

The impact of salesperson's ambidexterity and career stage: a quantitative study

MARTA GIOVANNETTI* ELENA CEDROLA •

Objectives. *To meet the growing challenges of today's hypercompetitive marketplace, organizations are trying to focus on highly critical and value adding types of sales and experimenting with new paradigms, to improve the effectiveness of the B2B sales force (Sharma and Sheth, 2010; Cuevas 2018). As changes in the context are challenging existing sales force models, organizations are looking for new ways to optimally manage their resources and achieve multiple goals (Yu et al. 2013; Rapp et al. 2017; Sleep et al. 2020). The research in recent years has highlighted various ways of optimizing resources in salesforce management and suggested various ways of focusing on objectives and incentives at the salesperson level.*

In recent years, the paradigm of Sales Ambidexterity has emerged, as the effort to pursue apparently irreconcilable results and objectives, which even seems to increase sales performance (Yu et al., 2013; Vieira et al., 2019).

The Sales Ambidexterity domain has been researched and developed at individual level aside the salesperson's personal orientations literature, which represent a rich and relevant research domain, as the boundary spanning role of the salesperson makes it relevant to consider their orientations and psychologic disposition towards work and personal goals. In fact, extant research has investigated for decades the various nuances of the individual orientations of the salesperson, linking them to the company vision but also on an individual level to the outcome variables (Saxe and Weitz 1982; Sujan et al. 1994; Kohli et al. 1998; Harris et al. 2005). Another relevant aspect on the sales literature related to the individual salesperson orientations is the one on the personal disposition and attitude across the salesperson's career (Pappas and Flaherty 2006; Khusainova et al. 2018), since it is known to have an impact on the salesperson's performance and job satisfaction.

In particular for boundary spanning roles such as sales, personal orientations and goals are not only relevant in an instant perspective: the combinations of attitudes, orientations, aspirations and priorities in career evolution, was observed and developed by the Career Stage framework (Cron et al., 1988). The various career stages have been used to understand the salespeople evolution and progress in their careers as their attitudes and behaviors change (Flaherty and Pappas 2002), also trying to describe the relation with performance, commitment, and turnover intentions, better than age and job tenure.

This work intends to deepen an aspect of great interest in the BtoB literature of recent years: the salesperson's ambidexterity. Starting from the definition of Sales Ambidexterity as the ability to pursue multiple goals simultaneously, as customer acquisition and retention, or hunting and farming (De Carlo and Lam 2016), we propose to observe this salesperson's orientation and behavior across the salesperson's career.

Assuming that the personal evolution and life cycle has an important effect on the aspirations, priorities and effectiveness of sales professionals, we propose the Career stage (Cron 1988) perspective as a pivotal dimension to assess the changes in the personal disposition of the salesperson and the impact on sales outcomes and job satisfaction.

Methodology. *The designed theoretical model was developed according to the Sales Ambidexterity previous research, including already established measures for the dimensions under investigation, among which the hypothesized relationships were built according to the literature and tested through a quantitative survey.*

In particular, Sales Ambidexterity, was operationalised as a composition of hunting and farming (De Carlo and Lam 2016; Lam et al. 2019; Vieira et al. 2019), taking the Acquisition orientation and Retention orientation from Lam et al. (2019). This concept of ambidexterity was born and tested within the salesperson individual orientation literature and therefore has been flanked by various concepts and constructs pertaining this domain. Therefore, to study the antecedents' side, this work focuses on unexplored dimensions of salesperson's orientation on goal orientation, which is a novelty in this Sales Ambidexterity stream (Jasmand et al. 2012). In particular, the goal orientation measures taken from Silver et al. (2006) considers learning orientation (LO), performance approach orientation (PAP) and purposes the concept of performance avoidance orientation (PAV), as the focus on avoiding performing poorly and on being evaluated negatively. Customer orientation (CO) (Johnson and Friend 2014) was also included to complete the set of orientations and following the literature on ambidexterity (Jasmand et al. 2012; Vieira et al. 2019).

