-Retest Reliability of Saville Consulting Wave Sales Model scales (N=100)

Sales Scale	Mean _{t1}	SD _{t1}	Mean _{t2}	SD _{t2}	SEm (Sten)	r _t
Selling Styles Profile						
Expert Analyst	836.43	129.56	840.56	142.14	.93	.79
Strategist	790.24	117.93	806.23	130.29	1.01	.74
Persuader	697.45	114.16	700.43	108.15	1.04	.73
Negotiator	779.06	112.60	766.90	117.83	.85	.82
Resolver	807.51	123.90	788.50	125.45	.97	.77
Relationship Builder	786.59	123.67	778.52	129.16	.86	.81
Administrator	889.98	156.77	895.97	148.50	.87	.81
Driver	802.71	138.79	801.28	136.48	.92	.79
Sales Profile						
Identifying Needs	1932.68	192.63	1930.92	183.36	1.10	.70
Developing Solutions	1415.53	206.71	1411.39	232.15	.90	.80
Developing Leads	1638.88	364.83	1607.39	359.30	.77	.85
Closing Deals	1675.48	226.13	1682.99	246.32	.94	.78
Staying Positive	1833.00	220.30	1797.11	227.26	.84	.82
Working Collaboratively	1906.88	272.74	1865.95	281.47	.89	.80
Being Disciplined	2041.93	287.04	2043.74	272.83	.85	.82
Results Focused	1793.77	290.42	1794.16	291.51	.87	.81
Sales Potential Indicators						
High Customer Contact Rate	714.51	83.87	705.69	87.99	.90	.80
Developing New Business	756.63	91.31	754.29	91.84	.89	.80
Managing Existing Business	959.91	80.89	951.89	78.28	.98	.76
Sales Leadership	477.28	75.63	487.20	83.44	.96	.77
Mean	1134.49	165.48	1128.31	168.57	.92	.79
Median	863.20	134.17	868.27	139.31	.91	.79
Max	2041.93	364.83	2043.74	359.30	1.10	.85
Min	287.90	65.22	283.46	66.22	.77	.70

The Test-Retest reliabilities provide further evidence of the reliability of the Saville Consulting Sales model over time. The average reliability is .79 and reliabilities range from .70 to .85. Based on an 18 month gap between testing, this indicates long term stability of sales style preference and sales performance potential.

13.6 Validity of the Saville Consulting Sales Model

Construct validity

Table 13.1 depicts the constructs of Saville Consulting Wave Sales aligned to the 'Great Eight' competencies. To establish construct validity, the eight Selling Styles and their corresponding Sales Competency Potential sections were correlated with individuals' 'Great Eight' competency scores, which were computed from individuals' responses to the OPQ32i. The methodology for computing these scores is based on Bartram (2005) and is described in the validation chapter. Tables 13.4 and 13.5 display Selling Styles and Sales Profile sections against their mapped 'Great Eights', along with the highest other correlation and the average of the correlations with unmapped scales (e.g. the selling style 'Expert Analyst' is mapped to the Great Eight's 'Analyzing & Interpreting', so the table displays the average of the correlations between 'Expert Analyst' and 'Creating & Conceptualizing', 'Interacting & Presenting', 'Leading & Deciding', 'Adapting & Coping', 'Supporting & Cooperating', 'Organizing & Executing' and 'Enterprising & Performing'). Analysis was conducted using the Epsom sample (N=308). For information on this sample see Appendix C in this handbook.

Table 13.4 Selling Styles against Great Eight competencies scores from OPQ32i: mapped correlations, highest other correlations and average of unmapped correlations (N=308)

Selling Style	Mapped 'Great Eight'	r	Average r with unmapped 'Great Eights'
Expert Analyst	Analyzing & Interpreting	.58	-.04
Strategist	Creating & Conceptualizing	.64	.03
Persuader	Interacting & Presenting	.49	.07
Negotiator	Leading & Deciding	.42	.06
Resolver	Adapting & Coping	.29	.02
Relationship Builder	Supporting & Cooperating	.55	-.05
Administrator	Organizing & Executing	.69	-.17
Driver	Enterprising & Performing	.60	.05
Mean		.53	.00
Median		.57	.03
Min		.29	-.17
Max		.69	.07

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed).

