



TIME MANAGEMENT, ACTIVITY SELECTION AND SALES PERFORMANCE: A NEW WAY TO REPOSITION THE ROLE OF MANAGEMENT AND SALESPEOPLE

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**TIME MANAGEMENT, ACTIVITY SELECTION AND SALES PERFORMANCE:
A NEW WAY TO REPOSITION THE ROLE
OF MANAGEMENT AND SALESPEOPLE.**

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**TIME MANAGEMENT, ACTIVITY SELECTION AND SALES PERFORMANCE:
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OF MANAGEMENT AND SALESPEOPLE.**

INTRODUCTION

When considering the roles of management and salespeople at the strategic level of analysis or at the operational level of analysis, we note that often there is no agreement between the objectives determined by management and results obtained by the sales force. To resolve this disparity, we propose to shed light on a major gap that exists in traditional management. This gap deals with the way salespeople perform their role. To date, no previous research has investigated the extent to which the role assigned by management has been modified into the role taken by the salesperson. We propose that when salespeople make choices about their role, distance exists between the role assigned by management and the roles actually performed.

Time is a familiar problem which provides a new explanation for the existence of the differences in roles set forth in this gap. We propose that an individual's perspective of time (i.e., monochronic vs. polychronic) explains their time management choices, their activity preferences, and the performance of sales personnel. A better understanding of this concept and its integration into management would reduce the gap between the roles assigned by management and the roles taken by members of the sales force.

To begin, we define concepts like *prescribed role* or *exerted role* and present how these are used in a major sales organization. Next, we precisely define the notions of *time management* and *time orientation*, and how they influence the activities of salespeople. These issues will be investigated in a research project that should have implications for every sales organization. A study in the French banking industry has already started. This investigation will provide tangible results addressing the issues raised here.

THE CONCEPT OF ROLE – FROM PRESCRIBED ROLE TO EXERCISED ROLE

THE CONCEPT OF PROFESSIONAL ROLE

The concept of role comes first from theatre or philosophy, and has received its modern interpretation from psycho-sociological works, before being used in management. The social and relational context, in which it is inserted, indeed, has a very strong impact, likewise the structural position to which it is correlated. *Role theory*, and a lot of works on this topic (Durand and Weil, 1969; Goffman, 1973; Grawitz, 1991; Loubès, 1998; Fogarty and alii, 2000; Wils and alii, 2000; etc.), provides numerous definitions of the role. From our point of view, the individual's *professional role* is defined as *the set of coherent acts and behaviours expected from his part, due to his specific position and status in the firm*. But it is a very global vision, of which we may deduce with difficulty planned or exercised activities. As an example, the French Association for Normalization (AFNOR, 1996) defines a business consultant as a person “in charge to accomplish an act of advice that may be invoiced, and after which he's led to sell products and services”.

Therefore the role is very often reduced to the standard mission which expresses its purpose, but it does not point out the way to exercise it, the tasks that must be realized, or the priorities that may command the realization of these tasks. Consequently, we might be afraid by this phenomenon: managers develop a specific conception of the role they want their employees to take on – *the prescribed role*. When they get the role across to their collaborators, these might understand it with a personal perception – *the perceived role*. But employees have previously elaborated their own conception of the role they would like to exert – *the wished role*. Finally, what will they do daily? The *exerted role* is this fourth representation implemented by professionals, and which results unequally from the other three.

It is possible to explain such differences between managers' and employees' perceptions, about roles in a firm. At least two different approaches of the notion of role coexist. Most of the time managers follow a *functionalist vision*, in which the role is an instrument of behaviour normalization and forecast (Crozier and Friedberg, 1977). It allows the firm to impose upon employees the prescribed role, and constrains employees to take it at face value. In this meaning the role is coercive and must be applied the same way it is defined to contribute to the organizational goals. It is intimately linked to the status allocated by the company to the role holder, and formalizes individual's place and social position in the organization, conferring prerogatives, obligations and very often explicit position norms.

