



Sales Line Manager Report User Guide

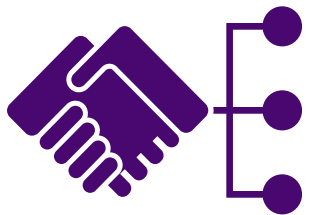


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This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville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

About the Sales Line Manager Report

The Sales Line Manager Report provides organizations with an efficient and effective talent assessment tool targeting behaviors important in sales and business development roles across all business sectors. The report contains information about an individual's likely strengths and limitations in key sales areas alongside an indication of the situations in which an individual is likely to be more or less effective as a salesperson. The primary purpose of this report is to provide an overview of likely strengths and challenge areas to enhance onboarding activity.

The Sales Line Manager Report is accessible without an in-depth understanding of psychometric assessments.

Benefits

- Access psychometric data without the need for formal training.
- Quickly identify a salesperson's likely strengths and challenge areas.
- Enhance an individual's chances of success by understanding situations within which they are likely to be effective as a salesperson.

Availability



PS

Professional
Styles

Appropriate use of the Sales Line Manager Report

The Sales Line Manager Report is designed to complement the use of the Sales Expert Report; to provide untrained users with an overview of an individual against a universally-applicable sales model. From this model, the relative importance of each competency should be determined at the start of any assessment process. Where untrained users are interpreting the Sales Line Manager Report to inform selection decisions, this should be in the context of predetermined requirements (for example, at least Sten 5 on four key sales competencies) and under the supervision of a trained user. Principally, the Sales Line Manager Report is designed to be shared with untrained users once a selection decision has been made, to help them to understand their key strengths and possible challenge areas. Please contact one of our consultants if you have any questions about using the Sales Line Manger Report appropriately.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Assessment Wave tools, including the Sales Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

The Report

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

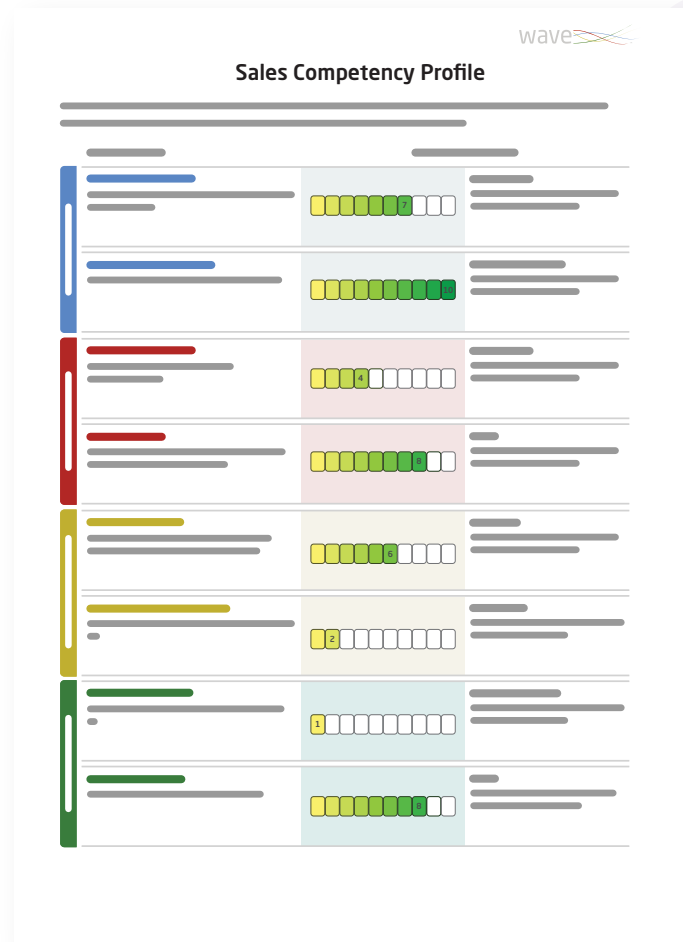
Utilizes the latest technology and invests time understanding theories and principles. Comes up with new and original ideas and focuses on the longer term.