* Research Fellow in Marketing and Sales - University of Macerata, Macerata
e-mail: marta.giovannetti@unimc.it

• Professor in Marketing - University of Macerata, Macerata
e-mail: elena.cedrola@unimc.it

On the outcome side, the self-reported sales performance measurement (Homburg et al. 2011) was included. However, since the performance itself does not provide details on the composition of the customer portfolio and on the effectiveness towards the acquisition and retention of customers through the attitudes and actions of the salespeople, measures of effectiveness of the acquisition and retention of customers were inserted to provide deeper insights on the side of ambidexterity outcomes, trying to enrich the discussion and the implications. Particularly, Customer acquisition effectiveness (CAE) was adapted from Jolson (1997) and Customer retention effectiveness (CRE) was adapted from Crosby et al. (1990). An important aspect to include according to the career stage literature was job satisfaction (JS), which was included from Guenzi et al. (2019).

Finally, the inclusion of Career Stage (CS) measure was pursued by including some more recent and parsimonious measures of the original Cron (1988) scale, following the Career Stage from Perrone (2003). All the measure scales with sources, anchors and loadings are available in the appendix.

The data was collected with e-mail survey on a sample of Italian BtoB salespeople (N = 199) in May-June 2020, through the contact list of a large Italian sales trade association.

The gender the distribution within the samples is M=96% F=4%, while the average age of 56. The sample includes salespeople and sales professionals of fairly high age and experience. It is particularly important to consider age and experience, as before the development of the Career Stage paradigm were the most used variables to describe the expectations and priorities of individuals. Subsequent analyses will clarify the link between personal variables on orientations, behaviors and the link with outcome measures through the Career Stages.

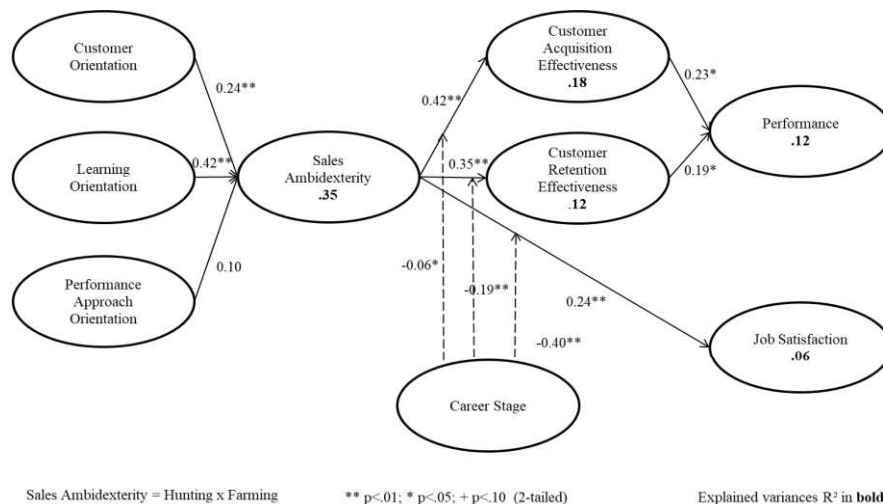
The quantitative analysis allowed assessing the measurement model and the structural model through Partial Least Squares (PLS) SEM, which is particularly indicated for estimating complex models in medium sized samples. The measures respected all the psychometric properties required by the PLS SEM approach (Chin et al. 2012; Hair et al. 2012; Hair et al. 2017) as summarised in Table 1. The Sales Ambidexterity construct was treated with a two-step approach as recommended by previous research (Panagopoulos et al. 2020), while Career Stage was operationalized as a moderator of the relationship between Sales Ambidexterity and the effectiveness variables that mediate the relationship with performance and job satisfaction.