In this framework, the firm is a system made with harmonious and complementary roles, created to achieve organizational goals (Touraine, 1973). That is why a company tries to control its agents practices, and wants to convey values and behaviour “excellence” models, that allows for example to define what is a “good” manager or a “good” salesman. Hierarchy transmits and reinforces the impact of such role models, which may be respected by anyone that wants to be considered worthy of holding one's position. Meanwhile behind a certain doctrine of performance (Thévenet, 1992), more and more contradictions, ambiguities and weaknesses come to light, producing gaps between the *ideal* represented by the prescribed role and the reality of the exerted role. To the contrary, employees develop an *interactionist vision*, which allows them to adapt their role to the circumstances that they meet everyday. Consequently, we have tried to verify this observation in a previous study.

ROLES OBSERVED WITHIN A SALESFORCE

We carried out from 1997 to 2000 a research task applied to the case of a company, which led us to study the role of its middle managers at the first level of the hierarchy. The principal objective was to check that there was a significant difference between the roles, such as it is prescribed by the management of the firm and such as it is exerted by the executives. By adapting the *model of the role episode* of Katz and Kahn (1966 and 1978, Figure 1), we built a tool of investigation intended at the same time for the middle managers and the leaders. Indeed, the *Role theory* regards the role defined by the company as a means of anticipating the probable behaviour of its agents, one realizes that, in practice, the roles are built with the wire of time by their holders, who interact between them with this

intention (Berger and Luckmann, 1967). Interpretations appear then necessarily, between the role such as it is defined a priori, and what it is really in the daily exercise of the profession. The model of the role episode offers reading this type of evolution of the role, explaining how one can pass from expectations of the company to the role actually exerted by its employees. Role stress (conflict, ambiguity and role overload) can be born from the gaps existing between the roles.

We developed a model integrating the social representations of the role, on the basis of the model of Katz and Kahn. Thanks to the concept of representation, the gaps in question can be explained and analyzed according to whether they appear fundamental or secondary. If the elements of role causing of the divergences belong to the core of two representations of the role, for example, then the gaps have an important impact on the exercise of the role. Conversely, if they constitute the periphery of the representations concerned, the influence will be less.¹

The central topic of the study which was used to us as a basis of construction for this model is the role of middle managers in a salesforce. It is composed of 24 tasks defined during successive stages of research, that is to say six tasks on average for the functions Leadership, Sales, Administration and Supervision. The various representations of the role are those referred to above: the *role prescribed* by the top managers of the company, the *role perceived* by the middle managers (the role prescribed such as they interpret it), the *wished role* (that which they want ideally to exert), the *role exerted* finally (what they estimate to carry out daily). Our *perceptual role model* is presented in Figure 2.

The measuring instruments used are shown completely reliable (Coefficient α over 0.75). They made it possible to reveal three types of complementary gaps: the number of tasks considered as priority on all the others, the average value allocated to each task, finally the place conceded to the tasks in each function. Table 1 synthesizes this information.

On a basic scale 100, the tasks which obtain a score ranging between 70 and 100 are regarded as very priority by the people interviewed. That relates to 14 tasks for the wished role by the middle managers, 11 tasks for the prescribed role, but only 6 in the case of the perceived role, and 5 for the exerted role. In other words, the priority disperses between the tasks composing the role: if the top managers consider that about half of the activities of the middle management is essential, this message is not perceived by the executives concerned. However, those estimate that 58% of their tasks have priority, while at the same time they judge to be able of attaching importance only to 1/6e of them in the facts. The second criterion, which is the average score of each task, is degraded while passing from a representation of role to the other, modifying the hierarchy of the priorities. Thus, “to show the example” obtains a row of priority of 79.20 in the wished role but only of 72 in the prescribed role. The middle managers think that one asks them to be strongly mindful (74.40) while at the same time they place this act of management at the bottom of the list of the priority tasks (70.40).

