



HOW TO FIND, ASSESS **AND HIRE A SALES STAR**

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Chapter 1

UNDERSTANDING SALES PEOPLE

Traits of Successful Sales People

Salespeople are your company's frontline champions and advocates for the products and services you sell. They are the connection between your company and its customers and are the driving force of top line revenue. They are the main contributors to the growth of your company. More than any other segment of your workforce, your sales team directly influences how the marketplace perceives your company and values its products.

In this chapter we look at the traits that top sales people possess that make them successful in hopes of uncovering how to better find, assess and hire your next super star.

THEY ASK GREAT QUESTIONS

To fully qualify an opportunity you need to understand the prospect's business issues that your product or service can solve. In order to do that, sales people must ask great questions to uncover the true need. Too often, sales people start selling the features of their product offering without knowing all the necessary information. Even if a customer wanted to buy, until a sales person fully qualifies an opportunity, they will face objections. The best sales people ask more questions than mediocre reps.

Next time you interview a sales person, ask them what the 5 key questions they ask potential customers and what information they need before they consider the opportunity fully qualified. They should be able to quickly tell you the 5 questions and tell you that the information they need

- Do they have budget?
- Does the person they met with have the authority to make the buying decision?
- What time frame will they need to make a decision?
- Are they looking at competing products or services?
- Do they fully understand the client's business and the goals of the person they met with?
- Is there a real need for the product or service?

LISTENING SKILLS

There is a misconception that great sales people are good talkers, which may be true as well, but the top sales people are the best listeners. A simple skill to making a sale in today's complicated marketplace is to ask questions and listen to the potential customer. Diagnose before you prescribe. Too many mediocre sales people get right to proving why their product or service is the right fit without asking any questions.

Think about the last time a sales person called you. How quickly did they start singing the praises of their product after initiating the conversation? In 90% of the cases, they start selling right away and listen very little to you.

RESOURCEFULNESS

Most sales journeys are not linear. In every sale, there are objections to overcome and challenges in getting to the end result. Very few times does a prospect buy right away without a few bumps in the process. Great sales people have an uncanny ability to overcome obstacles in the sales process by being resourceful. They use everything they have at their disposal to get deals done. From leveraging their network to getting buy in from a different department, top performing sales reps come up with creative solutions to difficult situations. Assessing for resourcefulness in a sales interview can sometimes be challenging so here are a few questions to ask to help uncover how resourceful a sales person is.

- Describe a situation with a client or prospect where you made a mistake. How did you handle the error?
- Describe a couple of instances, big or small, where you took a different tack in achieving an objective than was the company standard?
- Describe a time where a creative approach to meeting an objective didn't work and what you did next?

Even if some of the examples they give didn't lead to a sale, it shows their ability to think outside of the box and get a deal done.

ATTITUDE

Let's face it, selling is not easy. If it were, everyone would want to do it. Doors are constantly being slammed in our faces, we get hung up on and stood up for meetings. Some weeks it seems nothing can go right. Hiring someone who has the attitude to get through the tough times could be one of the most important traits to look for when hiring a sales person. We have a saying...hire for attitude and train for skill. You would be better off investing in a sales person who has little sales experience with a great attitude than investing in someone with a poor attitude and sales experience. One of the questions we use at Salesforce Search to assess attitude is:

Tell me about a sales opportunity you were heavily vested in, that fell through? (Listen for their response on why the opportunity did not close. Now, shift your focus on what the candidate's actions were as a result of the bad news. Watching their body language and behaviour can tell you a lot about their attitude).

RESULTS

Great sales people produce results. One of the biggest indicators of a sales person's abilities is they will talk about their results and accounts they won. Average sales people will talk about tasks that they go through in their day. When interviewing sales people it is important to ask questions that will uncover their results. Here are a few examples:

- How big is the sales team at your current company and where do you rank?
- What is your quota and did you achieve it in the past fiscal year?

What you will notice is, top performers will be able to answer these questions quickly and confidently while average performers will make excuses for why they ranked low on their team or didn't achieve target. Always ask for a reference from a sales manager after asking these questions to be able to verify their answers.