Tab. 1: Measurement model assesment criteria

	1	2	3	4	5	6	7	8	9	10
1. CUSTOMER ORIENTATION	0.83									
2. LEARNING ORIENTATION	0.41	0.78								
3. PERFORMANCE APPROACH ORIENTATION	0.17	0.32	0.92							
4. ACQUISITION ORIENTATION	0.35	0.50	0.22	0.85						
5. RETENTION ORIENTATION	0.30	0.29	0.26	0.16	0.89					
6. CUSTOMER ACQUISITION EFFICACY	0.26	0.22	0.15	0.45	0.03	0.89				
7. CUSTOMER RETENTION EFFICACY	0.37	0.26	0.07	0.29	0.24	0.45	0.83			
8. JOB SATISFACTION	0.31	0.25	0.13	0.27	0.17	0.38	0.40	0.83		
9. PERFORMANCE	0.17	0.32	0.92	0.22	0.26	0.15	0.07	0.13	0.00	
10. CAREER STAGE	0.11	0.17	0.15	0.32	0.12	0.18	0.08	-0.09	0.00	0.70
Cronbach's Alpha	0.77	0.68	0.91	0.80	0.87	0.87	0.79	0.90	0.9	0.92
Composite Reliability	0.87	0.82	0.95	0.88	0.92	0.92	0.87	0.92	0.94	0.92
AVE	0.69	0.60	0.85	0.71	0.80	0.79	0.70	0.70	0.83	0.49

Source: own elaborations

Fig. 1: Theoretical model and results



Source: own elaborations

Tab. 2: Summary of hypotheses and results

Hypotheses	Support
<i>H1a there is a positive link between customer orientation and ambidexterity</i>	Supported
<i>H1b there is a positive link between goal orientations and ambidexterity</i>	Partially Supported
<i>H2a there is a positive link between ambidexterity and performance</i>	Not supported
<i>H2b there is a positive link between ambidexterity and job satisfaction</i>	Supported
<i>H3a CAE mediates the relation with ambidexterity and performance</i>	Supported
<i>H3b CRE mediates the relation with ambidexterity and performance</i>	Supported
<i>H4 career stage moderates the relationship between ambidexterity and outcomes</i>	Supported

Source: own elaborations

Findings. The results of the SEM and Bootstrapping analysis (N=5000) on the relevance and validity of the relationships among the investigated dimensions (figure 1), are summarized in table 2. We found support for the hypotheses of a positive influence of customer orientation on Sales Ambidexterity (0.24)(H1a), while the goal orientation hypothesis found only partial support (H1b). Particularly, LO has a positive and significant link with ambidexterity (0.42), while PAP does not show any significant relationship with ambidexterity, also confirmed in the bootstrapping analysis, while PAV was dropped as it did not respect the psychometric properties required for the measurement model. Thus, on the antecedents' side, customer orientation and learning orientation have a positive influence on Sales Ambidexterity, given that both emphasize farming and hunting respectively. Performance approach orientation did not show to be relevant and significant.

On the outcomes' side, the results of the analysis support the hypothesis of a mediated relationship between ambidexterity and performance (H2a - not supported), which leaves room for subsequent hypotheses on mediation by CAE (0.42) and CRE (0.38). In addition, the relationship between ambidexterity and job satisfaction is positive (0.241) and significant ($T=2.85$ $p=0.004$) (H3a, H3b). Ambidexterity does not seem to have a direct relationship with performance, but rather mediated one, by the effectiveness in acquiring and retaining customers. Hunting is the strongest component, probably given by a slight prevalence of customer acquisition activities, which for years have been the main measure of sales evaluation and consequently an element of reinforcement and specialization of salespeople.

Respondents show high job satisfaction linked to ambidexterity, supporting H2b, especially driven by hunting, traditionally considered essential in obtaining performance results and gratifying. Moreover, according to the goal orientation, the objective achievement through challenging and complex tasks can lead to further appreciation, as the transformation of these results into customer satisfaction and loyalty make the results sustainable in the long term.

