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Cloud Sales Management System

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Hiring Strategy

Outbound Excellence - David Kalstrom - CEO - 602-770-0012
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Our Profitable
Sales Growth System

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**Improved People + Improved Processes
= Improved Profitability**

**Our Belief That Any Organization's
Most Valuable Asset - Is Its People**

**Has Led Us To Conduct
Extensive Research & Testing
Into Improving The Processes Used To Hire Outbound
B2B Telephone Sales Representatives**



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The Goal Of A Profitable Hiring Strategy

**The Goal Of The Hiring Process Is To
Attract Sales Candidates That Have The Greatest Probability
Of Uncovering And Profitably Meeting Target Customer Needs**

**Based On Their Knowledge, Skills & Abilities
And The Sales Organization's:**

-
- **Compensation & Incentives**
 - **Goals & Objectives**
 - **Culture & Management Style**
 - **Ability To Develop The New Hires**

To Achieve Maximum Productivity, Performance & Profitability



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2 Reasons Why It's Critical To Develop & Implement An Effective Hiring Strategy

**For Over 10 Years,
Sales Leaders From Outbound Sales Organizations
Throughout North America Have Rated "Hiring"
As The Most Important Decision
Their Sales Organization Makes**

**The Reason Is That Hiring Decisions
Have The Greatest Impact On Sales Success**

The 5 Most Effective Ways Of Assessing A Sales Candidates Knowledge, Skills & Abilities

- 1. Behavioral / Aptitude Testing**
- 2. Prospecting / Sales Exercises**
- 3. Analyzing & Auditing Resume**
- 4. Verifying References**
- 5. Previous Job Related Experience**



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2 Most Effective Sources Of New Hires

**The First Step In Developing A More Profitable Recruiting
Strategy Is To Understand The Recruiting Sources That
Provide The Greatest Return On Your Recruiting
Investment Dollar:**

Referrals = 44%

Search Firms = 33%



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Take The Time Needed To Hire Right

**It Seems That It Is Too Often The Case
That Outbound B2B Telephone Sales Organizations
Are Not Meeting Their Projected Net Hire Goals**

**Which Creates An Increasing Urgency
To Hire New Salespeople
As Soon As Humanly Possible**

**Resulting In Outbound Sales Organizations
Filled With Moderately Productive and
Minimally Profitable Sales Representatives**



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**Take The Time Needed To Hire Right
As The Cost Of Hiring The Wrong
Salespeople Will Far Outweigh The Cost
Of Time Spent Finding The Right Ones**



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The Cost Of Bad Hiring Decisions

A Bad Hiring Decision ...

- Lowers Morale
- Increases Turnover
- Absorb And Waste Resources
- Lowers Leadership Credibility
- Deteriorates Positive Sales Culture
- Decrease Customer Retention Rates
 - Costs On Average Of 2.5x
The New Hire's Annual Compensation
- Frustrates Experienced Salespeople
 - They Make Up For The
Quota Of Terminated Reps

6 Common Hiring Mistakes

1) Hiring Based On Results Of Internal Interviews

- Historical Accuracy 15.2%

2) Rush To Hire Syndrome

- Rush To Replace An Unexpected Termination**
- Rush To Increase Headcount To Make Quota**

6 Common Hiring Mistakes

3) Being Sold By Salespeople

**- Sales Managers Often Do & Should Play
A Key Role In Hiring New Sales People**

**- However, The Easiest Person To Sell
Is Another Sales Or Ex-Salesperson**

**Note: The Vast Majority Of Sales Managers
Are Ex-Sales Representatives**

4) Hiring Without Following A Formalized Hiring Process

- Behavioral Profiles
- Testing
- Ride-A-Longs With Existing Reps

5) Not Terminating Bad Hires In Training

- Make Hiring Decisions Contingent
On Passing Training

6) Not Having Candidates "Try Before They Buy"

- Have Candidates Spend A 1/2 Day Observing**
 - Have Candidates Ride With 2-3 Reps**
- Allow The Candidate To Ask Any Questions**
- Allow Reps To Answer Openly & Honestly**
- Have The Reps Question The Candidates**
 - Obtain Input From All Reps**



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CAUTION: Don't Be Sold By A Bad Hire Follow Your Hiring System

