

Sales Development Report User Guide



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This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.



About the Sales Development Report

The Sales Development Report provides practical development tips designed to promote focused development planning for salespeople.

The Sales Development Report helps an individual begin to consider ways in which they can develop within a sales role and can act as a powerful catalyst to initiate development conversations between individuals, managers, mentors and coaches, helping to bridge the gap between diagnosis and development planning.

The Sales Development Report provides advice for an individual based on a behavioral profile generated from their completion of the Wave Professional Styles assessment.

Benefits

- Drives individuals to maximize their sales potential.
- Targets key areas for development, highlights potential overplayed strengths and provides practical development suggestions.
- Supports both individuals and managers in coaching, development and performance management activities.
- Reports are accessible to line managers and individuals without an in-depth understanding of psychometric assessments.

Availability



Professional
Styles



The Report

Introduction to Assessment Report

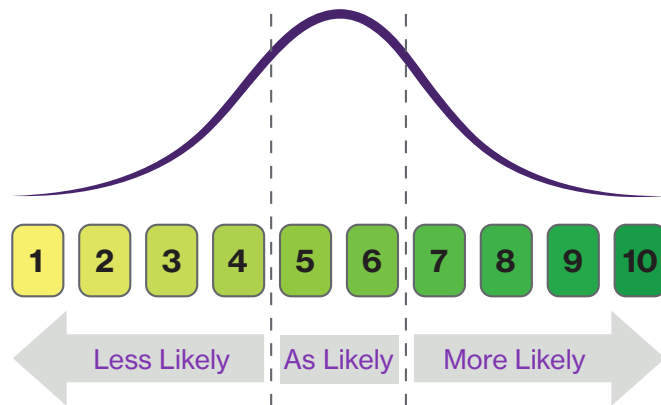
Page 3 of the report provides an overview of the Sales Development Report.

The Sales Development Report consists of four areas:

- 1 Sales Competency Profile
- 2 Sales Competency Development Suggestions
- 3 Sales Focus Profile
- 4 Sales Focus Development Suggestions

The report is composed of the following three types of development suggestions:

1. Building Strengths
2. Possible Overplayed Strengths – “Watch-Fors”
3. Development Activities



Scoring

The scoring within the report and the development advice presented will depend on the individual's scores from their completion of the self-report questionnaire. Scores are benchmarked and provide an indication as to how the individual is likely to perform in comparison to the benchmark group.

✓ TOP TIPS

Profiles are scored using a benchmark to give them meaning. Where an individual scores a seven and above, their responses to the questionnaire suggest they see this area as a strength and it is likely that they have high potential in this area. Where an individual scores a four and below, their responses to the questionnaire suggest that they don't see this area as an area of strength and they are likely to have lower potential in this area. Scores of five and six are considered average when compared with the benchmark group. There are a selection of benchmark groups available for the Sales Development Report, including a Sales benchmark group, consisting of individuals working in sales and commercial roles.

Sales Competency Profile

The Sales Competency Profile presents eight sales competency sections, with underlying dimensions.

Identifying Needs

Asks the customer questions, tries to understand their motivations and looks to improve things. Orientated to data analysis; good at finding facts and processing information.

Developing Solutions

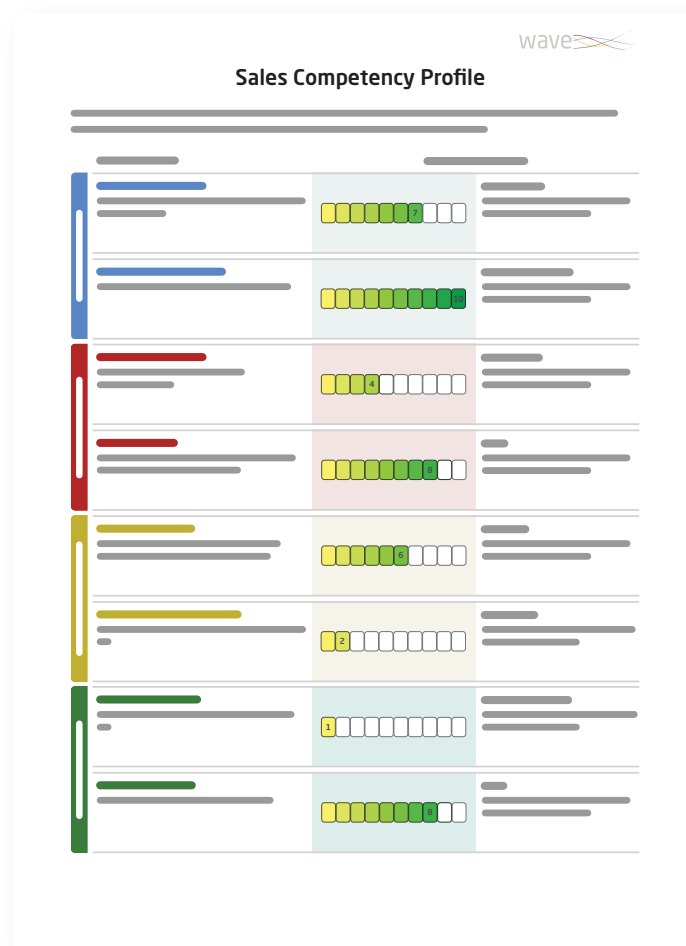
Utilizes the latest technology and invests time understanding theories and principles. Comes up with new and original ideas and focuses on the longer term.

