

**S. T. A. R.**  
(**S**ales **T**alent **A**cquisition **R**outine)

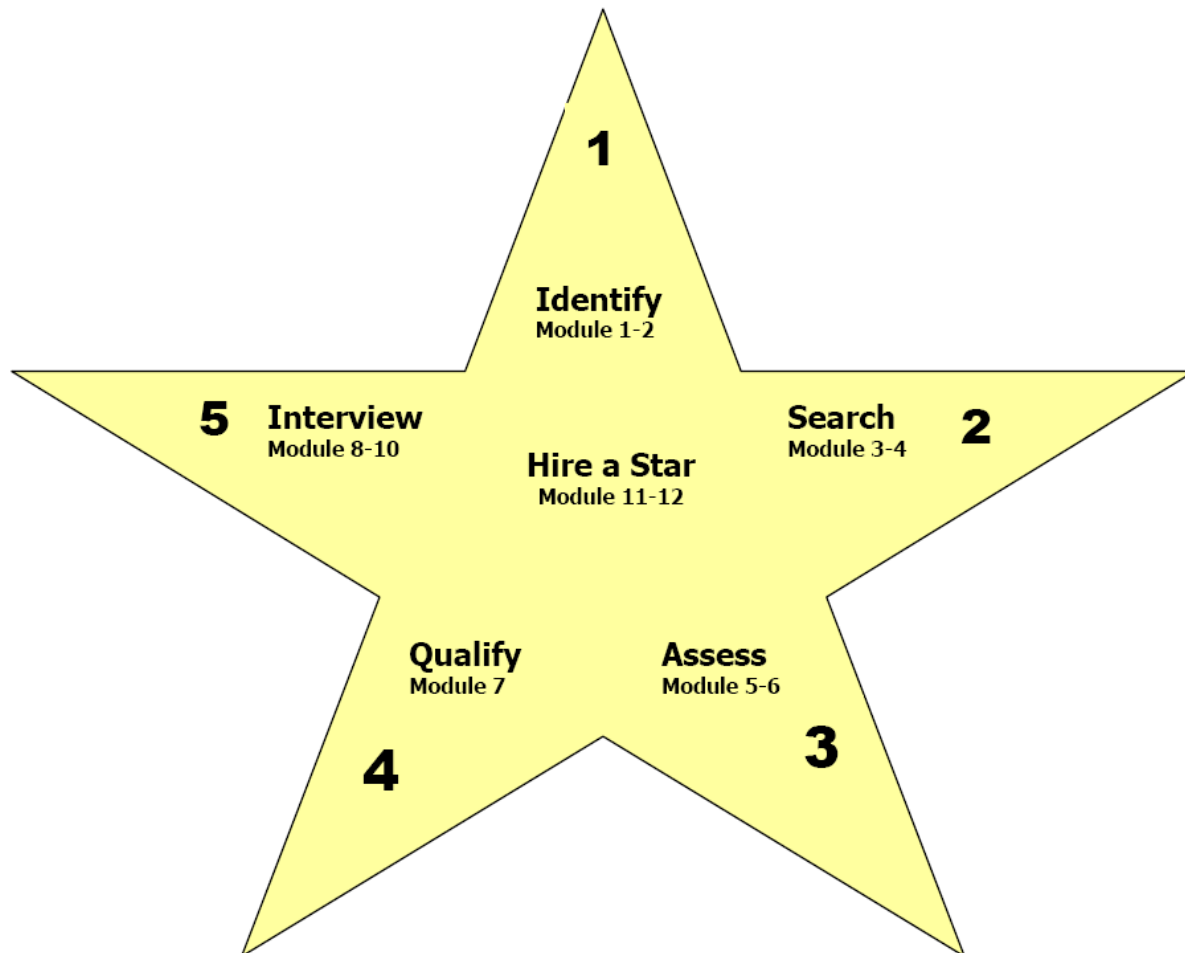
Presented by:



## Sales Talent Acquisition

*Sales Talent Acquisition Routine* was written to assist CEO's, Presidents, Sales VP's, HR Directors and Sales Managers with the often difficult task of identifying, finding, attracting, interviewing, hiring and retaining top sales talent.

The Goal of *STAR* – Hire salespeople that will be effective selling **your** products/services.