Chapter 2

WHERE TO FIND SALES PEOPLE

Many companies have compiled a large staff of competent employees and are very successful in their field of business. Their employees work hard, get paid well, and are happy in their line of work, which shows in how they interact with customers. Likewise, there are many other companies that are losing sales each quarter, due in large part to a staff that is incompetent, lackluster in their dealings with customers, or even apathetic about their place in the company as a whole.

It is safe to say that a company that wants to find continued success must first find employees that meet a strict criterion. Looking for **top talent** is key to putting your best foot forward as a whole company. Your employees are the face that your customers see every day; they are the voice behind your products and, often, the brains behind innovative new products and services that can help keep your company ahead of the pack.

In North America, the average sales person lasts 9 months with any given company. In our experience, it takes the average company up to 2 months to hire a sales person; most of that time is spent just trying to find good sales people. Once a company identifies a good sales person, **the process of hiring them doesn't take much time**. This could mean that in a 12 month period, a full quarter could be lost in simply trying to locate the right sales person making it vital to already know good sales people before you need them. Here are 3 places where good sales people could be hiding:

INTERNAL REFERRALS

Good employees often know other good potential employees. The same holds true for sales people. You want more top performers and a great place to find them is from your existing top performers. Make them aware you are looking for new sales people all the time and establish an internal reward system for a successful hire.

INTERNAL EMPLOYEES NOT IN SALES

Two of the most important characteristics of great sales people discussed in Chapter 1, are attitude and drive. Look at your internal employees for people that possess these two **characteristics** and establish a career path and sales training program to nurture them along. Sales people are made not born and you may have some future superstars in your company already... you just don't know it.

POTENTIAL SUPPLIERS

While we wouldn't suggest hiring sales people from companies that supply services to you, we do suggest keeping your perceptive screen open to sales people who call on you. If someone is cold calling you or drops by the office and is polished, asks great questions and follows up with you, don't discount them as a potential sales rep. It's a chance to see them in action and how they would interact with a potential client of yours.

Sales recruiting, job boards and career days are all traditional and effective **ways of finding sales people**. The next time you are in the need for a top performer, try one or more of the ideas. You may find yourself with your next top performer.

While knowing where to find sales people is important, it's equally important to know what it is you are looking for in a sales person as well as why they want to come and work for you. We advise all of our clients to follow these six **tips to find a great hire**.

1. SET YOUR STANDARDS HIGH

Many companies worry that by setting the bar high and requiring a multitude of skill sets, they will greatly narrow the pool of applicants, thus giving them fewer options. The truth is, hiring is much like hunting. You would not go on a bear hunt with only a duck call in your arsenal; likewise, it is best to go into the hiring process ready to attract exactly the types of applicants that you want. Never feel you have to settle for less.

2. BE SPECIFIC

Offering up a **job description** that is too broad can mislead applicants and, potentially, prevent the truly qualified among them from standing out. List out what your exact job needs are; do not be afraid to have too much information in the beginning when you are getting a feel for what your needs are, as it is easier to whittle that down as you narrow your focus than to add to the description as time goes on.

3.

PROMOTE YOUR COMPANY

If your company is a leader in your industry, has recently had a major accomplishment, or has been mentioned in the media, do not be afraid to mention that in the job description or in an interview as well. While you do not want to come off as prideful, it is important for applicants to understand exactly who they will be partnering with if they hire on with your company.

4.

BE HONEST

Do not promise that a sales person will be moving up the corporate ladder within the year if you do not foresee that happening. This can come across as sleazy to the interviewee, and - should they hire on with your company - it can lead to disillusionment and distrust down the line when your empty promises come to light.

5.

ADVERTISE WELL

You never know where your company's next top talent may be hiding, so be sure to cover all your bases. In today's Internet-based world, it is vital to consider all advertising avenues, including tapping into your Social Media channels where many passive candidates exist. If your advertising budget is tapped, resources like Branched Out, LinkedIn and Twitter are free and enable you to reach high volumes of potential candidates.