Developing Leads

Friendly, puts people at ease and focused on networking. Builds client relationships by gaining recognition, promoting achievements and attracting attention.

Closing Deals

Presents information eloquently and clearly. Inspires and motivates to persuade others to change their views. Argues their perspective and stands by their views when faced with objections.



Staying Positive

Remains relaxed under pressure and calms angry or upset individuals. Copes well with change and new challenges and responds well to feedback. Optimistic and cheerful, even when recovering from setbacks.

Working Collaboratively

Is considerate and tolerant of others and tries to understand their feelings. Focuses on team working by encouraging and involving others in processes and decisions.

Being Disciplined

Keeps organized by making plans and adhering to deadlines. Ensures accuracy and pays close attention to details and adhering to rules.

Results Focused

Takes decisive action and uses their initiative to make sure things happen. Ambitious, focused on sales and able to spot new business opportunities.

The following information about the subject of the report is included on the Sales Competency Profile:

1. **Ratings Acquiescence**
2. **Consistency of Rankings**
3. **Summary of areas of greater and lesser potential**

1 - Ratings Acquiescence

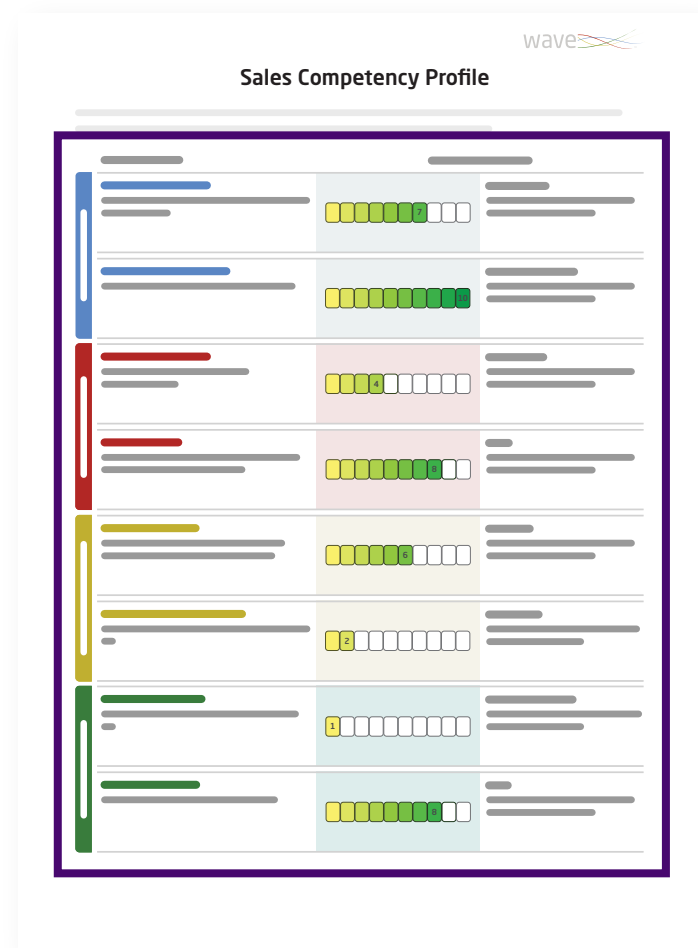
The Ratings Acquiescence score provides an indication of how positive or critical an individual has been in their self-ratings when completing the Wave Styles questionnaire. A score of seven and above means they have been more positive than is typical of the comparison group. A score of four and below means they have been more critical than is typical of the comparison group. Scores of five and six are average and indicate the individual has neither been overly lenient nor critical in their self-ratings.

2 - Consistency of Rankings

The Consistency of Rankings score provides an indication of how consistently someone has rank ordered similar characteristics across the profile.

A score of seven and above means they have been more consistent in how they have ranked behaviors than is typical of the comparison group. A score of four and below means they have been less consistent than is typical of the comparison group.





3 - Summary of areas of greater and lesser potential

The remainder of the page provides an indication of an individual's likely potential across eight competency sections of the sales model. For each of the eight sections, the scores for the underlying dimensions are also shown in brackets. There are 18 dimensions in total.

Scores in the Sales Competency Profile are presented on a one-to-ten scale with a sentence indicating the level of potential. Highs and lows are likely to be presented for each individual due to the nature of the questionnaire, forcing candidates to make decisions between different behavioral styles.

TOP TIPS

- Whilst all eight sections are presented to provide a comprehensive picture of an individual, you should prioritize development on sales competencies that will have impact on an individual's current performance and future career.



