



**BERRY
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HOW TO **KNOW IF YOU'RE HIRING THE RIGHT SALESPERSON**

Hiring the right people is possibly the biggest pain point small business owners have.

It is so hard for them because finding the right people that are:

- reliable,
- that are hungry for feedback,
- not just able to take criticism but hungry for feedback, saying "Show me! Teach me! I want to become the best at what I do!"
- and people that are also positive, have a good vibe .They're mostly happy.

Hard to find these people!

The biggest challenge is that you want to know what kind of person they are, what kind of skill they have. And yet how can you trust them - everybody cleans up for a first date, but 6 months later how do they look, how do they act, how do they behave. That's the big unknown.

What really works is to create a non naive framework for hiring the right people and on-boarding them into your company.

JOB DESCRIPTIONS ARE DEAD

No one is going to read a job description with 20 bullet points of requirements. A person is trying to find a job and he will reach out to 50 companies, so he has to preserve his own time because he doesn't know how serious are you about him. The bullet points don't really matter because very few people will read it. And I don't blame them!

In fact, if someone is reading long job descriptions that would be a really troubling sign to me that they don't know how to use their time wisely.

FINDING THE RIGHT PEOPLE

There are two stages in finding excellent salespeople:

- Finding the right people
- Then designing a onboarding training program so that they can progressively get better. Ending 3-4 weeks later when they either pass the probation period or they do not.

FINDING THE RIGHT PEOPLE

Imagine 100 people walk into your office over the course of a week and you could only pick 1 sales person, how do you pick? Many people tend to look to naive, common indicators to help weed out the challenging, cognitive load of making this decision so they'll look to things like carelessness, did they misspell something on their resume or they'll look to their job history, how much experience do they have. The problem with these is that they don't really matter at the end of the day.

PAST EXPERIENCE

Think about actors. They show up for auditions. The director cares little about the last movie they did. He wants to know can they really nail THIS role.

Do the same. The one job that already hires like this is programming. Want a job? Great. Come in and code and let us see your work. Why is sales different?!

FINDING THE RIGHT PEOPLE

So the first question you need to ask yourself is - what am I really looking for? What are you looking for when someone is sitting in front of you and you have 15 minutes to talk to them and see if he has what it takes to be a great salesperson in your company?

FINDING THE RIGHT PEOPLE

You're talking to John who is in your office and he saw your ad, what kind of questions will you ask, what are you looking for, what signs?

Remember, the more specific you get, the more reliable your hiring will be.

There are 4 criteria that you want that person to fit in.

- How hungry he is - how much effort is he willing to invest in his own career. Ask "do you come in every day looking to give 100 percent of your attention to this role to succeed?"
- How much is he willing to change himself, to take criticism, to learn. Is he willing to hear feedback and make changes? Ask "do you hear criticism as a judgment of your being , who you are as a person? OR do you hear it as an assessment of your performance?"
- Is he a positive, mostly happy person. Ask "are you a mostly happy person?"
- Is he able to intelligently communicate with his teammates.

FINDING THE RIGHT PEOPLE

Why these 4? Because these 4 are what really matters in hiring powerful and effective salespeople. Give me someone with these 4 criteria and within a week I'll have them closing deals.

In a moment we will look at how can you trust whatever answers come out of his mouth.

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS?

- Ask them! - "John, I don't know how other companies do it, but here it's really simple. We need to see four things from you to give you a shot in our company, so tell me are you mostly happy"?
- After you ask a question then you are quiet and watch like a hawk how he responds.
- How do you know the story he tells you is for real? Again, ask him! Ask him: how do I know that's for real!

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS - ANOTHER CUT

- And again, notice how does he respond! Does he respond with specific, concrete details , or does he respond to your probe with a great speech, great body language and his tone is powerful but he does not give **SPECIFIC DETAILS** to your question "how do I know you are mostly happy?" (for example).
- Some people feel awkward asking this and that's ok. Just remember, if they can't handle being asked a direct question (with a smile - this is **NOT** an excuse to be an asshole) are they going to be able to handle direct questions from potential customers?
- If he is saying there's no way for you to know - that's a great sign, that means that he is really honest. You ask him and let him show you who he is - or you'll never figure out who he is!

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS - YET ANOTHER CUT

It's less important what the person says - it's more important how he says it!

You are looking for their vibe. What really works here is to pay attention to how **you** feel as they're talking.

Do you feel comfort, do you feel trust, do you feel a sense of integrity? That is not the only indicator but it is one of the indicators.

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS - YET ANOTHER CUT

Make things up. Use them as opportunities to test whether he can handle feedback.

For example, say "I notice you came 3 minutes late to the meeting." **EVEN IF THIS NOT TRUE!**

Then sit back and watch how they react.

Do they:

- calmly assert their viewpoint "no I believe that's inaccurate and that I was here on time"
- do they get intense and upset quickly

This is golden information. You need to know whether in 4 months, after you've invested time and energy and money in them... will they take your feedback or get defensive. When you say "I notice you're coming in a bit late to work lately" you want to know they'll fix it and not react to that.

