



THE  
**ULTIMATE GUIDE**  
TO **SALES**  
**RECRUITMENT**



TIME TO HIRE

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**Are you ready to hire for a sales position? If the answer is yes, welcome to the perfect ebook to help you with each important step of the process. I know personally how challenging it is to recruit the right candidates which is why I created my business, Time To Hire. Please read my story in the last section to understand why.**

## Introduction

**A**s you start the recruitment process, you are surely considering some or all of the following questions:

- How can I attract the right candidates?
- How can I properly train and motivate them?
- What should I say to potential candidates who are inquiring about the position?
- Am I ready to interview them?
- How can I improve my employee retention?

If you are still sorting out the answers to any of these questions, my intention is to help you find them. Even if you know the answers, this book will provide extra insight.

In this ebook, you will learn how to perform all the steps necessary to recruit, hire, and find success with hires in a sales organization.

### **A Little Bit About Why I Wrote This Ebook**

When I started this company back in 2003, most of our customers were in the health insurance business looking to hire commission only sales reps. These were well large established firms who had been recruiting and hiring for many years. This means they were experts at finding, onboarding, training and compensating new candidates.

I learned a great deal from these firms. They



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understood instantly that by using our service, they could keep their pipeline full of potential superstar sales reps. Because they usually had 10, 20 and even 30 years of experience in sales recruitment, much of my own expertise is built on the success and wisdom of the clients that have mastered the art of recruitment.

I wrote this eBook simply because many of our new clients have limited experience with hiring salespeople. They don't realize how difficult it can be. And then if you tack on the “commission only” part, it becomes nearly impossible to have success without knowing important tactics that work for the pros.

So how do you attract, hire, train, motivate and compensate new sales reps? That is what I am going to tell you.

***Let's get started.***



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# First: The Most Common Mistakes I Hope You Don't Make



Only Hiring Within  
Your Industry



Unprepared  
Recruiting



Overselling The  
Opportunity



A Disorganized Or  
Ineffective Sales Process



Not Knowing  
Your Industry



Not Having A  
Candidate Pipeline





## Only Hiring Within Your Industry

I am starting with this one because it receives the most resistance. This advice is based on years of experience.

Usually, hiring within the same industry is inspired by the belief it will require less training. This may be true in some cases but in general, it does not garner the best results. I will explain why.

First, when you bring in someone from your industry, their brain has been primed with a different process, dialogue, and method. If you have a strong sales process, it may be harder to get a buy-in for someone that thinks they know better.

**Being trainable should be at the top of the list of qualities you are looking for in a sales candidate.**

Does your hiring prospect revere you as the expert or are they coming in hoping you view them as the expert? *You are not looking for an expert* but rather an eager capable learner. While it may require more work initially, if your sales process works, it pays off to have complete buy-in from new employees.

Second, these restrictive requirements limit your candidate pool. The truth is, with a good

system in place, most sales jobs are easily trainable. By opening up the door to candidates from other industries, just in numbers, you are increasing the likelihood of having more high quality jobseekers to choose from.

Part of creating a winning team is being fully committed to your training program. You are looking for the best people to promote your products, and that takes time. It is not a place where it pays to cut corners.

This is not to say you should not value experience in your industry. It is to say that it should not be required in the recruitment process.

## Unprepared Recruiting

While recruitment can seem like just another task, it is very important to approach it with professionalism and a plan. Even if you are a very small business, organization will always pay off—not only with reputability but with the results of the hire. You will simply not hold the interest of many recruits if they sense you don't know what you're doing, especially if you take too long to reply. In most cases, jobseekers really need work. While you don't want to rush, by delaying too long, you will lose interested applicants.

Take the time to prepare and conduct the



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process smoothly. Model the professionalism you hope to attract in your new hire.

## **Overselling The Opportunity**

To not oversell your opportunity is simply rooted in honesty. In this book, we will address in detail how to approach conversations with candidates. There is quite a bit of strategy to it.

Importantly, you want to make sure the candidate is aware of the realities of the job. Not only is this fair to them, it will improve your retention rate. Overselling an opportunity and then failing to meet expectations is a setup for failure. Also, many candidates will flat out not believe a “too good to be true” offer. From experience, we know that very large paydays are possible with some of our client's opportunities. We've seen jobs that can yield upwards of \$250,000 and more per year. Think about it—will a candidate think that is even remotely possible?

Reverse selling can work in some situations. Saying “This position isn't for everyone” is not only honest but also creates a healthy challenge. It provides an opportunity to see that spark in the candidate and willingness to rise to the occasion.

