

Turkeys and Eagles
Have Feathers...
Hire the Best Flyer!



All Unemployed Salespeople



- Claim \$100,000 Earnings History
- Teflon-coated
- External excuses
- Failed at last job
- Good interviewers



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The “Ah-Ha” Moment



- The worse they are at selling
- The better they are at interviewing
- Due to practice
- They interview better than you



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More Challenges



- Laws complicate the process
- Good sellers aren't looking
 - When you are
- Don't wait until you need them
- Interviewing is painful
- Interviewing is subjective



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Why Hire a Sales Professional?



- Grow your business
- Marketing footprint
- Become a business
- Profit
- Revenue
- Wealth



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Hiring Mistakes



- Finding a “friend”
- Trusting judgment
- Not testing
- Rushing
- “Mini Me”
- Compassion
- Preparation
- No transition plan



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Your Applicant



- Intelligent
- Articulate
- Well-groomed
- Great answers
- Likeable
- Great résumé
- Experienced
- Knowledgeable
- Promises new customers



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Your New Employee



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Secret Sauce - Alignment



- Cultural
- Process
- Skills
- Background
- Income
- Contact level
- Mirroring
- Planning
- Self-management



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Simulation Interviews



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Success by the Numbers



- Interview 16%
- Reference Check 29%
- Personality Testing 35%
- Abilities Testing 58%
- Simulation Selection 71%
 - Job match
 - Behaviors
 - Interests



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Simulation Interviews II



- Goals
- Habits
- Processes
- Skills
- Drivers
- Ethics
- Attitudes
- Knowledge



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Simulate Circumstances



- Research
- Dealing with objections
- Negotiating
- Self-management
- Skills
- Presenting
- Writing
- Mirroring



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Vital Questions to Answer



- **Can you do this job?**
- **Will you do my job?**
- **Will you work the way I want you to?**



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What's at Stake?



- \$550,000.00
- Time
- Frustration
- Morale
- "Do-overs"
- Fees



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Benchmark Top Performers



- Personality
- Skills
- Process
- Attitude
- Create templates
- Compare to applicants



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The Process - After Résumé Review



- Phone screen
- Income verification
- First meeting
 - Webcam (optional)
- Pre-employment tests
- 100-day plan
- Audition
- Writing exercise



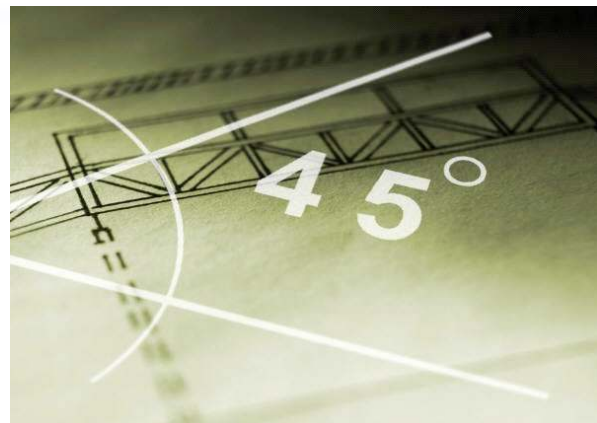
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The Process II



- Reference check
- Field time (optional)
- Present transition plan
- Present performance plan
- Drug test
- Offer letter
- Start transition
 - Weekly review



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Résumé Screening



- Gaps
- Decision points
- “Drill-down” points
- Solitary vs. joiner activities
- Compensation



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Phone Interview



- Why on market?
 - If not stealth candidate
- Listen for...
 - External reasons
 - Patterns
 - Urgency
 - Closes
- Mention drug test
- Request W-2s



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Phone “Drug Test”



- Ask re: “problems”



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Timeliness



- Prompt/early arrival
 - All meetings
- No excuses
- Hire the behavior
 - Not the résumé



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Hire Slowly

- Multiple meetings
- Multiple managers
- Mirroring test
- Eliminate surprises
- Recruit to known
 - Behaviors
 - Traits



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Insist on a Presentation

- Current product
- Organized?
- Powerful?
- Poised?
- Aligned?



