



Sales Development Report

Chris Park



Professional
Styles

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About this Report

This report is based upon the Wave® Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 7,000 individuals working in sales.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction

This sales development report summarises the actions that could be taken to help develop Chris Park. Based on the results of the assessment, it outlines what actions could be considered to improve performance in sales roles. The relevance of each piece of advice will differ for each individual and to some extent depend on the job role, and the opportunities and resources available.

Sales Skills Potential Profile

The Sales Skills Potential Profile gives a unique prediction of Chris Park's likely strengths and limitations in eight key sales areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the eight skills potential headings. This prediction should be interpreted against key work requirements as established through job analysis or profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases, it is particularly important to verify the results against other information.

Sales Focus Profile

The Sales Focus Profile provides information on Chris Park's potential against three sales focus indicators (New Business Focus, Account Management Focus and Sales Leadership Focus) which relate to effectiveness in different sales roles.

Development Suggestions

The Sales Skills Potential Development section presents results for the eight sales areas. A range of suggestions for enhancing performance are provided based on the scores of the two or three behavioural dimensions which underlie each of the eight areas.

The Sales Focus Development section presents results for the three sales focus indicators. Development suggestions are provided based on the scores of these sales focus indicators.

Development suggestions may include:

Building Strengths (scores 10, 9, 8, 7, 6, 5)

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop potential limitations, it may be worth considering how to make the most of these strengths.

Possible Overplayed Strengths - "Watch Fors" (scores 10, 9, 8)

Clear areas of strengths are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact.

Development Activities (scores 4, 3, 2, 1)

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance.

Sales Skills Potential Profile

This profile provides Chris Park's areas of greater and lesser potential. Chris Park's Ratings Acquiescence is Sten 6 and their Consistency of Rankings is Sten 10.

	Description	Prediction Score
Solving Problems	Identifying Needs Understanding Customer Needs (6); Analysing Information (7)	Fairly High higher potential than about 75% of the comparison group
	Developing Solutions Applying Expertise (8); Being Creative (10)	Extremely High higher potential than about 99% of the comparison group
Influencing People	Developing Leads Developing Rapport (3); Building Relationships (7)	Fairly Low higher potential than about 25% of the comparison group
	Closing Deals Presenting Information (4); Changing Views (7); Challenging Objections (10)	High higher potential than about 90% of the comparison group
Adapting Approaches	Staying Positive Handling Pressure (4); Being Resilient to Change (5); Maintaining Self-Belief (7)	Average higher potential than about 60% of the comparison group
	Working Collaboratively Supporting People (3); Working Co- operatively (2)	Very Low higher potential than about 5% of the comparison group
Delivering Results	Being Disciplined Being Organised (1); Maintaining Standards (1)	Extremely Low higher potential than about 1% of the comparison group
	Results Focused Taking Action (8); Pursuing Targets (7)	High higher potential than about 90% of the comparison group

Sales Skills Potential Development

Identifying Needs

Understanding Customer Needs (6); Analysing Information (7)



Fairly High

higher potential than about 75% of the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)

- Question whether the first solution you identify is really the best. Think through what really matters to the client and consider how alternative options that may seem less obvious would address their needs.
- Share best practice with colleagues to learn how to better utilise internal resources, including databases and technology for analysing information about your customers and their potential needs.
- Take up opportunities to do new and different types of analysis, e.g. what products and services customers tend to buy together. Look at trends in buying behaviour or review pitches and proposals which have been successful and those which have not.
- Create a standard list of your best questions which you can choose from when trying to get information about a customer's requirements in as few questions as possible.
- Make it easier for customers to provide information and feedback; consider email follow-ups, online questionnaires, as well as face-to-face discussion.
- Spend time understanding your customers' motivations and tailor your approach to align to these.

