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Strategy

Identify the hiring challenges you've had and what you'll do differently moving forward.

Hiring Challenges I've Had	What I'll Do Differently to Solve
Hired candidates I/others liked didn't turn out to have the skills or perseverance needed to succeed	Develop list of questions that will result in more thorough answers and candidate insight (see last page)
Spending too much time with early candidates, falling behind schedule, not getting to enough good candidates	Much better screening; implement written screen, make screening interviews tightly organized and quick
Losing the best candidates in the middle of or later in the interview process to other opportunities they are pursuing	Implement the 'recruiting switch'; be ready to fast-track process and paperwork for highest-quality candidates

Note: To add more rows in this and other tables in this document, place the cursor in the bottom-right box and hit the Tab key.

Ideal Candidate Profile

Think about the sellers you want on your team. With that in mind, create a profile for your ideal candidate. Refer to the Ideal Candidate Profile tool and the Menu of Common Seller Skills, Attributes, and Knowledge for ideas. If this role has a competency model, use it as a base.

Outputs <i>What sellers will need to do or produce as part of the job</i>	Skills <i>The skills sellers should have</i>
<ul style="list-style-type: none"> Fill the pipeline with 5 new opportunities per month Lead opportunity from creation to commitment Complete thorough needs discoveries Drive demand for value-added offerings Match buyer needs and our solutions Craft compelling and persuasive custom proposals Negotiate and maintain premium pricing Win 50% of all qualified prospects Achieve target of \$1,200,000 in business this year Achieve 70% year-over-year repeat business 	<ul style="list-style-type: none"> Lead generation and prospecting Sales opportunity management Consultative sales conversations Selling new ideas; drives change Persuasive presentations Negotiation Executive relationship development Account management

Knowledge <i>Knowledge sellers need to succeed in this role</i>	Attributes <i>The qualities or characteristics sellers should have</i>
<ul style="list-style-type: none"> Client industries and trends How client businesses work How buyers buy our offerings Buyer-specific solution crafting About us and our industry Value proposition/key messaging Capabilities Competition Sales process and strategy 	<ul style="list-style-type: none"> Drive to succeed Conceptual thinking Curiosity Assertiveness and sense of urgency Money orientation Business acumen Performance orientation Perseverance and integrity Emotional intelligence Focus and executive functioning

Background <i>What background or experience sellers should have</i>	Sourcing <i>Where you will have the best chance of finding your ideal candidate</i>
<ul style="list-style-type: none"> 7+ years of experience in this or a related industry Relevant connections across the western region Relationships with leaders in the industry and region Account development and growth 	<ul style="list-style-type: none"> Create social content for my team to share with their networks. (Highlight bonus for hired-candidate referrals) Work my own social network ABC Masters job board and industry events Discuss general postings and specialty job boards with company recruiting specialist

Screening and Scoring

Use this area to screen and score your candidate based on their skills, attributes, knowledge, and background. If you need more rows, place the cursor in the bottom-right box and hit the Tab key. Be sure to add your rating based on the scale in the previous rows.

Skills	Rating	Notes and Comments
Consultative sales conversations	4- Very Good	Asks engaging, informed questions to learn more
Lead generation and prospecting	5- Excellent	Averages 8 seller-set leads/mo. currently
Sales opportunity management	4- Very Good	Understands what it takes to win major sales
Negotiation	3- Good	Might need some training to improve skills here

Attributes	Rating	Notes and Comments
Business acumen	3- Good	Has a decent understanding of the business structure and corresponding metrics
Systems thinking	4- Very Good	Demonstrates understanding of long-term strategies and connections between teams
Sense of urgency	2- Fair	Seems to need more attention to deadlines
Presence and professionalism	4- Very Good	Answered questions with precision and confidence

Knowledge	Rating	Notes and Comments
Value proposition	4- Very Good	Explained clearly for current role
Customer needs	3- Good	Discussed trends affecting client industries, but did not demonstrate a thorough understanding of customer needs and possible solutions
Our capabilities (services/solutions)	Not Demonstrated	Read our website well, but won't know our offerings well enough to sell until after onboarding
Our market and competition	4- Very Good	Candidate demonstrated a thorough understanding of our market and competition

Background	Rating	Notes and Comments
Industry experience	5- Excellent	Has 15 years of industry experience
Job-related specialties	4- Very Good	Demonstrated history in account development; technical knowledge in related sales areas
Selling experience in western region	2- Fair	Primary experience is in south region
History of client management success	4- Very Good	Has successfully managed an array of accounts and clients, both new and "inherited"
Executive relationship-building	4- Very Good	Shared multiple examples of how relationships were built and maintained with leaders

Interview and Candidate Vetting Approach

Here is where you will prepare to screen, interview, and sell your candidates.

Written Screen

Add your written screen approach.

- Tell me about something you are very proud of. What is it? Why are you proud?
- Tell me about a recent sale you won. What did you do that was out of the ordinary?
- Walk me through a sale that went terribly. What would you have done differently? Be honest.
- What's the best advice you've ever received, sales-related or not? Why?
- What do you think about the need for broadened corporate reporting? How will that affect our industry?

Interview Approaches and Questions

Add your list of interview questions. Include who will interview candidates and what each person should cover in their conversations.

- What working environment motivates you the most? Why?
- Tell me about a time when you had to think outside of the box to solve a problem. What did you do?
- How do you stay up-to-date on company offerings? Buyer/client needs? Industry trends?
- What is your most creative project to date? How do you apply creativity in selling?
- Think about a sale you lost that you thought you should have won.
 - What was it? Why do you think you lost it?
 - What did you learn?
- Describe an example of a time you collaborated with a customer to craft a solution. Why were you successful?
- When you're presenting, what tactics do you use to set yourself apart from other sellers in the minds of the buyer?
- If you knew your boss was 100% wrong about something, how would you handle it?
- Can you tell me about a time when you leveraged industry (or company) knowledge to succeed?
- What is your communication style? Do you prefer constant, frequent, or occasional conversations with your manager?
- Walk me through your account growth planning process. How do you plan for revenue growth?
- If I were to talk to a few of your current customers, how would they describe their experience working with you? What about if I spoke with the executives at those companies?

Cases, Role Plays, and Activities

Define the cases, role plays, or other assessment strategies you will use during your candidate interviews.

- Ask the candidate to run a needs discovery as if they already work at your company. Have the candidate study relevant parts of our website and lead a discovery call. Develop a role play scenario around a past/existing customer. See if the candidate can discover my needs and interests.
- Ask the candidate to build and deliver a presentation to me and the team as to why we should hire them. Score it against how we'd want a seller on the team to deliver a sales presentation. Evaluation criteria would include:
 - Did they send a clear calendar invite? Did they confirm the meeting in advance?
 - Did they try to understand, and then share back, what our needs are for a successful candidate?
 - Did they generally run the meeting well? Open with an agenda? Tell good stories?
 - Did they check in and ask questions? Do they handle comments and objections calmly and gracefully?
 - Did they check in to see where their candidacy stands?

Sell

Detail your plan for selling and winning candidates so they will want to join your team after an offer is made.

- Have paperwork ready by final interview date so we can make the offer with urgency.
- Offer to meet the candidate for coffee to present the offer in person.
- Have other members of the team send email messages about how much they enjoyed their interview and look forward to working together, to encourage offer acceptance.
- Provide an acceptance timeframe (1-2 days).
- Ask the candidate if they expect a counteroffer and suggest ways to respond.
- Send signed copy of our CEO's most recent book as a welcome gift.
- Stay in touch before their start date (at least twice per week); connect on LinkedIn, if not connected already.