Within sight of the third criterion, which is the total weight of each function of the role, it is noted that the hierarchy of priorities of a representation of a role to the other are strongly disturbed. Thus, the sales tasks disappear from the principal concerns in the exerted role, which leaves perplexed in the case of sales managers. The most stable tasks are “to give instructions” and “to supervise the objectives”, which they themselves call tasks of “micro manager”.

Consequently several questions arise. One is of knowing how the sales managers define their priorities: if they really implement only half of the activities which are required of them, how can they guarantee the expected results which rise of these activities? In addition, whereas they aim at the prototype of the “charismatic entrepreneur” who leads his team with dynamism, they have the feeling that one especially asks them to supervise the salesforce and to push them to obtain good results. In the same time, they finally think of acting as “firemen” in many emergencies, without being able to work for the long-term performance. Using complementary tools, we raised a significant professional dissatisfaction in the middle managers, dependent on role ambiguity and on role conflicts due to the situations which they live because of these role gaps.

Daily, the hierarchy of the priorities in their role necessarily leads, because of its variability between the prescribed role and that exerted, with notable gaps in the management of their time. Indeed, a priority activity will be in particular one of those which the professional will carry through before others, in the chronology of the role which he exerts, and which he will be inclined to devote to it a

¹ For developments, cf. Brassier P., AGRH, 2000

significant part of his time. Consequently, it appears probable that the estimated diary of a manager will not be in conformity with that which will materialize finally.

By way of illustration, we collected the following information. The sales managers of the network studied have 217-days annual timetable. However, time that they indicate to devote specifically to the leading tasks in their sales team varies from 40 to 120 days. This means gaps exist, from 1 to 3 according to the manager, and indicates necessarily dysfunctions in the allowance of time that they realize indeed. Brought back to the unit of time allocated to each commercial by his manager (11 days per year and per team on average), a salesman sees his manager between one day per month and one day per quarter, according to the team in whom he works. Can one imagine that a customer is visited three times less than it is envisaged? In front of this type of dysfunction, it appeared essential to us to cross these two variables: the role such as it is prescribed or such as it is exerted, and time, according to the way in which it is employed in the role.

THE CONCEPT OF TIME – FROM TIME ALLOCATION TO TIME PERCEPTION

THE CONCEPT OF TIME MANAGEMENT

Time, as a fundamental variable of individual and group activity, has been examined not only into numerous disciplines (economy, sociology, anthropology, literature, philosophy, theology, linguistics, mathematics, physics, communication, etc.), but already in terms of orientations (past, present and future), of activity levels (monochronism and polychronism) and even in terms of possible uses (incomes, obligations, etc.) (Denton, 1994). The research on this concept has in fact been organised successively around two dimensions.

The objective dimension, or activities time allocation, caught the attention of the majority of researchers till the middle of the eighties (Hendrix, Kinnear et Taylor, 1979; Feldman et Hornik, 1981; Holman, 1981; Menefee, 1982; etc.). They observed how individuals share their time among different activities, resulting in the development of several models of time allocation. This dimension is built on a mathematical and segmentable time, which can be counted and added. It is only from the eighties and especially during the following decade, that the second dimension of time aroused interest: it is the subjective dimension also called time perception. A lot of works focused on how individuals' time experience interfere in their purchasing decision, their consumption decision, their waiting decision, etc. (Usunier, 1988, 1991; Bergadaà, 1990; Kaufman, Lane et Lindquist, 1991; Ko et Gentry, 1991; Poole, 2000; etc.). It is now admitted that time perception is a determining factor in the understanding of customer's behavior (Feinberg et Smith, 1989).