Sales Skills Potential Development

Developing Solutions

Applying Expertise (8); Being Creative (10)



Extremely High

higher potential than about 99% of the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)

- Seek to understand innovative new products or services of your own and competitor organisations, and be clear on where you have a competitive advantage or disadvantage.
- Gather more intelligence on the key stakeholders and decision makers within your clients; consider which new solutions or additional services may appeal specifically to them.
- Look at what you can do to present your ideas to a client in a more creative way that fits their brand and brings your product or solution to life for them, e.g. video, multimedia, storyboards, etc.
- Volunteer to share learning with others by presenting successful case studies about key clients, summarising recent research or sharing relevant articles.
- Set up a group to learn about specialist topics which are relevant to what you are selling. Discuss any new theories, thinking and technology that are being used in your industry.
- Review how your solutions, products and services can address a client's wider needs, including how they contribute to delivering their strategy.

Possible Overplayed Strengths - "Watch Fors" (dimension scores 10, 9, 8)

- Could your passion for creativity mean that you push a solution that is beyond the client's immediate needs? ACTION: Accept that what you are proposing might not always work for your client and listen to any concerns they may have. Consider whether you can address these concerns or if you need to offer something else.
- Be aware of presenting too many different ideas to a client. ACTION: Aim for fewer, well-argued propositions.
- Is your focus on doing things differently so great that you risk losing what works well now? ACTION: Suggest changes as enhancements or new services rather than replacing an existing process or product.
- Is there a risk that a strong focus on applying expertise could lead to becoming too specialised in one area? ACTION: Aim to balance specialist expertise with an appreciation of related areas to extend the range of your expertise and help provide rounded solutions.
- Does the depth of your knowledge sometimes mean that colleagues and clients do not fully appreciate the point you are making? ACTION: Don't lose sight of what is important to those who are buying a product or service.
- Could solutions to client problems sometimes be over-engineered or more complicated than is necessary? ACTION: Look to reduce solutions to their simplest components, while being sensitive to customers' needs.

Sales Skills Potential Development

Developing Leads

Developing Rapport (3); Building Relationships (7)



Fairly Low

higher potential than about 25% of the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)

- Encourage your clients to provide positive feedback on your products and solutions, as well as the service you and your organisation provide. You can use these as informal testimonials with other clients.
- Before a sales meeting, seek out relevant success stories from across your organisation. Identify the key points and outcomes that should appeal to your client in the sales meeting.
- When you have an important sales meeting or pitch, rehearse with colleagues the critical points which will leave the client with no doubt that you can more than address their needs.

Development Activities (dimension scores 4, 3, 2, 1)

- Discuss with successful colleagues how they approach their networking activities.
- Target two or three clients who it would be useful to meet. Suggest an introductory meeting with each client, with a clear purpose.
- Understand what sort of initial impact you make on clients. Ask for feedback and review this with your manager/colleagues.

Sales Skills Potential Development

Closing Deals

Presenting Information (4); Changing Views (7);
Challenging Objections (10)



High

higher potential than about 90% of
the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)

- Identify client deals that colleagues have struggled to close because of clients' concerns or objections. Work with colleagues to identify if there are better ways to overcome specific points of resistance in the future.
- Before you begin to consider potential solutions with clients, get them to focus on what their problems are and what it would be like if these problems did not exist.
- While clients may have some concerns or objections that you should respond to, also help them to understand how your offering is superior to alternative options.
- Identify when you have changed the client's view and they are displaying buying signals; stop selling and focus on closing the deal.
- Match your persuasion techniques to the style of the decision maker, particularly when concluding a sale.
- When entering any negotiation over the price of products or services, be clear on what both your starting and walk away position is. Knowing when to stop ensures that your solution is both deliverable and profitable.

Possible Overplayed Strengths - "Watch Fors" (dimension scores 10, 9, 8)

- When trying to close a deal, beware of discussion drifting off track and re-opening older talking points. ACTION: Concentrate on what the criteria for decisions are and re-focus the conversation if the topic is becoming too wide ranging.
- Too great a focus on challenging and questioning ideas can delay important decision making and put deadlines at risk. ACTION: Balance the need to make a decision with the need to make the right decision.
- Be aware when a client does not enjoy being challenged and has a clear view on what they want from your services. ACTION: Recognise when it is not appropriate to challenge a client.