## **Deliverables**

- I. **STAR (Sales Talent Acquisition Routine) 172 page Step-by-Step Sales Specific Hiring MANUAL.** Modules 1-12 will transfer a sales specific hiring system. (See below for Outline)
- II. **6 - Part Webinar Series On-Demand** – Each Webinar will address the chapters of the STAR Manual for easy execution of each step. Each webinar is 30-45 minutes of instruction.
- III. **Monthly Forum Live – recorded for On-Demand Access. Sales Development Expert will host a monthly forum to answer questions and troubleshoot any of your hiring efforts.**
- IV. **Unlimited Testing License for Up to 3 Hires or 1 year whichever occurs first** – This Agreement is based on the number of hires, not the number of test used. Candidates Only. Use of Candidate Assessments on current Employees will automatically cancel License.
- V. **Unique Role Specification** – Define your Ideal salesperson! Our assessment is weighted by your Ideal Criteria and customized to your position. Each Role Specification will have a unique Candidate Link.
- VI. **Candidate Analyzer** – this is a holding tank for all Tested Candidates. Keep all your tested Candidates in one place and measure candidates against one another. Analyze the data and make the best selection.
- VII. **Candidate Simulator** – Part of the Candidate Analyzer. Modify your Role Specification to reprocess the reports against modified Role Specifications.
- VIII. **On-Boarding / Coaching Reports for All Hires Under this Agreement** – Included in this agreement are free upgrades for all hires. This means each hired candidate in this agreement will be automatically upgraded to a full Sales Evaluation. This report should be used as a guide for the manager and newly hired sales person to shorten ramp up and quickly focus on the areas for improvement.
- IX. **Guarantee** – <http://files.objectivemanagement.com/reference/Candidate-Assessment-Guarantee.pdf>
- X. **Support** –Sales Development Expert will support designated Hiring Manager(s) and internal employees in the hiring process as long as the agreement is in good standing. Including but not limited to: **Phone and E-mail Support**

To see if you qualify you must complete this [questionnaire](#).



## Sales Talent Acquisition Routine

### Agenda

#### **Module 1 – Why Are Salespeople Different?**

Most managers don't experience a similar percentage of failures when staffing their companies with non-salespeople. Why? Salespeople are different and they must overcome different challenges.

**Module 2 – Why Salespeople Struggle in Your Business.** Pre-Training Worksheet. Identifying Past Flaws and Challenges. The reasons why you have experienced challenges in the past will be discussed during training.

#### **Module 3 – What to Look for in a Successful Salesperson**

The GOAL of this module is to marry your priorities and strategies to with our Sales Core Competencies to identify the ideal Sales person. Once completed we have the DNA founded on the BASE – Behaviors, Attitudes, Skills and Environment that will make the ideal sales person successful.

Technical Requirements for the position – Identify the *minimum* technical experience required. Remember that most effective salespeople can get the sales cycle started and closed with little technical experience as long as they know the kind of problems your products/services will solve. You already have a wealth of people with technical expertise that the new salesperson can enlist for assistance.

#### **Module 4 – Find and Attract Salespeople that will Succeed in Your Business**

The Goal of Module 4 is to source candidates in transition.

**Recruiters** – Recruiters are a tremendous source for finding candidates but they are no more qualified than you when it comes to identifying good ones. Companies turn to recruiters when they are unable to attract enough candidates or when they lack the time and resources to filter out undesirable candidates. **Our recruiting process solves both of those problems.**

**Alternative Sources** – We will guide you to many alternative resources to source your ideal candidates.

**Writing an Ad** – Most ads are boring and describe the position or the company. Not us! We will introduce you and assist you with a proven process for writing and placing ads that will attract more qualified candidates.

