

Recruiting & Selecting Sales Reps for MS & MPS

Rich Sissen

Presenter

**Sissen &
Associates**

Dakota Tribal Wisdom



**Sissen &
Associates**

Dakota Tribal Wisdom

Give yourself a gut-check and decide if you're want to follow the herd, or get up front and lead. Are you content to merrily co-exist in your market, or do you have the commitment to step up and overwhelm it with breakthrough strategies and solid execution? It doesn't matter whether you sell toner or copiers; what you do is less important then how you do it.

**Sissen &
Associates**

Dakota Tribal Wisdom

Dakota tribal wisdom declares that when a horse dies, the rider must dismount. Oftentimes, the dead horse is an impotent strategy, an ineffective leader or poor process. For some of you, it's time to dismount.

Of course, there are other options:

You can change riders. (Go ahead and put a new rider on a dead horse and see how far he gets.)

**Sissen &
Associates**

Dakota Tribal Wisdom

Or, you can appoint a focus group to study dead horses.

If you prefer, you can benchmark how other companies ride dead horses.

You might even declare it cheaper to feed a dead horse and keep on riding.

Or, you can harness several dead horses together and see how far you get.

**Sissen &
Associates**

Dakota Tribal Wisdom

But when all is said and done, you're still going to have to get off the horse. You'll have to innovate, not just optimize; think strategically, not just tactically. It's time for business leaders to get off their saddles and grow their companies to greatness.

**Sissen &
Associates**

Dakota Tribal Wisdom



**Sissen &
Associates**

**Sissen
& Associates**

MPS / MS Managed Print Service Managed Services Success By Selection

copy righted Sissen & Associates 2012

**Sissen &
Associates**

Sissen and Associates

- Rich Sissen
- rich@sissenandassociates.com
- 314-570-0430
- Norm Meade
- norm@sissenandassociates.com
- 314-713-4256



**Sissen &
Associates**

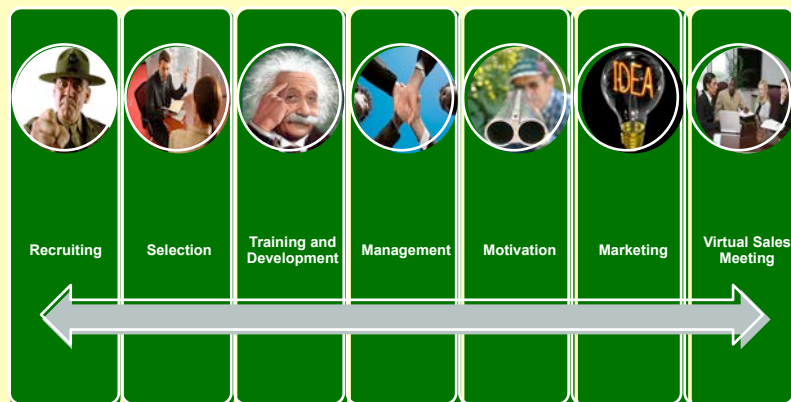
Who is Sissen and Associates

15 year old Consulting
Firm

With over 75 years of sales
and sales management
experience. Specializing in
Sales and Management
Development.

**Sissen &
Associates**

Management Development



**Sissen &
Associates**

Up Coming Events

	Webinars
	"TOMA" Feb 22 nd 9:30 am CST
	Boot Camp March 20 th , 21 st , 22 nd 9:30 am CT
	Seminar St. Louis Mo
	April 24 th & 25 th SBS
	May 22 nd & 23 rd Team
	June 12 th & 13 th ASK

**Sissen &
Associates**

Management Process

- Recruit
- Select
- Train
- Manage
- Motivate

Sissen &
Associates

The System

Sissen &
Associates

The System Success by Selection Overview

The purpose of
Success By Selection system is :

recruitment and selection of quality people
match the capacities of people to the requirements of personal
in promoting your company's efficiency, growth and earnings.
right person in the right job will produce.

**Sissen &
Associates**

Success by Selection Overview

The right person in the wrong job will be
detrimental to the goals of the organization..

As a manager you have only one downside: your
people don't produce!