Even if Grönmo argued that “the concepts of time are complementary rather than mutually exclusive or completely independent one from another”, these two research currents have had no link between them during a lot of time. Even today, few interdisciplinary works exist (Gentry, Ko et Stoltman, 1991; Moreau-Durrande, 1991; etc.). Yet, when an individual buys a product, the time he spends researching and buying it is particularly important, but the perception he has about this time is even more decisive. In fact, if he considers that the time dedicated to buying a product is too important compared to the use of this product, he can give up doing his purchase. We think that such a logic can be implemented in a professional context. Actually, when an individual is given a lot of tasks to be done in a specific lapse of time, first he organises them, and then he allocates a sum of time to realise them according to what he judges necessary, it means according to his time perception.

Literature revealed two components of time perception: its orientation and its management. The temporal orientation is defined as someone's preference or predisposition to visualise one of the three temporal areas (past, present, future) when he makes a decision (Moinier, 1999; Poole, 2000). The management of time refers to “the attitude of every one toward time, the way everybody thinks of time and the impact of this perspective on their behaviour” (Pailler, 1997). Among the numerous ways to deal with and to perceive time, the anthropologist Hall (1983) brought out two opposite concepts,

called monochronism and polychronism, upon which our research is based. Briefly, we can remember that in a monochronic system, individuals prefer to commit themselves in one activity at the same time and that they are tied to programming activities. On the contrary, in a polychronic system, individuals enhance the value of committing themselves in many activities at the same time and they give greater importance to social relations rather than to the adherence to an established program.

Considering the case of salespeople and their manager, it means for example that a polychronic salesman is able to do many activities during a single segment of time, like receiving a client, answering the telephone and giving information to a colleague. The monochronic salesman is more prone to realise the same activities one after the other; for example, he would not answer the telephone when he is with a client. It partly explains why two professionals doing the same job do not achieve the same results, as they do not manage to do them in the same way. This temporal interpretation of activities forming a given role might explain the gaps observed, in particular, between the role assigned by management and the role actually performed by salespeople. In other words, it means first that monochronic and polychronic salespeople have a high propensity to not allocate time to the same tasks, and that second in the binomial manager-salesman they also risk to not conceive their respective role in the same way. Finally, what the superior wants is not interpreted in the right way by the salesman, whereas the expectations of the latter in terms of management might be translated back by the manager in other needs than those expected by the salesman.

In order to illustrate how salespeople's management of time can really influence their activity and the results they achieve, it seems convenient to present, in the next point, the foundations of the qualitative study that will be realised in the banking area, which is the starting point of a bigger research project on this subject.

THE MANAGEMENT OF TIME OF COMMERCIAL BANKERS

Banking and financial sector has undergone massive changes for the past two decades. The insertion of new actors in the market (insurance companies, direct selling, mass marketing, etc.), the exaggerated competition (reduction of offers) and the evolution of customers behaviour have had great consequences upon the strategy of banks. Sales team is in the centre of this new problematic and the job of commercial bankers has been redefined. As he represents the firm, the counsellor is in charge of initiating, developing and perpetuating the relation with clients. He actually is responsible for a client's portfolio and he must manage its financial situation. He can no longer content himself with being reactive; from now on, he must try to be proactive, that is to answer first to the expectations of his clients (Cledy, 2000). Thus, he has to make contact with them "at the right time", he has to propose them offers adapted to their situation, hence the strategic importance of his choice. The use of a diary, often an electronic calendar, is now recommended in the activity of salespeople. This tool gives the opportunity to answer to major objectives. For example, it helps the commercial bankers organising his time in order to optimise the commercial one.

The role of commercial bankers is becoming more and more structured, in order to permit the appropriateness among the different distribution channels, which are all in the service of clients. Parallel to the office, today there are a set of externalised distribution channels², which allow clients to realise simple operations that have no real added value for the bank.