Table 13.4 provides clear evidence for the construct validity of all eight Selling Styles; correlations of Saville Consulting Wave Sales scales against their mapped 'Great Eight' competencies ranged from .29 to .69, averaging at .53. Low average correlations with unmapped 'Great Eight' competencies, averaging at .00, provide further evidence. Table 13.5 provides equally clear evidence for the construct validity of all eight Sales Profile Sections; correlations against mapped 'Great Eight' competencies ranged from .53 to .73, averaging at .61. Again, low average correlations with unmapped 'Great Eight' competencies, averaging at -.05 provide clear evidence to support the construct separation between the sections.

Table 13.5 Sales Profile Sections against Great Eight competencies from OPQ32i: mapped correlations, highest other correlations and average of unmapped correlations (N=308)

Sales Profile Section	Mapped 'Great Eight'	r	Average r with unmapped 'Great Eights'
Identifying Needs	Analyzing & Interpreting	.53	-.11
Developing Solutions	Creating & Conceptualizing	.54	.00
Developing Leads	Interacting & Presenting	.65	-.04
Closing Deals	Leading & Deciding	.58	.06
Staying Positive	Adapting & Coping	.53	.02
Working Collaboratively	Supporting & Cooperating	.71	-.16
Being Disciplined	Organizing & Executing	.73	-.19
Results Focused	Enterprising & Performing	.59	.04
Mean		.61	-.05
Median		.59	-.02
Min		.53	-.19
Max		.73	.06

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed).

Concurrent Criterion-Related Validity

Concurrent criterion-related validity can be established against Wave Performance 360 behavioral competency dimension ratings and overall (global) effectiveness ratings. The eight Selling Styles, eight Sales Profile sections and four Sales Potential Indicators were correlated with external ratings of work performance at the dimension level and the global level, as measured by the Saville Consulting Performance 360. Analysis was conducted on the Epsom sample (N=308), for information on this sample, please see Appendix C in this handbook. All validities were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g., restriction of range, predictor unreliability).

Wave Behavioral Competency Dimensions

Table 13.6 displays the a priori hypothesized correlations, based on the corresponding competencies of a scale's compiled dimensions, and the three highest other significant correlations, which are not a priori hypothesized, of Sales Styles against Wave behavioral competencies at the dimension level. Corrected correlations are displayed in brackets after uncorrected, raw correlations.

Table 13.6 Saville Consulting Wave Sales scales against work performance ratings (N=308)

Selling Style	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Expert Analyst	Interpreting Data	.16 (.32)	None	
	Examining Information	.06 (.13)		
	Documenting Facts	.03 (.06)		
	Developing Expertise	-.01 (-.03)		
Strategist	Developing Strategies	.19 (.38)	Challenging Ideas	.15
	Generating Ideas	.17 (.34)	Developing Expertise	.14
	Providing Insights	.16 (.31)	Seizing Opportunities	.12
	Exploring Possibilities	.13 (.26)		
Persuader	Articulating Information	.26 (.46)	Conveying Self-confidence	.24
	Impressing People	.19 (.38)	Challenging Ideas	.22
	Convincing People	.18 (.35)	Generating Ideas	.18
	Making Decisions	.02 (.03)		
Negotiator	Seizing Opportunities	.24 (.48)	Conveying Self-confidence	.22
	Establishing Rapport	.14 (.24)	Impressing People	.19
	Convincing People	.14 (.29)	Generating Ideas	.17
	Inviting Feedback	-.02 (-.04)		
Resolver	Understanding People	.16 (.33)	Valuing Individuals	.13
	Resolving Conflict	.15 (.29)		
	Showing Composure	.04 (.08)		
	Thinking Positively	.04 (.07)		
Relationship Builder	Interacting with People	.19 (.34)	Understanding People	.27
	Valuing Individuals	.17 (.31)	Establishing Rapport	.24
	Empowering Individuals	.13 (.24)	Interacting with People	.19
	Team Working	.12 (.25)		
Administrator	Following Procedures	.29 (.59)	Upholding Standards	.20
	Managing Tasks	.20 (.40)	Producing Output	.13
	Meeting Timescales	.20 (.37)	Resolving Conflict	.12
	Checking Things	.17 (.30)		
Driver	Taking Action	.29 (.56)	Generating Ideas	.25
	Seizing Opportunities	.29 (.57)	Providing Insights	.23
	Pursuing Goals	.26 (.51)	Developing Strategies	.23
	Producing Output	.14 (.28)		

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed).