**Refuse To Hire Sales Candidates
That Don't Meet Your Hiring System Requirements**

**You're Hiring Experienced Salespeople
It's Their Job To Sell**

**And Many Sales Candidates
Can Sell Themselves In An Interview**

**Far Better Than They Could Ever Sell
Your Company's Products & Services**

8 Ways To Improve The Profitability Of Your Hiring Strategy

Implement The Following Processes To Your Existing Hiring Strategy:

- 1. Ideal Candidate Profiling**
- 2. Hire In Targeted Groups**
 - All Experienced
 - All Inexperienced
- 3. Knowledge + Skills + Abilities Assessments**
 - Use Our "Prospecting Exercise"
- 4. Character Confirmation Checks**
- 5. Self Motivation Assessments**
- 6. Drug Testing & Background Checks**
- 7. Behavioral Interviewing Questioning Format**
- 8. Conduct Standardized Exit Interviews**



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Ideal Sales Candidate Profiling

15 Common Traits Of Exceptional Performing New Hires

1. Assertive
2. Persuasive
3. Extraverted
4. Competitive
5. Self Confident
6. Strong Ethical Values
7. Corporate Culture Fit
8. Desire To Serve Others

15 Common Traits Of Exceptional Performing New Hires

9. Ability To Put Others At Ease

10. Dedicated To Self Improvement

11. Effective Communication Skills

12. Desire & Willingness To Listen

13. Ability To Analyze & Understand

Key Customer Information

14. Good Time / Task Management Skills

15. Highly Motivated / Strong Work Ethic



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Ideal Sales Candidate Assessment Tools

**There Are Effective Assessment Tools That Can
Accurately Measure The Level Of Each Of These
Traits That Exist In A New Hire Sales Candidate**



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Outbound Excellence's Ideal Sales Candidate Profiler

**We Believe Our Ideal Sales Candidate Profiler
Is The Most Accurate, Effective & Profitable
Process On The Market**

**For Identifying Sales Candidates
With The Highest Probability For Achieving &
Maintaining Continuous Profitable Sales
& Customer Growth Performance**

The 3 Most Common Hiring Philosophies

- 1. Hire Inexperienced Salespeople**
- 2. Hire Experienced Salespeople**
- 3. Just Fill The Seats**

**Our "System" Will Take Care
Of The Rest**



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1) Hire Inexperienced Salespeople

**To These Companies,
Their Training Programs
Are Strategic Advantages
Over Their Competitors**

1) Hire Inexperienced Salespeople

Advantages

- Easier To Manage
- More Eager To Learn
- Lower Overall Sales Costs
- Fewer Bad Habits To Break
- Better Long Term Investment
- Better Molded To Company Culture
- Commitment Is Rewarded With Loyalty

1) Hire Inexperienced Salespeople

Disadvantages

- Often Less Disciplined
- Higher Training Costs
- Slower "Speed To Profitability"
- Lack Of Skills And Experience
- Higher Risks To Turnover Customers
 - May Be Using Opportunity
As A Stepping Stone



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2) Hire Experienced Sales People

**To These Companies,
Speed To Contribution
Is Their Primary Objective**

2) Hire Experienced Sales People

Advantages

- **Established Selling Skills**
- **Quicker Speed To Profitability**
- **More Realistic Job Expectations**
- **Possible Product / Market Experience**
- **Possible Existing Customer Relationships**

2) Hire Experienced Sales People

Disadvantages

- **Higher Overall Sales Costs**
- **Harder To Break Bad Habits**
- **Less Willingness To Conform**
- **Greater Challenge To Manage**
- **Possible Loyalty / Instability Traits**
- **Ability To Hide Flaws In Hiring Process**

3) Just Fill The Seats

**These Companies Believe Their "System"
Will Make The New Hires Successful.**

- **Highly Unprofitable Approach**



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Should You Hire Experienced Or Inexperienced Salespeople?