Facing such a notable evolution of the profession, we wonder if all the present and future salespeople will be able to follow these changes. The introduction of a segmentation of salespeople based on their time management can particularly be relevant in this new context of work in a banking office. A monochronic individual is in the habit of structuring time; consequently, using a diary and respecting a program should be relatively easy for him. On the contrary, for a polychronic individual, this new

² These externalised distribution channels are, for example, ATM (Automatic Teller Machines), the Internet, call centres, mobile phones, etc.

situation may be uncomfortable, as he does not perceive the necessity of structuring his time. We make the supposition that these different ways to deal with time will have consequences on the results of these two types of salespeople. Forcing a polychronic salesman to use a diary should have contradictory effects than those expected; it would entail some losses of efficiency in the exercise of his role and it would conduct to deterioration in his commercial performance. The adjustment is only possible at the level of the office. We can imagine this situation: the team manager would identify the temporal profile of his colleagues; then he should be able to determine which ones need to be supervised or even trained to the use of time management tools. He could also take the temporal nature of each salesman into account when he fixes their objectives (of product sales, of programmed or spontaneous interviews realisation, etc.). Such a study can even be conducted for the manager. Anyway, considering the diversity of tasks he has to do, the unexpected prompting he has and his degree of responsibility, he is highly incited to adopt a polychronic management of his role.

All these reflections justify the elaboration of a research project, in order to establish their accuracy.

OUR RESEARCH PROJECT IN THE BANKING AREA

THE INTEREST OF SUCH A RESEARCH

The object of our research can be synthesised with these words: *Is time management of salespeople and managers an explicative factor for the gap observed between the role assigned by the firm and the role they take on?*

The problematic of time has been the subject of only few research works in organisational marketing. The major questions raised dealt with the way temporal aspects could be integrated into strategic choices (George and Jones, 2000; Mosakowski, 2000), with the effect of temporal perspective on work motivation (Seijts, 1998), or even with the influences of an individual management and perspective of time on his perception of terms. Considering time management, Bluedorn, Kaufman and Lane (1992) made an interesting contribution to the area of management. From studies conducted on the use of polychronic time, these researchers showed that, on a managerial plane, the distinction between the concepts of polychronism and monochronism has important implications upon behaviour and action at three levels.

First, at the level of personal management of time, asking a polychronic individual to focus his attention on a single activity is more difficult than it is for a monochronic individual. Consequently, these personal differences must be taken into account to manage people and to help them organise their time efficiently.

At the level of supervision and coordination, we wonder which the best combination is in a sales team, when there are monochronic and polychronic individuals, or even the best binomial to do between a salesman and his manager. For example, with the concept of “time urgency”, Waller and alii (2001) showed that inside a team, monochronic and polychronic individuals do not consider terms in the same way, so that it causes tensions, it perverts perceptions of the work capacity of colleagues, and other forms of dysfunction.

Finally, at the level of cultural diversity, it is necessary to understand temporal concepts like monochronic or polychronic orientation, as they are understood by differently cultural groups, in order to avoid misunderstandings and conflicts. Using monochronic or polychronic time is one of the major distinctive factors among cultures. If salespeople from diverse cultures and traditions understand these differences or even understand that they exist, then the conflicts linked to polychronicity and other temporal differences could be managed more efficiently by the manager.

We have seen that the problematic of role has even been the subject of diverse works, on the basis of Katz and Kahn’s role model, and that a form of duality of role perception appears between company managers, focused on the organisational structure functioning, and their employees, who try to satisfy their numerous expectations. Important role stress may result from such a situation. For a lot of

professionals, the exercise of their role in the firm is not as obvious as it seems to be. Between the standing arbitration among his aspirations and the constraints he meets, which priorities has to adopt a salaried employee in order to act? While a lot of people around them express expectations that are easily contradictory to their, individuals finally try to translate their role into behaviours and into activities that are compatible with their self perception of what must be a daily capable and efficient professional. Nevertheless, concerning managers or salespeople, we observe that the role they exercise takes more after a multitude of unexpected tasks, which follow one another often in emergency, than after a real anticipation of the role to be taken (Rizzo and alii, 1970; Churchill and alii, 1976; Teas, 1983; Mintzberg, 1984; Hales, 1986; Rich, 1997; Courpasson, 1998; Dumoulin, 1999; etc.).