Development Activities (dimension scores 4, 3, 2, 1)

- Identify the essential points that need to be communicated to a client and present them concisely one by one.
- Rehearse the content of important presentations or pitches with experienced colleagues. The more important the presentation, the more rehearsals you should do.
- Finish sales presentations and meetings with a summary of the key points and why your solution, product or service will be especially effective.

Sales Skills Potential Development

Staying Positive

Handling Pressure (4); Being Resilient to Change (5); Maintaining Self-Belief (7)



Average

higher potential than about 60% of the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)

- Be aware when clients or colleagues could benefit from your optimism. Making a call or having a quick meeting following a challenging time can make a real difference to someone.
- Look for roles and opportunities where it is important for you to be the main focus and for clients to buy-in to and believe in your credibility.
- Talk to colleagues who do not have such a strong sense of self-belief. Provide positive feedback about their contributions and help them to see the difference they make.
- Seek opportunities to further build your resilience by taking on new and different responsibilities e.g. managing larger or more complex client accounts.
- Reflect on what you can do during times of change to reduce uncertainty for yourself and others. Clarify what changes are likely to happen and when.
- Regularly write down any points of critical feedback or anything that you recognise could be improved in your work.

Development Activities (dimension scores 4, 3, 2, 1)

- Look at what you need to prepare well in advance of important client meetings. This will give you time to think things through more and leave less to worry about.
- Before an important client pitch, visualise the worst and best thing that could realistically happen. This will help you feel more confident and be more articulate.
- Don't avoid difficult conversations with clients or colleagues. It is better to be in command of the facts and speak to others rather than let problems build up.

Sales Skills Potential Development

Working Collaboratively

Supporting People (3); Working Co-operatively (2)



Very Low

higher potential than about 5% of the comparison group

Development Activities (dimension scores 4, 3, 2, 1)

- Learn where others provide complementary strengths to your own and how you can utilise these with different clients.
- Reflect on which problems a client or colleague may see as most important and try to be sympathetic about them.
- Ask open questions to get to know your prospects or clients. Empathise with them and focus on building trust to benefit a longer-term relationship.
- Seek to develop partnerships with your clients where they have a sense of involvement that goes beyond the immediate sales transaction.
- In order to develop links to a wider team, try to extend your level of engagement beyond your direct client contact within an organisation.
- Work closely with your colleagues to ensure all aspects of a sale are covered including pre-sale, closing and delivery.

Being Disciplined

Being Organised (1); Maintaining Standards (1)



Extremely Low

higher potential than about 1% of the comparison group

Development Activities (dimension scores 4, 3, 2, 1)

- Have a clear plan of who does what, and when, on any client project. Check that each person involved knows when they are involved, and check on progress.
- Don't assume that work for your clients can be done by simply flexing other deadlines without checking with account managers or on the availability of internal resources first.
- Create a daily schedule or list of activities that you need to do to effectively manage existing business and/or develop new business, e.g. qualifying prospects, setting up meetings, invoicing and following-up existing sales.
- Research industry rules, regulations and any new legislation which affect your clients, e.g. data protection, health and safety, employee rights. Be clear on how this could impact on the products or services you offer.
- Allow time to apply the final touches to proposal documents, prospect presentations or client deliverables to create added value and point of difference from competitors.
- Don't break commitments with clients unless it is really unavoidable. If you have to, have a back-up plan and make sure to keep constant communication with the client around the new plan.

Sales Skills Potential Development

Results Focused

Taking Action (8); Pursuing Targets (7)



High

higher potential than about 90% of the comparison group

Building Strengths (dimension scores 10, 9, 8, 7, 6, 5)




- Help colleagues understand where they could be taking action which would lead to greater revenue generation.
- Intervene in something important for the organisation or your client where progress has been stop-start and take action to get it moving.
- Show junior colleagues how to get through a large amount of activity effectively and efficiently.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.
- Look for opportunities to support or manage larger/global/strategic customer accounts.
- Ask for referrals and recommendations; build up a list of testimonials.