**A Key Question That Often Arises When
Outbound Sales Organizations Seek To
Recruit And Hire New Salespeople Is Whether
To Hire Candidates That Are New To The
Sales Industry Or Whether To Hire
Experienced Salespeople**

Here Are A List Of Questions To Ask In Determining Whether To Hire Experienced Or Inexperienced Salespeople

- 1.) Which Type Of Person Is The Compensation Plan Designed To Attract & Retain?**
- 2.) Does The Compensation System Allow For Compensation Exceptions?**
- 3.) Is There Adequate Time To Recruit & Hire Experienced Salespeople?**
- 4.) Is There A Budget For A Search Firm's Fees?**
- 5.) Are There Adequate Processes In Place To Access Knowledge & Skill Levels?**



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**6.) Is The Sales Training Program Designed
For Tactical Or Strategic Selling?**

**7.) Are New Salespeople Being Hired
To Meet Short Term Or Long Term Objectives?**

**8.) Is The Goal To Attract New Customers
Or Expand Existing Customers?**

**9.) Are New Salespeople Being Hired
To Develop A New Market Or Sell A New Product?**

**10.) Would Previous Product / Market Experience
Increase Profitable Sales Growth?**

- 11.) Would Experienced Reps. Be Able To Leverage Existing Customer Relationships?**
- 12.) What Is The Current Sales Culture & How Would Each Type Fit The Current Culture?**
- 13.) How Would Experienced Reps React To A Rep Hired With A Compensation Exception?**
- 14.) Would It Be Disruptive To Add Reps That Are Set In Their Ways & Resistance To Change?**
- 15.) Would The Sales Organization Benefit More From Energy Or Experience?**

16.) Could Internal Reps Be Developed Vs Hiring New Experienced Reps?

17.) What Level & Type Of Sales Management Support Will Develop The New Hires?

18.) Is The Sales Management Team Experienced Enough To Develop & Manage Experienced Reps?

19.) Which Would Be A Better Fit For The New Hires Assigned Market & Customer Segment?

20.) Is It A Transaction Sale Or Relationship Sale?

21.) Do Your Target Customers Require / Expect A High Level Of Technical Knowledge?

Focus on Knowledge, Skills and Abilities

**The Majority Of Valid Data By Which
You Can Predict A Sales Candidate's Success,
Is Associated With The Sales Candidate's
Knowledge, Skills and Abilities**

**To Measure A Candidate's Knowledge & Skills
Conduct Pre-Hire Selling Skills Testing
Break Up The Elements Of A Tactical Sale
And Develop 5 Questions For Each Element**

**To Rate A Sales Candidate's Abilities
Develop A Prospecting Exercise
An Effective Prospecting Exercise
Will Measure Abilities, Desire & Work Ethic**



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**Have Each New Hire Sales Candidate Write The Names
Of 3 Current Or Most Recent Top Buying Accounts**

**Then Have Them Provide You With The Following
“Non Confidential” Information On Each Account:**

What Is Their Annual Sales Volume?

Is This Company The Parent?

What Are Their Key Subsidiary Companies?

What Is Their Major Line Of Business?

Name 3 Of Their Products Or Services

Are They A Public Or Private Company?

Identify Two Of Their Major News Releases

Made Within The Past Year



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Confirm Character Data

**Verifiable Facts Are The Most Reliable Data
For Testing A Sales Candidate's Character**

**Customer's Base Their Buying Decisions
Partially On A Provider's Credibility & Trust**

**We Would Make Wiser Hiring Decisions
If We Made Our Decisions Based On Verifiable Facts That
Confirm The Character Of Our New Hire Candidates**

Check For Self Motivation Indicators

**Before Hiring Any Sales Candidate
Identify Their Level Of Dedicated Commitment
To Personal & Professional Improvement.**

- 1. Ask About Their Favorite Sales Books**
- 2. Find Out Their Favorite Motivational Speakers**
- 3. Ask What Seminars Have They Attended
In The Past Year**

**Unmotivated Salespeople Equals
Unproductive & Unprofitable Salespeople**

Don't Be Misled By Generalizations

**Ask For Details About Employment History
And Listen For Ambiguous Phrases & Voids
Which Are Often Used To Hide Unstable
Work Histories**

**Phrases Such As
“Better Opportunity Elsewhere”
Are Often Used To Divert An Interviewer's Attention
From Unsuccessful Selling Experiences**

Drug Testing & Background Checks

- 1. Require All Applicants To Pass A Drug Test As A Contingency For Employment.**
- 2. Drug Tests Are Administered By An External Source And Results Are Usually Available Within 48 Hours.**
- 3. Utilize An Outside Firm To Conduct Background Checks On Applicants.**
- 4. Results May Take Three To Five Days For Applicants With Diverse Histories Including Out Of State Employment Or Education**