**Sissen &
Associates**

Success By Selection Overview

Sissen &
Associates

Selection Errors are Commonplace and the Cost is Staggering

Sissen &
Associates

Selection Errors

The cost of turnover is increased dramatically

- training expense
- additional recruiting and selection expense
- loss of productive time by management
- lost business through dissatisfied customers
- managers personally experience discouragement and frustration in their own job

**Sissen &
Associates**

Cost of a Hiring Mistake

Tangible Cost

Advertising	\$200-300
Salary \$12,000-18,000	
Taxes	\$3,600-5,900
Car	\$600-1,200
Phone	\$600-900
Office Misc	\$600-1000
Total	\$17,600-27,300

**Sissen &
Associates**

Cost of a Hiring Mistake

Intangible Cost

Loss of business
 Loss of customers
 Loss of hours
 Cost of fixing a mistake
 Company morale
 Manager's time/morale
 Loss of future business
 Loss of future profits

**Sissen &
Associates**

The Cost of a Hiring Mistake

Tangible Cost

Advertising	\$200-300
Salary	\$12,000-18,000
Taxes	\$3,600-5,900
Car	\$600-1,200
Phone	\$600-900
Office Misc	<u>\$600-1000</u>

Total \$17,600-27,300

Intangible Cost

Loss of business
 Loss of customers
 Loss of hours
 Cost of fixing a mistake
 Company morale
 Manager's time/morale
 Loss of future business
 Loss of future profits

**Sissen &
Associates**

Tangible + Intangible Costs

**Intangible Costs + 3 to 5 Times
Tangible Costs**

\$17,000 to \$27,000

Total Cost of Hiring Mistake

\$51,000 to \$81, 000

**Sissen &
Associates**

SBS Principles

- The more a person shares the more they trust
- We are historical interviewers, history is the predictor of the future
- The person who is talking is out of control, to regain control ask a question
- Do not accept, deal in specifics not generalizations
- Hire on process – exit on gut
- People's behaviors don't change
- Hire to shortest leg
- Right Person Right Job Right Team

**Sissen &
Associates**

Before the Interview

- **INTERVIEW**
- **PREPARATION**

**Sissen &
Associates**

Selection Funnel

Screening Interview

Personal History
Work History
Education

**Sissen &
Associates**

Selection Funnel

Selection Interview

IA validation

High School Question

Depth Probe

Company Sell

Area of Concerns

**Sissen &
Associates**

Selection Funnel

Decision

Offer/Commitment

***Make decision to stop/ Continue at any
time***

**Sissen &
Associates**

The Candidate Philosophy

Candidate, don't use the term
"Applicant"

Candidate's Philosophy:

*"Quality people want to run for something or
compete for things"*

**Sissen &
Associates**

INTEREST ANALYSIS

***BEHAVIORAL
EVALUTION***

**Sissen &
Associates**

Human Behavioral Interest Analysis

When we are able to understand, with a high degree of accuracy a person's natural behavior

We can predict whether an individual
will be able to do a job

**Sissen &
Associates**

Interest Analysis Report

The Interest Analysis (IA) is a highly sensitive instrument designed to predict an individual's success potential in a specific job situations.

Determining the "job comfort/can do" potential of job candidates..

**Sissen &
Associates**

Interest Analysis Report

**Great value as a training
and management tool
after the candidate
joins the team.**

**Sissen &
Associates**

The Interest Analysis

Job Comfort

Definition:

Naturally comfortable doing the job

Examples:

**Sissen &
Associates**

The Interest Analysis

Job Discomfort

Definition:

Not naturally comfortable doing the job

Examples:

Sales rep - rejection

**Sissen &
Associates**

The Interest Analysis

Behavior

Aggressiveness:

Controlling people or things changing a negative into a positive

Sociability:

The need to work with and thru people, enjoyment of people

**Sissen &
Associates**

The Interest Analysis

Behavior

Emotional control:

How creative and spontaneous you are

Adaptability:

How you respond to your environment

**Sissen &
Associates**

The Interest Analysis

Changing People: people's behaviors do not change. Attitudes do change and can change but the person will return to their original behavior. Four things that will change people's behavior permanently.

**Sissen &
Associates**

The Interest Analysis

Role Playing/Bucket Theory/Behavioral Energy: the energy within a person that allows them to adjust their behavior. As their batteries use their energy they will always revert back to their natural behavior.

**Sissen &
Associates**

Success Profile

**Sissen &
Associates**

Success Profile
Interest Analysis Selection System Company
Success Profile Guide

- Job title
- Major goals and responsibilities.

**Sissen &
Associates**

Success Profile
Interest Analysis Selection System Company
Success Profile Guide

- Product and services involved in this job.
- Essential activities.
- People Managed.

