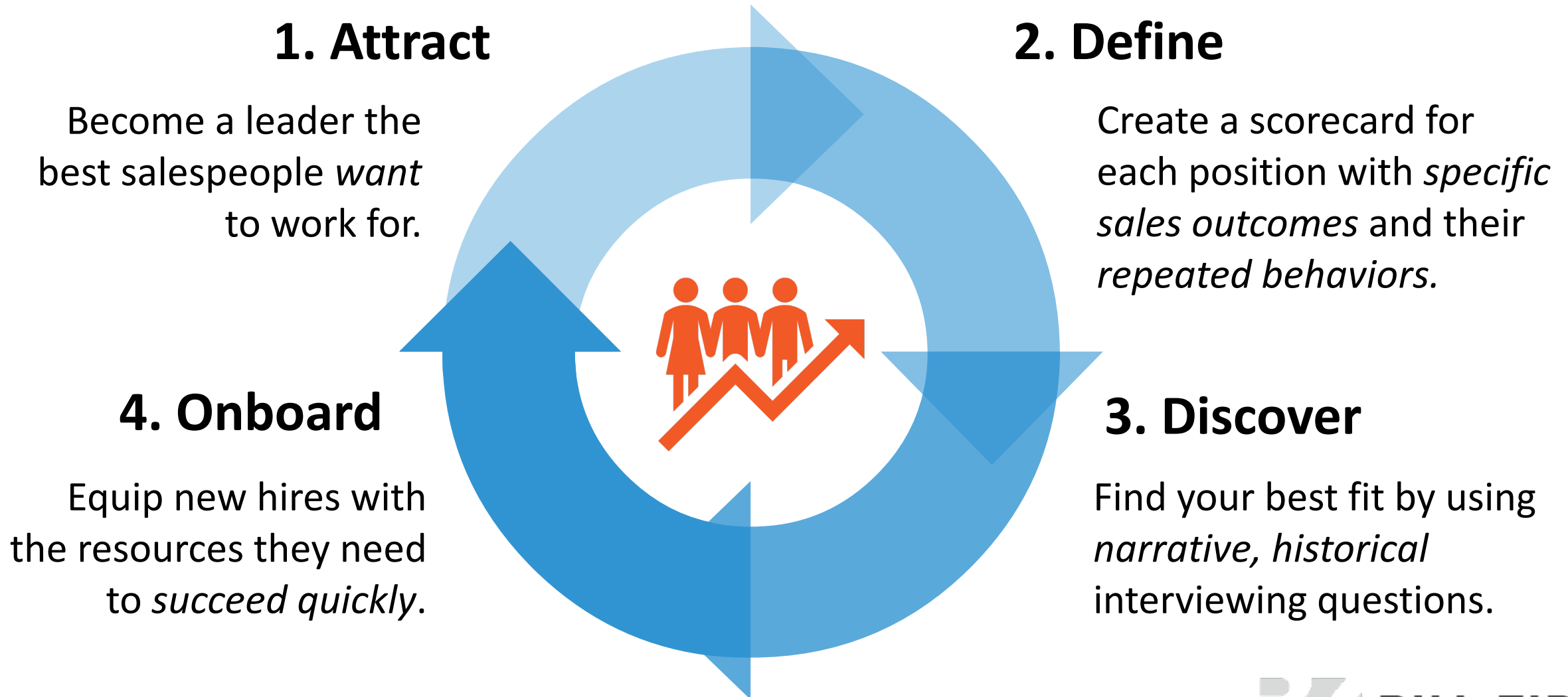


# **How to Hire the Very Best Salespeople**

**Building a World Class Sales Team  
One Person at a Time**

# The Cycle of Sales Hiring Success



# Sales Hiring Quizzes: Round TWO

Team JOHN



78%

Team DAF



83%

# The Number One Hiring Mistake

Here's a  
**PERSON** we  
really like...

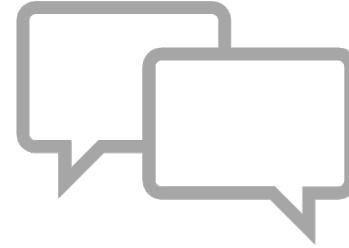


let's fit them  
into a  
**POSITION.**



# The Number One Hiring Mistake

Here's a  
**PERSON** we  
really like...



let's fit them  
into a  
**POSITION.**

Here's a  
**POSITION** we  
really need...