In short, the sales performance provided by sales ambidexterity furtherly strengthens job satisfaction.

As regards moderation, it was hypothesized (H4) that Career Stage (CS) could play a role in defining the relationship between ambidexterity and performance and job satisfaction outputs. The relationship with the efficacy variables, CAE and CRE, and JSAT were then subjected to moderation by CS and all three moderations were found to be significant ($T = 2.53$ $p = 0.025$; $T = 2.42$ $p = 0.016$; $T = 2.48$ $p = 0.013$), supporting the moderation effect hypothesis.

Indeed, the Career Stage has a moderating impact on the outcomes, in particular in the relationships between Sales Ambidexterity and its outcomes, confirming that the attitudes, priorities, motivations and concerns of individuals in their career have an impact in this particular sets of relations. Therefore, the Career Stage dimension must be taken into consideration when reflecting or planning salesforce training and incentive operations aiming at Sales Ambidexterity.

In sum, the results show the importance of customer orientation and learning orientation in influencing the various aspects of ambidexterity, describe the relationship with performance through the mediation of customer acquisition and retention efficacy, and the Career Stage moderation. Findings confirm that the attitudes, priorities, motivations and concerns of individuals in their career have an impact on salespeople's outcomes.

Research limits. The limitations of this study might include the choice of a series of antecedent and outcome variables, all linked to the individual domain of the salesperson, filling gaps existing in the ambidexterity literature while remaining in the individual domain. Further studies could investigate the effect the organizational support and sales management actions on the salesperson. In addition, the estimation of such a complex and orthogonal dimension as the Sales Ambidexterity leads to a relatively limited predictive capacity of the general model.

In general, it should be recognized that performance resides on many variables including the way the salesperson approaches their time allocation, which however could be flanked by further individual and organizational variables in future studies, to improve the predictive capacity of the model in accordance with Hair et al (2011).

Finally, the sample only includes Italian BtoB salespeople and sales agents. Although the sample is quite broad and diversified at the level of industries, ages and roles, it includes a majority of sales agents, who in fact represent a relatively peculiar type of sales role. Hence, future studies may target the sales staff of large organizations for an additional level of generalization.

Practical implications. *Based on the results of the study, salespeople orientations and Career stage should indeed be taken into consideration when reflecting or planning salesforce training and incentive initiatives aiming at Sales Ambidexterity.*

In today's context in which salespeople are required to have increasingly superior skills in consultative selling and strategic management of customer relations, without ever ceasing to play their role as business developer, Sales Ambidexterity could be an enlightening paradigm for the management of salesforce, provided that there is adequate clarity in the assignment of roles and tasks to salespeople, also supported by adequate training and incentives.

Furthermore, given the known importance of training and motivating the salesforce when a change in objectives and activities is introduced, the dimension of the Career Stage must also be taken into account. In companies, not only the difference in terms of age and experience of salesforce must be clarified, but also the psychological and motivational disposition of individuals based on their personal evolution must also be seriously considered. The results of this study confirm that in fact the activities carried out by salespeople in their daily lives and also their ability to produce sales results with new or already acquired customers is also linked to their Career Stage. Therefore, particular attention is paid to the diversification aspect of the proposed training, to allow salespeople obtaining better results for themselves and in general for their organizations, which through a correct implementation of ambidexterity can obtain better and stable results over time.

Originality of the study. *The theme of the salesperson's ambidexterity, a vital issue in defining the seller's behavior and performance, has never been studied together with career development, career concerns and orientation patterns. This paper tries to fill this gap, investigating the salesperson's orientation, ambidexterity and performance, from a Career Stage perspective. This work aims to build on the literature and on previous quantitative research, to test and describe the relationships, interaction and impact of salespeople's orientations and Ambidexterity across Career Stages, on the main sales outcomes (Performance and Job Satisfaction), with added the effect of Customer Acquisition and Retention Effectiveness.*

Indeed, support was found for the Career Stage having an effect on the salesperson effectiveness related to the Sales Ambidexterity type of orientations, as well as in relation with own job (Cron et al. 1988).