To date, no previous research tried to integrate these two concepts of time and role, and to see how the attitude of salespeople or managers toward time influences their way of imagining and of playing their role. It is the study we propose to conduct, based on the sales human resources of banking networks.

THE RESEARCH METHODOLOGY

The work unit of our research is the bank office, which is the commercial team composed of the director, the commercial bankers and possibly other colleagues. On the one hand, the study should allow identifying and measuring the gaps that exist between the prescribed role, assigned by managers, and the role exercised by commercial bankers. We will carry out the same analysis with their managers. On the other hand, we aim at defining the temporal profile (i.e. monochronic vs. polychronic) of salespeople and of managers. Then, we should be able to bring out the more significant deviations of role, as the links they have with weakness in commercial performance. Thanks to the study, we will show to which extent temporal profile is an explanatory factor of such gaps in role and in performance. For example, is the distance of role higher when a manager and a salesman have different temporal profiles?

Two major measuring scales will be used in the research; the first one will evaluate the actors' time perception and the second will evaluate their perception of role. The scale of time perception is the aggregation of different items related to each dimension of the concept. The items are often stemming from studies conducted on one or more dimensions of time. In the research, we will use the "time styles" scale of Usunier and Valette-Florence (1991). Since the beginning, this tool has been developed in a transcultural perspective. It presents two major advantages in relation to other multidimensional scales, which make it interdisciplinary and give it a relatively good validity. First, the scale of Usunier and Valette-Florence emphasises the perception of temporal dimensions described at once by anthropologists and by psychologists in an experimental way (Kluckhohn and Strodtbeck, 1961; Calabresi and Cohen, 1968; Hall, 1961, 1971, 1983). Second, this measuring tool was constructed from many scales with different national origins (American, Australian, French, Brazilian, Swedish and Arab). In fact, the research was initiated from five major studies and a 180 items base. The scale of Usunier and Valette-Florence is now considered by a lot of authors like one of the most complete ones. It has been used many times (Djlassi and Urien, 2000; Durrande-Moreau, 1994; Valette-Florence, Usunier et Falcy, 1995), so that it relativizes one of its major limits stated by the authors themselves: the fact it lies on a single sample.

As we have not found an instrument adapted to our problematic and to the professions we study, the scale that will be used to measure salespeople role perceptions is based on that one we have developed in our previous works on sales managers' role. It makes an inventory of a selection of tasks considered to be essential for the exercise of this role, succeeding a detailed work of qualitative research. We are at the moment constructing the same type of instrument for commercial bankers, which constitute our major studied population.

In the first part of the study, focused on commercial bankers, we will initially interview a set of experts from many banks: salespeople, offices managers, sales directors, etc. Then, we will constitute a sample

of about 400 salespeople, divided up among the main existing banks. Thanks to this process, we will have a global perspective of the developed problematic and of the answers collected.

IMPLICATIONS OF THE RESEARCH FOR NETWORK BANKS

If the research we undertake establishes the existence of a link between managers and salespeople temporal profile and the gaps of role observed, it will have implications at two levels of the financial institution: at the level of the commercial team composition and at the level of management. The final objective of our research is to improve the constitution of successful teams in bank offices, because these ones are the main places for meeting clients. For example, if we observe that a monochronic manager works better with commercial bankers who have the same temporal profile, perhaps would it be a good idea to reorganise the offices commercial team according to this criteria. It would be all the easier since banks regularly organise a “rotation” of their salespeople.

For many reasons, in a rural zone for example, such a commercial reorganisation would be difficult to set. In this case, it will be advisable to act at the level of human management; for example, it could consist of constructing training programs intended for offices managers to help them manage monochronic and polychronic individuals. Moreover, management tools may be adapted, in order to take into account the colleague’s dominant style, in terms of time management and of commercial actions.

