

## Personality Factors that make a Good Salesperson

by Sean Kanan

### Part Four – Effective Sales Recruitment Processes

*In order for sales related personality factors to be effectively utilized in making hiring decisions, they need to be incorporated into a clear recruitment strategy.*

By following a clear and documented sales recruitment process incorporating ways to measure positive and negative sales personality factors (discussed in parts 1 to 3), recruiters will improve their hiring decisions. A simple five step process is suggested:

- *Determine and define the ideal sales candidate* – Defining who exactly you would like to fill your sales vacancy is probably the most important step in the sales recruitment process. Companies must look at their own organisations to determine the characteristics of their successful salespeople in the past, as well as the characteristics of their unsuccessful ones. Then organisations need to clearly define the job requirements, including the market they will be operating in, the level of supervision and coaching that they will receive, and so on. All of this information needs to be documented by incorporating it into a Position Description.
- *Advertise to attract the right type of candidate* – The Position Description will help you to construct an effective sales recruitment advertising campaign, and will help you to write the actual job advertisements for the print or internet media. In your job advertisement you must describe the type of candidate you are looking to hire, their required experiences, as well as their required accomplishments to date. By being precise and clear about the type of candidate you want, are more likely to yield candidates with the right combination of requirements.
- *Conduct initial screening interviews with the candidates* – Once you receive resumes in application for your advertised vacancy, then those candidates that appear to meet the selection criteria can be screened further. Rather than inviting them in for a time consuming one-on-one interview, a more efficient strategy would be to conduct a quick telephone screening interview. During this stage of the sales recruitment process, you are looking to determine whether candidates appear to meet your job requirements. The most effective type of questions to ask are ones which ask them to demonstrate or explain how they meet the requirements specified in the job advertisement. Having a scoring system in place for you to rate their responses will help you to compare your applicants and decide who to shortlist.
- *Conduct assessments* – This is where the positive and negative personality traits discussed in parts 1 to 3 really come into play. You may need to engage a suitably qualified sales recruitment consultant to advise you on the best instruments to use in order to measure these personality traits. There are a number of psychometric tests on the market that can effectively test the positive and negative personality traits you are interested in. Once your candidates have completed your assessments, you need to determine who you will actually interview. A systematic way of determining who to interview would be to rate and rank your candidates, based on how well they have performed in the assessment activities.
- *Conduct the interviews* – By this stage of the sales recruitment process, you should have narrowed down your selection pool to the best 5 or 6 candidates. To ensure that the interviews are systematic, objective and effective, agree on the questions that would best elicit the information that you want prior to the interviews. Ensure that you explore the issue of motivation thoroughly during the interview – motivation is usually the most difficult trait to measure, but the most important. If a salesperson lacks the desire or motivation to work in sales, regardless of the degree of accomplishments in their background, the chances of success in your company is unlikely.

By the time you are ready to make a final selection decision, you will have gathered enough information about your candidates to improve the likelihood of making a good sales recruitment decision. Keep in mind that the more weaknesses you identify about a candidate through this process, the more unlikely it is that they will succeed.

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