Key words: *sales; selling; salesperson; ambidexterity; career stage; sales performance*

References

- CHIN W.W. (2010), "How to write up and report PLS analyses". In *Handbook of partial least squares*, Springer, Berlin, Heidelberg, 655-690.
- CRON W.L., DUBINSKY A.J., MICHAELS R.E. (1988), "The influence of career stages on components of salesperson motivation", *Journal of Marketing*, vol. 52, n. 1, pp. 78-92.
- CROSBY L.A., EVANS K.R., COWLES D. (1990), "Relationship quality in services selling: an interpersonal influence perspective", *Journal of Marketing*, vol. 54, n. 3, pp. 68-81.
- CUEVAS M.J. (2018), "The transformation of professional selling: Implications for leading the modern sales organization", *Industrial Marketing Management*, n. 69, pp. 198-208.
- DECARLO T.E., LAM S.K. (2016), "Identifying effective hunters and farmers in the salesforce: a dispositional-situational framework", *Journal of the Academy of Marketing Science*, vol. 44, n. 4, pp. 415-439.
- FLAHERTY K.E., PAPPAS J.M. (2002), "Using career stage theory to predict turnover intentions among salespeople", *Journal of Marketing Theory and Practice*, vol. 10, n. 3, pp. 48-57.
- FLAHERTY K.E., PAPPAS J.M. (2002a), "The influence of career stage on job attitudes: Toward a contingency perspective", *Journal of Personal Selling & Sales Management*, vol. 22, n. 3, pp. 135-143.
- FLAHERTY K.E., PAPPAS J.M. (2002b), "Using career stage theory to predict turnover intentions among salespeople" *Journal of Marketing Theory and Practice*, vol. 10, n. 3, pp. 48-57.
- GUENZI P., RANGARAJAN D., CHAKER N.N., SAJTOS L. (2019), "It is all in good humor? Examining the impact of salesperson evaluations of leader humor on salesperson job satisfaction and job stress". *Journal of Personal Selling & Sales Management*, vol. 39, n. 4, pp. 352-369.
- HAIR JR J.F., SARSTEDT M., RINGLE C.M., GUDERGAN S.P. (2017), "Advanced issues in partial least squares structural equation modeling". Sage publications.
- HAIR J.F., RINGLE C.M., SARSTEDT M. (2011), "PLS-SEM: Indeed a silver bullet", *Journal of Marketing theory and Practice*, vol. 19, n. 2, pp. 139-152.
- HAIR J.F., SARSTEDT M., PIEPER T.M., RINGLE C.M. (2012), "The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications", *Long range planning*, vol. 45, n. 5-6, pp. 320-340.
- HARRIS E.G., MOWEN J.C., BROWN T.J. (2005), "Re-examining salesperson goal orientations: personality influences, customer orientation, and work satisfaction", *Journal of the Academy of Marketing Sciences*, n. 33, pp. 19-35.
- HUGHES D.E., OGILVIE J.L. (2020), "When Sales Becomes Service: The Evolution of the Professional Selling Role and an Organic Model of Frontline Ambidexterity", *Journal of Service Research*, vol. 23, n. 1, pp. 22-32.
- JASMAND C., BLAZEVIC V., DE RUYTER K. (2012), "Generating sales while providing service: A study of customer service representatives' ambidextrous behavior", *Journal of Marketing*, vol. 76, n. 1, pp. 20-37.
- JOLSON M.A. (1997), "Broadening the scope of relationship selling", *Journal of Personal Selling & Sales Management*, vol. 17(4), pp. 75-88.