**Sissen &
Associates**

Success Profile
Interest Analysis Selection System Company
Success Profile Guide

- Primary people contacts.
- Behavioral characteristics, attitudes and skills
- Prerequisites

**Sissen &
Associates**

Success Profile
Interest Analysis Selection System Company
Success Profile Guide

- Toughest parts of the job.
- Salary Compensation methods range (high to low) or commission
- Outside influences.

**Sissen &
Associates**

<p style="text-align: center;">Success Profile Interest Analysis Selection System Company Success Profile Guide</p> <hr/> <ul style="list-style-type: none"> • What training, by whom and how much? • What is the most difficult part • How much social stress do you face in the job • How many hours per week are required of you to successfully accomplish the job objectives • How much does the job require dealing with unique or complex situations • How much attention to detail or task repetition does the job absolutely require <p style="text-align: right;">Sissen & Associates</p>

<p style="text-align: center;">Success Profile Interest Analysis Selection System Company Success Profile Guide</p> <hr/> <ul style="list-style-type: none"> • What limits of authority do you have in this job <ul style="list-style-type: none"> take and tell no one take and tell supervisor Not take without approval o What kind of support will you receive from your manager o Indicate the overall degree of control and direction provided by you manager o Who manages you <p style="text-align: right;">Sissen & Associates</p>

Success Profile
Interest Analysis Selection System Company
Success Profile Guide.

- What communication do you have with customers, clients, suppliers, other employees
- What are the realistic advancement opportunities
- Please perform the behavioral characteristics you should have in order to perform in this job situation
- What is the most common reason for failure in this position

**Sissen &
Associates**

MS / MPS Account Manager
Success Profile

- **1. Job Title: Account Manager**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **2. Major Goals and Responsibilities:**
- **a. Successfully reach and maintain Monthly/ Yearly Sales Quota based on graduated scale. Success will be measured by gross dollar sales quota scale.**
- **b. Build client trust and relationships, communicate effectively, maintain high level of drive and enthusiasm for represented product, solve problems creatively and maintain individual eagerness to sustain effective working team relationships.**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **2. Major Goals and Responsibilities Cont.:**
- **c. Sell consultatively and make recommendations to prospects and client of the various company solutions / product offerings.**
- **d. Complete understanding of pricing and proposal models, leasing programs and quoting software.**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **2. Major Goals and Responsibilities Cont.:**
- **e. Maintaining up to date (CRM) database and accurate monthly/weekly/annual sales forecast.**
- **f. Maintain and sustain client satisfaction**
- **g. Communicate customer requests to Sales and Service Management**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **2. Major Goals and Responsibilities Cont.:**
- **h. Ability to consistently populate and complete all internal sales and service related documentation**
- **i. Maintain solid product knowledge**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- 3. Products represented:
 - a. Konica Minolta Multi-function printing devices, software solutions and service contracts.
 - b. Representative will also be tasked with seeking leads for other company product offerings: i.e.: Telephony, Voice over IP, Network Security and wireless, Network Monitoring, IT outsourcing, Network design, Cabling, Computer Maintenance, IT asset and Customer Relationship Management Software.

Sissen &
Associates

MS / MPS Account Manager Success Profile Cont.

- 4. Essential Activities:
 - a. Maintain contact with current and potential clients within assigned geographic territory.
 - 1. (150) Potential Client telephone calls per week
 - 2. (50) Potential Client in-person calls per week
 - 3. (2) Product demonstrations per week
 - 4. (4) New client Proposals per week
 - 5. (2) Networking events Monthly
 - 6. (1) New Business "Win" per week

Sissen &
Associates

MS / MPS Account Manager Success Profile Cont.

- **5. People Managed: NO**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **6. Primary People Contacts:**
 - **a. Potential Clients**
 - **b. Gatekeepers**
 - **c. C level decision makers**
 - **d. Key Machine Operators**
 - **e. Leasing Companies**
 - **f. SalesManager (internal)**
 - **g. ServiceManager / Dispatch Manager (internal)**
 - **h. Service Techs (internal)**
 - **i. Administration staff (internal)**
 - **j. Logistics (internal)**
 - **k. CFO (internal)**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **7. Behavioral Characteristics:**
- **a. Highly aggressive**
- **b. Detail Oriented**
- **c. Ability to initiate contact with strangers and maintain positive conversations**
- **d. Ability to carry on business and product related conversations with business owners and decision makers & Associates**

MS / MPS Account Manager Success Profile Cont.

