

# Hire a Sales Rep

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**Note** – This is one from a sequence of exercises from the Recruiting subject outlined in the Strategic Marketing Process eBook. Download the free e-book [www.growthpanel.com/marketing-tools/index.html](http://www.growthpanel.com/marketing-tools/index.html) and subscribe to this subject at [www.growthpanel.com/versions/get-started.html](http://www.growthpanel.com/versions/get-started.html) to download from Growth Panel’s Intelligent Marketing Platform.

*Some of the graphics in this PDF might not display properly.*

## DEFINE THE POSITION

Every person on your team contributes to your success, so make sure you give your recruiting efforts the time they deserve.

It’s important to start by with a thorough job description. When you’ve identified the important qualifications for a job, you’ll do a better job choosing candidates who will be successful.

The first step is to list the criteria that are important for success in the position. Then rate the importance of each skill or experience on a scale from 1-5.

LEVEL OF IMPORTANCE	MEANING
5	Absolutely critical for this position
4	Very important
3	Moderately important
2	Not very important
1	Not necessary at all

Enter the skills and experience below, or use **580-A** – it will help you track your candidates and their ratings.

<b>Position</b>	
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Skills & experience	Importance (H, M, L) in this job	Complexity (H, M, L) in this job	Comments
<b>Product / industry expertise</b>			
<input type="checkbox"/> Product knowledge			
<input type="checkbox"/> Industry knowledge			

Skills & experience	Importance (H, M, L) in this job	Complexity (H, M, L) in this job	Comments
<input type="checkbox"/> Industry contacts			
<b>Prospecting skill</b>			
<input type="checkbox"/> Cold calling			
<input type="checkbox"/> Networking			
<b>Business acumen</b>			
<input type="checkbox"/> Qualifying a prospect			
<input type="checkbox"/> Identifying decisionmakers			
<input type="checkbox"/> Identifying additional stakeholders			
<input type="checkbox"/> Uncovering pain			
<input type="checkbox"/> Understanding the customer's business			
<input type="checkbox"/> Gaining support from multiple influencers			
<input type="checkbox"/> Making sound judgments			
<b>Presentation &amp; communication</b>			
<input type="checkbox"/> One-to-one presentation skills			
<input type="checkbox"/> Conducting remote presentations			
<input type="checkbox"/> Leading large meetings			
<input type="checkbox"/> Asking questions			
<input type="checkbox"/> Listening			
<input type="checkbox"/> Written communication skills			
<b>Negotiation &amp; closing</b>			
<input type="checkbox"/> Uncovering objections			
<input type="checkbox"/> Overcoming objections			
<input type="checkbox"/> Asking for the order			
<input type="checkbox"/> Negotiating			
<b>Relationship skills</b>			
<input type="checkbox"/> Developing credibility			
<input type="checkbox"/> Establishing trust			
<input type="checkbox"/> Building rapport			
<input type="checkbox"/> Managing long-term relationships			
<input type="checkbox"/> Seeking additional opportunities			
<b>Time &amp; process management</b>			
<input type="checkbox"/> Planning/next steps			
<input type="checkbox"/> Sales reporting/general paperwork			

Skills & experience	Importance (H, M, L) in this job	Complexity (H, M, L) in this job	Comments
<input type="checkbox"/> Time management			
<b>Education &amp; formal training</b>			
<input type="checkbox"/> College degree			
<input type="checkbox"/> Industry experience			
<input type="checkbox"/> Sales experience in similar role			
<b>Other</b>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Common personality traits of successful salespeople	Importance (H, M, L) in this job	Complexity (H, M, L) in this job	Describe / Notes
<input type="checkbox"/> Highly motivated			
<input type="checkbox"/> Willing to work hard			
<input type="checkbox"/> Persistent			
<input type="checkbox"/> Excellent listening skills			
<input type="checkbox"/> Disciplined			
<input type="checkbox"/> Able to withstand rejection			
<input type="checkbox"/> Not afraid of conflict			
<input type="checkbox"/> Interested, capable and willing to learn			
<input type="checkbox"/> Professional			
<input type="checkbox"/> Other			

Brand personality traits (from your branding exercise; your reps must walk and talk your brand identity)	Importance (H, M, L) in this job	Complexity (H, M, L) in this job	Describe / Notes
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

If you're filling a high-pressure sales position or one where reps must follow a very specific pattern for success, it's best to find a sales rep that has a good base of sales skills, is trainable and is hungry. A rep with established habits will be more difficult to train.

Once you have the position documented, you'll need to evaluate candidates against the following criteria.

## RECRUITING PROCESS

Always follow a thorough recruiting process – don't stop when you see a resume that looks like a good fit. Take the time to make sure you've selected the best candidate for the position, because a hiring mistake can be costly.