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Hunters, Caretakers, Blended



- You need all of the above
 - Grow top line (hunter)
 - Defend current accounts (caretakers)
- Look alike
- “DNA” = difference



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Hunters 101



- Thrill is closing
- Don't manage accounts
- Need admin support
- Grow your top line
- Prefer leveraged comp
- Self-managing
- Dominates
- Influences



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Caretakers



- Defend accounts
- Prefer precision
- Less competitive
- Stable
- Compliant
- Avoids confrontation
- Dislikes change



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Which Is Which???



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What Is Your Type of Sale?



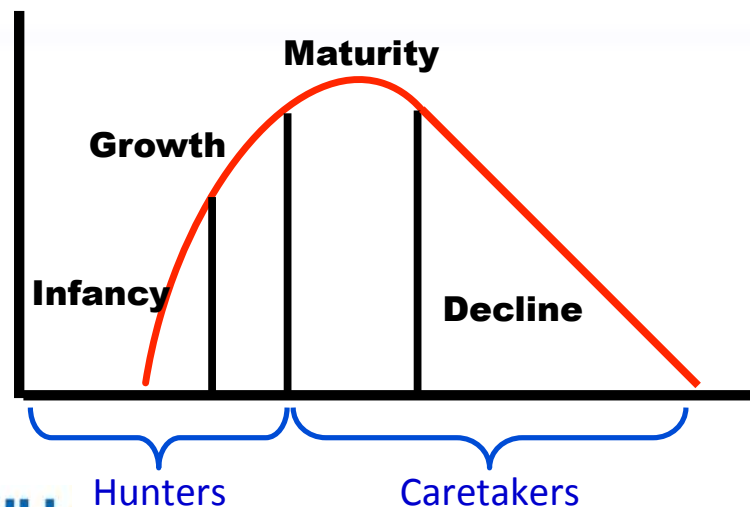
- Demand Creation
- Demand Fulfillment



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Position in Lifecycle



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Lifelong Competitive Drive



- Needs to win
- Dislikes losing
 - Dramatically!
- Works to win
- Competitor
 - Not athlete



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Identify Sales/Buyer Style Match



- Who makes decisions?
- How are they completed?
- How many decision-makers?
- Influencers?
- Criteria used?



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Use D.I.S.C. and Sales IQ



- Before you recruit
- Create proven template
- Average top performers
- Hire to this template



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Selling Styles Are Innate



- Stimulus response
- Consultative
- Commodity
- Relationship
- Retail



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Transition Plan



- First 12-18 weeks
- Weekly activity objectives
- No \$\$\$ objectives
- Objectives must be met
- Condition of employment
- Present to finalists



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First Interview



- Timeliness
- Why interested?
- Give presentation
- Hunter question
- Preparation - website
- Explain Process
- Who-what-where-when-why-how
- See question supplement
- Invite for second interview



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Opening Question



- Tell me...
- Lifelong competition
- First time
- Establish pattern
- Clues for...
 - Hunter
 - Caretaker



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Considerations



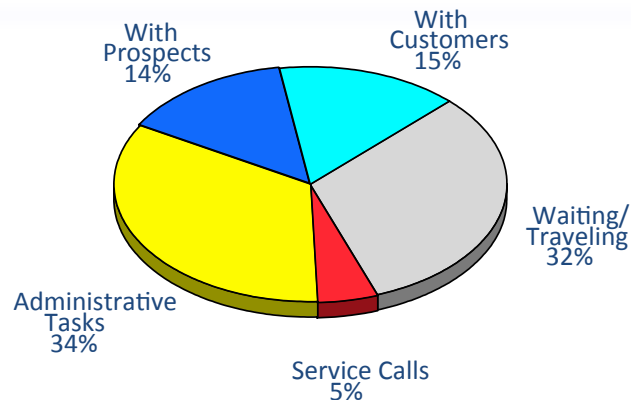
- Is the behavior you want?
- Fit with team?
- Impact on customers?
- Lone ranger?
- Timeliness?
- Planning?
- Interaction with others?



