

# Hiring the Right Sales People

March 1, 2019 2:00 to 3:00 PM EST

Session Presenter  
J. Michael Marks  
[www.ircg.com](http://www.ircg.com)



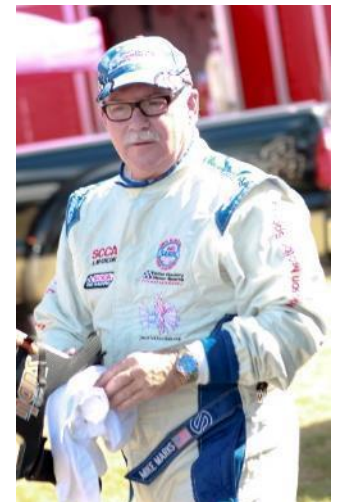
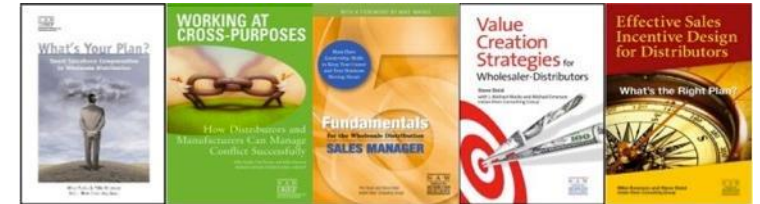
# In Case We Don't Know Each Other

Indian River Consulting Group has been providing business advisory services for over 30 years

- The focus has always been on market access which aligns investments with real market growth opportunities
- Client revenue size from \$2 M to \$40+ B, private and public, with distributors at 45%, manufacturers at 35% and others at 20%
- Each of our projects are bespoke and conducted within an NDA
- We go way back with many PTDA members
- The coolest stuff we have done we can't talk about

My name is Mike Marks and I am the Managing Partner

- Co-founder of the firm, NAW Institute Research Fellow, Graduate adjunct faculty at Texas A&M (past) and Purdue's UID (current)
- I have been with PTDA-UID since the very beginning
- I currently hold SCCA & PCA road racing competition licenses, have a Medicare card, two granddaughters, and enjoy competitive shooting, fine tequila, & cigars



## Guiding Principles in Recruiting Sales Representatives

Remember that the candidate is also evaluating you and the quality of the open position, so put on a good show, but never lie

Candidates generally join firms for money and leave because of a bad boss

*Sales people will also leave if they can't win in the marketplace with your firm's value proposition*

The best indication of future performance is often past performance

“A Players” are loyal to their co-workers, rarely the firm, unless they are baby boomers



peaksales  
recruiting

<https://www.peaksalesrecruiting.com/>

**97% OF**  
SALES PROFESSIONALS  
READ ONLINE REVIEWS  
ABOUT A COMPANY  
BEFORE THEY ACCEPT  
**A JOB OFFER**

Source: Glassdoor

# Sourcing Candidates

*Recruiting is what you do before an opening exists and hiring is what you do after the opening exists*

Social media, web-based job sites

College, VoTech school job fairs, your own employees (referral compensation after 90 days)

Your customers and suppliers (great referrals, but rare)

Contingent search firms and retained search firms (usually too expensive)

*The famous 5 X 8 Index card...  
Names of top field, inside, and counter sales reps at my competitors*

# What Kind Of Sales Rep Are You Actually Trying To Hire?

## The Evolving Transition Of The Generalist Sales Rep

Category Role	FAM Field Account Manager	IAM Inside Account Manager	ISR- Inbound Inside Sales Rep	CSR Customer/Counter Service Rep	Technical Specialist	Telesales Outbound
Typical Titles	SAM, AM, TM, FSR, OSR	AM, IAM, Segment AM	ISR, CSR	CSR	Many	TMR, TSR
Primary SOS*	Business solutions and Relationship		Technical and transactional	Transactional	Technical	Awareness
Customer assignment	Yes, by dirt	Yes, by dirt or segment	Yes, by dirt or segment	No	Periodically, by need or project	None but working off a call list
<a href="http://WWW.IRCG.COM">WWW.IRCG.COM</a>	* Service Outputs Supplied to your customer- what they value					
					INDIAN RIVER	CONSULTING GROUP