Table 13.7 displays the a priori hypothesized correlations and the three highest other significant correlations, which are not a priori hypothesized, of Sales Profile Sections against Wave behavioral competencies at the dimension level.

Table 13.7 Saville Consulting Wave Sales scales against work performance ratings (N=308)

Sales Profile Section	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Identifying Needs	Interpreting Data	.02 (.04)	None	
	Providing Insights	-.10 (-.19)		
	Understanding People	-.10 (-.20)		
	Examining Information	-.03 (-.05)		
	Documenting Facts	-.03 (-.06)		
Developing Solutions	Exploring Possibilities	.13 (.25)	Challenging Ideas	.13
	Developing Strategies	.12 (.25)		
	Generating Ideas	.09 (.19)		
	Developing Expertise	.06 (.12)		
	Adopting Practical Approaches	-.04 (-.07)		
Developing Leads	Interacting with People	.21 (.38)	Conveying Self-confidence	.18
	Impressing People	.21 (.41)	Articulating Information	.12
	Establishing Rapport	.17 (.30)	Understanding People	.12
Closing Deals	Articulating Information	.35 (.61)	Conveying Self-confidence	.29
	Challenging Ideas	.25 (.50)	Generating Ideas	.20
	Convincing People	.21 (.41)	Seizing Opportunities	.20
	Empowering Individuals	.06 (.11)		
Staying Positive	Showing Composure	.18 (.34)	Developing Expertise	.16
	Embracing Change	.17 (.34)	Team Working	.14
	Thinking Positively	.15 (.28)	Articulating Information	.14
	Conveying Self-confidence	.12 (.24)		
	Resolving Conflict	.09 (.17)		
	Inviting Feedback	.05 (.11)		
Working Collaboratively	Understanding People	.31 (.63)	Resolving Conflict	.18
	Valuing Individuals	.17 (.31)	Establishing Rapport	.17
	Team Working	.07 (.14)		
	Inviting Feedback	.02 (.03)		
Being Disciplined	Following Procedures	.30 (.60)	Understanding People	.16
	Meeting Timescales	.23 (.43)	Resolving Conflict	.15
	Managing Tasks	.23 (.47)	Producing Output	.14
	Upholding Standards	.21 (.43)		
	Checking Things	.15 (.28)		
Results Focused	Taking Action	.30 (.59)	Providing Insights	.26
	Seizing Opportunities	.29 (.58)	Generating Ideas	.25
	Pursuing Goals	.26 (.52)	Developing Strategies	.22
	Producing Output	.16 (.33)		

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed).

Table 13.8 displays the a priori hypothesized correlations and the three highest other significant correlations, which are not a priori hypothesized, of Sales Potential Indicators against Wave behavioral competencies at the dimension level.

Table 13.8 Saville Consulting Wave Sales scales against work performance ratings (N=308)