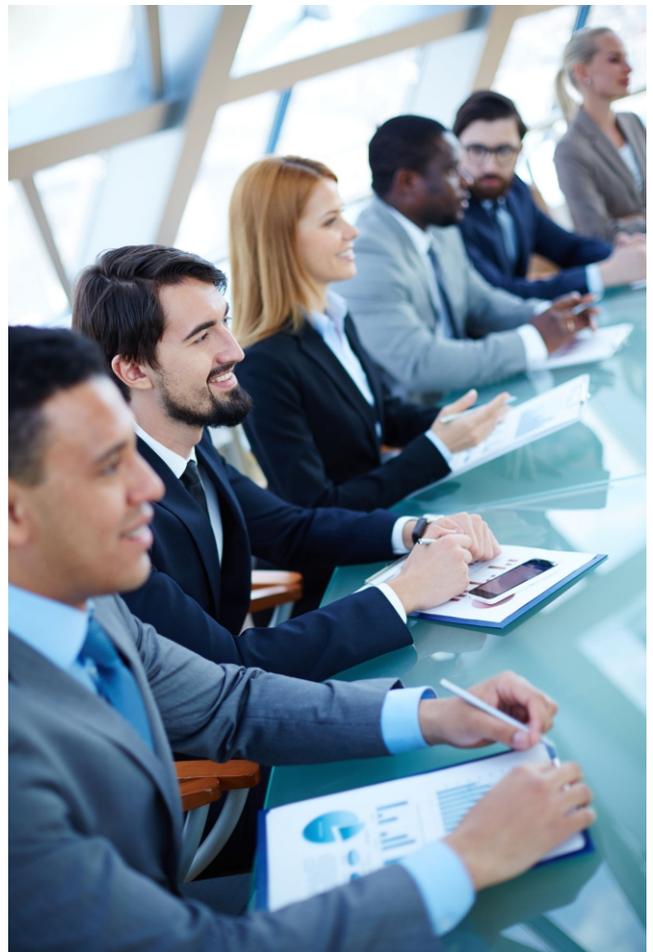
Answer questions honestly. Be ready to counter with some better points to the harder aspects of the job, but never mislead a candidate. Ultimately, they are looking to make the best life decision for themselves and need to have the correct information to do so.

**Turnover is expensive and it's advisable to avoid it from the beginning.**

## **A Disorganized Or Ineffective Sales Process**

A good salesperson will show up, follow your process, and work hard to achieve the goals provided by your system. The easier you make it for your staff to succeed, the better they will feel in general about you and the business. In short, you will make more money and retain employees this way.

Be a leader, know your system, have quality materials to get them started, and set the stage for success from day one.



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## Not Knowing Your Industry

Knowing your industry is an important piece of being a competitive employer. Do your competitors offer a base salary? Do they provide better benefits? Even more importantly, are they poaching your employees with a better offer? Currently, in a decent economy, it is a jobseeker's market. Do some research and consider your competitors' overall compensation package. Then one-up them.

In other words, compete for the best candidates, not just for customers. Both will help your bottom line a great deal.

## Not Having A Candidate Pipeline

You should always be hiring for sales jobs because it is inevitable that many recruits will not work out. Keep the pipeline full of new recruits, and treat them just like leads. Investing in the resources to make this a priority will increase the quality of recruits you are able to retain.

Depending on your industry, you might find a

superstar in 1 in 10 candidates, or it could be 1 in 100. You should be hiring every week or every other week if you are hiring for difficult opportunities such as door to door or insurance sales.

Boil the amount of hires down to how many candidates you can train. In businesses with door to door salesmen, this is usually two to three people a week.

Consider group interviews or orientations to save time and keep a steady system for a pipeline open. Think about what works best for your organization and take steps to master your own recruitment system. It is worth the work.

**The bottom line: you are always hiring and interested in new recruits.**



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# Attracting the Best Sales Candidates



Build A Professional Website



Provide A Comfortable Clean Work Environment



Cultivate Good Online Reviews



Have Clearly Defined Job Descriptions



Make Sure To Provide Friendly Service



Write An Effective Email To Candidates



Know Your Competitors And Compete With Them





**A**s stated, it is important to remember that employers are competing to attract the right recruits just as much as recruits are competing with each other to land a job. Many recruits will do their best to research your business before their first interview or even after. Put your best foot forward and make sure you have the pieces in place to attract quality candidates.

### **Build A Professional Website**

Your website is the first place a candidate will go to check you out. Make sure your website is functional and adequately showcases your brand. Making the right first impression with candidates is likely going to start online. Generally, there should be multiple pages to navigate, functioning links, relevant pictures, and contact information. If your website looks like a scam or is too generic, candidates may not even bother to call. This is a very important aspect to invest in if you haven't already.

