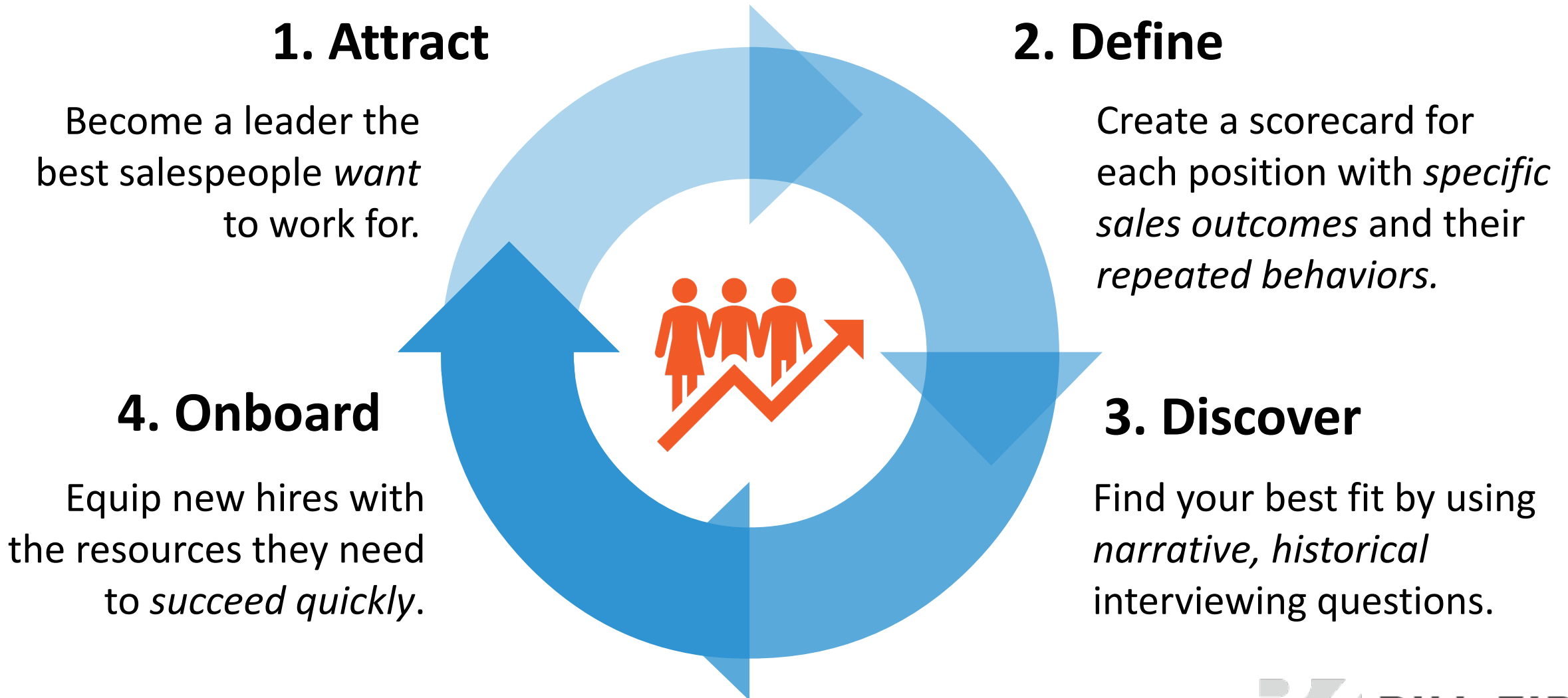


How to Hire the Very Best Salespeople

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

The Cycle of Sales Hiring Success



Sales Hiring Quizzes: Round THREE

Team JOHN



91%

Team DAF



89%

Most Missed Quiz Questions

"Are you a team player?" is an example of:

- A. An important cultural fit question
- B. A cultural fit question asked in a hypothetical manner
- C. An irrelevant interview question. Only results matter when hiring salespeople.
- D. None of the above

Most Missed Quiz Questions

Which of the following questions is *not* a narrative interviewing question?

- A. What were you hired to do?
- B. What were your day-to-day responsibilities?
- C. What were your successes and how did you achieve them?
- D. How do you like to be managed?
- E. Why did you leave this job?

