

https://drive.google.com/file/d/1I_60SqOtbyWnHEZ6we12cZdgUTKtMk70/view

Class 1

https://joinpavilion.zoom.us/rec/play/rhoP9gt_LKmuEP0T4y0_SF8qizGEf57zCAF4uX0UuZ6C1eDVFc1nUfHsUaSKQUQlddr2f68mlJ6oOb3.UoDS1_w0gHUr1q0T?eagerLoadZvaPages=sidemenu.billing.plan_management&accessLevel=meeting&canPlayFromShare=true&from=share_recording_detail&continueMode=true&componentName=rec-play&originRequestUrl=https%3A%2F%2Fjoinpavilion.zoom.us%2Frec%2Fshare%2FNnUBVeqn19xD6BjJB2xkTcUzk9f5Az8X2PqqAZObAB9NPpvq6-Knciye7HZitfYK.pgKMR9t8pLZuNqib
<https://docs.google.com/presentation/d/1BPLGjxEE90h080SNwAobCnoYzCPbbwrijrM2NE6TI-c/edit>

Class 2

https://joinpavilion.zoom.us/rec/play/OHYib7ek_YbO5LPi3oA38be5W63Yzbrjawwcwjj7xnZ_Bfg1umrw7_GUeycKFN8dZac44UjT51TjanPv.CG_LD9keXGRhrhlf?eagerLoadZvaPages=sidemenu.billing.plan_management&accessLevel=meeting&canPlayFromShare=true&from=share_recording_detail&continueMode=true&componentName=rec-play&originRequestUrl=https%3A%2F%2Fjoinpavilion.zoom.us%2Frec%2Fshare%2FLRN5jDH9G9x2SDV_P74dzjfTKId6WW6bj76U_hb_uqiHwRJrwr4cwfxkWzu0r2mP.2-i3_DZSGvTDGnkY
<https://docs.google.com/presentation/d/10gvDnLhllbevZLxvpWTAPhd7Vi4ylZXaRvUjrjoWzeU/eedit>

Class 3

https://joinpavilion.zoom.us/rec/play/US4cxbpsl1RLzuaxrZaGS8OJmZM3LzjW-8wjke2Q3ayXh3v1ARPDU1JluKZ--KqgUvm6uimSqz8Eh8GE.OcGvDF6A6LIWDSEi?eagerLoadZvaPages=sidemenu.billing.plan_management&accessLevel=meeting&canPlayFromShare=true&from=share_recording_detail&startTime=1668711700000&componentName=rec-play&originRequestUrl=https%3A%2F%2Fjoinpavilion.zoom.us%2Frec%2Fshare%2Fq8aJusUVHlxGakchOMUa3cC7hKywyZaPiYU-sSILSw7dTzSN00xNtzvlt8HFIPWI.s9GQxJJRfQso4uZ6%3FstartTime%3D1668711700000
https://docs.google.com/presentation/d/1lilQxwXhZqV6J5wlpNuEuQaB8dnvH1gKf5aBpHo_l8M/edit

Class 1

so agenda for today some golden rules of sales hiring um battle tested. Uh, I I bear the scars so you know. Happy to dive into any of them. We're going to talk about building an assessment, um, and specifically what goes into an assessment attribute skills and experiences.

The meat of today's session will actually be around attributes which are sort of the foundational layer of the assessment, and then we'll kind of just do a wrap up at next steps

cool. All good

sounds good, cool. So some golden rules.

You're either hiring or you're not,

and it is too often an issue in sales organizations. In particular, we're hiring is an extra curricular activity, and what I mean by that is that an interview with an important candidate gets wedged in between a one on one

and then an executive alignment and a bunch of other things at the middle of your day.

It's really hard to give someone the attention they deserve when you're assessing them. When you actually don't have your own attention there,

so you have to give this the time it deserves, and

rule of thumb for me. If you can make it happen, it's usually best to do this first thing,

so if you can get all your interviews, your or phone calls, whatever it is scheduled nine, nine, thirty, ten. So before your day really kicks into year, and it becomes like sales. Mayhem deals, reps all the stuff that happens. That is the way to optimize your attention for a candidate.