6.

BE COMPETITIVE

Just because we are in a down market right now does not mean that top talent will be willing to take any job, regardless of the pay or benefits offered. If the position merits a competitive wage and a stellar benefits package, by all means - offer it. You will not be disappointed.

Chapter 3

HIRING PROCESS

Does your organisation have a defined sales hiring process? If not, are you confident that your organisation is maximizing the ROI of your sales program?

The reality is that top performing sales organisations across North America have a defined process and clear metrics in place to measure the success of their **sales recruitment** process; and more importantly the direct effect it has on ROI and the company's revenue. Here is a list of "DO's" to help you increase the bang for the buck in your sales hiring process.

DO HAVE A CLEAR UNDERSTANDING OF THE REQUIREMENTS

This will increase the probability that you'll find a small group of candidates that can hit the ground running, add immediate value to your organisation and that they'll stick around for the long term. For further information take a look at our blog: **How To Write An Effective Sales Job Description**. Do not have requirements in the position description that may be eliminating potential top performers. Meet with other people in sales at your company, including front line reps, and make writing the requirements a collaborative effort. You'll thank yourself later.

DO BE PATIENT

When we mention patience, we're referring to the first 80% of the recruitment process. Think about something similar in your personal life. How well would you imagine it works out when you are rushed to buy a car or a house? Have your process in place and know your objectives. Don't try to staff a strategic position in your organisation in one or two weeks. BUT... once you find the person that is a great fit, don't be afraid to pull the trigger. Delaying that part of the process is a recipe for disaster. We've seen it happen many times before as clients see candidates they want to hire, working for the competition because they delayed during the offer stage.

DO HAVE A COMPENSATION PLAN THAT MAKES SENSE

You have to make a distinction between a couple of things: are you looking for a sales person that meets your requirements OR are you looking for a sales person that meets your requirements AND is also a top performer? If you are looking to entice someone who is presently hitting their sales targets

to leave their current role, you must have a compensation plan in place that will incent them to leave. If this is an important position at your organisation this is not a time to try to do more with less. Attract the top performer; it will be worth it in the long run. We will go into more detail on designing a sales compensation plan in Chapter 3.

DO USE YOUR TIME WISELY

Your plan should not be to have face-to-face interviews with 12 candidates. A more effective use of time would be to have 10 minute phone screens with 5 to 12 candidates and narrow that down to a manageable list of three for face-to-face interviews. Consider tasking the candidates with providing information to standard interview questions so you can begin to sort out the best fit for your role.

DO UTILIZE YOUR SALES SKILLS

Prospecting and hunting for talent is “sales”. Your strategy for attracting top talent to your organization should be no different than landing a new account. Build a pipeline of candidates, enter them into your CRM (we’ll call it Candidate Relationship Management) and set follow up tasks to inform them of your company’s accomplishments, market presence, etc. Then, when you find a candidate that you like, treat every encounter with him/her like you are selling them the job and your organisation. Part of your value proposition could be your culture, opportunity for growth, current market share or innovation, perks, compensation, etc. Promptly respond to voicemails and emails, as you would with potential clients. Top candidates need to be sold to; your competition is likely doing it, so you should be too!

NOW THAT WE HAVE COVERED THE “DO’S”, LET’S TAKE A LOOK AT THE “DON’TS” IN YOUR HIRING PROCESS.

DON’T ACCEPT **QUOTA** **ATTAINMENT** AT FACE VALUE

Yes, of course it is important that the person you are considering hiring has been successful before and has a history of hitting their quota. We won’t argue that. We’re simply saying don’t make the mistake of assuming that because a person hit their targets in their last job, that they’ll hit their quota with you. There are many contributing factors to consider as to why someone was previously successful. You need to probe to find out how their previous employers’ management style, work environment, culture, is defined. If in their last role they worked from home with complete autonomy and you’re considering bringing them into a heavily managed environment that may not work out.