Most Missed Quiz Questions

John Little
looks
GREAT in:

- A. A pink shirt
- B. A blue shirt
- C. A white shirt
- D. There is no color that John Little doesn't look great in.

The Number One Hiring Mistake

Here's a
PERSON we
really like...

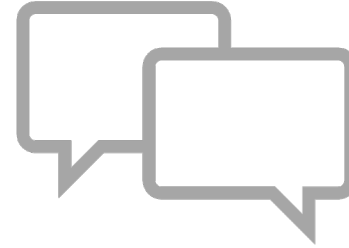


let's fit them
into a
POSITION.



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?

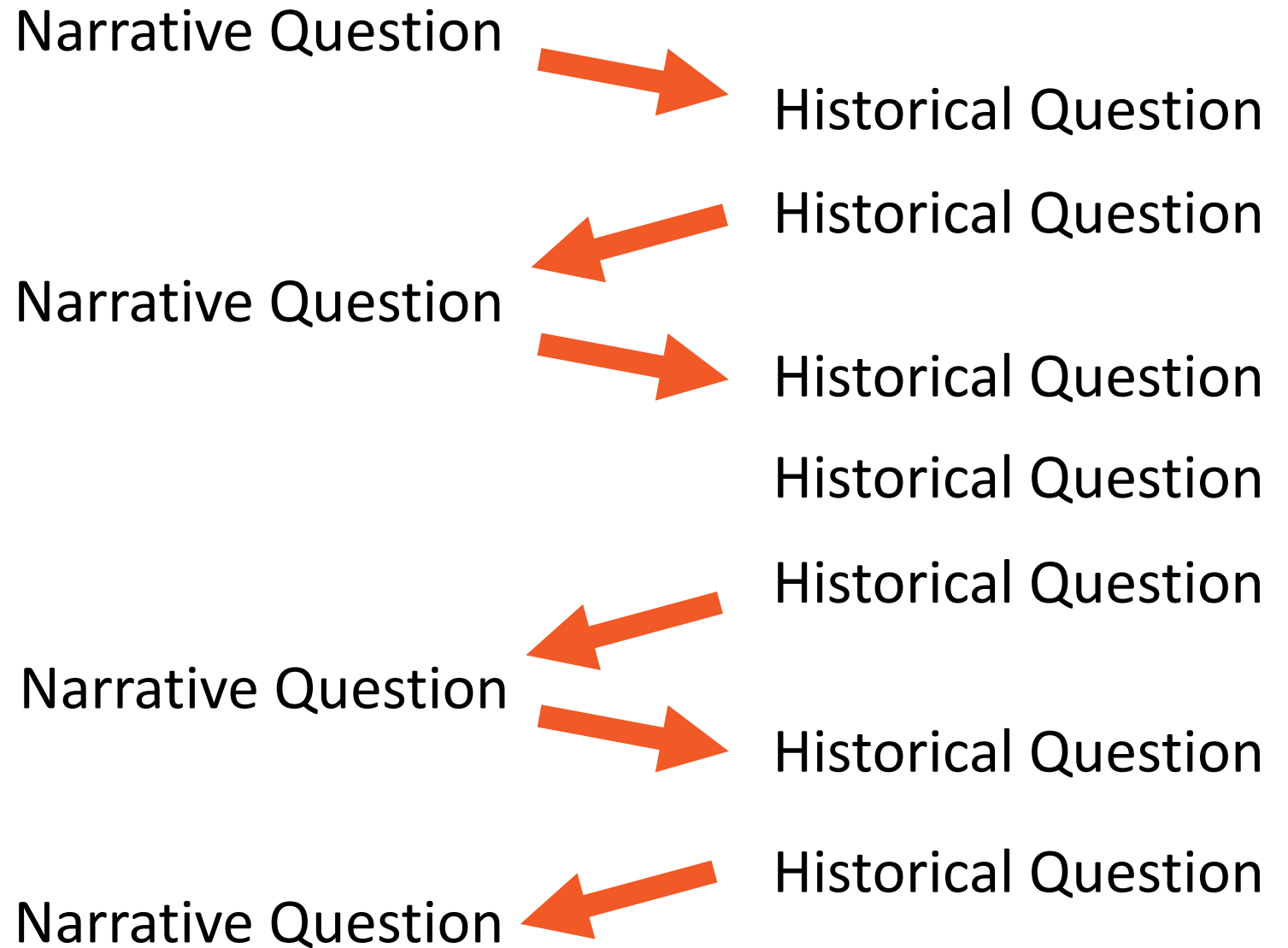
A *narrative* interview walks through the jobs a candidate has worked at from the earliest to the latest, asking the same set of questions for each.