let's find a  
**PERSON**  
who's a fit

**Not Potential**

**Not Personality**

**Not Intuition**

**Not Reputation**

**Only Proven,  
Past Performance  
Predicts Success  
in Sales**

# The *Narrative* *Historical* Interview Process

## What is NARRATIVE?

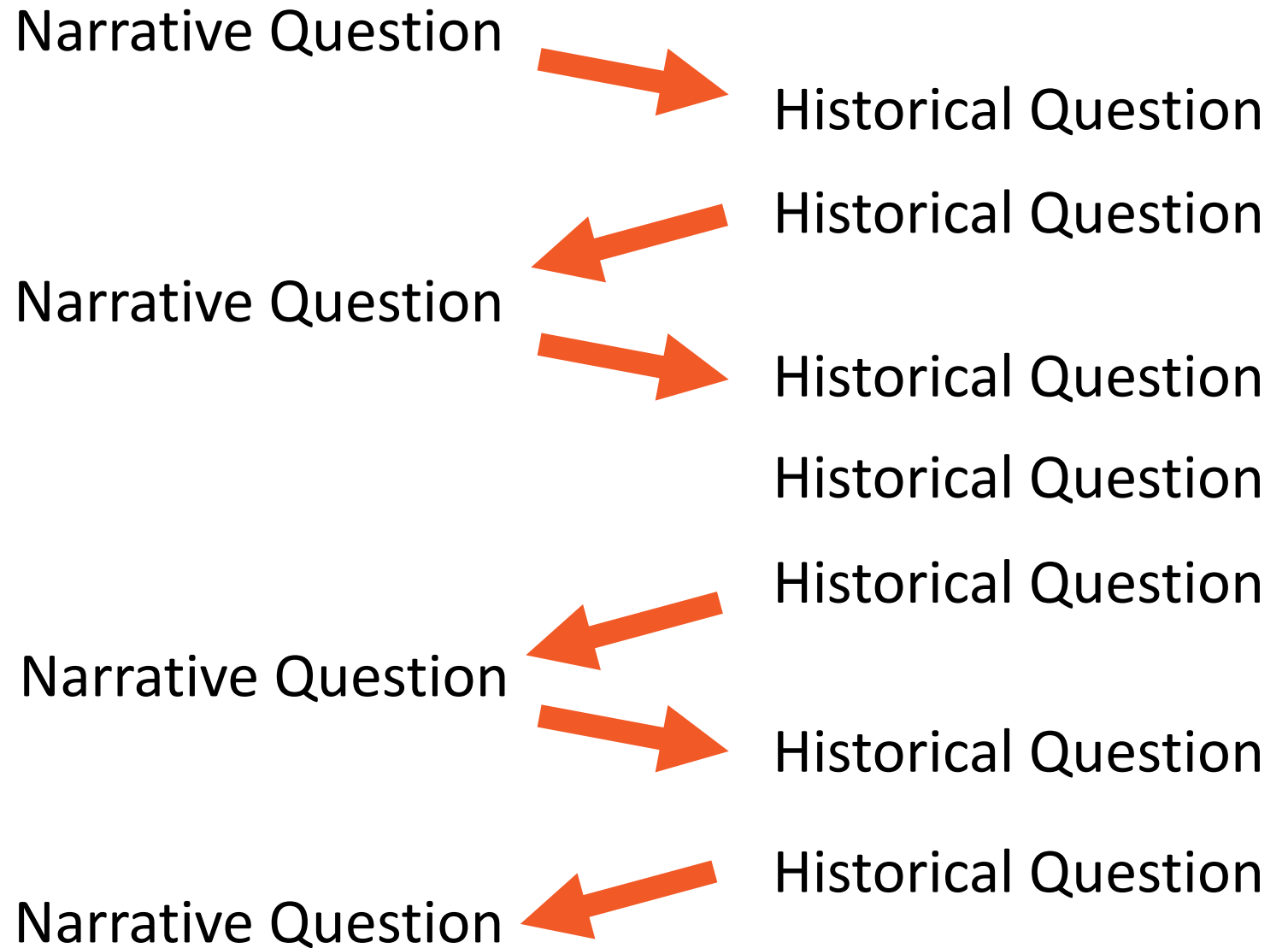
A *narrative* interview walks through the jobs a candidate has filled from the earliest to the latest, asking the same set of questions for each.


## What is HISTORICAL?

An *historical* interview asks about actual events that have taken place at the jobs a candidate has filled related to the outcomes you have determined for the open position.

# Question *Asking* Flow


Weave back and  
forth from  
**NARRATIVE** to  
**HISTORICAL** for each  
job on a candidate's  
resume.