12 Tips For Conducting Effective Sales Interviews

1. Be Courteous
2. Ask Prepared Questions
3. Set Aside At Least 45 Minutes
4. Conduct Panel Interviews
 - Panel members should consist of personnel new hire would regularly interact with
 - Have each panel member ask a different section of questions
 - Have the same panel member ask each candidate the same set of questions

12 Tips For Conducting Effective Sales Interviews

- 5. Start By Establishing Mutual Respect**
- 6. Talk Time: 80% Candidate / 20% Interviewer**
- 7. Ask Broad Open-Ended Questions & Probe**
- 8. Use A Behavioral Style Questioning Format**
- 9. Ask How The Applicant Feels About People**
- 10. Question Job Objectives & Probe Deeply Here**
- 11. Ask How The Applicants Views Themselves**
- 12. Give Applicant An Opportunity To Elaborate**



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Behavioral Interview Questioning

**The Best Indicator Of What A Salesperson Will Do For You
Is What The Salesperson Has Done In Previous Sales
Opportunities**

**And One Of The Most Effective Methods For Accurately
Identifying What A Sales Candidates Has Done
Successfully In The Past Is Through
Behavioral Interview Questions**

Recommended Interviewing Questions

**All Candidate Should Be Asked Questions
From Each Of The Following Categories:**

- 1. Thoughts About Their Job**
- 2. Thoughts About Other People**
- 3. Genuine Job Objectives**
- 4. Regard Of Self**
- 5. Selling Skills**
- 6. Ability To Respond Under Pressure**

Sales Candidate's Thoughts About Their Job

- **Tell Me About Your Last Job?**
 - **What Were Some Things You Liked?**
 - **What Were Some Of The Minuses?**
- **Were You Able To Maximize Your Abilities?**
- **Rank This Job With Others You Have Held?**
- **What Are Your Reasons For Ranking It So?**
- **How Many Hours Should A Person Work?**
- **What Is A Satisfactory Attendance Record?**

Sales Candidate's Thoughts About Other People

- **What Were Your Supervisor's Strengths?**
- **What Were Your Supervisor's Weaknesses?**
- **How Were You Treated By Other Managers?**
- **How Would Your Manager Rate Your Skills?**
- **What Did She Feel You Did Particularly Well?**
 - **What Were Her Criticisms Of Your Work?**
 - **How Do You Feel About Those Criticisms?**
 - **What Kind Of People Do You Enjoy Most?**
- **What Kind Of People Are Difficult To Work With?**

**Sales Candidate's
Genuine Job Objectives**

- **What Do You Find Most Satisfying In A Job?**
- **What Things Do You Try To Avoid In A Job?**
 - **What Was Missing From Your Last Job?**
 - **What Is Your Overall Career Objective?**
 - **What Position Will You Hold In 5 Years?**
- **What Are Your Current Salary Expectations?**
 - **How Have You Arrived At This Figure?**

Sales Candidate's Regard of Self

- **How Would You Describe Yourself?**
- **What Characteristics Make You Successful?**
- **What Traits Would You Like To Overcome?**
- **What Skills Are You Most Confident With?**
- **What Skills Would You Like To Improve?**
- **What 4 Things Motivate You Most In Life?**

Questions To Measure A Sales Candidate's Selling Skills

What Would You Say If A Prospect Said:

- **What Are You Selling**
- **Your Price Is Too High**
- **I Am Satisfied With My Present Supplier**
 - **Just Send Me Some Information**
 - **I'm Not Interested**



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Test Each Sales Candidate Ability To Respond Under Pressure

**Ask The Sales Candidate This Question:
“Tell Me About The Biggest Sale You Ever Made”**

**Keep Asking More Questions
Keep Pushing For More Information
Act Like You're Not Satisfied With An Answer
Keep Asking “Why?”**

**Sit & Stare
Schedule Interruptions
Make The Applicants Squirm A Bit
See How They Handle It!**



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After viewing the **Hiring Strategy**
Section of our
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If you have any questions or would
like to discuss how our New! Sales
Management System can Increase
your Sales Performance
Please give us a call....

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