DON’T FORGET TO **ASK** **ABOUT VALUE** **PROPOSITION**

A great salesperson should be able to articulate the value proposition of their current and previous roles with ease. If they can’t this is more than a red flag. Being convincing, well spoken and concise when describing your value proposition is arguably the greatest skill a top performer will have. And you can assess this quite quickly during an interview by asking this single question.

DON’T RELY ON ONE EMPLOYEE, EQUIPPED WITH A GENERIC **INTERVIEW** **QUESTIONNAIRE**

If you’re using the same interview questions for a sales role, as you would for an IT programmer. STOP. Your interview questions need to be relevant and meaningful. (See Chapter 4 for sample Sales Interview Questions). You also need to add several steps in your hiring process to ensure consistency of the candidate and buy in from your internal stakeholders. Salesforce Search’s internal hiring process includes a detailed phone interview (a skill highly used in recruiting), multiple face to face interviews (from the hiring manager, to peers, to support staff, to an Executive), role plays (having the candidate run a successful client meeting), formal 3rd party assessments (helps validate our interview results and provide a common platform to compare candidates), and a completion of a candidate scorecard (combined assessment of intangible skill sets and reference checks).

DON'T HIRE BASED ON **PERSONALITY**

Fit is an important factor and yes, personality is very important, (not to be confused with Attitude as discussed in Chapter 1) but just because you like someone doesn't necessarily mean that they'll hit their sales targets and add value to your company. Make sure that personality isn't the top factor in making your hiring decision. It may sound obvious but a lot of people do it.

DON'T HIRE **YOUR CLONE**

(at least not all of the time)

We have a natural tendency to surround ourselves with people that are similar to us. But hiring someone that has a different background, education, and brings a different way of thinking to the table may make your sales team stronger. Having people with a different approach and a different way of thinking will help your sales team come up with innovative ways of solving problems and creating value.



Chapter 4

HOW TO INTERVIEW AND ASSESS

What skills are needed to be a successful salesperson? Salesforce Search believes that the techniques and methods of sales are teachable to anyone who has the desire to learn. However, there are several skills that are of great benefit if they already exist within a candidate who wants to be successful in sales. Without these, success will take a longer time but it can still be achieved through training, coaching and mentoring. If there is no desire and dedication to learning or developing these skills, then the selling will be much more difficult and often very stressful.

With every sales person you meet, look for the following characteristics and take them into account when assessing their suitability for sales.

KEY CHARACTERISTICS

EFFECTIVE COMMUNICATOR

Communication covers a lot of territory. Superb orator skills are not mandatory here, but the ability to speak clearly and in a manner that is easy to understand, is. Sales is all about talking to people and getting them to understand what you are trying to help your audience achieve. Candidates should be able to articulate their point of view and speak in clear, concise sentences.

ABILITY TO LISTEN

Along with speaking, a great salesperson knows when to stop talking and listen listen (see Chapter 1). They never cut someone off while they are talking, because in doing so they would fail to hear a key element in identifying what that person's needs might be. Contrary to popular belief, great sales people are the best listeners. Top sales professionals have told us, the more their prospective client is talking the greater chance of a successful sale.

ASKS GREAT QUESTIONS

Salespeople are naturally inquisitive and know that in order to isolate what the real need or desire is in the buyer, they need to ask questions that will lead them to the answer. They naturally ask questions because they have a desire to help solve their problem. Listen to how they pose questions, ask follow up questions and acknowledge potential objections.

**PROBLEM
SOLVER**

Another natural skill is the desire and ability to solve problems. Great salespeople are always solving problems. The ability to hone in on what the buyer's problem is and offering suggestions that will effectively solve the problem with respect to what products or services you sell, generally results with a sale.

**WELL
ORGANIZED**

It's commonly known that this is a typical weakness among the sales community. While many sales professionals claim to have a method to their madness, their thoughts and process to need to be well organized. Sales people have a keen ability to break things down into smaller steps and organize a plan of action. They know how to analyze what their goal is and in what order the steps need to be in order to reach that goal.

