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Match the Behaviors:

<u>Behaviors – Job 1</u>	<u>Position</u>
• Confident	• Hybrid Sales Rep
• Lively	• Solution Sales Rep
• Dynamic	• Service Tech
• Charismatic	• Administrative Support
• Persuasive	• Owner
• Independent	
• Vocal	
• Spontaneous	

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Match the Behaviors:

<u>Behaviors – Job 2</u>	<u>Position</u>
• Systematic	• Hybrid Sales Rep
• Thorough	• Solution Sales Rep
• Practical	• Service Tech
• Logical	• Administrative Support
• Methodical	• Owner
• Quiet	
• Focused	
• Composed	

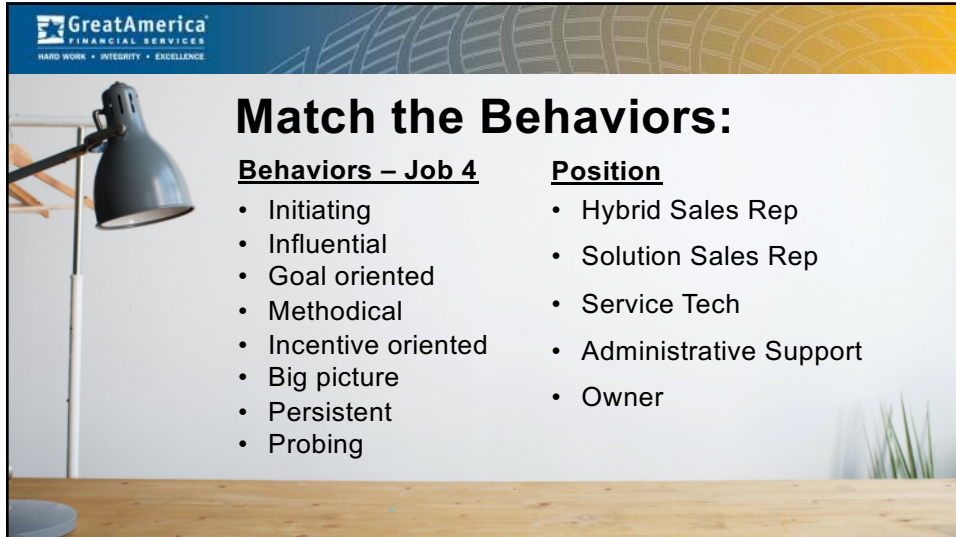
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Match the Behaviors:

<u>Behaviors – Job 3</u>	<u>Position</u>
• Dominant	• Hybrid Sales Rep
• Decisive	• Solution Sales Rep
• Goal Oriented	• Service Tech
• Independent	• Administrative Support
• Direct	• Owner
• Objective	
• Positive	
• Self-confident	

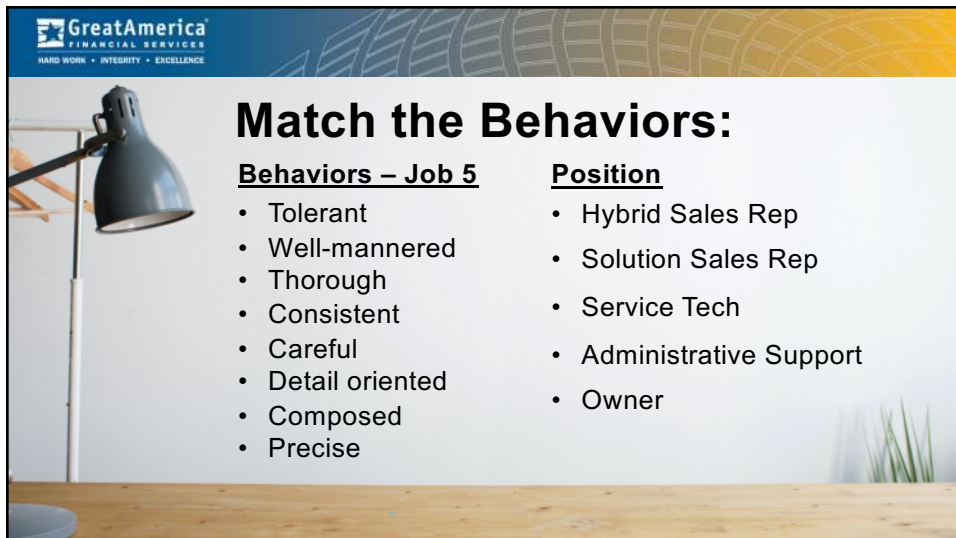
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Match the Behaviors:

<u>Behaviors – Job 4</u>	<u>Position</u>
• Initiating	• Hybrid Sales Rep
• Influential	• Solution Sales Rep
• Goal oriented	• Service Tech
• Methodical	• Administrative Support
• Incentive oriented	• Owner
• Big picture	
• Persistent	
• Probing	


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Match the Behaviors:

<u>Behaviors – Job 5</u>	<u>Position</u>
• Tolerant	• Hybrid Sales Rep
• Well-mannered	• Solution Sales Rep
• Thorough	• Service Tech
• Consistent	• Administrative Support
• Careful	• Owner
• Detail oriented	
• Composed	
• Precise	

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Check Your Answers

- Job 1 – Hybrid Sales
- Job 2 – Service Technician
- Job 3 – Owner
- Job 4 – Solution Sales
- Job 5 – Administrative Support

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Imagine:

<u>Behaviors</u>	<u>First Job</u>
• Restless	• Conservative
• Impatient	• Restrained
• Intense	• Tolerant
• Results Oriented	• Cautious
• Decisive	• Thorough
• Fast Paced	• Relaxed
• Competitive	• Predictable
• Persuasive	• Analytical
• Enthusiastic	• Consistent



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It happens... a lot

Sales Candidate

- Highly social
- Has had several 18 month – 2 year sales jobs
- Looks the part
- Professional resume
- Interviews great

**And 18 months later,
you're still waiting
for results.**



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Variety of Assessment Tools:

- Skills
- Intelligence
- Personality
- Behavioral
- Physical
- Knowledge



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Assessments

Purpose: To gain additional insight into ability to do the job that may not be readily available through a standard interview



People are Complex



- Skills
- Behaviors, Motivating Needs, Drives, Aptitudes & Styles
- Experience
- Attitude & Values
- Intelligence
- Interests
- Education
- Literacy & Language
- Knowledge
- Physical & Health

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CAUTION!!

There is no magic silver bullet!



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Safety Check

- Know what you want to measure
- Does it correlate to job success? (Validity)
- Will it yield consistent results? (Reliability)
- Does it prevent disparate impact?
- Are there “flags” built in?
- Do you consistently use it?
- Does it comply with State and Federal laws?

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What is a Behavioral Assessment?