We recommend **Envato** as great resource for building a website.

In addition, while an interested candidate may take a great website for granted, they will definitely notice if a business hasn't put effort into a decent one. It's a very important piece of success.

### **Provide A Comfortable Clean Work Environment**

If you do not have a clean comfortable environment, work to improve your workplace. Think about what you can do to **make your office appear more successful** and inviting. It's a great move for both new and existing sales reps, and will contribute to more sales. We spend many of our waking hours at work and small things can make a big difference in the productivity rate and level of comfort.

More and more, workplaces are doing everything possible to ensure their employees have a pleasant place to spend their day.



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## Cultivate Good Online Reviews

Sales candidates will often research your business online before calling you. If you have a history of bad reviews, respond to them in a professional, constructive way. Consider asking some of your best customers to leave good reviews about their experiences with you. Working for a business that isn't liked by its customers is not an ideal situation for most jobseekers.

[This is a great article](#) by inc.com that covers this in depth.

## Make Sure To Provide Friendly Service

We all know what they say about first impressions and it's true. In a competitive world, if our first experience with a business is negative, we know we have other options and will likely try a competitor. Make sure your frontline staff is friendly, helpful, fully trained, and informed. Potential recruits definitely want to be treated as though they are welcomed and in good hands.

## Have Clearly Defined Job Descriptions

In order to succeed, it's vital that everyone in your organization knows what's expected of them. When you understand what your business needs, and you express that clearly, it allows your sales reps and general staff to move in the same direction. This is important in the attracting phase because it will direct the quality of your recruitment campaign. It is vital new recruits can see a clearly defined process and structure from day one.

[This is a great blog article that outlines how to create job descriptions.](#)

## Write An Effective Email To Candidates

A professional and enticing email to candidates is absolutely fundamental in attracting the right people. The email is an invitation for the jobseeker to reply so that you can then explain the most important details of the job. It is best if not written as a “tell all” about what the job will entail. Put yourself in the potential recruit's shoes. What will make you interested enough to call?

Here are two statements to consider from job postings:

- *This is a commission-based position requiring a lot of determination to succeed. You need to have your own vehicle and it may require some weekend hours. We provide training.*
- *At New Day Insurance, we are committed to a team atmosphere and each employee's success. We truly believe in our product and value our customers. Potential first year earnings for a Sales Rep here can average around \$75k. Enjoy team lunches and a flexible schedule.*

There is clearly a bigger picture with the second example of an experience rather than just the limitations of a job. The candidate may still be unsure, but they also may feel more inclined to consider it now due to your holistic approach to selling the role.

In this phase, you simply want to stand out and make your offer better than the competitor's. It is sales in the most basic form.

Just get them interested and tell them enough to know the most pertinent details. You can tell them more on the first call.



Time to Hire does not recommend the typical process of job postings and waiting for recruits to respond. Our method finds qualified recruits in your desired search radius so we can proactively recruit them. We send a carefully crafted and personalized recruitment email. Then we follow up with a call. Candidates then will contact you inside of a two or three-day period.

[Read more here](#) about our system and its advantages.

## Know Your Competitors And Compete With Them

I mentioned it before but it's worth mentioning again. Take some time and do research on your competitors' job postings on job boards or their website. Maybe their postings seem far less promising than yours or maybe there is something there that you are not competing with.

One consideration is a base salary. Having the security of a base salary is very important to many sales recruits. More and more employers are competing in this way. The base doesn't need to be much, just \$300-\$500

per week. This signals to the candidate that you are taking on some of the risk as well.

Make sure you have feelers out in your industry and be a worthy competitor. You will attract a higher quality of recruits.

[Consult this blog for commission compensation structures](#)

[Here is a great article about figuring out compensation in general by entrepreneur.com](#)



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# How to Have a **Successful First Phone Call** with Recruits



Know Your Goals



Slow Down And  
Build Rapport



Sell The Job  
With Enthusiasm  
And Expertise



Always Be  
Professional



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**Y**ou've carefully crafted your job description, compensation plan, and figured out your recruitment process. Now you're eagerly awaiting phone calls from **interested candidates**. While fielding candidate phone calls may seem simple, it is important to keep certain fundamentals in mind. Remember—you are competing to win the right recruit. First and foremost, ensure they feel welcomed and inspire them to be interested. You need to stand out.

### **Know Your Goals**

Check in with your expectations. If it is a low paying role, think about what you are willing to settle for and what you are not. Be clear-minded from the start.

**It is also important to remember the first call's goal should always be to gauge whether you desire an in-person interview.** And if you do, you are trying to say just enough to get them to meet you in person. The first in-person interview will be your opportunity to make sure both you and the candidate fully understand if this is the right match.