What is HISTORICAL?

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

The *Question Asking Flow*

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



The Phone Screen Interview

30-40 resumes

8-10 Phone Screens

5-6 Candidates

3-4 Finalists

1 New Hire

1

What are your career goals?

2

What are you really good at in sales?

3

What are you not so good at in sales?

4

What do you love about the sales profession?

5

What do you not like so much about the sales profession?

6

Who were your latest sales managers and how would they rate your performance on a scale of 1-10?

What About Using Assessments?

Personality Assessments

DISC: Two Axis, Four Quadrant

MBTI: 16 Personality Types

Enneagram

*Not normed for hiring or
predictive of performance.*

Temperament

Aptitude Assessments

Clifton StrengthsFinder from Gallup

PXT Select from Wiley

Leadership Architect from Korn Ferry

*Useful with a valid performance
profile and rigorous interview process*

Talent

The Reference Interview

*Former managers, colleagues, and/or customers selected by **you** during the narrative-historical interview that the **candidate** takes responsibility for arranging*

1

In what context did you work with this person?

2

What were this person's biggest strengths?

3

What were this person's biggest areas of improvement *back then*? (The words *back then* opens the door for honesty)

4

On a 1-10 scale, how would you rate his/her overall performance in that job?

5

What about his/her performance causes you to give this rating?

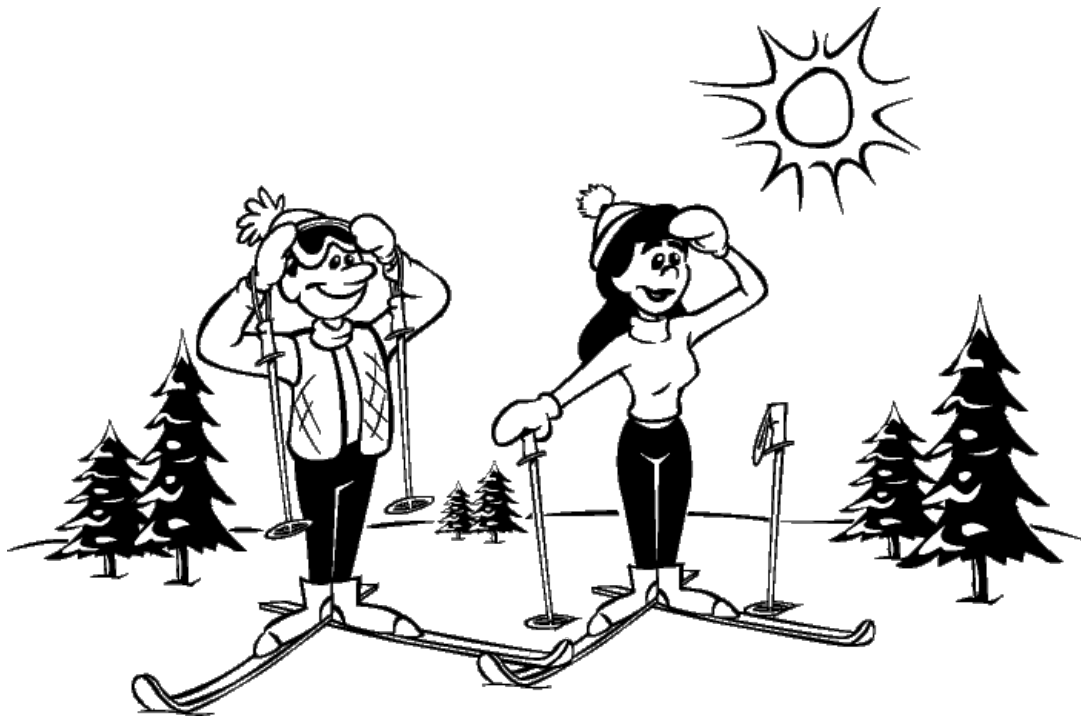
6

The person mentioned that he/she struggled with _____ in that job. Can you tell me more about that?