- **7. Behavioral Characteristics Cont.:**
- **e. Able to handle rejections**
- **f. Ability to overcome objections**
- **g. Ability to incite trust in relationships**
- **h. Patience to follow instructions**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **7. Behavioral Characteristics Cont.:**
- **i. Ability to speak in front of audiences**
- **j. Attention to detail**
- **k. Ability to manage protected geographic territory (i.e.: Individual Michigan County)**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **8. Prerequisites:**
- **a. Minimum of (2) years Sales Experience**
- **b. Bachelor's Degree Preferred (Military Experience considered in lieu of College completion)**
- **c. Proficiency in Microsoft Office**
- **d. Office Product Sales experience desired, but will train qualified candidate**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **9. Toughest Part of the Job:**
 - **a. Handling rejection**
 - **b. Consistently making client contacts**
 - **c. Reporting**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **10. Compensation Method:**
 - **a. Compensation based on Salary plus monthly commissions**
 - **1. Low end of salary range: \$25k annually**
 - **2. High end of salary range: \$35K annually**
 - **3. Commission: 25% of gross profit per sale**
 - **4. Annual combined compensation**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **10. Compensation Method Cont.:**
- **b. Full Benefits incl. Medical, dental, optional 401K, optical and life insurances**
- **c. \$200 Monthly gas allowance**
- **d. Laptop**
- **e. Cellular Phone**

**Sissen &
Associates**

MS / MPS Account Manager Success Profile Cont.

- **11. Outside Influences:**
- **a. New Konica Minolta dealer**
- **b. Limited Machines in the field to upgrade**
- **c. Economic recession**
- **d. Large number of competitors**

**Sissen &
Associates**

Recruiting Process One

Sissen &
Associates

Recruiting

Definition: Developing and maintaining a list of
qualified candidate 8-10 names

Benefits to manager: save time

- save money

- better choices

- not under the gun to make a
quick decision

- not held hostage by team member

- better decisions on current team

- manager and team morale

Sissen &
Associates

Recruiting Methods

What recruiting methods are you presently using?

**Sissen &
Associates**

The Key to Professional Recruiting

Job satisfaction --- --- --- --- --- --- --- --- ---

0 --- --- --- --- --- --- --- --- ---

Job dissatisfaction --- --- --- --- --- --- --- --- ---

Time _____>

**Sissen &
Associates**

The Key to Professional Recruiting

Job Satisfaction

Easy to interview

Hard to get in to interview

Job Dissatisfaction

Hard to interview

Easy to get in for an interview

**Sissen &
Associates**

Recruiting

Center of Influence [C of I] Definition: Someone who can give you the name of a possible candidate

Benefits C of I recruiting: Better quality of candidates, same as benefits to managers

Qualifications of a C of I: Know you and your company, know the people (type) of person you need, be a helpful person

**Sissen &
Associates**

C of I Contact

- Outcome: Name and phone number of possible candidate
- Timetable: 5-10 minutes
- Method
 - Approach:
compliment/need help/idea

**Sissen &
Associates**

C of I Contact

- Presentation (success image)
 - Industry
 - Company (Philosophy)
 - One special Person (describe job & person)
 - Selection system sell

**Sissen &
Associates**

C of I Contact

Close Obtaining names

- What is the first name that comes to mind when I “describe candidate?”
- Who do you know at the?
- Possession/preliminary information
- Follow up

**Sissen &
Associates**

Recruiting Sources

- Present Staff
 - Customers and Clients
 - Local businesses
 - Suppliers and Vendors
 - Networking club
 - Business organization
 - Trade association
 - Chamber of commerce
 - Parents' of your child's friends
 - Barbers/Hair salons
- “Quality people have to be found
– you have to get them –
quality people flock together”

**Sissen &
Associates**

Recruiting Sources

Educational Institutions
Additional Sources

They're everywhere!
They're everywhere!

**Sissen &
Associates**

Candidate Contact

- Outcome: to determine if we have a qualified candidate, to take the next step meeting

-

Coffee Meeting

- Timetable: 5-10 minutes
- Method: phone call
 - Approach
 - Introduction
 - Referral
 - Compliment

**Sissen &
Associates**

Candidate Contact

- Presentation
 - Idea/Opportunity (Right person/right job/right team)
 - Success Image present
 - Industry (Manufacture/Products/Company/team)
 - Company Philosophy
 - One special person
- Close
 - Set appointment for **Coffee Meeting**

Sissen &
Associates

Candidate Contact

Most common objections to appointment:

I'm real happy where I am now. I'm not looking.