Behaviors, Motivating Needs, Drives, Aptitudes & Styles

Skills

Physical & Health

Knowledge

Experience

Attitude & Values

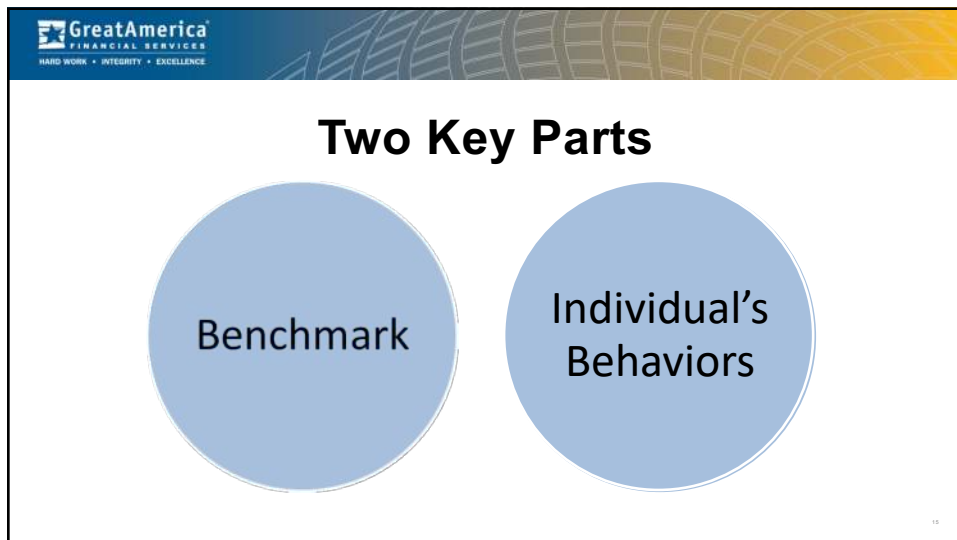
Intelligence

Interests

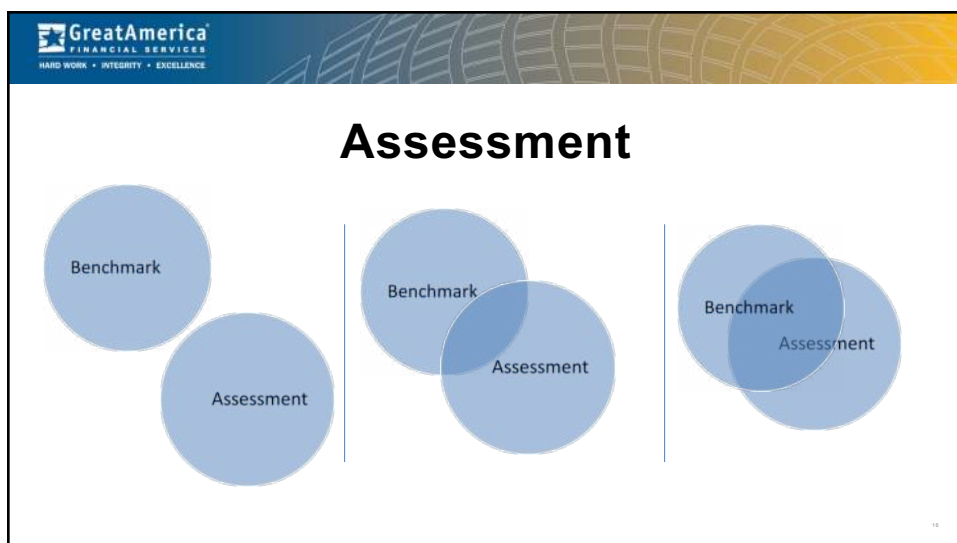
Education

Literacy & Language

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Benchmark

Benchmark

- Industry experts
- Objective on-line tool (Part A)
 - Most important responsibilities
 - Most frequent responsibilities

Verify

- Incumbents
- Objective on-line tool (Part B)
 - Varying degrees of success
 - Success correlation
- Interviews
- Job Shadows



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Correlation

Benchmark

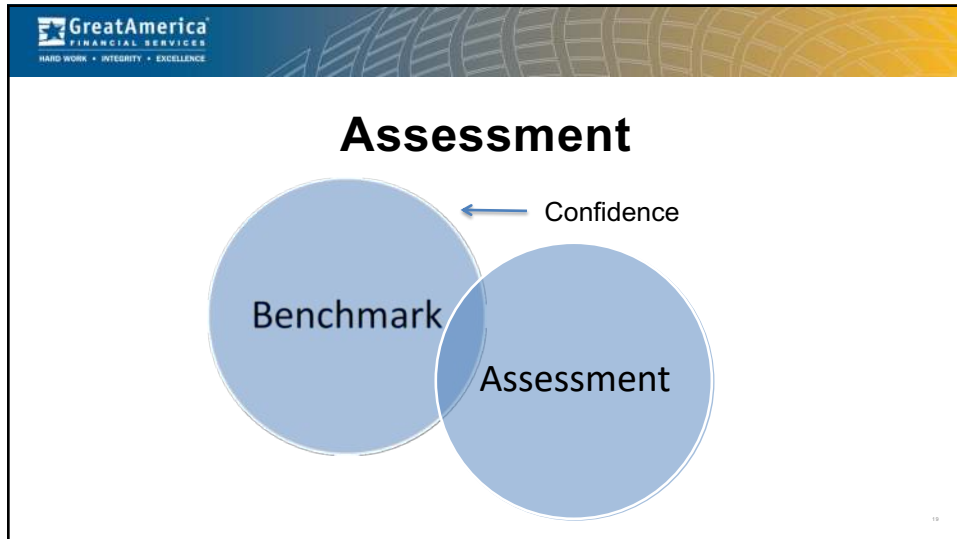
- Problem solving
- Creative /Inquisitive
- Initiating
- Ambitious
- Expediting
- Approachable
- Decisive /Confident
- Credible

Candidate Behaviors

- Helpful / Congenial
- Outgoing
- Positive
- Extroverted
- Spontaneous
- Persuasive
- Convincing
- Credible



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Behavior Based Interviews:

- Past performance indicates future performance
- In the form of “Give me an example of a time ...”
- Answers should be
 - Top of mind
 - Specific
 - Recent

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Sample

Behavior-Based Interview Question:

- “Tell us about a time a customer tried to negotiate for terms outside of what you proposed. How did you handle it? Why did you choose that course of action?”