**SELF-STARTER
AND SELF-
FINISHER**

A successful sales person moves forward on their own. They never need anyone to tell them when it is time to go to work because they know that if they do not work they will not earn. They are also very persistent to finish what they start. They achieve their goals, even if they are small ones. Find out if your candidate(s) have a pattern of starting things but not finishing them.

**POSITIVE
SELF IMAGE**

Having the attitude that they can do just about anything that they put their mind to is usually very common among sales people. They do not cower from meeting or talking to people or trying something new. They rarely allow negatives that are either spoken to them or about them to effect what they are trying to accomplish because they know who they are and what they are capable of doing.

**WELL MANNERED
AND COURTEOUS**

The best sales people are very well mannered. You may not realize it, but good manners are a way of showing respect for others. People are attracted to those that respect them and mutual respect is fundamental in building lasting relationships with people including buyers. Some clients have told us they even ask the Administrative employee who greets them at the door, on how the candidate interacted with them.

NATURALLY PERSUASIVE

Another very common inherent skill with great salespeople is that they are very persuasive or know how to get what they want. They focus on what they want and they are persistent to keep chipping away until they get what they want. They almost never give up or give in.

PERSON OF INTEGRITY

A salesperson without integrity will have many struggles which will often include hopping from job to job. Honesty in sales is so important and it is almost impossible for this skill to be taught. You or the person you are looking to hire is either a person of integrity or not. Be as analytical as possible on the evaluation of this skill. Ask yourself if you trust what this person is saying. Do they look you in the eye when they are answering a question? Use visual clues in addition to their answers to assist you in determining a candidate's level of integrity.

Now that we've covered some of the key characteristics of a great sales person, let's get into how to assess for these soft skills in an interview. Too often companies fail to ask the right questions when interviewing sales people which often lead to inaccurate appraisals. We've compiled a list of our top interview questions that every company should ask a potential sales rep.

- 1 Tell me about your last week at work. Tell me how you structure each day from the time you get up until you go to bed.
- 2 How many initial prospect meetings do you have each week and how do you go about getting them?
- 3 How many rejections do you face in a week?
- 4 What type of sales cycle is best suited for your approach to selling? A long sales cycle for large deals or a more transactional sale and why.
- 5 How much time do you spend directly with prospects and customers throughout a typical day and what specifically do you do with them?
- 6 Describe 2 of the most challenging objections or rejections you've faced in a sale and how did you respond.

- 7 Tell me about a time when you took a creative approach to getting a sale.
- 8 What are the 3 best open ended questions you ask a prospect on an initial meeting.
- 9 Describe how you your process for qualifying a prospect. From initial call to sale.
- 10 Give me your 30 second elevator pitch.

THESE QUESTIONS WILL HELP YOU UNCOVER A NUMBER OF TRAITS THAT ARE IMPORTANT TO BEING A **SUCCESSFUL SALES PERSON** OR PREPARE YOU WELL FOR YOUR INTERVIEW WITH ANY COMPANY.

THE ANSWERS TO THE QUESTIONS WILL SPEAK VOLUMES ABOUT →

IF YOU USE SOME OR ALL OF THESE QUESTIONS ALREADY, GREAT. IF NOT, THEY WILL HELP YOU MAKE BETTER HIRING DECISIONS IN THE FUTURE.

- How resourceful the person is, which is critical to success in sales.
- Attitude. When they fail, do they get right back up and tackle a new challenge?
- Are they results driven? Do they overcome all obstacles to get the sale?
- Do they ask great questions in the sales process and do they listen to customers well?
- Are they well prepared? Sales people who are well prepared will be able to answer these questions with ease and tell you a lot about how they would interact when in front of a company.