CONCLUSION

The traditional job of commercial bankers has drastically changed with the passing years, in particular because of the introduction of externalised channels in the banking distribution (ATM, call centres, the Internet, etc.). If the number of contacts between banks and clients has increased due to the use of these new technological possibilities, the number of contacts made in the office has decreased. Yet, the role of the office and of the commercial counsellor remains essential when it is to deal with complicated questions, like the subscription of a life assurance or of a loan. Experts announce that in next years we should witness a grouping of the different channels round the office activity; they will be complementary rather than a substitute for work done by counsellors. The office manager will have a position of conductor, repositioned in the centre of the relation with clients. Consequently, it is essential to improve the performance of sales teams. According to us, this implies the reduction of gaps that exist at the moment both in salespeople’ and managers’ roles. The research we are going to undertake in the banking area will not only bring to the fore such gaps, but also role stress and decreases in performance, resulting from that.

At this level, we postulate that taking into account time management of professionals from sales forces would allow handling this problem. Our more completed objective is to contribute constituting more successful sales teams in bank offices.

Graphs and Tables

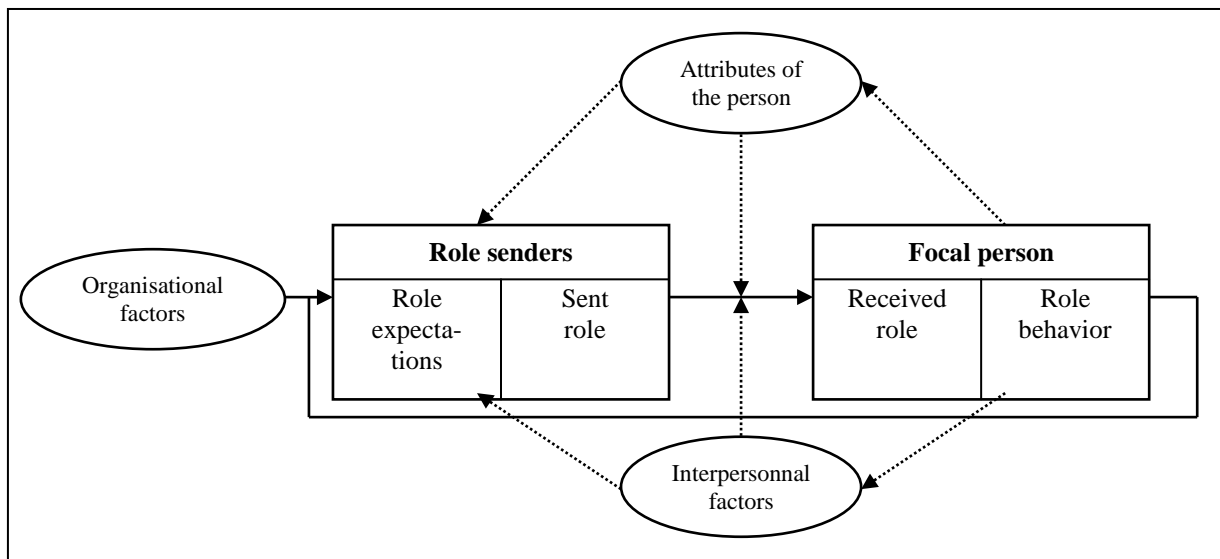


Figure 1: Theoretical model of factors involved in the taking of organizational roles (Katz D. and Kahn R.L., 1966, p. 187).