Listen for:

- Believes they can make things happen
- Understands value they provide
- Inner compass/values gives them confidence in their decisions
- Reflects this confidence in a manner that is not arrogant

Candidate #1 Response:

“This happens all the time. I work really hard to point out all the benefits of what I proposed but in the end they have to be comfortable with their buying decision.”

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Same Question, Difference Response

“Tell us about a time a customer tried to negotiate for terms outside of what you proposed. How did you handle it? Why did you choose that course of action?”

“The customer that comes to mind is one I worked with late last week.

Before I had the conversation with the customer I spent some time thinking about what they’d shared with me, their pain points if you will, their budget (but to be honest they’d been pretty tight lipped) and the value I could bring.

I truly felt our solution would increase their uptime and ultimately be a system they could grow with so it would be money well spent.

When he showed interest in the solution but wanted to negotiate outside of what I proposed, I told him I would go back to my leader and see if there was something I could do.

I am in the process of trying to find time on my leader’s calendar to discuss.”

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Same Question, Difference Response

“Tell us about a time a customer tried to negotiate for terms outside of what you proposed. How did you handle it? Why did you choose that course of action?”


“I asked him about the impact on his operation if he chose to do nothing at this time.

What would his next few years look like without making any investment in technology? How much time would he spend, how might his production be affected? I even shared an example of an account that had been in the same place he was last year.

Then I asked him to think about implementing this solution. I quickly highlighted the benefits we’d talked about earlier and asked him given the benefit and if I negotiated to where I could (knowing it wasn’t the terms he’d suggested) could we still proceed so he’d have what he needed in place for the next planting season?

I felt it was important for him to know I wanted to work with him again and again but I also needed to set the stage so I didn’t lose money on his account time and time again.”

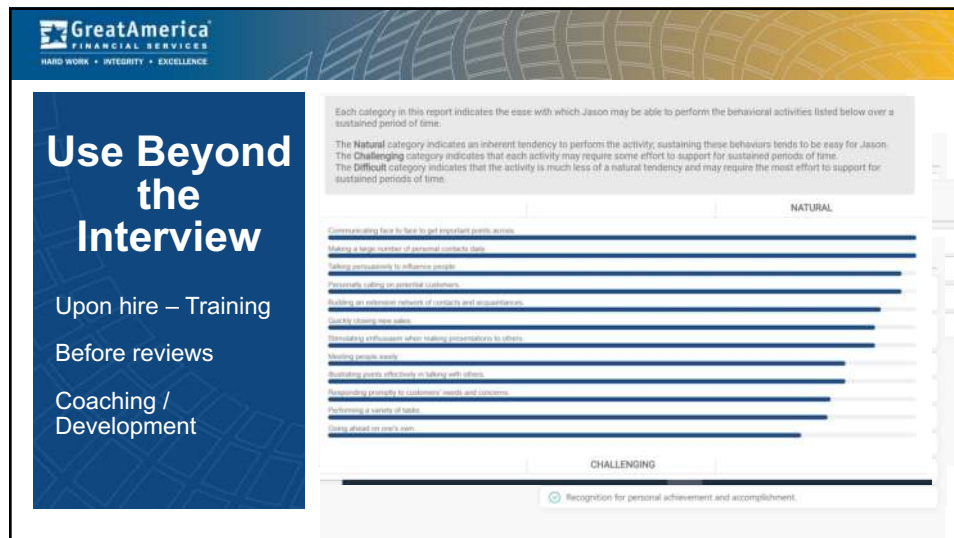
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Reference Checks

- Build rapport / “softball questions”
- Verify “stories” shared
- Dig into specific behaviors
 - “Can you give me an example of a time when JimBob wasn’t meeting his goals? How did he respond?”

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Summary:

- Benchmark the position
 - Knowledge, skills, behaviors, attributes, etc.
- Design an interview process to uncover candidate attributes
- Use an objective assessment tool
- Be consistent
- Trust your gut (at the end)
- Make full use of the assessment tool

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Assessment Workshop April 20 & 22

Thank You!

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