Possible Overplayed Strengths - "Watch Fors" (dimension scores 10, 9, 8)

- Is your high level of activity creating real value for the business? ACTION: Periodically evaluate the business benefit of your various activities and redirect effort/energy if necessary.
- Is the excitement of engaging with a new client at the expense of doing more routine work on existing projects? ACTION: Schedule time for routine activities such as sales planning, prospect qualifying and invoicing.
- When there is an important decision to be made, are you sometimes tempted to come to conclusions quickly, without due deliberation? ACTION: Take time making decisions where the main priority is reaching the right conclusion rather than a fast conclusion.

Sales Focus Profile

The following profile summarises Chris Park's greater or lesser potential against focus indicators which relate to effectiveness in different sales roles.

Focus Indicator		Prediction Score
New Business Focus e.g. Developing Leads; Negotiating Deals; Using Creative Strategies		Fairly High higher potential than about 75% of the comparison group
Account Management Focus e.g. Managing Accounts; Maintaining Service Levels; Upselling to Existing Customers		Extremely Low higher potential than about 1% of the comparison group
Sales Leadership Focus e.g. Making Decisions; Giving Direction; Motivating Sales People		Very High higher potential than about 95% of the comparison group

Sales Focus Development

New Business Focus

e.g. Developing Leads; Negotiating Deals; Using Creative Strategies



Fairly High

higher potential than about 75% of the comparison group

Building Strengths (indicator scores 10, 9, 8, 7, 6, 5)

- Ask for referrals from existing clients. If you are targeting a new client, you may not know them but you are quite likely to know someone who does.
- Target new business with a multi-faceted strategy. It is likely that your organisation will have to have made several different points of media, marketing and sales contact before there is a genuine interest.
- For each big opportunity, consider the best way to introduce your products and services, e.g. is there a creative opening offer or a light-touch way for them to experience what your organisation has to offer?

Account Management Focus

e.g. Managing Accounts; Maintaining Service Levels; Upselling to Existing Customers



Extremely Low

higher potential than about 1% of the comparison group

Development Activities (indicator scores 4, 3, 2, 1)

- Seek to broaden the relationships within your key client account organisations beyond your main points of contact. Ask to be introduced to other contacts who might be important.
- Agree with your key accounts how often you should schedule account reviews with them.
- Provide customers with updates on new products and services that may be relevant to them.

Sales Focus Development

Sales Leadership Focus

e.g. Making Decisions; Giving Direction;
Motivating Sales People



Very High

higher potential than about 95% of
the comparison group

Building Strengths (indicator scores 10, 9, 8, 7, 6, 5)

- Be aware of individual differences in terms of development. Recognise that not every incumbent develops in the same manner and adapt development plans accordingly.
- Conduct one-on-one sessions with each of your sales representatives on a weekly or bi-weekly basis and try to regularly join them on sales meetings with their accounts.
- Ensure that motivation is being provided to the entire sales team, not just the top or bottom performers.

Possible Overplayed Strengths - "Watch Fors" (indicator scores 10, 9, 8)

- Do you tend to take over big commercial decisions from other members of the team? ACTION: Discuss any big decisions with your team so everyone is clear on the reasons, e.g. why a deal should go through or not.
- Watch out for a tendency to take control in situations when you should be encouraging others to take the initiative. ACTION: Surrender control and let others take the lead in client meetings and contribute only when you are needed.
- Do you continue to push members of your team to chase opportunities when it is clear that there is little or no probability of success? ACTION: Recognise when to move people on to new opportunities rather than leaving them feeling demoralised at their lack of success.

Setting Development Priorities

Key Development Area

Development Actions

Development Review - What, How and When?

Key Development Area

Development Actions

Development Review - What, How and When?

Setting Development Priorities

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