How to Use a Practical Project

A practical project is a reasonable field work assignment that demonstrates a candidate's sales skills relevant to the position scorecard.

- Write a series of six outbound emails to a new prospect that introduce the salesperson to this prospect and makes a case for a live meeting.
- Write and leave a series of three voicemail messages that introduce the salesperson to this prospect and makes the case for a live meeting.
- Conduct an interview of a “prospect” about their need for a product or service this candidate is familiar with.
- Make a public presentation using a PowerPoint slide deck for a product or service this candidate is familiar with.



D1

**Low Competence
and High
Commitment**

Inexperienced
Eager
Enthusiastic
Optimistic

***Don't know what
they don't know***

What are the most effective leadership strategies for this development stage?

- Affirm their enthusiasm
- Define clearly what success looks like
- Provide concrete examples to follow
- Show them exactly how to do the job
- Check for understanding along the way
- Check in frequently (daily)



D1

**Low Competence
and High
Commitment**

Inexperienced
Eager
Enthusiastic
Optimistic

***Don't know what
they don't know***



The Risks of a Poor Promotion

ONE

You remove a successful salesperson from the team, rolling the dice on whether you can duplicate that success in someone else.

TWO

You place a person who's used to being successful in a position for which they're not a good fit, leading to frustration, failure, and leadership turnover.

THREE

The salespeople this person manages also experience frustration and failure, because the leadership they receive is inadequate, also causing turnover.

COLUMN A				RATING				COLUMN B			
Do you like steak?				3	2	1	0	1	2	3	Do you like salad?
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
TOTAL: <i>Numbers to the LEFT of zero</i>								TOTAL: <i>Numbers to the RIGHT of zero</i>			

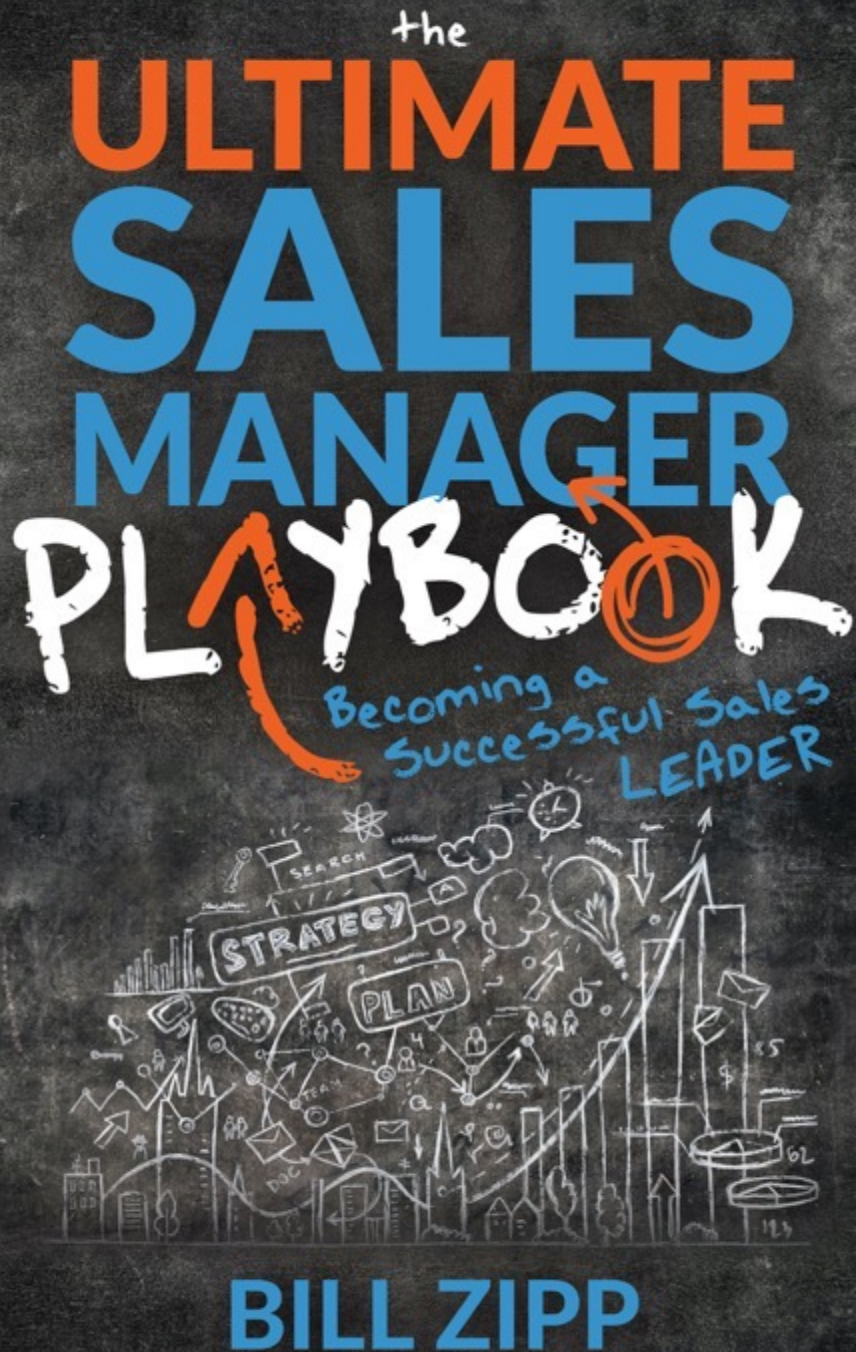
COLUMN A				RATING				COLUMN B			
Does this rep love to sell?				3	2	1	0	1	2	3	Does this rep love helping others sell?
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
TOTAL:								TOTAL:			
<i>Numbers to the LEFT of zero</i>								<i>Numbers to the RIGHT of zero</i>			