When I was a vp of sales when I was hiring, was, it was fifty of my time. Right? It's It's that important. And you can't treat this like an extra thing.

Second Golden rule. It's either a strong yes or no, for whatever reason

uh recruiting and Hr. Teams not not to knock them, but they tend to give us four point matrices for for a hiring score card a strong No, no, a yes, or a strong yes, is really only two.

It's a strong yes, or it's a Now,

oftentimes new interviewers will default to the three, which is the I'm. A. Yes, but I have some concerns,

or the two, which is, i'm a No; but I could be convinced otherwise forgive my language, but that's bullshit.

There is nothing that will actually kill an organization more than having a bunch of twos and three is running around your organization, because in sales what do we all know?

Outliers matter in sales? Your top twenty of your reps will double triple, quadruple the middle fifty.

So we have to look for the upset

number three false negatives, or worse and false positives, and this isn't a sound kind of cold.

But if you make a Miss Hire. You can fix it in the form of firing them

if you miss somebody who does it. It was excellent. You'll actually never know, and you'll never get the ability to correct that mistake. Now this happened to me where I passed on somebody who, I thought did not really want to sail a ship,

and he went on to break every sales record at Stack Overflow for the next two years, and which was also in the same building as us so is that it was that much more painful for me. But it's really a lesson, and when you think about hiring a salesperson

find the upside right. Can you find the upside case for them because you want to avoid missing um. You want You want to avoid the false negatives which are somebody you should have hired that you didn't

number four uh don't judge a book by its cover.

Uh we've all seen this in sales,

many, many, many backgrounds work one of the very best sales people I ever hired as a priest.

Uh turns out, if you can sell the Gospel, you can sell sas.

It's, you know, you just would be surprised where you find really amazing people. Uh hired another fantastic person who was on hot dogs at City Field for five years. Um! Just a lot of backgrounds can work in the sales in a sales role, so never judge a book by its cover.

And last, but not least uh trajectory over everything,

and th this also might sound cold. But if you think about making a higher a stock, you wouldn't want to buy a stock at its top, right where there's probably not a whole lot more room to go, because you know exactly what you're going to get, and the only movement you might get is actually to the downside. You want to hire people who have a long trajectory up right? Because when they have that, not only they're going to perform for your organization. You're going to be able to give them more over time, and frankly, it's just going to be a better culture. So it's. Trajectory is the single, most important thing. When you think about hiring somebody right and again not to.

You know you want to buy low and sell high, and when someone leaves your organization they've climbed that trajectory sort of inside your organization, and you read the benefits. With that

I would say we got a question here at the chat. How do you separate trajectory from age and risk of ages? And that's a great point. Um, I I mean for me that it has nothing to do with like years. Actually, it has to do with like. Does this person have like a lot of room to run just on skill, right, and the ability to actually do things that they haven't done before in. Personally, I I don't think age has anything to do with that just because you're thirty, forty, fifty, sixty, doesn't mean you can't be better than you were at the job. Um, so I think it has to do a lot more with that than a specific age.

Make sense any questions on here.

Yeah, I mean it. So so, Colin, we're on the chat. I hired someone in the sixtys my last role get a hunger for self improvement, and it showed you our top rep every year.

Absolutely right, I think, like this is something that is totally normal and frankly should be part of our process. Whether you're,

however, you are again, doesn't actually impact trajectory trajectories. Is this person going to start in this job today and be better at it in three months, and then better at it again in nine months, and for that reason improving everybody around them cool.

So let's talk about building an assessment. Um.

So as we go through these three sessions uh this session, the next session are going to be around candidate traits and how to assess them. And then our third sessions to be a lot more about hiring process for cards and things like that.