Use multiple recruiting channels to generate the largest pool of qualified candidates. The more good candidates you have, the better reps you'll hire.

Sample recruiting sources:

OFFLINE RECRUITING	ONLINE RECRUITING	REFERRALS
<ul style="list-style-type: none"> <li>▶ Major newspapers</li> <li>▶ Community/campus newspapers</li> <li>▶ Radio spots</li> <li>▶ Fliers</li> </ul>	<ul style="list-style-type: none"> <li>▶ Local online classifieds (often powered by a major job board)</li> <li>▶ Major online job board</li> <li>▶ Industry job boards</li> </ul>	<ul style="list-style-type: none"> <li>▶ From current employees</li> <li>▶ From friends</li> <li>▶ From vendors</li> <li>▶ Competitors' employees</li> </ul>

RECRUITING SOURCE TYPE	SPECIFIC SOURCE USED	COST	QUALIFIED RESPONSES	COST/RESPONSE

After each step of the recruiting process, decide whether to move forward or end the process.

If you've previously defined the hiring criteria and entered it into **580-A**, you can print **580-B** and use it to rate each candidate throughout the interview process. Or you may choose to use this interview form.

<b>Candidate's Name</b>	
<b>Position</b>	

Step	Questions to ask	Notes	To next stage?

Step	Questions to ask	Notes	To next stage?
<input type="checkbox"/> <b>Resume and cover letter review</b> (5 minutes)	<ul style="list-style-type: none"> <li>▶ Does this candidate have the basic skills and experience for the job?</li> <li>▶ Are there gaps in the employment history?</li> <li>▶ Does the candidate hop around to different jobs?</li> <li>▶ Has the candidate stayed at one position for a long time with no advancement?</li> </ul>		<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> <b>Phone screen</b> (30 minutes)	<ul style="list-style-type: none"> <li>▶ What is the candidate's experience level?</li> <li>▶ How long has s/he worked in this industry?</li> <li>▶ Does s/he sound professional? Intelligent? Think on his/her feet?</li> </ul>		<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> <b>Interview</b> (30-60 minutes per interviewer; you may have two rounds of interviews and multiple interviewers)	<ul style="list-style-type: none"> <li>▶ Establish whether candidate meets the full profile for success in the position.</li> <li>▶ Make sure the candidate will be a good ambassador of your brand.</li> </ul>		<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> <b>Reference check:</b> Ask pointed, open-ended questions	<ul style="list-style-type: none"> <li>▶ Identify strengths and weaknesses as viewed by references</li> <li>▶ Make sure all of your questions about the candidate have been answered</li> </ul>		<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> <b>Offer</b>	<ul style="list-style-type: none"> <li>▶ Make candidate an offer and get them to join your company</li> </ul>		<input type="checkbox"/> Yes <input type="checkbox"/> No

**\*If you or the candidate is unsure of whether they're a good fit, let them spend a day with your top rep to see what's required of the position. One day here is far cheaper than making a bad hire.**

It's a good idea to compare costs to results from your recruiting sources to help identify the best sources for future hires. **580-C** can help you calculate your costs, track your candidates and their ratings against the important criteria for the position.

Candidate Name	Step 1 Ranking	Step 2 Ranking	Step 3 Ranking	Result

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## MAKE AN OFFER

Once you've identified a candidate who's a good fit for your company, make an offer. Top reps are a rare find and they're in demand. If you identify one who's a good fit, don't waste time - offer them a job! Start with a verbal offer and quickly follow up with an offer letter. When they accept the offer, you should create an employment agreement.

Keep in mind that good reps will make it clear that they want the job and will sell themselves to you.

### Verbal Offer

Before you make an offer, make sure you have all of the important information the candidate will need to know.

INFORMATION TO INCLUDE		NOTES
<input type="checkbox"/>	Position	
<input type="checkbox"/>	Start date	
<input type="checkbox"/>	Hours	
<input type="checkbox"/>	Compensation	
<input type="checkbox"/>	Benefits	
<input type="checkbox"/>	Date a decision is needed	

### Offer Letter

Put this information in writing to avoid any confusion or controversy at a later date. Include the same information you shared in the verbal offer.

## Employment Agreement

Once the candidate has accepted your offer of employment, create a formal Employment Agreement. There are several reasons to do so:

REASONS FOR USING AN EMPLOYMENT AGREEMENT	
<input type="checkbox"/>	Formally outline compensation, including commissions
<input type="checkbox"/>	Includes confidentiality and/or non-compete clauses
<input type="checkbox"/>	Outlines termination procedure
<input type="checkbox"/>	Discusses how residual commissions will be handled upon termination

For small companies without established human resources guidelines, a clear and concise employment agreement can protect both you and the employee.