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

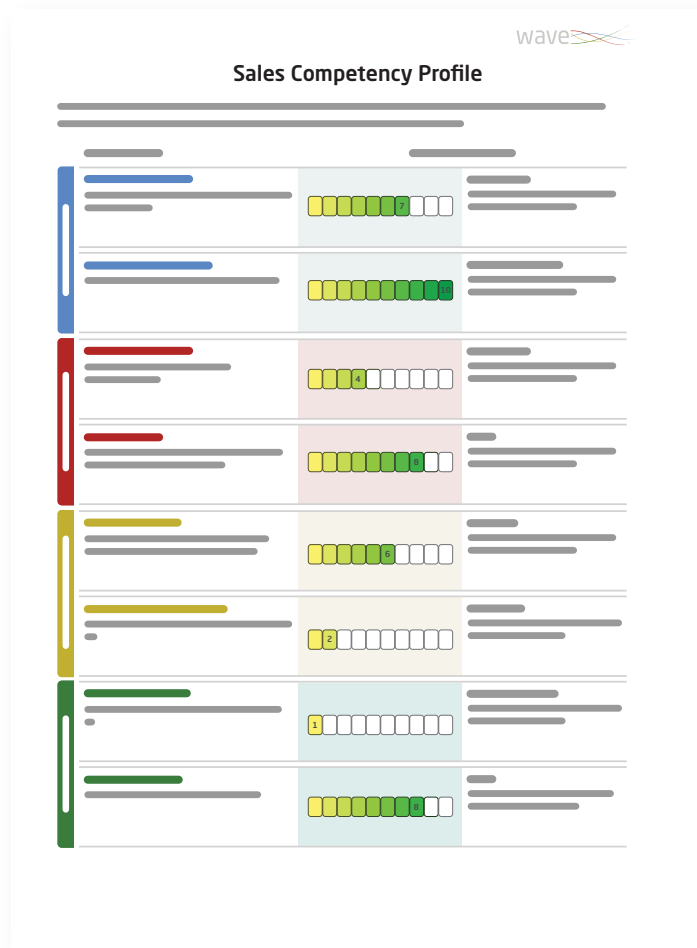
Is considerate and tolerant of others and tries to understand their feelings. Focuses on team working by encouraging and involving others in processes and decisions.

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.



Sales Competency Profile

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



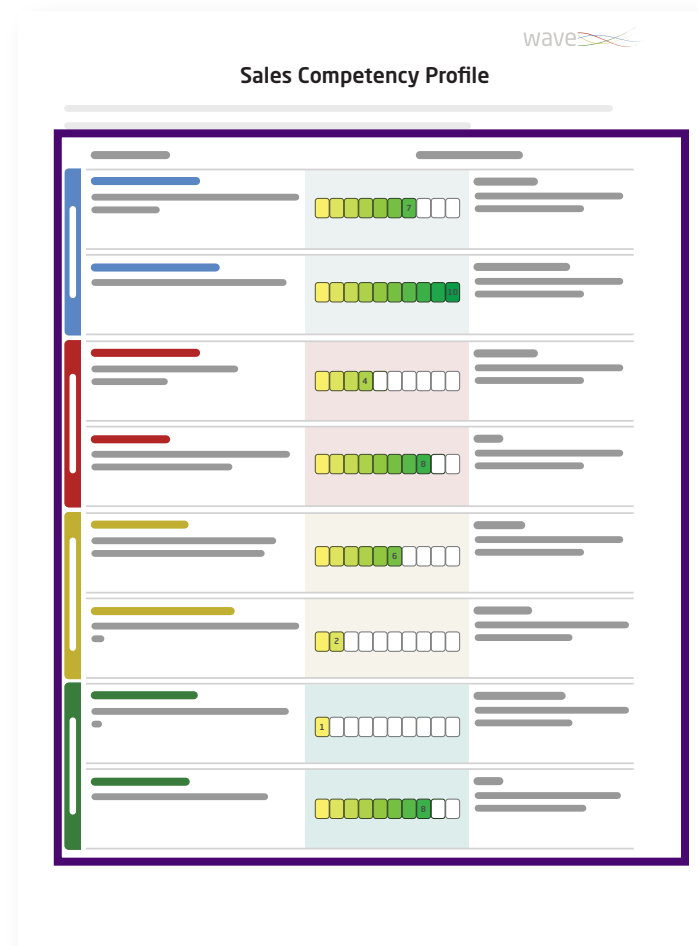
1 - Ratings Acquiescence

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 and 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 sales competencies that are most relevant to the role.



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.