In group orientation or interview situations, it is especially important to be organized and clear about expectations and how the process works. Making them feel they are being thrown into a process rather than welcomed is not ideal.

### **Slow Down And Build Rapport**

You may be in an understandable hurry to get the first candidate screening done. If you can help it, slow down. Stop and remember the moments you have been dealt with in haste or without attention. How did it feel? Maybe at worst, unmemorable or annoying. At best, it is discouraging and disappointing. Looking for a job is hard work, nerve wracking, and tedious. By mindfully addressing each person, you are making the process a little easier and creating a lasting impression for the jobseeker.

Ultimately, you also want to make the most of your time. **By taking time on this phone call, you will be better equipped to eliminate candidates you don't wish to interview in person.** If your phones are ringing like crazy, keep the conversation friendly and short. By asking a few questions that give you a feel for the candidate, you should be able to understand if you would like them to interview in person in just a few minutes.

Remember that in addition to being too



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rushed, it is also not ideal to abruptly interrogate or quiz recruits. Keep this conversation friendly and curious. Inspired recruiting starts with learning about each other to figure out if both parties are interested.

Part of your business image revolves around the hiring process and how you treat prospective hires. **Kindness and attitude** have a lot to do with how any experience progresses. It is important to consistently apply positive methods to everything you do.

How people FEEL about you is a crucial factor in their decision making process.

A great tip is to write down the candidate's name right away so you remember it throughout the call. If you are speaking with several people, it may be hard to remember every time.

### **Here is contrast of opening statements to feel the difference:**

— *“Hi Bob. Let me tell you about this sales job you are responding to and tell you what we do here.”*

— *“Hi Bob. Thanks for taking the time to call. How are you this morning? I see you are calling from Arizona. Is it warm there this time of year?”*

Right away, genuine interest and conversation are conveyed in the second example. And Bob probably feels more comfortable and engaged. You actually may learn more about him now if he senses you are not in auto-pilot.

### **Here are some rapport building openers to hold the candidate's interest:**

— *“It's great you called us today! How is Tuesday going for you so far?”*

— *“Thanks for your interest and calling us, Manuel. Can I answer any questions before I tell you about the opportunity?”*

— *“Hi, Lynn. How are you today? I'm interested in learning more about you first and then telling you about our job opportunity. I see here you have worked in the medical field....”*

Taking the time to have a friendly conversation is a great way to get a head start on selling your job opportunity.

## **Sell The Job With Enthusiasm And Expertise**

Now that you have built some rapport with the candidate, it's time for you to sell your opportunity. Successful recruiting involves thinking in the most basic terms of what a job candidate is looking for.

Don't forget, sales recruitment is just like making a sale.

Do you set up new employees for success with your in-house processes? Is there something unique about your company? What incentives do you have if it is a low earning position to keep them interested? While you have certain points that are important to you, try putting their interests first.

Your candidate is a customer and you want them to choose YOU. So tell them why they should by responding to their needs.

If they ask about compensation structure, it's best to tell them honestly. But in commission only situations, it is not preferable when recruiting to phrase it that way initially unless prompted. Save the details for the in-person interview when they have a chance to experience your workplace.





## Always Be Professional

This may seem like a no-brainer but it is very important. Here are some ways to succeed.

- Only ask questions when learning about the person regarding their professional aspirations and history.
- Get the conversation back on track if the candidate tries to take it elsewhere.
- Use a friendly tone and reply with affirming responses. “That's great.” “How interesting.” “Sounds like you have a lot of great experience.” “Thank you, name.”
- If the interview is going long, apologize nicely and tell them you would like to meet them in person instead or follow up with another call. Make sure any interruption still leaves them with a positive feeling.
- Don't interrupt unless you absolutely have to. Wait for them to finish thoughts.
- Do not put them on hold.
- Thank them for their time and interest at the end of the call even if you or the candidate is not interested.



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# Mastering the In-Person Interview



Break Up The  
Interview Schedule



Prepare The Front  
Desk Staff To Greet  
Recruits



Be Prepared  
And Professional



Lead In With An Intro  
And Rapport Building  
Questions



Ask Candidates  
The Same Questions



Focus On  
Behavioral Questions



Tailor Questions  
For The Specific Role



For Commission Only  
Roles, Try Group  
Interviews





### **Break Up The Interview Schedule**

Schedule interviews with breaks between them, even across a few days if possible. Ensure that you are able to feel present rather than rushed. Interviews can be tiring and it is important to present a fresh brain and face to each recruit. Allow time between them to take extra notes, have some water, and discuss things if there are multiple people conducting the interviews.