Use these  
**NARRATIVE**  
questions for  
each job on a  
person's resume

1. What were you hired to do?
2. What were your day-to day responsibilities?
3. What were your successes in this job and how did you achieve them?
4. What were your failures?
5. Who was your manager (How spell?) and what were his/her strengths and weaker points?
6. If I could speak with him/her, what's your best guess as to what your manager will say were your strengths and weaker points *back then*?
7. Why did you leave this job?






Use these  
**NARRATIVE**  
questions for  
each job on a  
person's resume

1. What were you hired to do?
2. What were your day-to day responsibilities?
3. What were your successes in this job and how did you achieve them?
4. What were your failures?
5. **Who was your manager (How spell?) and what were his/her strengths and weaker points?**
6. **If I could speak with him/her, what's your best guess as to what your manager will say were your strengths and weaker points *back then*?**
7. Why did you leave this job?

# Narrative-Historical Interviewing Best Practices

- Use resume scoring, phone screen interviews, and an aptitude assessment to select candidate finalists.
- *Set up the interview well. Say what it is, what it's not, and encourage the candidate's honesty.*
- Plan on each interview taking 75-90 minutes.
- *Interview in teams of 2-3. Stay on task as a team!*
- Use the same interview team on the same day for all candidates.
- *Request the candidates to arrange reference interviews for you after the live interview.*
- After completing reference interviews, meet promptly as a team and make a decision. Move forward if you're in agreement.
- *Use a reasonable, practical project to break any ties.*

# Alyssa Smallwood

Corvallis, OR)   
661-900-0202   
alyssasmallwood26@yahoo.com 

An enthusiastic, quick learner seeking a position that reflects my abilities and experience, strong client relations skills, and provides new challenges.

## Skills

- Client Relations
- Detail Oriented
- Self-Motivated
- Adaptable
- Communication
- Problem Solving
- Leadership
- Collaboration

## Education

EXPECTED GRADUATION: FALL 2022  
**Communications B.S. / Arizona State University**  
GPA: 3.4

**Communications / Bakersfield College**  
GPA: 3.7

**High School Diploma / Golden Valley High School**

## Experience

FEBRUARY 2019-CURRENT  
**Business Banker/ Mission Bank**

At Mission Bank my team and I work closely with business owners to analyze and optimize their current business and financial processes. This has allowed me to expand my skill set beyond a simple sales transaction to listening and advising clients and prospective clients on how to optimize processes such as accounts payable/receivable and cash cycles. I utilize leadership skills as well as time management skills, as Mission Bank encourages their employees to “run it like you own it”, an attitude I carried with me from previous positions and is strengthened by my current one. I have also garnered the skill of networking. I attend several events per month to push myself out of my comfort zone and meet new people, building a network in the community as an incredibly useful resource. Through this network I create and follow my own leads, using communication and relationship building skills to gain meetings with prospects and follow through with gaining their business. I do not think of myself as just a salesperson, but as a thoughtful advisor to my clients which can sometimes require finesse and the

## Sales Position Scorecard

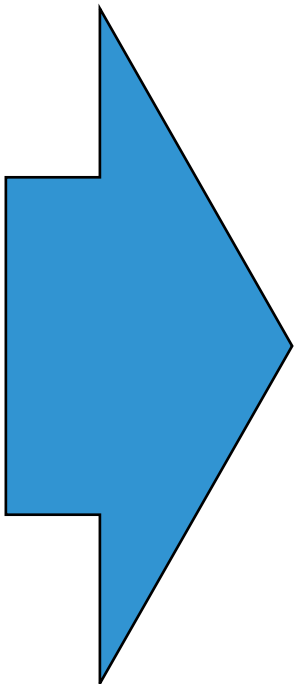
Identify the 4-6 specific outcomes the sales position for which you are hiring is accountable for completing. Next to each outcome, list the repeated behaviors that contribute to producing these results. Finally, give each outcome a weighting of importance.

SALES POSITION: \_\_\_\_\_ DATE: \_\_\_\_\_

	Specific Sales Outcomes	Repeated Behaviors	Weight*
1			
2			
3			
4			
5			
6			

BZ2023

\*Weight column must total 100



# Resume Scoring Worksheet

*On a scale of 1-10, 10 being present to a complete degree and 1 being not present at all, rate a candidate's experience as noted in their resume for each designated position outcomes/repeated behaviors. Multiply that number by its weighting and total.*

Candidate	Item 1	Item 2	Item 3	Item 4	Item 5	TOTAL
Bill Gates	5	6	7	8	10	36
Tim Cook	10	8	7	6	5	36

