

*An Open Letter to Sales Managers*

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A Special Report Prepared for  
Business by Phone Clients

How to Cause Your  
Sales Department  
to Succeed and Prosper  
In a Tough Economy

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## A Special Report for Clients of Business By Phone

Dear Fellow Sales Mangers,

Regardless of who you talk to, the general mood is that business is tough out there.

For my entire thirty year business career I have been managing and coaching sales departments. For the last eight years I have owned and managed Advanced Hiring System, a sales hiring consulting firm working with more than 600 clients worldwide.

This report is written for the Sales Management profession because much of the upcoming success of your company depends on what action you take now.

In a normal economy – or in the Cinderella world we’ve lived in the previous five to seven years, there was constant expansion. Sales rose by the natural growth of markets. That’s not going to be happening now and for some time going forward.

However, there is one solution to the current environment – and that is the improvement of the overall quality of your team.

I tell clients in regular client service calls that this is their moment of greatness. .

Over dramatic? Possibly, but I don’t think so.

You see, I believe that over the coming years a small number of top performing sales managers will have their sales departments accomplish great things. These sales teams will, in hindsight have saved their companies in the ugly economy.

In some companies I’ve work with, the sales manager doesn’t get the respect he or she deserves. In some cases its probably because the sales manager doesn’t really manage, he is just the salesperson with the best list.

I’m going to reveal to you in this special report some secrets of how to be great and how to lead your team and your company, through what may be some treacherous waters in the coming tough years.

Let’s get started.



Question: How do you determine which  
businesses succeed  
and which don't?

Answer: Successful businesses sell enough  
and unsuccessful businesses *don't sell enough*.

As the Sales Manager you have a direct and indispensable role in determining how much of your company's products get sold.

In a contracting economy in order for your company to continue to sell products and to grow you are going to have to do it by taking business away from your competitors.

*Fact number one: weak salespeople are not going to be able to cut it going forward.*

Top sales manager right now are thinking about replacing their weak salespeople and hiring more winners.

The 80/20 rule says that twenty percent of your salespeople produce 80% of your sales.

In tough times average salespeople are going to have an even more difficult time. Right now sit down and figure out who on your team ought to be doing something else with their lives.

This is what great sales managers are doing now. At this point there is nothing more important for you as a sales manager to do than sit down and figure out how to improve the quality of your team.

Right now make a commitment to replace the bottom 30% of your team over the next three to six months.

There is a larger pool of good applicants now than in good times. Top sales talent is more available due to the changing environment.

*Fact number two: Hiring the right salespeople is 90% of the secret.*

What other more direct action can you take than making sure you improve the overall quality of your salespeople? Why only the top performing sales managers realize this I have no idea.

If you're skeptical look at sports teams. Why do they have elaborate systems for recruiting the best players?

Because you can't win games with mediocre players.

Jim Cecil says "You can't polish a brick." Good salespeople are instinctively good salespeople.

Think about it. Coaching and sales training has much greater impact on top performers.

An Action Plan for building the ultimate sales team now.

**First, here's what does not work:**

- 1) Run some ads
- 2) Get a bunch of resumes
- 3) Flip through resumes looking for sales hiring experience or a good looking resume or previous industry experience or no typos – or some combination of the above
- 4) Call in the applicants with the best resumes, interview them and hire the applicants who "handled themselves the best" or "got past your screener."

Why doesn't this work? Because people who are looking for sales jobs always do their best selling when they are looking for work.

Applicants also lie on their resumes. Therefore you can't pick who to interview based on resumes because you are making decisions based on incorrect information.

**The Winning Plan that works every time:**

1. First, look at your ad. Make sure it is written to attract the top performers. Heavily sprinkle key words and phrases like "strong-willed", "forceful", "determined", "persuasive" and "self-directed" in your ad. Be specific about what the earning potential is. Tell them what your top performers earn with real dollars and cents numbers in the ad.

Your ad is your company's initial sorting mechanism. Take time to make sure it causes top sales talent to read it and say to themselves, "that company sounds like a place where I can make a lot of money."

Too often ads for salespeople are written by people in the HR Department who don't like selling – bad idea. Take control of this important step.

2. Next, when applicants start to come into your sales hiring system, profile them using well researched, valid profiling tools. You want to find out which applicants have the heart and blood of a salesperson.

Top performers share similar values and personality style. These profiling tools, if used properly are essential toward improving your sales hiring success rate by at least 200%.