KHUSAINOVA R., DE JONG A., LEE N., MARSHALL G.W., RUDD J.M. (2018), “(Re) defining salesperson motivation: current status, main challenges, and research directions”, *Journal of Personal Selling & Sales Management*, vol. 38, n. 1, pp. 2-29.

KOHLI A.K., SHERVANI T.A., CHALLAGALLA G.N. (1998), “Learning and performance orientation of salespeople: the role of supervisors”, *Journal of Marketing Research*, n. 35, pp. 263-274.

LAM S.K., DECARLO T.E., SHARMA A. (2019), “Salesperson ambidexterity in customer engagement: do customer base characteristics matter?”, *Journal of the Academy of Marketing Science*, pp. 1-22.

PANAGOPOULOS N.G., RAPP A., PIMENTEL M.A. (2020), “Firm Actions to Develop an Ambidextrous Sales Force”, *Journal of Service Research*, vol. 23, n. 1, pp. 87-104.

PAPPAS J.M., FLAHERTY K.E. (2006), “The moderating role of individual-difference variables in compensation research”, *Journal of Managerial Psychology*, vol. 21, n. 1, pp. 19-35.

RANGARAJAN D., SHARMA A., PAESBRUGGHE B., BOUTE R. (2018), “Aligning sales and operations management: an agenda for inquiry”, *Journal of Personal Selling & Sales Management*, vol. 38, n. 2, pp. 220-240.

RAPP A.A., BACHRACH D.G., FLAHERTY K.E., HUGHES D.E., SHARMA A., VOORHEES C.M. (2017), “The Role of the Sales-Service Interface and Ambidexterity in the Evolving Organization: A Multilevel Research Agenda”, *Journal of Service Research*, vol. 20, n. 1, pp. 59-75.

SAXE R., WEITZ B.A. (1982), “The SOCO scale: A measure of the customer orientation of salespeople”, *Journal of marketing research*, vol. 19, n. 3, pp. 343-351.

SHARMA A., SHETH J.N. (2010), “A framework of technology mediation in consumer selling: implications for firms and sales management”, *Journal of Personal Selling & Sales Management*, vol. 30, n. 2, pp. 121-129.

SILVER L.S., DWYER S., ALFORD B. (2006), “Learning and performance goal orientation of salespeople revisited: The role of performance-approach and performance-avoidance orientations”, *Journal of Personal Selling & Sales Management*, vol. 26, n. 1, pp. 27-38.

SLEEP S., DIXON A.L., DECARLO T., LAM S.K. (2020), “The business-to-business inside sales force: roles, configurations and research agenda”, *European Journal of Marketing*.

SUJAN H., WEITZ B.A., KUMAR N. (1994), “Learning orientation, working smart, and effective selling”, *Journal of Marketing*, n. 58, pp. 39-52.

TERHO H., EGGERT A., HAAS A., ULAGA W. (2015), “How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling”, *Industrial Marketing Management*, n. 45, pp. 12-21.

VIEIRA V.A., DA SILVA FAIA V., BOLES J., MARIOTI B.R., PEREIRA R.C. (2019), “The role of self-regulatory mode on acquisition-retention ambidexterity”, *Journal of Business & Industrial Marketing*.

YU T., PATTERSON P.G., DE RUYTER K. (2013), “Achieving Service-Sales Ambidexterity”, *Journal of Service Research*, vol. 16, n. 1, pp. 52-66.