Sissen &
Associates

Candidate Contact

Answers

- o An understanding that you are under no obligation, nor am I, this might not be right for you or me
- o I would be surprised if you ever heard of my team – most people don't even know my team exists
- o No matter how good the opportunity?
- o Lets keep in touch, you never know when things will change. Oh by the way, do you know anyone who might be interested?

**Sissen &
Associates**

Recruiting Action Plan

- Outcome
- Timetable
- Method
- Feedback

**Sissen &
Associates**

Interviewing Overview

**Sissen &
Associates**

SELECTION Process Two

**Sissen &
Associates**

Interviewing Success Skills

- Questioning
- Probing
- Reading body language
- Presenting
- Decision Making
- Verbal Skills
- Listening

**Sissen &
Associates**

Interviewing Success Cont Knowledge

- Know job – success profile
- Type of person
- Team fit
- The selection process
- Legal questions
- Behaviors for position
- What turns you on/off

**Sissen &
Associates**

Interviewing Skills

Preparation

“

- Understanding the job and the person: success profile
- Proper forms:

Adequate Time: Late in day after 4pm or later, not in office but conference room or other isolated room.

DON'T BE LATE!

**Sissen &
Associates**

Interviewing Skills

Questioning Skills

Open ended questions (who, what, why, when, where, how)

Layering questions

- Out come
 - To control interview
 - To get past expected role playing
 - To create a relationship based on trust

Methods: Other questions to try

In addition to that

Please tell me more

Expand on that please

That interesting “pause”

What else can you tell me “pause”

**Sissen &
Associates**

Interviewing Skills

- Congruency with job description and gut feeling
 - Exit on Gut
 - Hire on Process

Sissen &
Associates

Screening Interview

Sissen &
Associates

Screening Interview

- Outcome: If you have a qualified candidate to proceed to selection interview
- Timetable: 30-45 minutes

**Sissen &
Associates**

Questions

- Employment History
 - Educational Background
- Hobbies
- Goals
 - Someday
 - 3 years
 - 1 year

**Sissen &
Associates**

Reference Checking

- Outcome
- Timetable

Sissen &
Associates

Reference Checking

- Method
 - Do yourself
 - A negative reference should be weighed more heavily than a positive reference!

Sissen &
Associates

Selection Interview

Sissen &
Associates

Selection Interview

- Outcome
Right Person Right Job Right Team
- o Timetable
2-3 hours Sales
1-2 hours Techs and Admin

Sissen &
Associates

Selection Interview

- Method
 - Behavioral Evaluation Review
 - High School Question
 - Depth Probe
 - Company Sell
 - Area of Concern

**Sissen &
Associates**

Depth Probe

Depth Probe
– Strong Points
Weak points
Actions on weak points
Offer us
Define success
Future Earnings
Why this career
Progress in former jobs
Why you're a leader
If we don't get together
How long willing to fail
Tenacity/Perseverance
Additional Questions

**Sissen &
Associates**

Success Image

Present to needs

Success image sell (target)

Project candidate into job
“when you join my team.....”

**Sissen &
Associates**

Control/Concerns

o Develop areas of concern

o Share areas of concern

o Reaction

**Sissen &
Associates**

Mutual Commitment

Sissen &
Associates

Final Decision

- Outcome: Check to make sure all steps of selection process have been completed

Sissen &
Associates

Final Decision

Method

- Evaluate all information
 - Forms
 - Screening interview
 - Reference checks
 - Selection interview review
 - Outside influences
- Answer questions on selection interview
- summary evaluation: see back of form
-

**Sissen &
Associates**

Offer/Commitment

**Sissen &
Associates**

Mutual Commitment

The success of our relationship will depend upon clear communication and fulfilling commitments. It is important for you to know what you can expect from me and what I expect from you. This form is designed to create the understanding and acceptance which leads to commitment, performance and success.

This does not constitute an employment contract

**Sissen &
Associates**

Mutual Commitment

- | | |
|--|------------------------------------|
| • Candidate's Name | • Manager's Name |
| • Feedback | • Feed back |
| • Take training & development | • Give training & development |
| • Meet standards & quotas | • Help you meet standards & quotas |
| • Give me two names of possible candidates | • Build a quality team around you |

**Sissen &
Associates**

Sissen and Associates

- Rich Sissen
- rich@sissenandassociates.com
- 314-570-0430
- Norm Meade
- norm@sissenandassociates.com
- 314-713-4256



**Sissen &
Associates**