

BTA Southeast's Fall Colors Retreat



Recruitment and Selection



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Current Situation



- Sales turnover remains high...70+%
- Research tells us that the cost of a sales turnover now exceeds \$34,000
- Do we have an effective Recruitment and Selection **process** in place?
- Is it well executed?
- Do we see staffing as a burden for the managers or an opportunity to build a stronger team?
- **83% of sales teams are not fully staffed**

Locating High Quality People



- Use the 3 Foot Rule (Retail, technology companies, etc.)
- Build a People Bank of those currently employed...similar to a sales pipeline
- Utilize your best **Customers** as a lead source
- Schedule Career Nights
- **Always remember that high quality men and women attract other high quality men and woman**

Making Contact

Introduce Yourself



State the Magic Words

- *They were referred to you as a successful salesperson*
- *You enjoy meeting successful people*
- *I'm sure you are happy and not looking*
- *We need a good person from time to time and it never hurts to talk*

The Interview Process



- Have our managers truly been trained in the art of face to face Interviewing?

* 5 Step Interview Process-

1. Open the interview- set expectations
2. Gather information- ask behavioral questions
3. Process the information- dig deeper
4. Close the interview- next steps
5. Evaluate- review results

Interview Tools and Resources



- Defined Job Description and Check-Offs
- Conduct Standards
- Activity Standards (50 Point System)
- Sales Expectations
- Employee Key Internal Values
- Behavioral Questions tied to these Internal Values
- Candidate Evaluation Report

JOB OBJECTIVES

To sell business equipment systems in required volumes to meet or exceed both the company and personal quota and income requirements



JOB DUTIES

Equipment maintenance and inventory

1. Sign out all equipment, supplies and accessories taken
2. Regularly check all systems for proper operation
3. Protect all equipment from abuse and theft
4. Make all requests for additional equipment and/or accessories in reasonable advance of the need

Order handling and processing

1. Turn in all orders promptly, properly signed, and filled out completely and legibly

Planning

1. Create a written daily, weekly, monthly and quarterly activity plan
2. Discuss these plans with the manager and keep him/her updated as requested



Territory Marketing

1. Initiate product or company mailings with phone or in-person follow up
2. Promote any conventions, trade shows, or product introductions within territory

Customer Service and Support

1. Insure that all customer equipment is installed as agreed and that the customer is completely satisfied
2. Periodically call on each customer to insure continued
3. satisfaction and to obtain referrals
4. When required, collect money from the customer
5. Report and/or handle customer complaints
6. Work effectively with service technicians
7. Make all customers aware of new products or services that you feel may be of value to them
8. Teach the customer how to most effectively use all the features of the equipment

Personal

1. Always maintain positive businesslike behavior and appearance
2. Read books and attend seminars and meetings that will improve effectiveness



Prospecting

1. Make adequate new sales calls on potential buyers to secure appointments with the decision-making individuals
2. Make new business calls in all areas of the territory
3. Keep adequate records on potential buyers, current equipment and callback dates
4. Provide the manager accurate accounting of new-call activity on a routine basis

Analyzing Needs

1. Before making a demonstration, determine prospect's wants and needs
2. Be able to compare your products with that of the competitor's
3. Have complete product knowledge of your systems
4. Write sales proposals, when applicable



Handling Objections and Closing

1. Know and use various techniques of handling objections and closing sales
2. Be able to overcome objections created by competitive equipment
3. Be able to quickly calculate various equipment-acquisition Options

General Sales and Management

1. Attend all sales meetings
2. Understand and apply, where necessary, all bulletins
3. Follow management's directives
4. Be supportive of your coworkers
5. Understand compensation plans and strategies

Sales Rep Activity Check-Offs



- See handout

Team Conduct Standards



- Exhibits positive daily disposition
- Complains only to supervisor
- Controls ego
- Presents requests in a respectful, businesslike manner
- Asks for fewer favors and communicates needs in advance

Team Conduct Standards



- Shows appreciation for co-workers' efforts
- Acts promptly on co-worker's requests
- Provides accurate, readable paperwork
- Supports company decisions and works for profitability
- Exercises personal initiative

Activity Standards



On a daily basis, your goal is to accrue **50 points** of activity using the following measurement system:

Research Calls/Prospecting Calls	1 point
Current Customer Base Visit	4 points
Callback Visits on Qualified Prospects	6 points
New Prospect Appointments	15 points
Proposal Presentation/System Demo	15 points
Closing Call	15 points

Sales Expectations



- See handout

Key Values of Successful People



- **Willingness to follow direction**
- **Amount of self discipline-** can be left alone to do relevant tasks
- **Ability to work under pressure-** manage multiple priorities, multi-task, hit deadlines
- **Emotional commitment to succeed**
- **General comprehension abilities-** the ability to read people



BEHAVIORAL INTERVIEWING

Questions Focusing on Previous Behavior

The concept behind behavioral interviewing is that past behavior and performance is the best indicator of future behavior and performance. Questions are geared toward factual experience and are representative of how a candidate would handle a real situation. Since behavioral questions illicit discussions regarding a candidate's previous experience, there are no "right" answers.

Answers will vary considerably from candidate to candidate.

Behavior questions often start with "**Tell me about a time when. . .**" "**Give me an example when you. . .**", "**Describe a situation when. . .**", "**Have you ever had to. . .**".

Questioning Styles

Commitment to Excellence

What was the most significant mistake you ever made in your last job? What did you learn from the mistake? Did you make any changes to correct the error?

Give an example when you "went beyond the call of duty" to accomplish a goal. What drove you to take these actions? What was the outcome? Did you receive any recognition for the work?

Give me an example of when you sought to improve your knowledge or skills in a particular area. What drove you to do this? What was the outcome?

Communication

Describe the toughest communications situation that you had to deal with. What happened?

Creativity

Give me an example of how you have used your creativity to solve a problem.

What would you say has been the most creative accomplishment in recent years?

Decision Making

Describe a time when you were under pressure to make a decision. Did you react immediately or take your time in deciding what to do?

Sales

Tell me about a time when you convinced someone to take action. What was the outcome?

Give me an example of how you handled a difficult client.

Describe your most challenging sales call. What made it challenging and how did you handle the situation?

What was your most successful sales call? Why?

Have you won any sales contests or awards? Tell me about them.



Interview Questions



1. What do you know about our company?
2. Give me an example of an important goal that you set for yourself. How did you reach it?
3. Why are you interested in a sales position with our company?
4. What do you think it takes for a person to be successful in a sales position?
5. Why do you think you would make a good sales person?
6. What would you like to be doing 2 years from now?
7. How do you like to be managed?
8. Describe three elements that would be present in an ideal position?
9. What have you done to further your capabilities?
10. Summarize what you would bring to our company.

Interview Process Form



CANDIDATE EVALUATION REPORT

Name:

Position applied for...

- | | |
|-----------------------------------|-----------|
| • Willingness to Follow Direction | 1 2 3 4 5 |
| • Amount of Self- Discipline | 1 2 3 4 5 |
| • Ability to Work Under Pressure | 1 2 3 4 5 |
| • Emotional Commitment to Succeed | 1 2 3 4 5 |
| • General Comprehension Abilities | 1 2 3 4 5 |

Comments:

Closing Thoughts



- Don't Settle
- The Iron Triangle of Sales Management consists of **Recruiting**, Management, and Training
- A manager should be strongly measured by this/her ability to attract key talent
- Recruiting requires a well defined strategy embraced by the entire dealer management team
- You must differentiate your company from all others and be in a position **where people want your job**

Thank You!

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