Look at the next interviewee's resume and remember their name and general experience before inviting them in.

### **Prepare The Front Desk Staff To Greet Recruits**

Make sure the front desk knows the interview schedule. This way, they can greet each person and make them feel welcomed. This may not be the literal first impression but it is perhaps one of the most important moments in this whole experience. Start by being on top of things.

### **Be Prepared And Professional**

If more than one person is conducting the interview, make sure everyone is on the same page. Require interviewers to have read the questions first. Ask them to make physical observations rather than judgment statements when taking notes. For example: "They made us repeat a question three times" rather than "They were too nervous to remember the question." Don't invite employees to help conduct the interview unless you feel they will actively contribute to the process.

### **Lead In With An Intro And Rapport Building Questions**

Even just by thanking them for being interested in the role, it will help put their nerves at ease. As mentioned, make sure you review their resume before you interview them and remember their name. Introduce them to everyone else in the room. Let them know what to expect. For example: "We are going to ask you some questions and then at the end, we would love to hear if you have any."

Say something reassuring to put them at ease. We all perform better when we feel welcomed and comfortable.



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## Ask Candidates The Same Questions

Ask the same questions so you have concrete answers and data to compare when you are making a decision. This means you should also always take notes for reference later.

## Focus On Behavioral Questions

You will train them later but for now, what would they do when facing a tough choice? How easy is it for them to think it through? Are they willing to be honest and say they don't know something? Are they making sense? Do they seem prepared?

It is not necessarily the goal to hire someone that knows everything about your industry or what they will be required to do. It is more important to hire someone that will be a good addition to the team dynamics, eager and motivated to learn, and worthy of trust.

## Tailor Questions For The Specific Role

Think about one of the most challenging aspects of the role you are interviewing for and ask them directly how they will handle it. "Sometimes our customers ask us to break our refund policy. How would you handle that?" Give them a chance to show how much natural instinct they already have for the job ahead.

## For Commission Only Roles, Try Group Interviews

For commission only recruits and situations where you are hiring multiple reps often, group interviews are best practice. Consider having orientations for interested recruits after the first phone interview to save time and weed out those not interested. [This blog is a great resource](#) on how to conduct the orientation. Even in a group setting, make efforts to seem welcoming and provide a positive first experience.



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# Expertly Training New Recruits



Have A System  
And Use It



Human Brains  
Are Forgetful—Adjust  
Training Accordingly



Know The Difference  
Between Leadership  
And Management





## Have A System And Use It

The more consistent you are with how you onboard new recruits, the better the results. Here are things you want to be prepared to teach.

- How to **overcome sales rejections and objections.**
- How to create and demonstrate a **strong value proposition**
- How to effectively compare and contrast your business against your competitors.
- How to understand and think like the ideal customer.
- How and when to ask for the sale.

Each of these points is essential in properly preparing your sales rep for what they will encounter. Most of it will be specific to your products.

For example, it's not enough to know "objection handling." They need to know exactly what objections will come up when they are pitching your products and the absolute best way to respond.

Set up a sales training schedule, create decent support materials, and ensure people can understand them.

Reward a top rep by telling them they are the example you want new recruits to follow. In the very least, choose one or two aspects that they can be a mentor for. It inspires leadership and accountability to the team. In addition, research indicates that by teaching what we know, it reinforces our skills.

## Human Brains Are Forgetful—Adjust Training Accordingly

Studies show that around 80% of knowledge is forgotten in a period as short as 30 days. Forgetting is a natural part of our physiology and a common human experience. In addition, feeling comfortable and relaxed makes for a better brain for learning. May these important facts guide our training principles.

**Set the scene with a positive attitude** and honest attempt at not making it dry and boring. This is the beginning of what hopefully will be a long meaningful relationship. Training is an important experience. Take breaks every couple of hours. Offer an espresso. Make it fun.

**Train one aspect at a time** and do it in a quiet environment conducive to learning to start. Studies show humans learn best through repetition and when fully able to focus. This is based on the accurate "use it or lose it" principle of our brain connections. Once you have laid the foundation, it is also important the candidate



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observe what they have learned in the field. Make sure to give them hands on experience with what they will be responsible for.

**Start with the most important and relevant tasks.** Once the employee understands the greater part of their job, fill in with less significant things later.

**Allow every and any question to be asked without judgment,** even if you think they should know the answer. Remember that everyone learns differently. Leaving an open channel to ask a question prevents the development of bad habits down the road.

**Ask questions and provide short quizzes.** This is actually for the new employee's benefit as recall and memory retrieval are great ways to help reinforce memory.

**Make sure the person has a clear diagram of who does what in the company.** Many businesses forget to inform new hires of who to contact for what. Not only is this an extremely helpful tool for the new hire's success, it will also allow them to interact with different staff members.

