

Agenda

- The #1 reason you can't find good people
- The importance of hiring A players
- Two things you must know about A players
- Why sales managers tend to make lousy interviewers
- Quit making this deadly hiring mistake
- The 3 components of a well-rounded hiring decision
- The question to ask the candidate before he or she sits down
- The #1 mistake sales managers make when reading resumes
- Breaking down the hiring process into 7 repeatable steps
- Why you must ask these two embarrassing interview questions
- Getting referrals to give you a referral

To manage productively, you must hire effectively. Have you ever hired somebody who performed better on the interview than they did on the job? Have you ever found out something disqualifying about the new hire you WISH you had uncovered during the hiring process?

The #1 reason you can't find good people: Your dominant discourse. "Discourse is the way of _____ and _____ about a topic that is prevalent in society. It is the _____ we interpret our lives through. It is the _____ of our thinking. It can become so engrained within a society that we think, 'That's just the way it is.' It guides actions, thoughts and beliefs."



A paradigm is a way of looking at something. Maybe you've said or heard some of these things . . .

The Sales Management Trap

1	2	3	4
<p>Non-Management Duties</p> <ul style="list-style-type: none"> <input type="radio"/> Maintain status as top biller <input type="radio"/> Handle own account list <input type="radio"/> Handle regional accounts <input type="radio"/> Handle national accounts 	<p>Other Management Tasks</p> <ul style="list-style-type: none"> <input type="radio"/> Sales support <input type="radio"/> Account list mgt <input type="radio"/> Monitor sales <input type="radio"/> Conduct sales mtgs <input type="radio"/> Firefighting <input type="radio"/> Handle complaints <input type="radio"/> Communicate w/mgt <input type="radio"/> Sales force compensation <input type="radio"/> Inventory mgt 	<p>Human Resource Development</p> <ul style="list-style-type: none"> <input type="radio"/> Staffing <input type="radio"/> Training <input type="radio"/> Coaching/counseling <input type="radio"/> Developing salespeople <input type="radio"/> Motivation <input type="radio"/> Communicate <input type="radio"/> Mentoring <input type="radio"/> Recruiting 	<p>Strategic Market Planning</p> <ul style="list-style-type: none"> <input type="radio"/> Strategic planning <input type="radio"/> Market analysis <input type="radio"/> Customer analysis <input type="radio"/> Competitive analysis <input type="radio"/> Cost analysis <input type="radio"/> Profit management <input type="radio"/> Forecast sales <input type="radio"/> Prepare budget <input type="radio"/> Set objectives

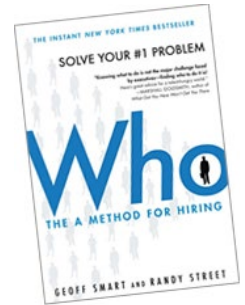
Scarce Talent: Finding and Hiring the Best Salespeople

Important idea: Quit thinking in and speaking in terms of “_____.” Start selecting for talent instead of settling on someone to cover a list. The ability to _____ a _____ is an inadequate predictor of sales success.

The importance of hiring A Players: “One A player will replace ___ to ___ players.”

“85% of people are doing what they need to do to get by. They are on task 40% or less of their work week. Hiring is the same as _____ . Elevate the importance of hiring.” (Starling)

In any population only 10% are A Players. “Think of an A Player as the right superstar, a talented person who can do the job you need done, while fitting in with the culture of your company. We define an A player this way: a candidate who has at least a _____ percent chance of achieving a set of outcomes only the top 10 percent of possible candidates could achieve.” (Smart and Street)



Two things you need to know about A Players

1. They are never unemployed
2. They know they are A Players

The #1 quality to hire for is _____. (Starling)

- When was the last time you tried a new idea to improve your work?
- What was it?
- What happened?
- How did it work?

Why sales managers tend to make lousy interviewers: The major _____ with most employment interviews is _____ of _____.

Rule #1: Ask the same _____ in the same _____ to each candidate you interview.

Your attitude should be as follows: This is not a _____ for the candidate. It is _____ for you.



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Quit making this hiring mistake: Hiring based on _____. Neither _____ nor _____ is a competency.

Two key success ingredients:

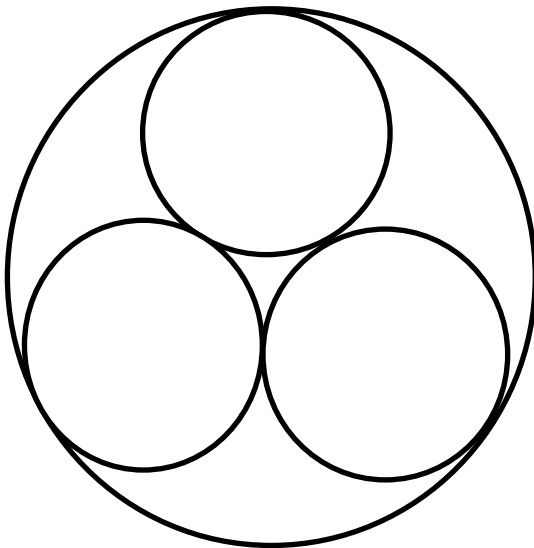
1. Know how (Describe your sales process to me?)
2. _____, the ability to _____ what you know.