## A Sidebar on Old School Sales Forces

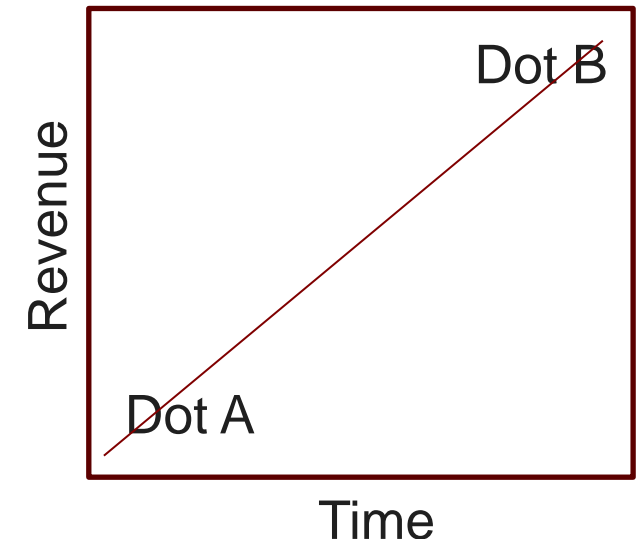
When hiring from competition the interview needs to be off site

*Hiring from competition is no longer a proven or best practice*

When discussing compensation, and you want to match or improve their compensation, ask them to bring a W-2 (or T-4 if Canadian) to the interview and never start with HR staff as screeners

When negotiating guarantees have them connect two dots on a graph and the guarantee adjusts to their results versus their commitment to you

Money motivates membership so a signing bonus is often a valuable tool but it must amortize over a time period, usually 1/24<sup>th</sup> every month for 2 years





# How Can You Be Sure That You Hire the Right Person?

*The reality test is that in twelve months you know you got the right person*

The most reliable techniques statistically, in descending order, are:

## 1. Simulations

*5 X 8 Index cards with a series of real situations; “What would you do?”*

## 2. Reference checks

*Applicant sets up, advice on how to manage, who else did you work with?*

## 3. Personality profile testing

*There are many available, contact PTDA for recommendations*

## 4. The actual interview itself

## From Colleen Stanley

Three big ideas to help your recruiting of sales representatives

1. If you don't have a playbook, you have a self-directed old school distributor sales force

*What is the situation and what should the rep do?*

*Do they know your value proposition?*

2. Sales IQ questions around: Brand; Business Development; Deal Size; and Level of Contact

3. Sales EQ questions around: Self Awareness; Delayed Gratification; Self Actualization; Self Regard (feedback)



**SalesLeadership**  
Building Leaders. Redefining Sales.



*You must know  
your company's  
answers first*



## Interviewing for Soft Skills- Adaptability



**Question #1:** Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?

**Question #2:** Can you describe a situation in which you embraced a new system, process, technology, or idea at work, even though the change was a major departure from the old way of doing things?

**Question #3:** Recall a time when you were assigned a task that you considered outside your job description? How did you handle the situation? What was the outcome?

<https://business.linkedin.com/talent-solutions/blog/interview-questions/2017/12-interview-questions-to-ask-every-sales-candidate>

## Interviewing for Soft Skills- Culture Fit

A graphic showing the number 89 followed by a percentage sign, with a horizontal bar below it that is 89% filled with a teal color.

89% of hiring failures are due to poor culture fit, so screening for this quality is key.\* Research shows that employees who are a good culture fit had greater job satisfaction, superior job performance, and were more likely to stay with the company.

**Question #4:** What are the 3 things that are most important to you in a job?

**Question #5:** What's the most interesting thing about you that's not on your resume?

**Question #6:** What would make you choose our company over others?

<https://business.linkedin.com/talent-solutions/blog/interview-questions/2017/12-interview-questions-to-ask-every-sales-candidate>

## Interviewing for Soft Skills- Growth Potential

1.5x

that employee's salary to replace her.\*  
That means that hiring people who have the potential to grow with your company not only saves you the pain of replacing them, but also saves you money.

**Question #7:** Recall a time from your work experience when your manager or supervisor was unavailable when a problem arose. How did you handle that situation? With whom did you consult?

**Question #8:** Can you describe a time that you volunteered to expand your knowledge at work, as opposed to being directed to do so?

