

(Mis) Managing New Salesperson Performance Failure

Hypotheses:

H1: There is a positive relationship between cumulative failure and sales oriented behavior.

H2: Transformational leadership behaviors will attenuate the relationship between cumulative failure and sales oriented behavior.

Summary of Results

H1: Supported (Fig. 1).

H2: Partially Supported (Fig. 2).

Transformational Leadership helps initially, but makes the failure-sales oriented behavior relationship worse in the long run.

Findings of Interest

A common approach that managers use intending to fix the effects of performance failure actually makes things worse in the long run.

Fig. 1

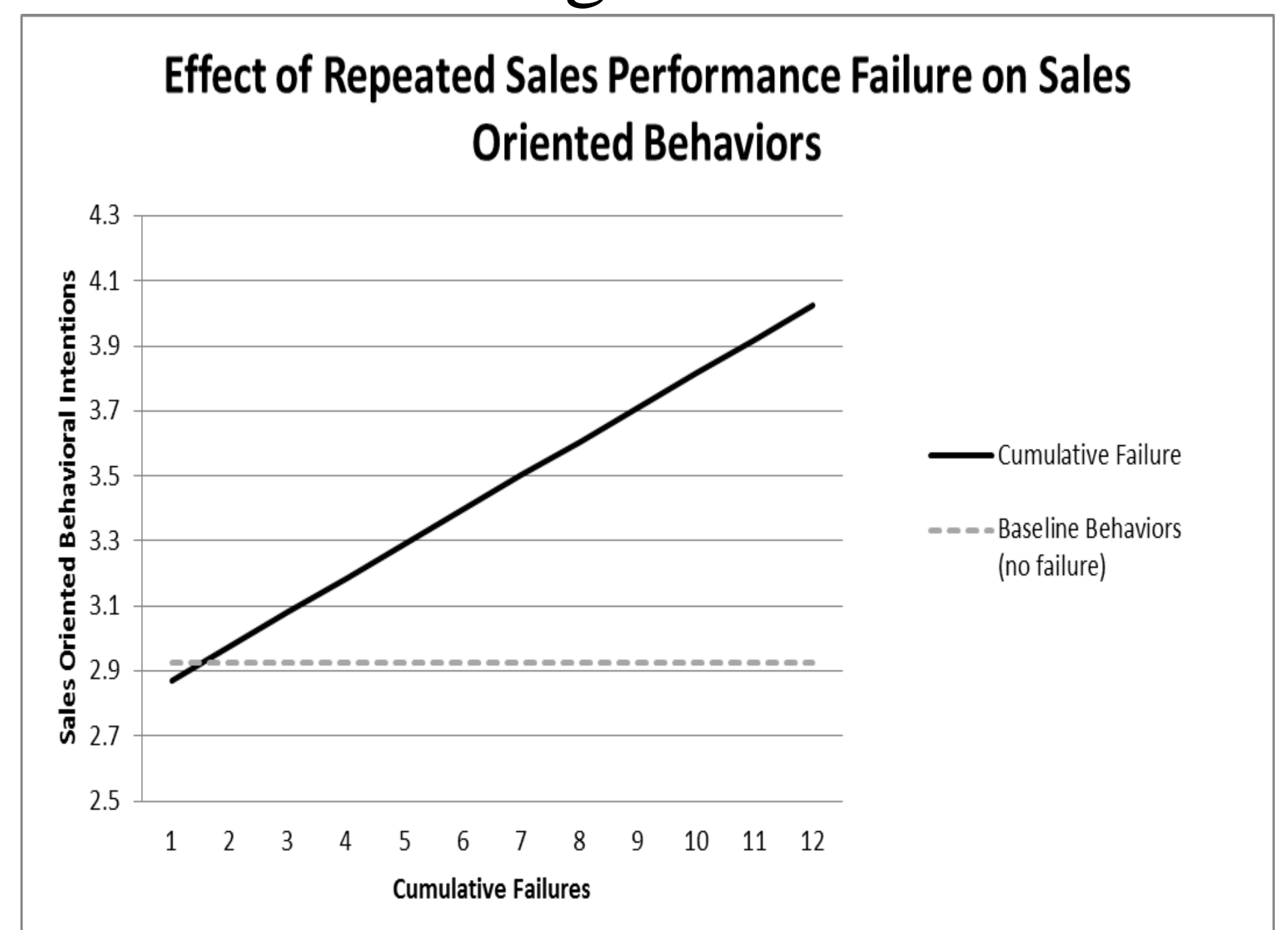
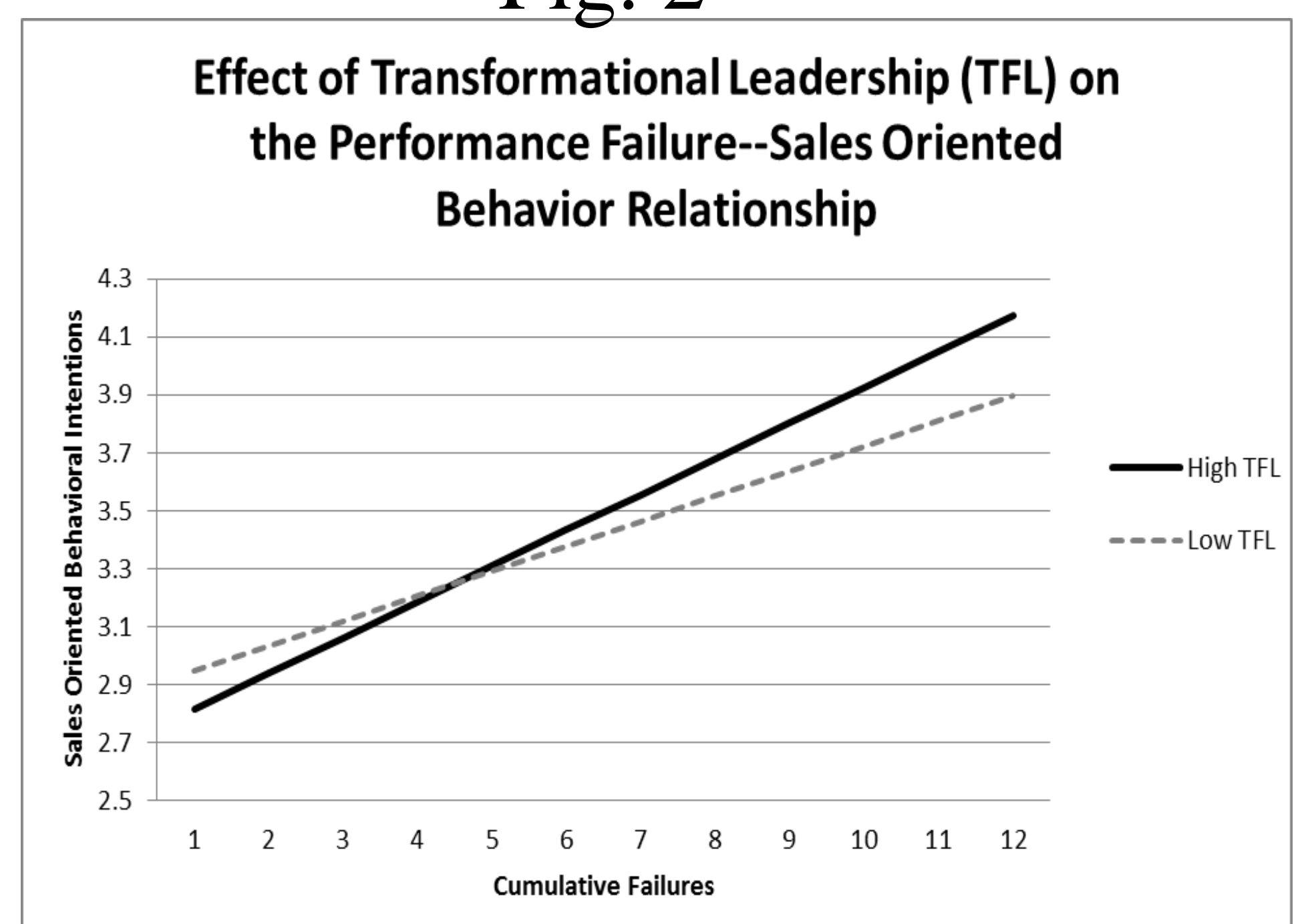


Fig. 2



Next Steps

Tests are underway to examine the role of failure attributions (internal/external and stable/unstable) in mediating these effects.

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