So when you think about an assessment of of really any person for anything Um, there are three vectors.

There are attributes which are often referred to as the will do.

There are skills

which are referred to as the can do,

and their experiences which are referred to as the have done.

They're all a little bit different, but they all come together to form what we call an assessment in the hiring process.

This was a quote I really like from Uh Marc bears if anyone sort of read its book. But when the unique strength of a salesperson aligned with the company sales context, it's a beautiful thing. Everything just starts to work really well, but when they don't it's an uphill battle, and that this is something I've experienced firsthand, and i'm sure a lot of people in this room have experience. Well, as when you actually hire incorrectly or for the wrong attribute to the wrong skills You're it's you're kind of just finding a losing battle at that point, because the people and see i'm just not the right people. You wouldn't hire a hockey player to go play baseball right? And those those are the things we need to be aware of.

So we're going to kick off with attributes um, which we refer to as the we'll do now. An attribute is a quality that you may naturally have. They define how we will act in any situation, particularly a challenging or unknown situation. Now, many people confuse attributes and skills. Here is the key difference. An attribute is how we will act in any situation. A skill is how we will act in a known situation. So an attribute is when I go on a hike, and i'm not exactly sure where the summit is, and I keep walking, because i'm motivated to get to the summit, despite me, not knowing a skill is when I practice free throws because i'm going to a basketball tournament. So it's a known situation that I'm practicing a specific tactic to get better at it's a slight difference, but it's important to recognize and attributes are important in sales, because, as we all know, we are the masters of the unpredictable.

No idea what customers are going to do. Customers are going to say quota is going to go up. Products are going to change. The market is going to change. So you need to really hone in on attributes as the foundation of your sales hiring assessment. So if you want to throw into the chat like, what are some attributes you think important for Acl's role, feel free to just sort of fire or fire away at the chat. Here I can get a start about what conscientiousness added recognition. Yeah, drive, intelligence, hustle, curiosity, awesome empathy for it alright, cool.

So we have positivity. It's another one great super super important coachability, persistence, absolutely urgency, resilience, attention to detail, locus of control which we'll talk about today. Courage, discipline, motivation, honesty,

openness,
self-awareness, fear, Yeah. Energy, also great ones
kindness,
once, you know, attribute you want to look out for arrogance. Right letharg.
So you're just sort of a spattering on what attributes could look like. But again, they are
oftentimes what are either innate to us, or something we learned early in life that just happen to
stick around,
so attribute to the foundation of says Hiring, as I mentioned before, this is kind of where we
start,
and when you build out your attributes it's important to recognize the game on the field.
So the attributes you might look for. If you are a transactional organization. Reps are doing ten,
twenty deals a month,
probably going to be different than the attributes you look for. Someone who is doing two deals
a year.
We say sales is this all encompassing thing? But there are so many unique careers and
professions in sales right like finding an ae at yell for someone who's doing big enterprise at
Octa Those are two totally different roles, completely different, but they fall into the sales and
problem.
So you really have to understand the game on the field,
and it really just starts with your your deal cycle
some questions to think about when you build your attributes work hard. What is the frequency
of failure and success? So if you're in transactional sales, for example, you might be experience
a very high frequency of failure, or you might be losing eighteen out of twenty deals, and I on a
pretty recurring basis.
That's something you have to account for. If you're at a much longer sales process the idea, the
ability to delay ratification might be really important. A really important attribute. So you need to
think about that. Um. Does the sales time. Does the sale have downtime or breathing right like?
What is the performance? Frequency?
What is the complexity of the product to the buyer
steel cycle which I mentioned.
How will this change over the quarters or years? There's a lot of seed stage people in this chat,
of course.
Um! Will this person have to do any non sales activities right? Will they do implementation what
they do product, feedback, and what are the moving parts of the back decision?
So these are just some, some fodder to start with when you start to think about building your
so for what we're going to talk about, we can't go through every single attribute, and I wish I
could sit here and hit map everybody to them. But we're going to go through five and tangible
that I think are present in every single amazing salesperson. Talk about them a little bit, and talk
about how we might assess for them.
The first of these is grit.
Now grit is often a proxy for hard work, but it's different.
Grit is the ability to work towards a goal over a prolonged period of time through failure,
so it's not just hard work. It's hard work on. Repeat

over and over and over again. Any one of us can get some motivation. Drink some Red Bull go bang out some work and do some hard work.

