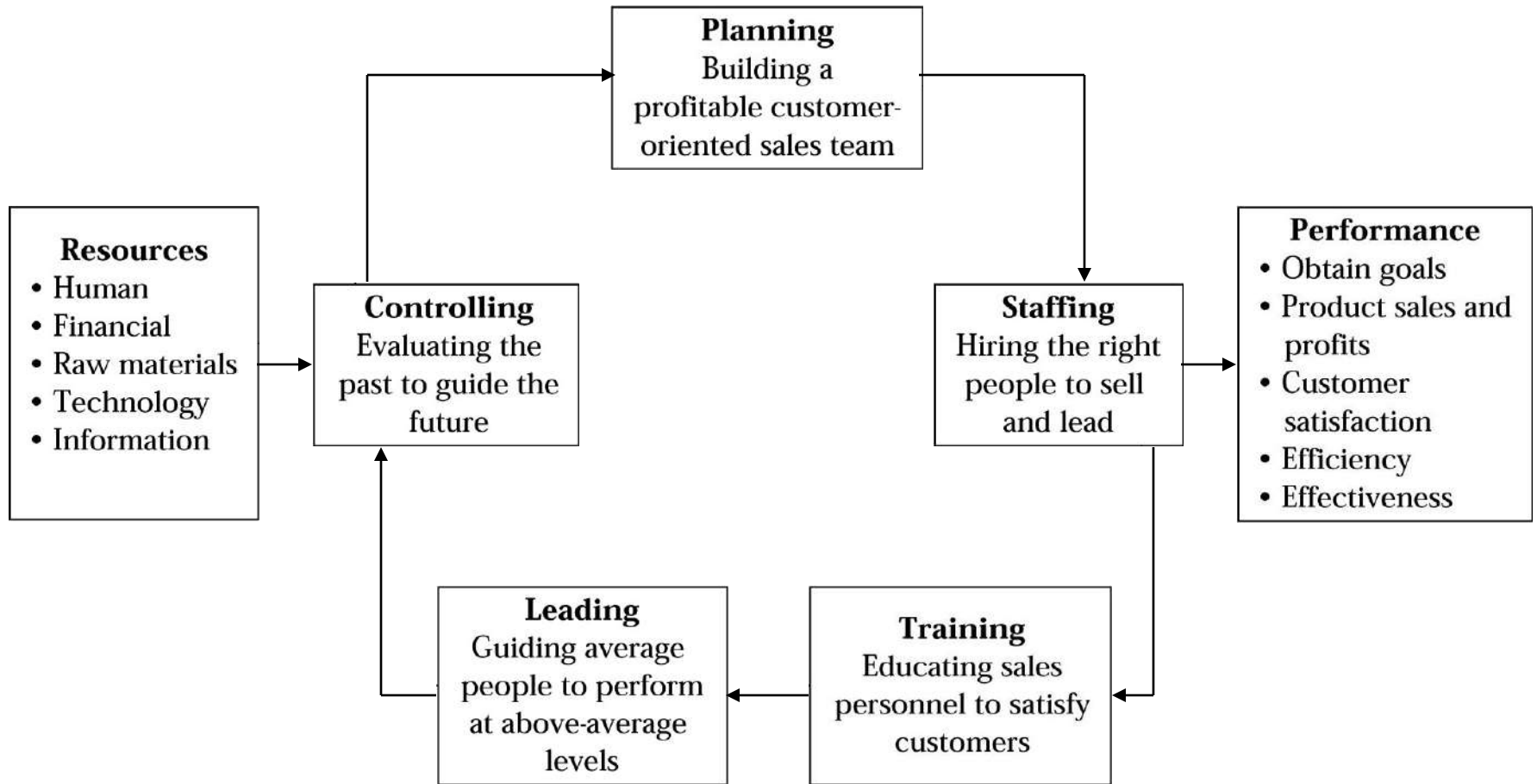


Recruiting & Selecting Sales force

Sales Management Functions



Sales Force Management

- Recruitment and selection of the sales force
- Training the sales force
- Sales force motivation
- Sales force compensation
- Sales force control and evaluation
- Sales quotas – Sales target

**The decision
process
for recruiting
and
selecting
salespeople**

Establish policy concerning responsibility for recruitment and selection.

- Who will participate in the process?
- Who has authority to make hiring decisions?

Analyze the job and determine selection criteria.

- Conduct a job analysis.
- Write a job description.
- Develop a statement of job qualifications.

Find and attract a pool of applicants.

- Internal sources.
- External sources.

Develop and apply selection procedures to evaluate applicants.