# Resume Scoring Worksheet

*On a scale of 1-10, 10 being present to a complete degree and 1 being not present at all, rate a candidate’s experience as noted in their resume for each designated position outcomes/repeated behaviors. Multiply that number by its weighting and total.*

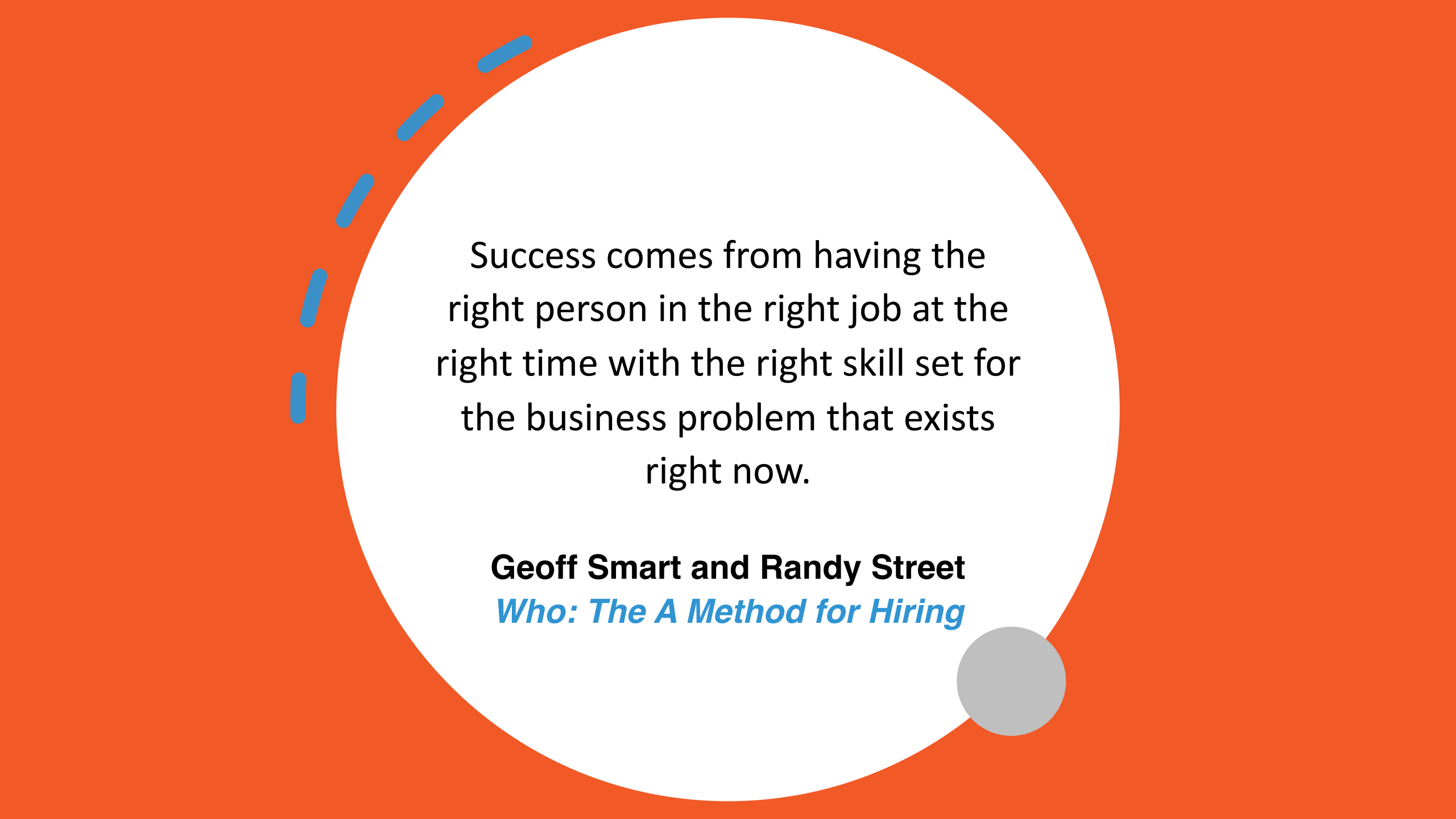
Candidate	Item 1	Item 2	Item 3	Item 4	Item 5	TOTAL
Bill Gates	5 (30)	6 (20)	7 (20)	8 (20)	10 (10)	670
Tim Cook	10 (30)	8 (20)	7 (20)	6 (20)	5 (10)	770

# Red Flags to Avoid

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1. Job skipping, less than two years at multiple positions
2. Resume gaps. Find out why!
3. Inconsistent answers to narrative historical questions
4. Bashing past bosses
5. A lack of openness about one's own mistakes *back then*
6. Shallow, rehearsed answers
7. Physical avoidance behaviors, turning in one's seat, shifting of the eyes, looking up, down, etc....