**Set goals.** Make sure you have some expectations around the training experience. Saying "In two weeks, you will be making these calls on your own" is a motivating statement to help the recruit with the learning process.

**Invite the recruit to meetings right away.** Cultural integration and learning about how processes work very much involves meetings. Give other employees the opportunity to welcome the new recruit as soon as you can.

**Prepare the reinforcements.** Make sure to offer the training information in written form or even better, in videos. This will encourage reinforcement and allow the person to comfortably review what they forget.

**Set Them Up for Success.** Do you have a casual Friday? Is there office protocol that is important they understand? Try not to let them learn the hard way and give them the opportunity to participate and feel ready for these things.

## Know The Difference Between Leadership And Management

Simply based on human psychology and what motivates a person, leadership is becoming the standard principal for business executives. A leader trusts their employees and inspires them to do a good job rather than creating a fear of leadership and failure. The culture is thereby built around trust, learning, and valuing the people facilitating your success.

Then, what is a manager? A manager is someone who has people that work for them following rules as subordinates. Business trends are rapidly moving away from old-fashioned rank and file management due to the research revealing it is less effective. Employees that show up to simply punch a clock to earn a paycheck are not going to perform like those that love their job. In the very least, employees should feel valued and comfortable with the learning process and their job.

Consider how you treat the employee at the lowest level of your company. This is arguably the most important indicator of the quality of your leadership. Every person in your organization is a part of your success. There is no one below being valued and feeling inspired. Leadership involves valuing humans and inspiring the best in them. It takes commitment.

This is our [favorite infographic](#) about the differences between leadership and management by [resourcefulmanager.com](#).

We also recommend reading [this Forbes.com article](#) on this subject.



# Motivating Your Salespeople



Understand The  
Psychology Behind  
Motivation 

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Personalize Rewards 

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Set Goals And  
Be Consistent 

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Be A Trust-inspiring  
Leader 

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Be Flexible And  
Fix What's Broken 

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Look Ahead Together 

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Have Fun Together  
And Be Generous 





**W**hile hiring the best employees is essential, morale will make or break your team. Let's dig in to how to keep them motivated.

## **Understand The Psychology Behind Motivation**

In the old days, when an executive or sales manager wanted to drum up additional results, the answer was always “pay them more money.” It was accepted as fact that money was the main motivator for a salesperson. Bonuses, pay increases, short-term sales competitions and many other money-related incentives were used to motivate sales people. In some cases, this would indeed work. But in others, for some reason, it seemed to do the opposite.

### **Why would financial incentives boost performance for certain workers, and decrease performance for others?**

A **study** conducted by researchers at MIT, among other universities, shed some light on this apparent paradox. The study examined motivation on a broad scale in regards to employee productivity. It concluded that financial incentives help boost productivity under very specific circumstances: when the work being completed was purely mechanical. On the other hand, the study found that financial incentives actually decreased motivation and productivity for workers in intellectually-demanding positions.

**The reason for this lies in the two types of motivation: intrinsic and extrinsic.** The former refers to internal motivation (like how much an employee enjoys their job, or accomplishing their work) while the latter refers to external factors (like additional money, time off, or acknowledgements of achievement). Now, let's not jump to conclusions. It's not as simple as saying “money doesn't motivate sales people.”

**In reality, the key to successful sales management lies in being able to create both types of motivation for your team.**

## **Personalize Rewards**

Providing options for rewards in your sales process will inspire trust and better results. Different things motivate different people. Even if you have two or three reward options for them to choose from, a choice is empowering. Think about different options you can provide to personalize your employees' experience and have fun with it.

Here are a few ideas: additional time off, company-sponsored certifications or training, random gifts, and internal career development programs.



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Ideally, each rep should be able to choose their own rewards (where you set the quota or deadline to meet). This provides the best motivation because it guarantees that each rep has a strong reason to work their hardest.

### Set Goals And Be Consistent

Setting different kinds of goals will greatly help your staff in measuring their achievement. In addition, they will always clearly understand what they are aiming for. Make sure to have a system in place that not only checks in on them, but also provides rewards. If you discover an employee is struggling, offer a supportive attitude rather than being critical.

**Make sure that goals are clear and attainable. Adjust them when necessary.**

### Be A Trust-Inspiring Leader

Inspire trust by being trustworthy and supportive. Have the wise expectation that not everyone is going to succeed at everything every time. By encouraging employees to speak honestly about their challenges, they are more likely to address issues before they are full-fledged problems. In addition, if you yourself admit your own challenges, they will

learn to trust the process and your leadership.