- Application blanks.
- Interviews.
- Reference checks.
- Formal tests.

Recruiting Responsibility?

- Depends on size of sales force, kind of selling involved
- First-level sales managers
 - Straightforward sales jobs
 - New recruits need no special qualifications
 - Turnover rates are high
- Recruiting specialist may assist when a firm must be selective
- Personnel executives or top-level managers often assist if sales force prepares individuals to be sales or marketing managers

Job Analysis and Selection Criteria

- Job analysis determines activities, tasks, responsibilities and environmental influences are involved
- Job description details findings of job analysis
- Statement of job qualifications describes personal traits and abilities needed to perform

Sources for Job Analysis and Description

- Observe and interview current staff to determine what they actually do
- Interview sales managers who supervise people in the job to determine what they think job occupants *should* be doing
- Use the job description creation process as a means of reaching consensus on job content, activities and training needs

Content of the Job Description

- Nature of product(s) or service(s) being sold
- Types of customers
- Specific tasks and responsibilities
- Relationship between the sales position and others within the organization
- Mental and physical demands of the job
- Environmental pressures and constraints

Determining Job Qualifications and Selection Criteria

- Most difficult part of recruitment and selection
- Need specific criteria to guide the selection
 - Examine job description
 - Evaluate personal histories of current sales force to identify differentiating characteristics among high performers

Salespeople who Fail

- Instability
- Failure within past two years
- Unexplained gaps in employment record
- Personal problems
- Excessive personal indebtedness

Recruiting

- Sources
 - Internal
 - External

Recruiting a Global Sales Force

- Challenge
 - Determining qualities
 - Addressing cultural differences
- Focus on
 - Sales tasks
 - Relationship-building skills
 - Motivation
 - Technological savvy

Internal Sources

- Advantages
 - Established performance records, are a known entity
 - Require less orientation and training
 - Bolsters company morale

External Sources

- Referrals from other firms
 - Salespeople
 - Customers
- Advertisements
- Employment agencies
- Educational institutions
- Internet

Selection Tools and Procedures

- Composites of psychological test scores offer the greatest assessment validity and predictive value
- Personal interviews offer the lowest predictive potential
 - Application blanks
 - Personal interviews
 - Reference checks
 - Physical examinations
 - Psychological tests
 - Intelligence
 - Personality
 - Aptitude/skills

Application Blanks

- Standardizes information
- Personal history information
- Facilitates interview preparation
- May raise questions

Personal Interviews

- Structured interview
 - Predetermined questions
 - Interviewer may fail to probe unique qualities or limitations
- Unstructured interview
 - Discussion on wide ranging topics
 - May yield unexpected insights
 - Requires interviewers with interpretative skills
- First interview
 - Draw out basic information
 - Communication skills
 - Personality traits
 - Interest level
- Second interview
 - “Drill down”
 - Assess potential

**Business Division
Applicant Interview Form**

Applicant name: _____ Date: _____

Interview with: _____ Time: _____

1. _____

2. _____

3. _____

4. _____

Rating:
5—Excellent
4—Above average
3—Average
2—Fair
1—Poor

Directions: Check square that most correctly reflects characteristics applicable to candidate. An outstanding candidate would score 95 to 100.

General appearance	1	2	3	4	5
1. Neatness, dress					
2. Business image					

Impressions					
3. Positive mannerisms					
4. Speech, expressions					
5. Outgoing personality					
6. Positive attitude					

Potential sales ability					
7. Persuasive communication					
8. Aggressiveness					
9. Sell and manage large accounts					
10. Make executive calls					
11. Organize and manage a territory					
12. Work with others					
13. Successful prior experience					
14. Potential for career growth					

Maturity					
15. General intelligence, common sense					
16. Self-confidence					
17. Self-motivation, ambition					
18. Composure, stability					
19. Adaptability					
20. Sense of ethics					

General comments: _____

Overall rating (total score): _____

Would you recommend this candidate for the position? _____

Why or why not? _____

Applicant interview form

Reference Checks

- Should include several in-depth probes
- May be time-consuming, costly
- Can ensure factual data
 - Job experience
 - College degrees
- Can reveal opinions
 - Aptitudes
 - Job performance
- Can prevent costly hiring mistake

Psychological Tests

- Types
 - Intelligence – tests mental ability
 - Aptitude – tests interest in and ability to perform job
 - Personality – often tests traits related to future success in a job
- Valid tests:
 - Well-designed
 - Validated
 - Well-administered
- Well designed, validated and administered tests provide a valid selection tool
 - Intelligence
 - Aptitude
 - Personality