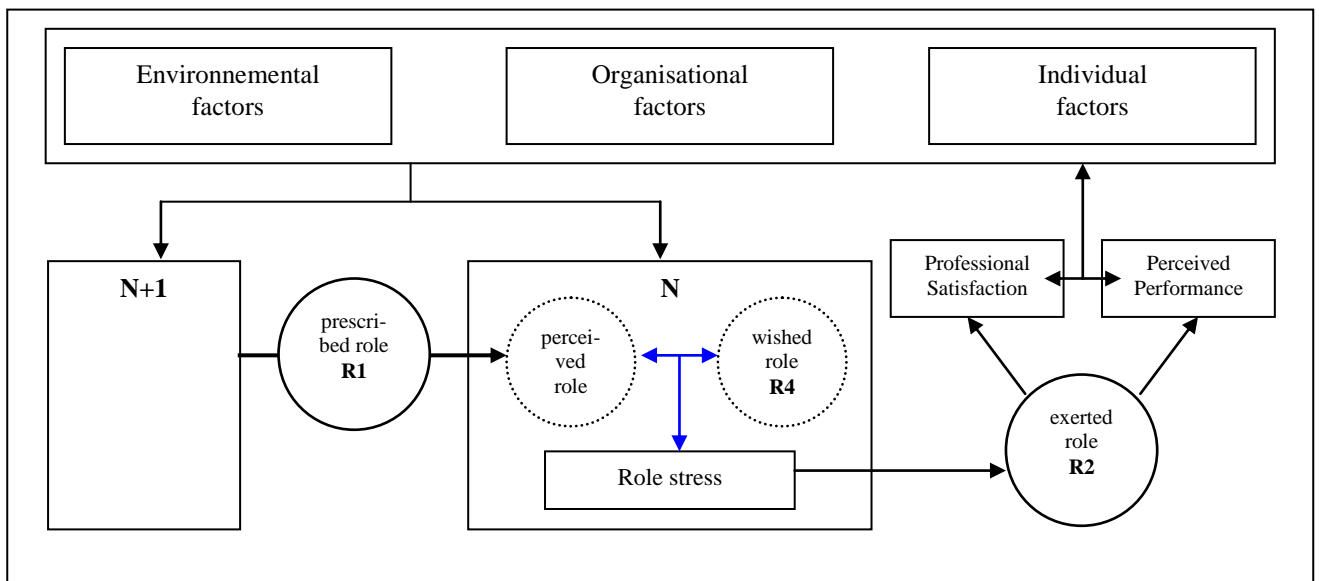


Figure 2: Perceptual role model (Brassier P., 2000).

<i>Priority tasks in ...³</i>	<i>The wished role</i>	<i>The prescribed role</i>	<i>The perceived role</i>	<i>The exerted role</i>
<i>L- showing the example</i>	79,2	72	74,4	70,4
<i>L- developing combativeness</i>	76,8	76		71,2
<i>L- leading team meetings</i>	74,4	70	74,4	71,2
<i>L- giving signs of recognition</i>	72,8	72	---	---
<i>L- training ones team</i>	---	78	---	---
<i>S- laying down sales objectives</i>	78,4	80	74,4	---
<i>S- organizing sales actions</i>	75,2	74	---	---
<i>S- coming along at client's appointments</i>	75,2	---	71,2	---
<i>A- negotiating with the hierarchy</i>	73,6	---	---	---
<i>A- giving instructions</i>	76	72	75,2	72
<i>A- managing salaries</i>	71,2	---	---	---
<i>Su- evaluating the potential</i>	72,8	70	---	---
<i>Su- supervising the objectives</i>	72,8	78	77,6	72
<i>Su- evaluating the behaviours</i>	72,8	76	---	---
<i>Su- analyzing ones sector</i>	70,4	---	---	---
<i>Number of priority tasks</i>	14	11	6	5
<i>Average score of the role</i>	67,8	62,2	61,4	58,2

Table 1: Priority tasks in the four representations of the role of sales manager.

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³ Each task is classified according to its hierarchy of priority, measured by its average score compared with a base 100. The closer the note is to 100, the more the task is important. They are also classified in four management functions, Leadership (L), Sales (S), Administration (A) and Supervision (Su).

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