Sales Potential Indicators	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
High Customer Contact Rate	Interacting with People	.28 (.50)	Impressing People	.21
	Pursuing Goals	.23 (.46)	Conveying Self-confidence	.20
	Taking Action	.24 (.48)	Generating Ideas	.18
	Seizing Opportunities	.22 (.45)		
	Thinking Positively	.20 (.36)		
	Establishing Rapport	.18 (.31)		
	Producing Output	.13 (.27)		
Developing New Business	Seizing Opportunities	.26 (.52)	Conveying Self-confidence	.25
	Articulating Information	.24 (.42)	Taking Action	.20
	Impressing People	.21 (.42)	Generating Ideas	.20
	Convincing People	.17 (.34)		
	Developing Strategies	.16 (.31)		
	Pursuing Goals	.16 (.32)		
	Embracing Change	.09 (.19)		
	Establishing Rapport	.05 (.08)		
Managing Existing Business	Understanding People	.26 (.52)	Following Procedures	.23
	Upholding Standards	.21 (.41)	Resolving Conflict	.19
	Valuing Individuals	.19 (.36)		
	Meeting Timescales	.11 (.20)		
	Inviting Feedback	.07 (.14)		
	Checking Things	.05 (.09)		
	Managing Tasks	.04 (.09)		
	Showing Composure	.04 (.08)		
Sales Leadership	Examining Information	-.10 (-.20)		
	Seizing Opportunities	.29 (.59)	Generating Ideas	.29
	Pursuing Goals	.25 (.50)	Providing Insights	.29
	Directing People	.23 (.42)	Taking Action	.27
	Making Decisions	.17 (.34)		
Empowering Individuals	.11 (.21)			

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed).

All Sales scales were positively associated to some or all the hypothesized behavioral competency dimensions, with the exception of the Sales Profile Section 'Identifying Needs', which failed to correlate positively with any of the external ratings of performance. This could be due to the nature of the scale, reflecting a skill spanning different competencies - identifying the needs of a customer requires a balance between understanding people and analysis of information. Furthermore, results from Project Epsom showed cognitive processing role requirements varied widely and corresponding behaviors were less observable, thus reducing related reliability and validity values. Nevertheless, results of analysis also demonstrate how the Sales Model sits within the Wave Competency Framework.

Overall Effectiveness

The eight Selling Styles, eight Sales Profile sections and four Sales Potential Indicators were correlated with external ratings of work performance at the global level, providing correlations for scores against 'Applying Specialist Expertise', 'Accomplishing Objectives', 'Demonstrating Potential' and 'Overall Effectiveness'. Of the Selling Styles, 'Driver', 'Negotiator', 'Strategist' and 'Persuader' were positively associated with 'Overall Effectiveness' at .28 (.49), .14 (.26), .13 (.23) and .12 (.21) respectively. These four styles also correlated well with 'Demonstrating Potential' at .32 (.51), .17 (.28), .18 (.30) and .19 (.29) respectively. 'Driver' and 'Negotiator' were associated with 'Accomplishing Objectives' at .20 (.42) and .14 (.30) respectively. No style significantly correlated with the global measure 'Applying Specialist Expertise'.

Of the Sales Profile sections, 'Results Focused', 'Closing Deals' and 'Staying Positive' were all associated with 'Overall Effectiveness' at .28 (.49), .17 (.30) and .13 (.22) respectively. The sections 'Results Focused', 'Closing Deals' and 'Developing Solutions' all positively correlated with the global measure 'Demonstrating Potential' at .31 (.50), .19 (.31) and .12 (.19) respectively. The section 'Results Focused', was positively associated with the global measure 'Accomplishing Objectives' at $r=.20$ (.43). The section 'Staying Positive' correlated positively with the global measure 'Applying Specialist Expertise' at .16 (.34).

Of the Sales Potential Indicators, 'High Customer Contact Rate', 'Developing New Business' and 'Sales Leadership' were all found to forecast 'Overall Effectiveness' at .25 (.45), .19 (.36) and .31 (.54) respectively. These three indicators were, in addition, associated with 'Demonstrating Potential' at .24 (.39), .25 (.40) and .34 (.54) respectively. 'High Customer Contact Rate' and 'Sales Leadership' were positively associated with the global measure 'Accomplishing Objectives' at .23 (.49) and .23 (.49), with the latter also correlating positively with 'Applying Specialist Expertise' at .12 (.27).

Overall, the results suggest clear links with the overall effectiveness criteria of Demonstrating Potential and Accomplishing Objectives, results which provide the basis for replication in future studies.

13.7 Summary of Saville Consulting Sales

This chapter provides a brief overview of current literature with regard to the role of personality in sales effectiveness, describing how this has been applied to the Wave Performance Culture Framework in the development of the Saville Consulting Sales model. It discusses the appropriate uses of the Sales Report and validates the output against Wave Behavioral Competency Potential dimension ratings and overall (global) effectiveness ratings.

