

# GETTING THE RIGHT PEOPLE ON THE BUS

How do you go about getting the best people on the bus and the wrong people off? You need to have a robust recruitment strategy, such as that of US internet entrepreneur and venture capitalist Tony Hsieh, CEO of Zappos: 'hire slow, fire fast!'

By Superior Sales Consulting Managing Director Jamie Lobina and author, speaker, mentor Mark Truelson.

When it comes to attaining talent, the best sales leaders tend to adopt an approach that sets them apart. Instead of seeing it as a chore, they see it as an opportunity to develop and grow their team. Instead of treating recruitment as a one-off activity, they see it as an ongoing process that is central to their competitive advantage. Instead of taking a short-term tactical view, they take a long-term strategic view. In particular, what you do before, during and post the recruiting.



## Define

Before recruiting additional salespeople, you need to go back to the drawing board and check in with your organisational purpose (or your 'why'). If the decision to recruit isn't aligned, then you're doomed from the start and, regardless of their talent, whomever you take on will not be a good fit for your team.

## Decide

The next step is to work out which skills and experience you want and don't want. This is defining the 'must haves' and 'nice to haves'. These form the basis of your job description in the 'Describe' stage, your advertising copy in the 'Source' stage, and your selection criteria in the 'Screen' stage.

## Describe

Being crystal clear on the purpose, responsibilities and qualities of the role also serves to communicate what the job is all about to candidates and other players in the company.



## Detail

Detailing the recruitment process involves mapping out and deciding on how many interviews you will conduct, what the initial screening process looks like, and who is involved in every stage of the process. From there you can detail the timings (setting dates, timeframes and interviews).

## Source

When you've done the groundwork, you're ready to begin the recruitment process. When sourcing candidates you have the option of going to your network, advertising the role yourself, or going through a recruitment agency (or a combination of all three).

## Screen

The initial screening involves creating a shortlist of candidates to interview from the pool generated. Once again, our old friends 'must have' and 'nice to have' join the party. Candidates that don't have all the 'must haves' don't make the shortlist, no exceptions.

## Select

At this stage, you should have one or two candidates who have stood out and that you are looking to offer the position to. Base your hiring decision on who is the best fit for the role ('must haves' and 'nice to haves'), who is the best fit for the team (values and attitudes), and past performance. If you've been using scorecards, see who comes out on top from an objective point of view.

## Induct

Many companies have a sink-or-swim attitude regarding new employees. Induction is often an afterthought. Companies that take this approach can find that new recruits sink rather

than swim, and never really live up to expectations. On the flip side, companies that have developed a proper induction process get their new recruits off on the right foot.

## Train

Training and induction go hand in hand. However, training doesn't finish after the first 90 days is up. For the purposes of the recruitment process, it involves basic training, intermediate training and advanced training.

## Review

The review process mirrors the induction process. Where the induction process maps out their first week, month and quarter, the review process determines how the new recruit is progressing each week, month, quarter and beyond. The review process outlines where you want the new recruit to be at the end of each time period and measures how they're progressing against expectations.



### About Superior Sales Consulting

Superior Sales is a consultancy that specialises in building sales force capability that disrupts the status quo and drives the growth agenda for companies and customers. For further insights, please subscribe to the blog at [www.superiorsales.com.au/storytelling/blog](http://www.superiorsales.com.au/storytelling/blog).