Sales Competency Development

The Sales Competency Development section presents results for the eight sales competencies.

This section presents the sales competency (e.g. Developing Solutions) and its underlying dimensions, alongside the sten scores and descriptor of how this score compares to the comparison group.

Under each of the eight Sales competencies, advice is provided in line with the score of the two or three underlying dimensions.

TOP TIPS

- Identify and focus on the tips that will be most impactful to an individual's current performance and future career.
- Focus as much on Building Strengths as Development Activities.
- Consider the impact of the Possible Overplayed Strengths and expand upon the suggested ACTION.



Sales Focus Profile

The Sales Focus Profile provides an indication of an individual's likely potential across three Sales Focus indicators, identified as broader indicators of effectiveness in different types of sales roles: for Business Development roles, **New Business Focus**; for Account Management roles, **Account Management Focus**; and to identify future potential leaders, **Sales Leadership Focus**.

1. **New Business Focus:** Looks to bring in new business by developing leads, negotiating deals through influence and persuasion and using creative strategies to capitalize on new opportunities.
2. **Account Management Focus:** Manages existing accounts by being receptive and looking to quickly resolve any client issues, maintaining service levels through effective planning and looking for opportunities to upsell to existing customers.
3. **Sales Leadership Focus:** More likely to take control in a sales team by making decisions, giving direction to others and looking to motivate the salespeople around them.



Sales Focus Profile

Scores in the Sales Focus Profile are presented on a one-to-ten scale with a sentence indicating the level of potential.

TOP TIPS

- Reflect on how these Sales Focus indicators line up with requirements of the individual's current role.
- Where further exploration is necessary you may wish to consider the behaviors that feed into each of these indicators:
 - New Business Focus - Sales Focused; Business Opportunity Oriented; Competitive
 - Account Management Focus - Methodical; Thorough; Deadline Focused
 - Sales Leadership Focus - Leadership Orientation, Responsibility Seeking; Motivating



Sales Focus Development

The Sales Focus Development section presents results for the three sales focus indicators along with development tips.

This section presents the Sales Focus area competency (e.g. New Business Focus), alongside the sten scores and descriptor of how this score compares to the comparison group.

Under each of the three Sales Focus competencies, advice is provided in line with the score of the three underlying areas. This advice is presented based on the same principles as the Sales Competency Development pages.

✓ TOP TIPS

- Identify and focus on the tips that will be most impactful to an individual's current performance and future career.
- Focus as much on Building Strengths as Development Activities.
- Consider the impact of the Possible Overplayed Strengths and expand upon the suggested ACTION.

Using the Sales Development Report

The Sales Development Report can be used by the individual to review alone or in a one-to-one development discussion with a manager, coach, peer or L&D professional to build self-insight and set clear development priorities. If you are running a one-to-one development session you may wish to consider the following:

1 Prepare the Discussion

- Read through the individual's report and ensure you have an understanding of what the report is saying and how you would like to describe it using your own words.
- Select a number of tips from the report that you believe would most benefit the individual.

2 Introduce the Session

- Describe the purpose of the session (e.g. to support in development) and set the parameters of confidentiality.
- Start a dialogue:
 - How did you find completing the assessment?
 - What do you enjoy most about sales?
 - What do you perceive to be your key strength areas?
 - What do you perceive to be your key areas of development?
 - What are your career aspirations?
 - What would you like to get out of the session?

3 Discuss the Sales Competency Profile and Development Advice

- Ask the individual for their reflections on each of the areas.
 - How important is this sales competency in your current/next role?
 - How do you demonstrate this competency in the workplace?
 - Have you had feedback on this competency from others?
- Review the associated advice for each of the areas.
 - Which of the tips could help you further leverage this strength/develop this area?
 - How would you adapt this piece of advice to make it work for you?

4 Discuss the Sales Focus Profile and Development Advice

- Ask the individual for their reflections on each of the areas.
 - Which Sales Focus Area is most important to you?
 - How do you want to develop this Sales Focus Area?
- Review the associated advice for each of the areas.
 - How would you expand on the advice to help you build on this area?
 - Who can you work with to help you put this advice into place?

5 Action Planning

- Identify three to five areas across both the Sales Competencies and the Sales Focus Areas for development.
- Expand upon and formalize a mixture of short-term (within three months) and longer-term (more than six months) development initiatives.
- Use the tips within the report to formulate specific actions that can be taken.
- Focus both on how to develop and where to leverage existing strengths.
- Consider who could help to achieve these outcomes.
- Agree on a timeframe to review these actions together.

TOP TIPS

Consider using the **GROW** model of coaching to provide structure to a conversation to deliver a meaningful result:

Goal setting for the session “What do you want to achieve?”

Reality checking “What is the current situation and what are the barriers to achieving your goals?”

Options and strategies for courses of action “What could you do to get past the barriers?”

Wrap-Up “What is to be done, how and when?”



About Saville Assessment, a WTW Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead talent globally.



[savilleassessment.com](https://www.savilleassessment.com)

info@savilleassessment.com

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