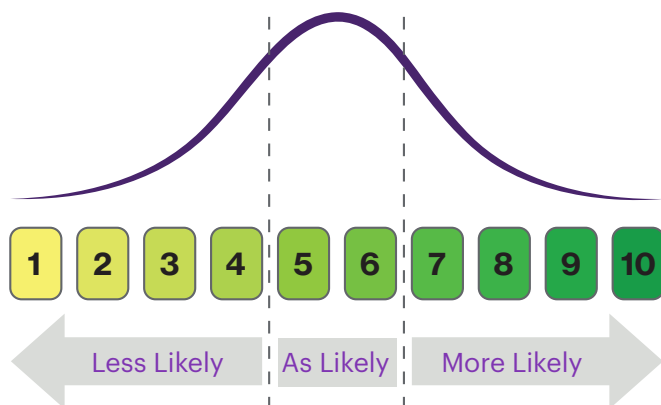


Sales Focus Profile

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

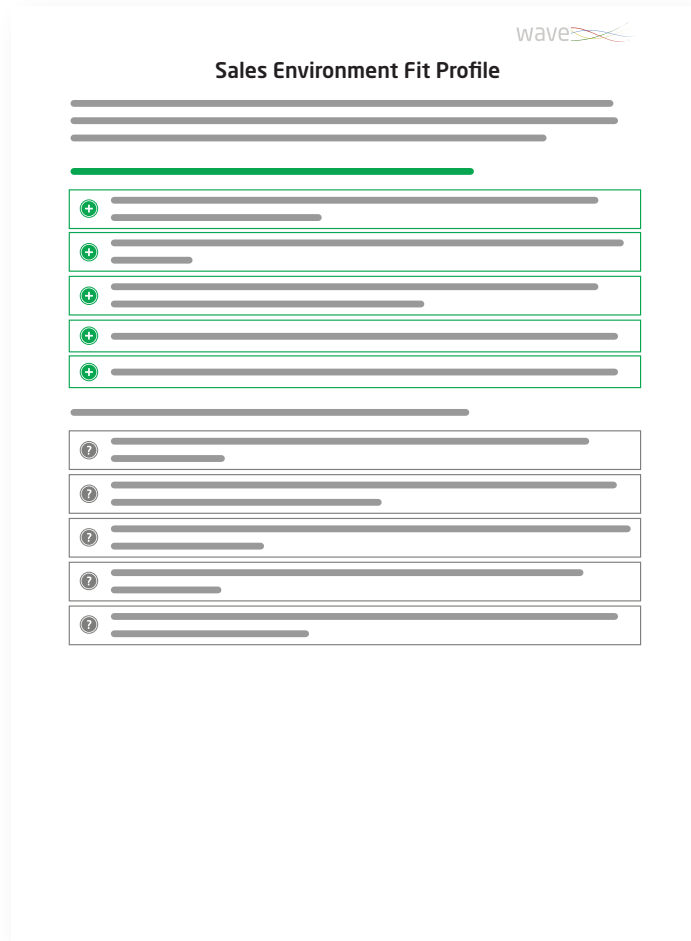


Scoring

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 Line Manager Report, including a Sales benchmark group, consisting of individuals working in sales and commercial roles.



Sales Environment Fit Profile

The Sales Environment Fit Profile provides information on the types of situation or work environment in which an individual is likely to be a more or less effective salesperson. Feedback is based on an individual's top five strengths and five main challenge areas from the Professional Styles questionnaire.

For their strengths, the report lists situations in which the individual is likely to be more effective as a salesperson. For their challenge areas, feedback is provided on the types of situations in which an individual is likely to be less effective as a salesperson.

TOP TIPS

- Use the information on this page to reflect on how best to onboard a salesperson by maximizing the situations where the individual is likely to be most effective and providing extra support in those situations where they may be less effective.

Using the Sales Line Manager Report

To put the Sales Line Manager Report into practice, we recommend that you:

Consider the individual's role

Think about the tasks the individual needs to perform and how they need to perform them. Identify the Sales Competencies and Sales Focus Areas which are most critical to the role.

Consider the individual's fit

Look at the individual's scores in these critical areas. Are there any elements of the sales role their profile suggests they are likely to excel or struggle in?

Consider sales environment fit

Work with the individual to identify how their work environment can be molded to present situations where they are most likely to be effective.

Discuss their strengths and challenge areas in relation to the role and their fit

Seek the individual's thoughts on key themes. Do they agree and do any actions need to be taken?



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.



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