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS - YET ANOTHER CUT

Sometimes it really works to ask them "if you were in this chair and had to decide whether to hire someone how would you gauge whether what they're saying is really REALLY accurate?"

Their response will tell you a lot about them.

Also note: sometimes they'll be a bit tense as this is a very no bullshit interview so be compassionate and relax them.

Say "hey look I know this isn't your typical job interview and I'm asking you very direct questions etc but I want you to just relax. We both want to know if this is a good fit. It would not serve you either to find out in 6 months that we're not really a great match and then you'd have to be doing job interviews all over again. You don't want that either. And I don't want that for you either. Does that make sense to you?"

HOW TO IDENTIFY WHETHER SOMEONE HAS THESE TRAITS - YET ANOTHER CUT

Are you mostly happy? People will respond in many ways to this question.

You want to notice that carefully and then ask "what does happy look like for you"

A good response is SPECIFIC. "I love to read and hike." ETC

A bad response is "what do you mean" or "I just know I'm a happy person"

If they don't seem happy by the question you can say "it seems like this question is not making you very happy!"

Point out the obvious. "I can't help but notice you haven't really smiled in this interview yet". It's not really important whether they smiled much BUT it's VERY important how they react.

HAPPY PEOPLE ARE MOSTLY HAPPY TO BE
ASKED IF THEY'RE MOSTLY HAPPY

ROLE PLAY - THE 2ND CRITICAL PART OF A NON NAIVE JOB INTERVIEW

Give him a prepared script with a few sentences to roleplay with him, to see how he performs. You'll give him the opening lines of the kind of sales conversations he will have at your company.

You need to prepare a few different responses or objections as the prospect and then you see how they interact and respond. This is the way you can see how they perform in real-time. Keep in mind that there's a little bit of added pressure because he is "on the spot" so factor that in.

An added benefit here is that when you debrief after and tell him what he did that you thought worked and what didn't you can see in real time how he handles feedback!

BONUS CHAPTER

Script for Job Interview with Jeff

Jeff knocks on the door, walks in and makes himself comfortable at my desk.

Berry: Hello Jeff

Jeff: Hello

Berry: How was getting here?

Jeff: Yeah, it was fun. Found parking right outside!

Berry: Cool! I am excited to have you here and look forward to learning more about you.

I don't know how they do it at other companies but here at XYZ CORP we do it a little differently. We look for great people with 4 things... we are going to have a conversation, I am going to ask you about the 4 things we look for and at the end of the conversation we will roll play an actual sales conversation. At the end of it I will give you an opportunity to ask anything you want to know more about re XYZ CORP or myself.

BONUS CHAPTER

Now say these 4 magical words to soften the vibe and relax them: **How does that sound?**

Jeff: Scary

Berry: Yeah, but I promise I won't bite

Berry: (1) Okay, the first thing we look for, are you Hungry? How much effort are you willing to invest in your career, in your success? There were times in my career I wasn't hungry and it had a negative impact and still today it is often an ongoing battle to bring 100%. I am not asking for perfection, but want to know if you are committed to the daily battle of bringing 100% to work while you are at XYZ CORP.

Jeff:

BONUS CHAPTER

Berry: (2) The, second thing we look for, are you willing to listen to criticism and make changes based on the feedback you are getting? I know that's a hard thing to do which is why I am asking, even I find that hard often!

Jeff:

Yoel: (3) Here at XYZ CORP we look for people that are mostly happy, so let me ask you Jeff are you mostly happy?

Jeff: I am a happy guy, I love to have a good time

BONUS CHAPTER

Berry: Sounds like you are a fun guy, tell me more about it!

Jeff: I love going to a movie with my wife. Going out with buddies. The usual.

Berry: That is great, tell me about what happens to you on a rainy day? How often do you have rainy days? What happens to you when things don't go your way or when you are under stress?

Jeff:

BONUS CHAPTER

Berry: That completes the first part of the interview, let's now move to the role play

I know you may be nervous and it's not typical, it's not that we will or won't hire you based on this role play. It will just be a gauge for us. I understand that when you are alone or in the zone you will likely do even better.

How does that sound?

Jeff: I'm a bit hesitant but okay.

Berry: I appreciate that! Here is a cold-call script of a broker you are calling... the objective is to get them interested in us.

BONUS CHAPTER

OPTIONAL :

Send them before the interview a pdf of a LinkedIn page of a typical potential client.

Ask them to study the profile and come to the interview prepared to cold call this person.

An added benefit of this is that if you use the same profile for every person you will immediately notice the different ways people approach this potential customer and the contrast will be sharp and clear. You will quickly notice the good ones.

IF YOU WANT THIS DONE FOR YOUR COMPANY WITH
ALL THE SCRIPTS AND PREP AND TRAINING DONE FOR
YOU GIVE US A CALL :)

WE'VE DONE THIS IN TENS OF COMPANIES WHO NOW
FIND HIRING TO BE

RELIABLE
ACCURATE
AND EVEN
SOMEWHAT ENJOYABLE !