Chapter 5

COMPENSATION PLANS

To realize the maximum value of your sales team, it is critical you have a solid sales compensation program in place. A well designed compensation plan will:

- Attract and retain top sales people
- Align employee interests with the company's business objectives
- Ensure compensation is results driven & market competitive

Well designed sales compensation plans will accomplish many things such as motivate your sales team to increase sales, reward them for strong results and retain top performers. However, there is one important aspect of sales compensation design that is often overlooked: sales compensation plans should clearly communicate the focus of each sales job. Once a member of the sales team develops an understanding of the sales compensation plan, they should have full understanding of what activities they should be focusing on. In fact, if done well, a sales compensation plan should replace the traditional job description for sales jobs.

Sales people will naturally spend more time and energy on the activities that will earn them more money – so it's important that companies clearly define what their business objectives are and ensure their sales compensation communicates those objectives to their sales team. For example, if an organization wants to focus its sales team on developing new business, the sales compensation plan should be designed to pay out more commission for acquiring new accounts than for renewals. Sales people are driven by money, so when compensation is attached to certain activities and results it adds weight and gets their attention.

It's also important to customize the sales compensation plan for each job. By doing so, the company can clearly communicate the key activities and deliverables for each sales job. The commission for a Business Development Manager role focusing on "hunting" should be more heavily weighted on closing new business. And in comparison, the commission for an Account Manager role should be more heavily weighted on customer retention and renewal measures.

How can a company know in advance if their plan is designed properly? For that we can take a look at the 3 desired outcomes of a well designed compensation plan.

ATTRACT & RETAIN TOP TALENT – **ARE YOU MARKET COMPETITIVE?**

Every CEO or VP Sales will tell you they want to hire the top sales people in their industry. That should be a given. But from our experience, companies give little thought to how their compensation plan can attract top sales people. Ask yourself these questions about your company's sales compensation plan:

- Is my company's base salary competitive?
- Is my company's commission structure in line with that of the competition?
- Is there a cap on commission at a competitor?
- Do they get paid monthly, quarterly or annually at competitors?
- Do sales people at my competitors get paid based on revenue or margin?

If you don't know the answers to these questions, you should. The easiest way to find out is to interview sales people at other companies. There are also many services online that can offer detailed information on industry and position compensation ranges. If you are offering base salaries 25% lower than all of your competitors, you are going to have a difficult time attracting top sales people. Use competitive information as a starting point and make adjustments that fit your business based on the next two points. based on the next three points.

ALIGN EMPLOYEE INTERESTS WITH THE COMPANY'S **BUSINESS OBJECTIVES**

Sales people want to feel their contributions to growing revenue are rewarded appropriately. A common argument heard from business owners is they feel their sales people make too much money as a percentage of the revenue they bring in. The best designed compensation plans align both the interest of employee and employer. Here are 3 keys to aligning those interests.

1. As a rule of thumb, total compensation should not exceed 20% of gross profit
2. Compensate more for higher margin products/services sold

3. Payout commissions once the company has collected the money from the client

By putting these elements in place, you are ensuring that you are not overpaying the sales person, they are focused on selling the highest margin products and services and you protect cash flow by paying them once your business gets paid.

ENSURE COMPENSATION IS RESULTS DRIVEN

At the end of the day, people who choose to be in sales are driven by success. They are in sales because of the potential money they can make. Within your compensation plan you should clearly define your expectations for performance and the associated commissions, bonuses or other incentives (trips, car allowances etc.). Depending on the length of your sales cycle, you may want to set weekly, monthly or quarterly targets and manage people to those targets. Your compensation structure should motivate the right behaviours. If you want new business, pay your sales people for bring in new clients. If you want to retain clients, pay your sales people on client retention. You'll know if your plan is well designed if your sales people are exhibiting the desired behaviours.

Developing a sales compensation structure that addresses all of these issues is a challenging process. However, once your plan is in place it will help drive your sales objectives and support your recruitment goal of attracting the best possible talent.

Lastly, review the plan on an annual basis to monitor if your corporate goals are being achieved. If not, it may worth allocating some budget to bring in experts on compensation design.