Appendix

Construct Name, Source and Anchor		ITEMS	LOADINGS
Salesperson Learning Goal Orientation (Silver et al. 2006) 7-point scale, “1=strongly disagree and 7=strongly agree”	LO1	It is worth spending a lot of time learning new approaches for dealing with customers.	0.77
	LO3	It is important for me to learn from each selling experience I have.	0.79
	LO4	Learning how to be a better salesperson is of fundamental importance to me.	0.77
Performance-Approach Items (Silver et al. 2006) 7-point scale, “1=strongly disagree and 7=strongly agree”	PAP01	I am motivated by the thought of outperforming my peers in my firm.	0.90
	PAP03	I am striving to demonstrate my ability relative to other salespeople in my firm.	0.95
	PAP04	It is important to me to do well compared to others in my firm.	0.94
Customer orientation Johnson & Friend (2014) based on Plouffe et al. (2009) 7-point scale, “1=strongly disagree and 7=strongly agree”		Please indicate the extent to which you agree or disagree with the following statements:	
	CO1	A good employee has to have the customer’s best interest in mind.	0.71
	CO3	I offer the product/service that is best suited to the customer’s problem.	1.85
	CO4	I try to find out what kind of products/services will be most helpful to a customer.	0.91
Acquisition orientation (Lam de Carlo and Sharma, 2019) 7-point scale, “1=does not describe me at all and 7=describes me very well”	AO2	I am at my best when I engage a new prospect that I have never met before.	0.84
	AO3	I prefer to spend the majority of my day prospecting and closing new accounts.	0.83
	AO4	The most enjoyable part of the job is selling to new accounts.	0.87
Retention orientation (Lam de Carlo and Sharma, 2019) 7-point scale, “1=does not describe me at all and 7=describes me very well”	RO1	Spending time working with current customers is the most enjoyable part of the job.	0.91
	RO3	The most gratifying is working with an established customer.	0.90
	RO4	Of all my responsibilities, I most enjoy using my skills to maintain and grow existing accounts.	0.87
Performance Homburg, Müller & Klarman (2011) 7-point scale, “1=strongly disagree and 7=strongly agree”		How do you evaluate your sales performance in comparison with your colleagues, based ...	
	PERF1	on the achieved sales in the last 12 months?	0.91
	PERF2	on the achieved orders in the last 12 months?	0.85
Salesperson’s evaluations of his or her job satisfaction (Guenzi et al. 2019) 5-point scale, “1=Completely		Please indicate the extent to which you agree or disagree with the following statements:	
	JSAT1	1. your work is very satisfying.	0.79
	JSAT2	2. you feel that you are really doing something worthwhile in your job.	0.85

Disagree and 5=Completely Agree”	JSAT3	3. your work is challenging.	0.84
	JSAT4	4.your work is very interesting.	0.88
	JSAT5	5.your work gives you a sense of accomplishment.	0.81
		To what extent do you agree on following statements about relating to customers? -I'm very capable to:	
Customer acquisition effectiveness- adapted from Jolson (2017) 7-point scale, “1=strongly disagree and 7=strongly agree”	CAE1	1. Find new prospects.	0.87
	CAE4	4. Probe for the needs of potential new customers.	0.90
	CAE5	5. Make sales presentations to potential new customers.	0.89
Customer retention effectiveness (adapted from Crosby et al. 2017) 7-point scale, “1=strongly disagree and 7=strongly agree”	CRE2	2. Contact my customers to better serve their needs.	0.86
	CRE3	3. Provide information customers request in a timely manner.	0.78
	CRE4	4. Explain to my customers why it is a good idea to keep the current contract in force.	0.86
		Please indicate the level of concern you currently have for each of the tasks listed below:	
CAREER STAGE ACCI short (Perrone et al. 2003) 5-point scale, “1=no concern and 5=great concern”	CS1	1. Finding the line of work that I am very best suited for.	0.67
	CS2	2. Finding a line of work that interest me.	0.71
	CS3	3. Getting started in my chosen career field.	0.73
	CS5	5. Becoming especially knowledgeable or skillful at work.	0.75
	CS6	6. Planning how to get ahead in my established field of work.	0.73
	CS7	7. Keeping the respect of people in my field.	0.75
	CS8	8. Attending meetings and seminars on new methods.	0.86
	CS9	9. Identifying new problems to work on.	0.87
	CS10	10. Developing easier ways of doing my work.	0.77
	CS12	12. Having a good place to live in retirement.	0.45