## **Module 5 – How to Use Automation to Save Time**

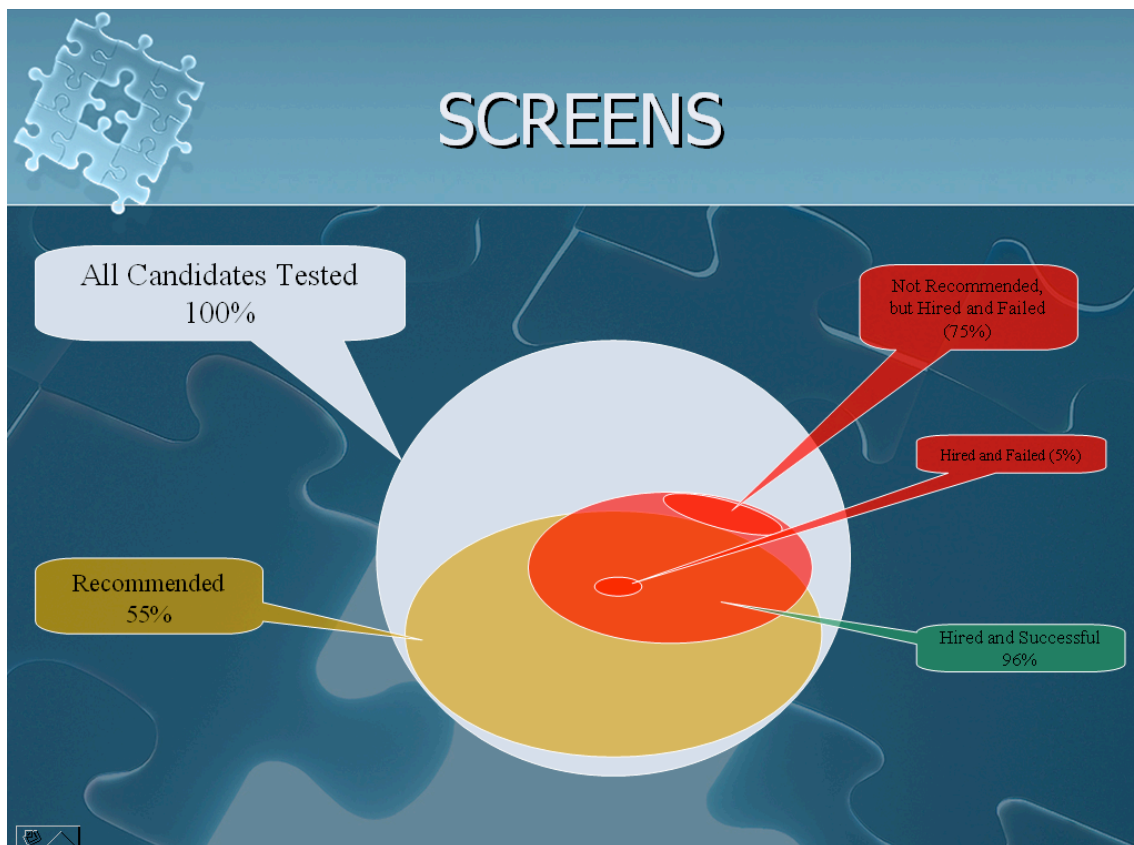
Automation, properly used, will save you a tremendous amount of time in this process. Between applicant tracking systems and automation within Outlook, you won't have to spend a moment looking at resumes or test results until you are ready to speak with qualified, hireable candidates.

## **Module 6: How to Use a Sales Specific Pre-Employment Assessment**

The Express Screen Tool – Objective Management Group's Sales Candidate Screen

Introduction to the Assessment –

Accuracy – Can you develop enough belief to change your process? This tool has been validated using Predictive Validity, the most time-consuming and costly of all validations. The results of the Predictive Validity Study show that 96% of the recommended candidates that were hired succeeded while 75% of the candidates that were not recommended but hired failed.



## **Module 7 – How to Use the information on a Resume**

Let's face it most resumes are written by third party hired guns to make the candidate look great. The goal of this module is to learn to read between the lines and know what to explore and what not to waste time on. Below are some examples of missing information.

### **Missing Information**

- Total Compensation and breakdown of salary vs. commission for each position
- Number of new accounts acquired, their average revenue, and time period for each position
- Growth of Existing Accounts – Value on day 1. Value at termination.
- Real (vs. their stated) reason for ending employment
- How those accounts were acquired and the part the candidate really played
- How much resistance the candidate really had to overcome
- The amount of competition
- The pricing compared to the competition
- Whether or not the candidate's product was the brand or market leader
- Who by title the candidate called on (CEO? Purchasing Agent?)
- What activities the candidate engaged in on a daily basis to reach goals?
- Whether the candidate's goals were realistic (vs. too low or too high)

## **Module 8 – The Phone Interview – How to Qualify Candidates in Less Than 5 Minutes**

This is the first step in the process where you actually have to invest any time! Only candidates who are hireable (Express Screen) and who pass any other included tests get this far.

The Goal of this module is to use a systematic approach to the phone interviews and weed out the candidates that are not worthy of your time. From Scoring the Call, to formulating the criteria this module will teach you what to do in the first phone interview and stay in check with proper interview skills guidelines.