Hire for _____. Train for _____. Traits can be defined as habitual patterns of behavior, thought and emotion.

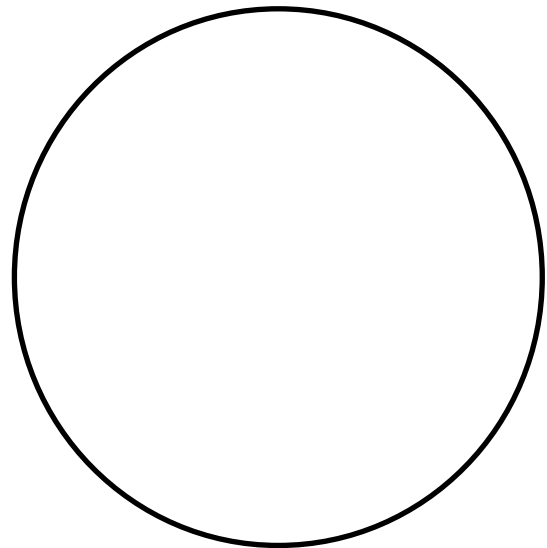
- | | |
|--|---|
| <input type="checkbox"/> Initiative | <input type="checkbox"/> Quick learner |
| <input type="checkbox"/> Resourcefulness | <input type="checkbox"/> Written communication skills |
| <input type="checkbox"/> Self-starter | <input type="checkbox"/> Achievement history |
| <input type="checkbox"/> Problem solver | <input type="checkbox"/> Creativity |
| <input type="checkbox"/> Charisma | <input type="checkbox"/> Risk taker |
| <input type="checkbox"/> Motivation | <input type="checkbox"/> Assertive |
| <input type="checkbox"/> Decisiveness | <input type="checkbox"/> Hard working |
| <input type="checkbox"/> High energy | <input type="checkbox"/> Good listener |
| <input type="checkbox"/> Integrity | <input type="checkbox"/> Curiosity |
| <input type="checkbox"/> Organized | <input type="checkbox"/> Self-confidence |
| <input type="checkbox"/> Assertive | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Resilient | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Adaptable | <input type="checkbox"/> _____ |

Pick 3 traits the candidate _____ have. Pick 3 to 5 more you would _____ they have.

The 3 components of a well-rounded hiring decision



Balanced



Unbalanced

The 7-Step Hiring Process**1. Specify the candidate****2. Recruit****3. Read the resume**

- A resume is a balance sheet without _____.
- **The number one mistake sales managers make when reading a resume is reading it _____ the _____.**
- Best practice: Read the resume at least one _____ before the interview.
- Best practice: Have at least _____ too and offer _____ about and _____ for the candidate.
- _____% of resumes contain false or otherwise misleading information
- _____% of candidates will _____ about or _____ their accomplishments.

4a. Do the Preliminary Phone Interview**4b. Do the Face-to-Face Interview**

- Plan on 75 to 90 minutes
- Ask the same questions in the same order to each candidate
- Sarah McCann's favorite first question before the interview starts: "How's the _____?"
- Tell me about your _____ biggest _____.
- Walk me through your _____?
- What did you do to _____ for _____?
- Tell me about a time you accomplished something on your own. Competencies are drives. You want to learn the following:
 - What they did
 - How they did it?
 - What _____ them to do it?
 - What _____ they had to _____ to do it
- **The Embarrassing Questions:**
 1. Why haven't you been more successful?
 2. Nobody's perfect, is there anything from your past you'd like to tell me now rather than have me find it out from someone else?

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- Three kinds of lies
 1. _____
 2. Behavioral
 3. Subconscious

5. Test: A valid test tells you who the real candidate is and can provide _____ against claims of _____.

- The iceberg theory of hiring



6. Check references: A bad reference is as _____ as a good candidate.

- Call their past _____.

7. Hire

Education without action is entertainment. To know and not to do is not to know. A training program that doesn't change your behavior in some way is as useless as a parachute that opens on the FIRST bounce. Take **application notes**. Decide which concept or new approach you will use with specific clients and prospects.

Idea #1: _____

Applies to: _____

Idea #2 _____

Applies to: _____

Idea #3: _____

Applies to: _____

Idea #4: _____

Applies to: _____

Idea #5: _____

Applies to: _____

Idea #6: _____

Applies to: _____

Idea #7: _____

Applies to: _____

Idea #8: _____

Applies to: _____