**Question #9:** What would motivate you to make a move from your current role?

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## The STAR Technique

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These are the four critical questions to help you gain insight into your candidate when they start describing their background and experience

**Situation:** Please tell me a bit more about that situation to help me understand it better.

**Task:** What were you trying to accomplish or get done in this situation?

**Action:** What actions did you take to accomplish your task and how did you choose them?

**Result:** What was the result after you resolved the situation?

## A Few Strategic Questions To Play At the A Level

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How do you make your employment experience attractive?

Do you have a 90 day onboarding plan for the new rep?

Are there going to be any internal equity issues with other sales reps (there are no secrets on compensation)?

Have you scheduled a series of real performance reviews to provide useful feedback so they end up doing what you want them to do?

Have you set up a mechanism to get feedback from the new rep on what your company needs to change or improve?

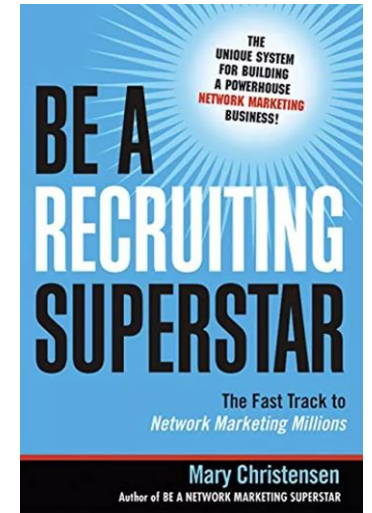
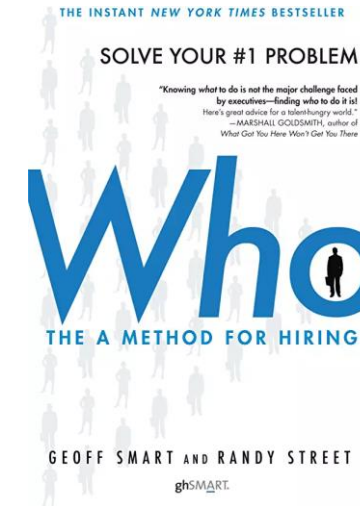
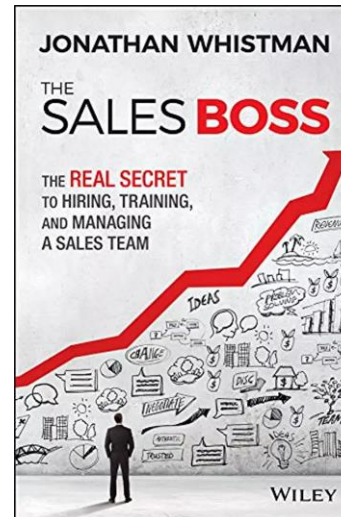
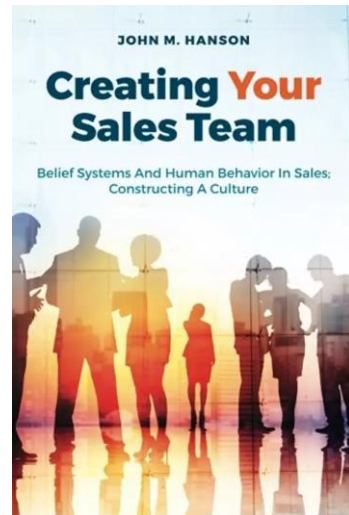
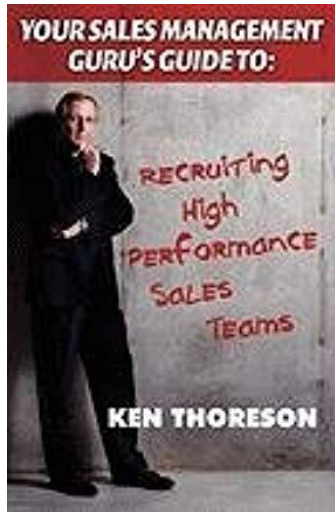


## How to interview:

<https://www.google.com/search?q=good+interview+questions+to+hire+sales+reps&oq=good+interview+questions+to+hire+sales+reps&aqs=chrome..69i57.20223j0j8&sourceid=chrome&ie=UTF-8>

## How to be interviewed:

<https://www.google.com/search?q=how+do+I+learn+how+to+be+interviewed+for+a+sales+postion&oq=how+do+I+learn+how+to+be+interviewed+for+a+sales+postion&aqs=chrome..69i57.19164j0j8&sourceid=chrome&ie=UTF-8>





# A Short Discussion



*Does anyone have any questions or challenges that they would like to bring forward?*

