

# BTA Spring Break

## Recruitment and Selection

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## Iron Triangle of Sales

***RECRUITING***

***TRAINING***

***COACHING***



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# BUILD WITH STRENGTH

PLAN

PROCESS


PASSION



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## This is Key

*Your #1 responsibility-  
to **inspire** people to want your job*



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## Value of a Full Staff



- More likely to achieve your revenue targets.
- Keeps your salespeople working a little harder.
- Increase your personal confidence to manage.

***I Must Have a Full Staff***

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## Current Situation



- Sales turnover remains high
- 83% of sales teams are not fully staffed
- Research tells us that the cost of a sales turnover now exceeds \$66,000
- Many Dealers lack an effective and **repeatable** Recruitment and Selection **process**
- Do your managers see staffing as a burden or as an opportunity?

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## Build a People Bank



A select number of people with whom you've already had brief discussions who could possibly be candidates for our job opportunity who **already have a job.**

**THOUGHT:** Drive Accountability

Put a metric in place... Sales Manager to secure and complete a minimum 2 interviews per week.

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## Locating High Quality People



- Use the 3 Foot Rule ( Retail, technology, etc.)
- Businesses where high energy, long hour employees work
- Build a People Bank of those currently employed...like a sales pipeline
- Sales reps observed while on the job
- Let your **best customers** refer successful salespeople to you
- Recruiters ( not just any )

**High quality people attract other high-quality people**

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## The Interview Process



1. Analyze the resume
2. Pre-Screen (The telephone interview)
3. Plan and conduct the interview
4. Review and evaluate the interview

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## 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

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## Communication is Key



- Research candidate on LinkedIn
- Send interview invite via email
- Follow up by candidate after initial interview?
- Prior to interview, tell candidate to visit your website and learn
- Be prepared to make a 10-minute presentation...  
**what makes your company special and different**
- First **question** during initial face to face interview...  
**“what do you know about our company?”**

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## Special and Different



- First Interview
  - Include tour of office
  - Share information
- Second Interview- Panel interview?
  - Cover Compensation
  - Meet with Sales STAR
  - Candidate presentation
  - Sales Assessment
- Offer
  - Offer in person

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## Interview Tools and Resources



- Defined Job Description
- Conduct Standards
- The 50 Point Daily Activity System
- Key Values of Successful People
- Behavioral Questions tied to these Internal Values (see handout)
- **Candidate Evaluation Report**

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## Job Description



### Basic Function:

- Market & sell full line of document management products and services to customers in a specific geographic territory.

### Major Responsibilities:

- Attain assigned sales targets
- Develop and manage all assigned accounts in assignment
- Maintain current contact lists and contact with each customer periodically
- Develop new accounts in assigned geographic territory
- Effectively utilize provided technology to manage territory (laptop, database, management software, etc.)
- Prepare and deliver effective presentations to customers as needed
- Prepare monthly sales report and prospect report
- Attend, actively participate in, and complete training seminars and sales meetings as required
- Gain an understanding and communicate benefits of document management, chart hardware, and software products

### Key Working Relationships:

- Reports directly to Sales Manager
- Work closely with other team members such as sales, service, and operations
- Coordinate and utilize corporate support

### Scope:

- Support dealer initiatives to maintain and service current customer base and support customer base growth

### Education and Experience Requirements:

- Bachelor's degree preferred
- High school diploma required
- Successful outside sales experience preferred
- Proficiency in MS Office products required

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

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### Activity Standards



Every business day your goal is to secure **50 points** of activity using the following measurement system:

- Canvass Calls/TM Call/ Letters Sent.....1 Point each
- Face to face Customer Visits.....5 Points
- Networking Meeting.....5 Points
- Training Meeting.....8 Points
- Scheduled Opportunity Meeting.....10 Points
- Solution Presentation.....12 Points
- New Prospect Appt.....15 Points
- Customer VIP Tour.....18 Points
- In Person Closing Meeting.....15 Points

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## 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

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## Interview Questions



- What do you know about our company?
- Give me an example of an important goal that you set for yourself. How did you reach it?
- Why are you interested in a sales position with our company?
- What do you think it takes for a person to be successful in a sales position?
- Why do you think you would make a good salesperson?

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## Interview Questions Continued



- What would you like to be doing 2 years from now?
- How do you like to be managed?
- Describe three elements that would be present in an ideal position?
- What have you done to further your capabilities?
- Summarize what you would bring to our company.

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## 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.

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...”

### 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?

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Communication	Creativity
Describe the toughest communications situation that you had to deal with. What happened?	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?
Sales	Decision Making
Tell me about a time when you convinced someone to take action. What was the outcome?	Describe a time when you were under pressure to make a decision.
Give me an example how you handled a difficult client.	Did you react immediately or take your time in deciding what to do?
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	

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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:	

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## Closing Thoughts



- Don't Settle
- Plan and Deploy a Well-Defined Recruiting and Selection Process
- The Iron Triangle of Sales Management consists of **Recruiting**, Training, and Effective Coaching
- A manager should be strongly measured by this/her ability to attract key talent
- Utilize Evaluation Report...forces managers to ask the right and better questions...leading to better personnel decisions.

**Inspire quality people to want your job**

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## Thank You!

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