It's actually bringing that every single day.

So any thoughts on you know that this might be sort of a.

But any thoughts on why grit is important to a sales role, right? Just feel free to fire them in the chat or come off mute.

Uh, I can jump in uh. I kind of say it often, but I think comfort with losing It's like a weird thing.

You don't want someone to be a loser in sales, obviously, or someone to be put a go comfortable in that. It's more, the bounce back from it. So I think kind of hitting. They only have like It's It's the ability to bounce from failure.

That happens. You get rejected more than you don't. So

Yeah, it's like not comfort with losing it up, framing it correctly. Maybe you can polish it up for me, but it's more. I don't know It's why sometimes I feel like Texas Athletes are kind of great, because athletes know how to lose a lot uh. But Don't get comfortable with losing.

No, we don't get comfortable with it. How about that?

I? Yeah. A hundred. I I think it's uh

losing as being one step closer to winning

like, just because you lost doesn't mean you stopped the journey right. You just kept moving through it.

Um

part to be consistent in the of rejection ready. This was loving the process, taking no for an answer,

demonstrating persistence. The ability to navigate hurdles, Or now can happen fast. That's a that's a huge one. Right um resilience in the face of rejection, frequent rejection, constant rejection. Yeah. So these these are all great answers. Um.

I I mentioned this before, but I spent most of my younger years working in a Brazilian jujitsu school, and

the uh first class I actually ever took was uh at There's an academy in Manhattan called the Hands of Gracie school, and they uh they actually made me spar on my first day, Right? So you can imagine that was like a pretty nerve racking experience for me because I I didn't know anything at all. I could barely actually put on the uniform, and I like I looked at the teacher, and I was like, like.

You know. What What are you doing? I can let me get killed here. Um! And he said something to me which I would never forget, which is that

one day of doing

will be ten years of studying,

and I think that's where grit comes from. It is the ability to bring what need to do every single day, over and over again

and in sales. Right, you guys all set it.

She can be unforgiving, right you can.

Those deals You thought you're going to win. You can get rocked by customers. Quotas can go up products can change

it. It. There's a lot happening there.

Sales will take time Right? Sales, you know. Most organizations have a ramp period. So you gotta take that time to build your book of business.

And last, but not at least. Uh we start fresh all the time. Right? So just because we had a good week, a good month, a good quarter.

All the tickers go down again, and every, no matter where you were, you are starting the journey over again. That requires level of grit that you didn't actually finish right just because you finish that quarter of the top leader for it Doesn't need you finished broadly in your professional journey at this organization

so

open question,

How might we assess grit.

What are good questions to ask?

What are potential backgrounds to look for? Uh? Curious to hear what you'll have to say and feel free to come off mute, or or drop it in the chat.

I like to address it by asking. Tell me about a time you failed, and how you work through it. How you got over it, how you overcame it and usually get a lot out of that.

Yeah, absolutely. That's a great one.

Any others,

I think I think Background does have a play in it, too. I mean you can. I've I've had plenty of good interviews with aes who've spent like eight to nine months at four different Sas companies over the last two years, or however many years, or you know one of the best sales people that I've ever hired who I hired again. He was uh selling um phone covers out of a kiosk, and queens, you know, and it's just like it. It. It kind of comes from all over the place, but it's like That's a much better indicator of somebody's just going to grind through it, and and you know attack whatever's in front of them, rather than somebody who, you know All the signs are there that they might, you know, take their foot off the gas, and and and sort of just fizzle out after a bit absolutely