## **Module 9 – The Interview – What to Look for and How to Be Sure**

The Interview is – An opportunity to meet, observe and question a viable candidate who has met all of the preliminary requirements for the position. It's an audition, to get a preview of how effectively the candidate will perform under pressure.

The Interview is not – The time to verify information on the employment application, the length of previous employment, or a candidate's interest in the position.

The Invitation – Whether you invite the candidate by phone or by email, it's important to be clear about several things:

### **Interview Sequence**

### Rules for the First Interview:

- Two sets of eyes are better than one. Proper interview skills guidelines suggest that either the interview should include two interviewers or you should conduct two interviews with different interviewers in each one.
- If you wrote an effective ad, the candidates will have been recommended by the Express Screen, scored well on the phone screen and have the experience you are looking for, you should already have a really good idea of the outcome of the interview before you start:

Resume Questioning  
Assessment Questioning  
Compatibility Questioning  
Character Questioning  
Inventory of Critical Observations  
Inventory of Interview Questions  
Skills Matrix

### **Module 10 – Compensation, Documentation and the Job Offer**

Compensation – We will not attempt to change or write a new compensation plan here but we will provide a reality check. The first rule of compensation is that the guaranteed part of the package must not exceed the salesperson's obligations. In other words, if you pay the salesperson more than is required to pay the monthly bills you will be paying the salesperson *not* to sell. The second rule of compensation is that the total package must not exceed the salesperson's capacity for enjoying life. In other words, if you tack on travel, toys, gifts, home improvements and the like on top of the bills, your total compensation should not exceed that total. The total compensation program should always fall just shy of a salesperson's wants and desires. You can accomplish this by putting your salespeople through a professional goal-setting program and have them identify new goals, stretch goals, every year. The compensation can go up as long as the required income increases at the same time.

**Module 11 – The Final Interview** – This is where companies grow or die hiring new sales people and is a critical step in the process. In this module we will guide you on what not to do, what to look for and how to proceed if this is a candidate you would like to extend an offer.

## Module 12 – The First 90 Days – Managing a New Salesperson

You should have a plan in place that is better than “we’ll give you a one-day orientation and then you are on your own.”

During the first 90 Days the following topics must addressed completely:

- Comprehensive product and/or service training
  - Typical Applications
  - Typical Customers/Clients
  - Typical markets
  - Problems solved by the product/service
  - Comparison to the Competition
- Company Ideology and Philosophy
- Organizational Structure
- The Salesperson’s Role in the company
- The Growth Opportunity if any
- Sales Training – issues to be addressed, when and by whom
  - The prospecting call – what does it sound like in your business?
  - The sales call –
    - flow
    - steps
    - milestones
- Coaching – Who will provide the coaching and how often
- Accountability – Who will hold them accountable and what will be measured
- Where to go for help, with questions, with ideas
- Joint sales call – salesperson as observer
- Joint sales call – salesperson being observed
- The Strong Salesperson
  - Stronger than me? Oh my– One of the greatest sales management challenges is the one in which your new salespeople are stronger than you. While some sales managers are threatened by the thought of this, the reality is that you couldn’t be any more fortunate. Your success is in direct proportion to the strength of the salespeople you place on your team. Hire good ones and reap the monetary rewards and political benefits.
  - Expectations – If this is the first time that you will have ‘A’ players on your team, what should you expect? Expect them to be more confident, self-directed, productive and effective. But don’t expect them to be any better at self-starting than ‘B’ players. You’ll still have to set expectations and guidelines, and hold them accountable to the goals and the plan.
  - Challenges – Strong salespeople can also be strong-willed and attempt to impose their will on yours. If they have been successful and know of a better way, this is a good thing not a bad thing. Simply tell them that you know of their successful history, are excited about their employment here



and that you will gladly listen to and adapt their ideas, if appropriate, as soon as they duplicate their success at your company.

- Goals
  - Company
  - Salesperson
  - Plan
  - Execution

## **Module 13 – Who Does What?**

Identify Required Actions and Assign – This final set of the process is to assign responsibilities and actions. For example who will place the adds, who will complete the headhunting assignments, who is responsible for automation, who will receive the Express Screen Reports, who is involved in the first interview, the phone interview act...

Someone must take responsibility for each step of the process.