#### Here are some other ways to inspire trust:

- Ask for your staff's input when making decisions that affect them or involve their job.
- Try to remember personal details about employees by writing things down about them.
- Do not treat anyone in a lower rank differently than you would your colleagues at the top.
- Look employees in the eye.
- Give unexpected praise.
- Offer advice, support, and encourage employees to try again.
- Train your managers to model a strength-based attitude when addressing employees.
- Rather than criticizing, approach with the question "What do you need more of?"

I want to give you a concrete example.

A previous employee I had started showing up late everyday and was underperforming. People were complaining. Rather than assuming the worst and being upset, I simply asked him to meet me one day. I asked him up front "What is happening in your life right now?" I could see his relief that I asked him an empathetic question right away rather than



giving him a write up. It turns out that his wife had been diagnosed with cancer and he was struggling with sleep. My next question was “What do you need more of?” He said that by talking about it, he was feeling better and he just needed the support. It opened the door so we could openly check in about how he was doing moving forward.

I tell you this because people generally want to succeed and sometimes all of us struggle. By assuming the best, we open up the door for a positive outcome. Sure, not everyone is going to deserve the best, but by modeling positive behavior, we not only represent ourselves in the best way, we also wind up with better results overall. We can walk away feeling we did the right thing knowing we tried. There is literally a positive way to do everything.

A strength-based management style uses the following ABCD principle:

- Align strengths, not fix weaknesses
- Build a team with diverse strengths
- Create transparency
- Don't manage—empower

Please see [this article](#) for more by Forbes.com

## **Be Flexible And Fix What's Broken**

Trial and error is part of every business owner's experience. If you find that a current policy, practice, or aspect of your business is not working, change it. Change it before it breeds toxicity in your staff members and affects your bottom line beyond repair. Ask business peers for advice. Read business blogs. Consult forward thinking books about business and human behavior. Show your staff that you are not above admitting that something isn't working and be willing to change.



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## **Believe your staff when they tell you something is wrong. Be proactive rather than reactive.**

Leave open time on your schedule to connect with staff, have an open door, and take time to talk to staff members you don't normally interface with. Even in progressive and open work cultures, staff members are often afraid of giving leadership open feedback. Offer opportunities for staff to fill out an anonymous survey regarding their feelings about work. Invite brainstorms for ways to improve the work environment.

Some of my best ideas have come from my staff. I always bounce ideas off them to get their input. After all, they're the ones who are working the front lines of my business, and the mostly likely to know when changes are needed.

## **Have Fun Together And Be Generous**

I can't say enough about this one. More and more research is showing that when leaders show their lighter side and create opportunity for fun at work, the bottom line increases and turnover decreases. In addition, you are probably interviewing and recruiting millennials, a whole new generation with progressive and different expectations around work.

Fun serves for purposes as small as breaking up the monotony of the week to the very big topic of overall morale.

Here are some ideas:

- Have Rah! Rah! meetings to celebrate milestones.
- Hold regular weekly meetings and recognize employees that have made sales. Also appreciate something non-sales

related such as “Dan was willing to help carry supplies for us when he noticed we got a new shipment.”

- Have work contests based on who made the most calls, most appointments, or sales.
- Provide free healthy snacks in the breakroom.
- Offer career-building opportunities to hard workers like conferences and sales training programs.
- Give everyone a fitness tracker and offer rewards every week or month to people with the most steps.
- Have open contests anyone can enter. Here's one idea: Have a box to submit one thing employees are grateful for with their name on it. Draw a card every week and offer a meaningful reward personalized to that person's interests
- Keep a spreadsheet with staff's favorite things so you know how to personally reward them for prizes.
- Give them their birthdays as a paid day off.
- Provide lunch for the staff.
- Have a spirit day where employees can come dressed in their favorite team colors.
- Throw parties and invite employee families.
- Wear something funny to work.
- Have a chili cook off and create a ridiculous trophy.
- Celebrate Earth Day by helping an environmental agency plant trees.
- Create a pet wall with photos of all of the staff's pets and a short bio.
- Schedule walking meetings with your employees.
- Have a ping pong or foosball table. Create tournaments.
- Hold a Halloween decorating or costume party and/or contest.
- If you have an empty room, make it a comfortable quiet room for reading or meditating on breaks.

- Offer Ted Talk hours to watch relevant talks together.
- Give away industry-related books and ask employees to tell you the best thing they learned.
- Share a staff bio once a month in a newsletter or an email. Explain something great about what they contribute and thank them for their dedication.
- Openly thank your staff members. Treat your front desk staff with attention and appreciation. Welcome new recruits with sincerity and interest.

Read this “fun” [article](#) on the topic by monster.com.