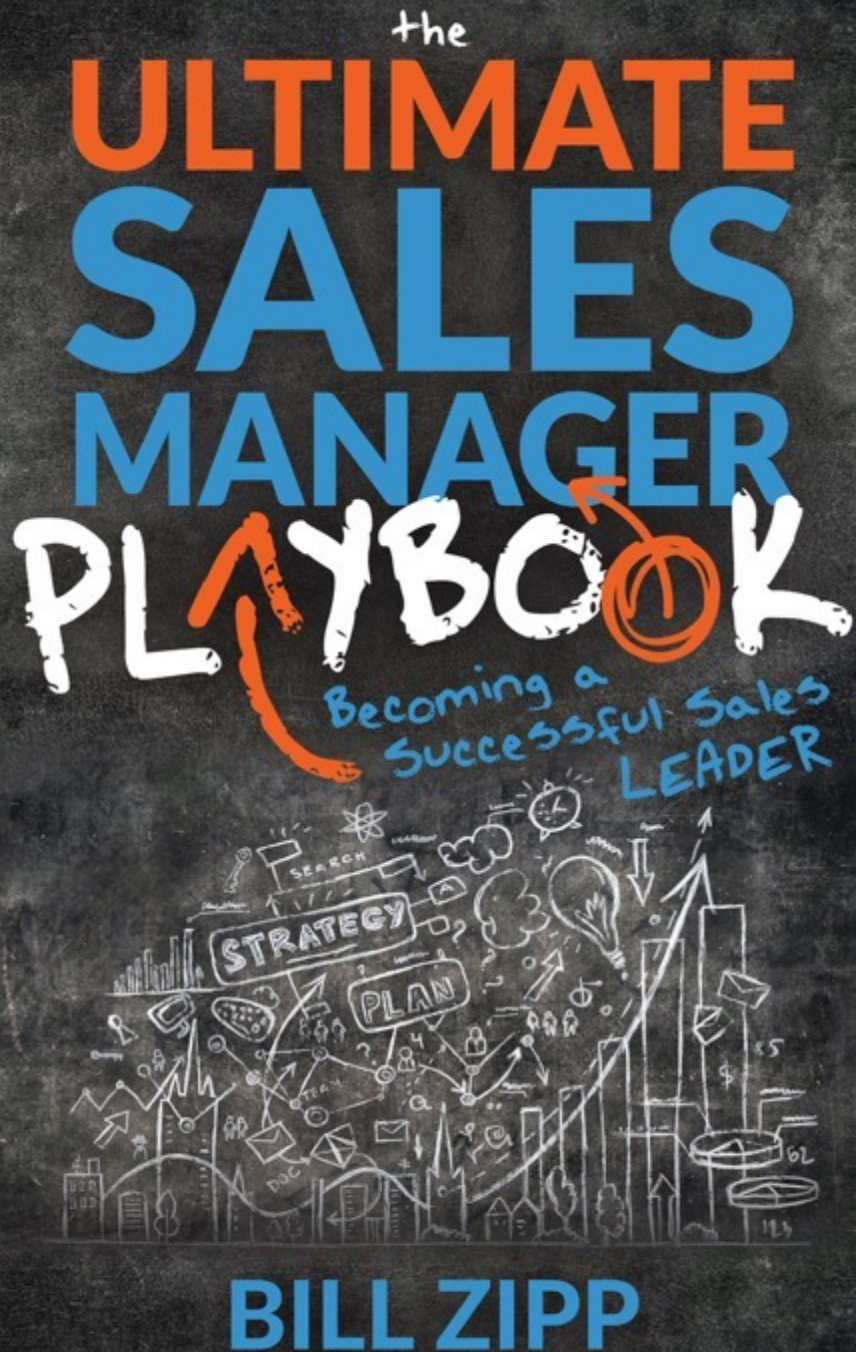




Success comes from having the  
right person in the right job at the  
right time with the right skill set for  
the business problem that exists  
right now.

**Geoff Smart and Randy Street**

***Who: The A Method for Hiring***



# Sales Hiring Cohort

Thursday, April 27 and May 4

*3:00 PM and 4:00 PM GMT*

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## Do these three things:

1. Complete the quiz. Beat the competition!
2. Finish your Sales Position Scorecards
3. Practice scoring resumes together

## Your Dedicated Web Resource Page:

<https://billzipp.com/ISWsaleshiringresources/>