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Evaluate Time Management



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100-Day Plan



- Have applicant write and present
- Degree of research
- Adds to transition plan
- Compare to needs
- "Is it real?"



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Mock Presentation



- Don't offer assistance
- Provide time
- Ask questions
- Attempt to object
- Is this what you want?



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Type a Letter



- Use of...
 - English
 - PC
 - Persuasion in writing



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Calendar Review



- No appointments = Bad
- Crowded = Good
- No calendar = Real bad



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Questions Re: Beliefs



- Determine belief system
- Beliefs drive behavior
- Winner?
- Victim?
- “Not my fault”
- *Manifests correct beliefs?*



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-
- A man in a dark suit, white shirt, and dark tie stands centrally in front of a large target with concentric red, yellow, and blue rings. He is blindfolded with a black cloth and holds a lit cigarette in his mouth. He carries a grey briefcase in his right hand.



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| b Employee identification number | | | | | | | | | |
| c Employee's name, address, and ZIP code | | | | | | | | | |
| d Employee's social security number | | | | | | | | | |
| e Employee's first name and first Last name | | | | | | | | | |
| f Employee's address and ZIP code | | | | | | | | | |
| g Employee's state ID number | | | | | | | | | |
| h State wages, tips, etc. | | | | | | | | | |
| i State income tax | | | | | | | | | |
| j State income tax withheld | | | | | | | | | |
| k Federal income tax withheld | | | | | | | | | |
| l Social security wages | | | | | | | | | |
| m Social security tax withheld | | | | | | | | | |
| n Medicare wages and tips | | | | | | | | | |
| o Medicare tax withheld | | | | | | | | | |
| p Social security tips | | | | | | | | | |
| q Allocated tips | | | | | | | | | |
| r Advance LLC payment | | | | | | | | | |
| s Dependent care benefits | | | | | | | | | |
| t Nonqualified plans | | | | | | | | | |
| u See instructions for box 12 | | | | | | | | | |
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Fail to Test and You Fail



- Use tests as a component of your interviewing process
- Can you do my job?
- Will you do my job?
- Don't rely on personality tests
- Use SSI to measure skills



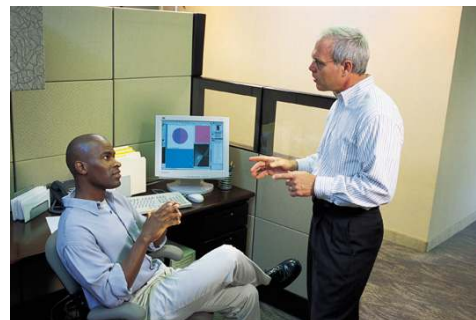
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Never Ignore Natural Style



- Hunters
- Caretakers
- Proactive
- Reactive
- Know what you need



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Conduct Reference Checks



- Adds to the cost of failure
- Flying blind
- Legal issues are important
- Check with HR / attorney
- Go for second-level references



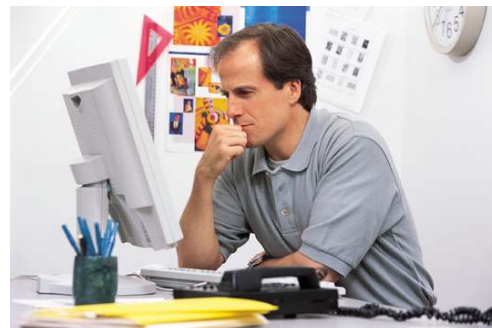
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Conduct Background Checks



- Dynamite waiting to explode
- Very low cost
- More insurance
- No surprises



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Remember...



Don't hire tomorrow's people based on
yesterday's style and market!



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Look Before You Leap



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Good Luck & Good Selling!!!



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