## Look Ahead Together

Maybe you can't afford to do everything you hope to for your employees just yet. Decide on some things you know you would like to achieve and tell them about it. Let them know that you are working to improve the work culture and environment. This simple communication will help them understand what they are working for as well. It will remind them that they are not working in a status quo situation and have things to look forward to if everyone works hard.

With work and intentionally crafting a recruitment process, you will be able to attract, hire, and retain the right people for your organization.

## Happy Recruiting!



# My Story



Time To Hire isn't my first company. At the age of eighteen in 1988, I started a network integration company, or what's now known as a Managed Services Provider (MSP). The company ran successfully for 13 years until the dot com collapse. My company failed in 2001, along with 87% of the other technology companies in the Tampa Bay area, where I was based.

The main reasons for my failure turned out to be my inability to make the switch from a hardware company to a services company. At the time of my crash, my company had quite a few service contracts with local businesses, but ultimately services only amounted to about 30% of our revenues. Many of the service providers that made it had service accounts that amounted to 75% or more of their revenues.

Why couldn't I make the switch to services? At the time and at least three years prior, I knew this was the direction things were going. Margins were getting squeezed on computers and computer peripherals. Large big box stores such as CompUSA were beginning to appear appearing, and some clients were buying direct from these companies. I told myself I was busy running the company, and didn't have time to be a proper salesman. Instead of learning to sell, I sat behind my desk, hoping orders would continue to come as they had in the past. I told myself I was introverted, and it was just too difficult and painful to sell.

Instead of becoming a salesman, I set out to hire a superstar that could sell for me!

Seems reasonable, right? If you don't have the skills, farm them out to someone else.

The problem is that this doesn't work when trying to hire sales reps. I expected the sales rep I hired to not only sell, but create a plan and a sales methodology for my company. I didn't realize at the time that sales reps are generally not that dynamic. To be successful, I had to learn how to sell first – I just didn't know that at the time.

I tried hiring a sales rep at least three times in the last two years my company was operational, and failed. Ultimately, my company failed and I ended up losing nearly everything, including my home.

For the next two years I worked for a competitor and learned how to sell. I read every sales related book I could get my hands on.

At the age of 31, my wife and I packed up what was left of our lives, and moved to San Diego. While we



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had no jobs lined up, I decided to go into business with an acquaintance of mine. We started a company designed to create guaranteed sales appointments for alarm system companies. I was in charge of sales, while my partner headed up operations and flew to Asia to set up our call center. After three months, I had built a forecasted sales pipeline of 2.3 million dollars at the end of our first year. Unfortunately, we weren't able to keep up with the demand, and the company folded after just one year of operating.

San Diego was an expensive place in 2003. My wife got a job at an early internet startup, but her income wasn't nearly enough to cover our expenses. We were nearly out of savings, and I was full of anxiety.

I had never really had a “real” job, and didn't have a resume. I decided to look around for a sales gig.

I opened up the newspaper and saw a very simple ad that read “MAKE \$100K CALL 858-555-1212”. I realized this was probably a scam, but called the number anyway. I don't remember the conversation, but I can tell you that I went to that interview without any knowledge of what company it was or what I would be doing.

When I arrived at the office, the receptionist put me in a conference room with two other applicants. They were also there for the same role, and I assumed I had to beat them out to get the role.

The manager came in and gave us an overview of the position, as well as the compensation.

It turned out to be a commission-only job selling health insurance.

As I believed my situation to be desperate, I thought to myself “I can do this. I'll give it a shot.”

I didn't know it at the time, but the manager would have hired literally anyone. I had experienced my first group interview.

At the end of year one, I was in the top 1% of sales reps in the nation out of 2,500 agents. I still only made \$79,000 that year. I was told that over time, my residuals would have me making \$250-500K within 5-10 years. They offered me the position of sales manager, and told me I'd make \$250,000 my first year. I wasn't too keen on selling insurance in customer's homes, so I decided to give it a shot.

There were a few things they failed to tell me about this new position.

I learned that I had to build my own team without any help from management. Their method for attracting sales reps was to simply print off resumes from Monster, and then manually call them, and try to get them to come in for an interview.



This proved to be even harder than finding new insurance leads.

Nobody wanted this role.

After two weeks of getting nowhere, I created my own method for attracting candidates and soon became the top recruiter in the nation.

This was the catalyst for Time To Hire, and the road to helping other businesses succeed. After fifteen years of successfully recruiting qualified candidates for organizations of all sizes in diverse industries, we keep getting better at it.

I invite you to give us a call, even if just to discuss your challenges or needs.

**Warm Regards,**

*Chad Bronstein*  
888-447-3001



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