COLUMN A				RATING				COLUMN B			
Does this rep love to sell?				3	2	1	0	1	2	3	Does this rep love helping others sell?
Does this rep love working the sales process?				3	2	1	0	1	2	3	Does this rep love working with salespeople?
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
TOTAL:								TOTAL:			
<i>Numbers to the LEFT of zero</i>								<i>Numbers to the RIGHT of zero</i>			

COLUMN A				RATING				COLUMN B			
Does this rep love to sell?				3	2	1	0	1	2	3	Does this rep love helping others sell?
Does this rep love working the sales process?				3	2	1	0	1	2	3	Does this rep love working with salespeople?
Does this rep love the spotlight?				3	2	1	0	1	2	3	Does this rep share the spotlight with others?
				3	2	1	0	1	2	3	
				3	2	1	0	1	2	3	
TOTAL: <i>Numbers to the LEFT of zero</i>								TOTAL: <i>Numbers to the RIGHT of zero</i>			

COLUMN A				RATING				COLUMN B			
Does this rep love to sell?				3	2	1	0	1	2	3	Does this rep love helping others sell?
Does this rep love working the sales process?				3	2	1	0	1	2	3	Does this rep love working with salespeople?
Does this rep love the spotlight?				3	2	1	0	1	2	3	Does this rep share the spotlight with others?
Does cross-functional communication exhaust this rep?				3	2	1	0	1	2	3	Does this rep communicate well cross-functionally?
				3	2	1	0	1	2	3	
TOTAL: <i>Numbers to the LEFT of zero</i>								TOTAL: <i>Numbers to the RIGHT of zero</i>			

COLUMN A				RATING				COLUMN B			
Does this rep love to sell?				3	2	1	0	1	2	3	Does this rep love helping others sell?
Does this rep love working the sales process?				3	2	1	0	1	2	3	Does this rep love working with salespeople?
Does this rep love the spotlight?				3	2	1	0	1	2	3	Does this rep share the spotlight with others?
Does cross-functional communication exhaust this rep?				3	2	1	0	1	2	3	Does this rep communicate well cross-functionally?
Does this rep disappear on Friday afternoons?				3	2	1	0	1	2	3	Does this rep not mind working extra on the weekends?
TOTAL: <i>Numbers to the LEFT of zero</i>								TOTAL: <i>Numbers to the RIGHT of zero</i>			



Sales Hiring Cohort

Thursday, May 18

3:00 PM and 4:00 PM GMT

Do these two things:

1. Complete the FINAL quiz. Beat the competition!
2. Finish your Historical Narrative Worksheet

Your Dedicated Web Resource Page:

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