Chapter 6

ON-BOARDING AND TRAINING YOUR NEW SALES

YOU'VE RECRUITED AND **HIRED A GREAT SALES PERSON**. YOU'VE SPENT A LOT OF TIME, MONEY AND RESOURCES TO FIND THIS PERSON...**NOW WHAT?** HOW CAN YOU ENSURE THAT THEY WILL HIT THEIR SALES TARGETS QUICKLY AND STAY WITH YOUR COMPANY FOR YEARS TO COME?

A common mistake is to hire a sales person and hope they have contacts that can bring in sales. Often companies will ask the sales person how big their “Rolodex” is as an interview question. There are a few problems with this as a question to screen for a great sales person. Firstly, any sales person who has a Rolodex, might be a bit behind the times! Secondly, the reality is that even experienced, well connected sales people need help from their company to be successful.

From our experience, there are 3 main things a new sales person (regardless of experience) needs in order to be on-boarded properly. By having these 3 things in place, it will help the new hire ramp up quickly and help them hit their sales targets. They are:

1. An On-Boarding Process
2. A Good Sales Manager
3. Sales Coaching & Training

ON-BOARDING PROCESS

On-boarding is the process by which your company will hire, train, and bring a new hire into the culture of your organization. In our experience, the better the on-boarding process, the better the chances of not only the person performing but that they will stay with your organization. Think about your first day in your current job. Were they organized? Were your desk, phone and business cards ready? Did you learn about the values and culture of the organization? How did other employees greet you or interact with you?

A new employee's first few weeks can shape their attitudes and behaviours towards the organization for a long time. Therefore it is important for companies to be organized and have a defined process for how all new employees are on-boarded. This process begins before the hiree's start date.

Some of the important items to include in any on-boarding program are:

- Is the company aware of the new hire. Are the wheels in motion to ensure the new employee feels welcome. Business cards, welcome kit, planned team lunch, etc.
- What does their first day, week, month look like?
- What are the expectations for this role? Clearly articulate them.
- What is important for them to know about the company, their role and when do they need to know it?
- Who is responsible for teaching them about the company, products and services?
- What kind of support is available through other employees, management or direct reports?
- What type of training will be done and when will it be done?

This is not an exhaustive list but will get you thinking about what is important for a new sales person to know in the first few weeks.

A GOOD SALES MANAGER

A big reason sales people leave or do not live up to expectations is they have no one to rely on to coach them, mentor them and help achieve their goals. In fact, the number one reason sales people tell us they are leaving their current role is, "Lack of support and guidance from my sales manager".

Many companies promote their top sales people to the role of sales manager as a reward for great performance. The reality is, most top performers make lousy managers because the skills

needed to be a top performer are not necessarily the same to manage a team of people. Think of sales managers as coaches and as a coach, their main role is to make sales reps better. Going on joint sales calls, running role plays and improving on the little things is where sales managers should spend 90% of their time. Make sure your sales managers have the ability to coach otherwise; you may have an issue with turnover.

SALES TRAINING

Elite golfers like Phil Mickleson use a coach not because they don't know how to swing a golf club. He uses a coach to fine tune his swing and get better. Sales is no different. Even experienced sales people need reminders and refreshers on how to approach new business and how to move potential clients along in the sales process. Furthermore, every company has a unique way of selling their product and/or service. Just because someone was successful selling for a competitor doesn't mean they understand how to position your service offering. They need guidance. Whether it is formal in class training, online training, one on one coaching, ride along meetings or role plays, investing in ongoing sales training and development will go a long way to securing more business.

Good companies should always be on the lookout for top sales people. Once you have found them be then prepared to hire, train and retain!

SALES RECRUITERS HELPING COMPANIES GROW REVENUE

SalesForce Search is a sales recruiting company which specializes in the recruitment and placement of sales professionals. We work in nearly every industry sector from financial services to pharmaceuticals and believe our Hiring Process can help you find the right sales person for your organization. Sales is the most critical component of every organization and hiring great salespeople is challenging. We help companies save time and money by finding the right sales person quickly and ensuring your organization hits their sales targets.

To start your search for your
next great sales professional today,



call **1-800-461-SELL (7355)**
or visit www.salesforcerecruitment.com