(A note on profiling. It is legal, provided it does not in any way screen based on race, creed, religion or national origin. It has been used by a handful of savvy companies for years. Now it can be delivered by the Internet easily and inexpensively.)

Make sure your profile tools elicit both Values and Personality Style.

You want to profile for Values because you want to know the primary driver your applicants get out of the bed for in the morning. Top salespeople have what is called a "Practical Personality Style." They want a greater sense of control over their environment. They wake up and ask themselves "where's the money?" or "where's the power?"

Next you want to find out is whether they like to cause other people to do what it is they want them to do. In other words do they enjoy persuading.

Most people do not like to persuade. (We all have to do it, but most people find it difficult and tedious. You want to find the people who enjoy doing it.)

Profiling before you interview eliminates 85% of your applicants and you get to spend time interviewing money motivated persuader personalities styles.

3, Next, you must learn to conduct a good sales hiring interview.

Its not difficult to conduct a good sales hiring interview. We have taught hundreds of sales managers how to do it.

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Here are some basic rules to follow when conducting an interview:

1. Don't sell. Pretend you are an engineer. No knocks meant to engineers. Some have warm personalities, but the majority have dry personalities.

Don't be rude with your applicant, but don't get all carried away. Since most of us come from sales we love to sell and get all hyped up. Don't do it. It causes you to lose perspective.

2. You must direct the interview. You do this by having a list of questions prepared in advance. You want a script to "deliver." Think back to the last movie you saw where you laughed or cried. The actor was delivering a script. Do not ad lib your interview.

All great performers follow a script. You need one for your interview.

3. Make sure the questions get the information you really want to find out. Make your questions are tangential and experiential.

Tangential means asking indirect questions so that we can avoid getting the "canned" answers applicants give. Experiential means you make your applicant give you concrete examples of them behaving certain ways.

Here's what you want to find out in your interview: Has the applicant demonstrated -

- stick-to-itiveness,
- follow through,
- ability to overcome adversity,
- entrepreneurialism,
- ability to organize themselves (or at least an articulation of how they struggle to do it)

Here are some questions you might have on your list to ask:

How did you finance your education?

You're looking for initiative and resourcefulness with this question. Of course, it's no sin if they didn't work their way through school, but if they did, you certainly would like to know that.

What does a job have to offer you in order for you to find it satisfying?

This helps you understand the level of importance they place on their career. It also gives you valuable information to help you "sell" them on the position if you

decide that you want to hire them. Also, are their expectations realistic? Too high or too low?

If you were given this job, how would you do it?

Here you should learn more about their perceptions of the position and what it takes to succeed. Do they understand that it takes hard work to succeed in this job?

Have 100 questions like these. Ask these questions over at least three and usually four separate interviews. (You've saved a lot of time in the screening process because you were using profiles. Now is where to invest time in the hiring process.)

4. Ask the same questions in the same order of all applicants. This makes it easier for you to compare the quality of the answers the applicants give you.

5. Take notes and grade the answers. Any grading system that appeals to you is fine: A to F, 1 to 5, 0 to 100. Write down the score for each question and each applicant.

6. Tally the scores and compare them. In nearly 100% of the cases the top applicant got the best overall grade.

To review, your new sales hiring system contains the following steps:

- 1) Write an ad that is designed to attract Money Motivated Persuader Personality styles
- 2) Place the ad where it is most likely to find those applicants (fish where the fish are)
- 3) Have applicants complete a Values Profile to determine that they are high practical personality styles
- 4) Applicants who pass Values are then asked to complete a Styles profile to determine in they enjoy persuading others
- 5) Conduct solid interviews with well-prepared questions
- 6) Grade the quality of their answers to the questions
- 7) Hire the applicant(s) who score the best in the interview (not the applicant who "handled themselves the best")
- 8) Join the ranks of the top performing sales managers in the world of sales management.

I hope you take this report to heart and put a plan into action now to improve the overall quality of your sales team. Times like this, fortunately, only come once

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every fifty years or so. Fortunes will be made and lost for companies. You are in the unique position to make an essential contributions.

This is your Moment of Greatness. Step up to the plate and take action.

Let us help you.

If you'd like to receive a free profile to see what its all about you can go to [http://advancedhiring.com/Try\\_It\\_Free\\_Referral.aspx?linkid=100](http://advancedhiring.com/Try_It_Free_Referral.aspx?linkid=100) or give us a call at 800-660-7313 ext 5.

Good luck and great hiring,

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