any other. I don't know about assessing, but I know one. I'm a i'm a huge proponent of athletics, and and if I can find someone that competed almost at any sport in a collegiate level, I know they've been through it. I know they've had up, so they've got towns. They've had to go not only to class, but they've had to have practice. They've had hard coaching,

and so they've had some of that uh above and beyond a post is just going to to college for four years, et cetera. So I think that's a huge piece of it as well,

totally. I've actually found something similar with theatre actually. Um, because it actually is actually so hard to to get some of those roles where it's not just the grid of getting there. It's the raw exposure to a shit ton of other people who have a lot of grit. Actually, um. So it actually just like fortifies you even more.

Um

cool. Yeah, All all great answers. Um,

One of the things I want to say about Grit, And I think this is a really really really important distinction is that when you're measuring grit, you're actually not measuring success, you're measuring the starting point and the journey towards the ending point, and even if someone didn't achieve the success of that journey, the effort might have been incredibly valiant,

i'll give you an example. One of the best people that I hired. Um. He was a a walk on um a single, a baseball player for the Cleveland Indians but he was twenty-one, and over the course of eight years he got to Aaa.

He never got called up to the Major League so he didn't he didn't actually get the thing, but that is a grit to go at that for eight years

through

multiple cycles, and it turned out to just be a fantastic employee. So when you assess grit, the starting point is just as important as the ending point.

So when you look at an Sdr. For an example,

i'm less concerned about

really what they were doing in their Hdr role. What was your starting point,

really? Where Where did they start to get to this point? And what are the things they had to overcome.

Um,

it's got a comment here from Jf: I find that anyone who actually engages in a sport with a professional level or some for themselves. You have the ability to handle goals and and constantly worth the next steps. Yeah, absolutely.

Um. There are just other areas where this is true to like, I said. We identified it actually with folks in the theater turned out to be just incredible on sales. So it really any anywhere where these environments actually exist.

So here are some example questions. Um, Just so, you know. Some takeaways, and some of you mentioned these when was the hardest you ever worked.

This is an important one, because you want to set up. You want to have a bar. If someone's answer to this question as Well, you know how it works at seven o'clock, a couple of days a week in my last job. Well, that's not really that hard right like I want. I want to hear like how like what is hard? Um! What was the worst job you ever had? Why do you stick it out?

What have you worked the longest on. How much time did you spend on it? What happened?

This was what I really liked. You know we use leader boards here today you look up, and you see your eight out of ten. What you do

tell me about a goal. You stopped pursuing

what happened.

Tell me about recent failure what you learn from the experience, and then tell me about a deal that I lost.

Uh, if you're hiring somebody with sales experience, the lost deal. One is a good one, so I find that great sellers they can give you every single detail of every deal they ever lost, because it's it's it's so painful for them that they can spin it out way easier than the deals that they want uh

a couple of other comments here, one from Java and military experience. You have great Yeah, I've experienced that for sure. I had a lot of luck with people who are previous entrepreneurs.

Yeah, Um, I could speak to that first hand. That is a lot of grit there. Um:

So yeah, absolutely.

Yeah, It's just like poker. You You remember your beats that the most that you call that um.

So what is good look like on these questions? Uh again, like we can't go through every single line and come up with an answer for each. But you're really looking for it. Did this person want something so badly that they were unstoppable and pursuing it?

And again. It doesn't matter if it doesn't even matter if they got there, just matters that they had a really fantastic effort in getting there.

The over came an obstacle, or they didn't give it a valiant try. As I mentioned, starting points are really really really important

uh

the tasks they discuss are hard. I think they're not easy things when they're talking about their tasks, and they've shown an ability to stick something out

right. They can do something for a long period of time someone mentioned in the chat. But you know the the quote unquote journey person who is just doing eight years since at every Sas company and basically just ramping and leaving. That's that's not the person we want. We want someone who can really sink their teeth into something and move through it.

Any questions on this, on through it, before we move on any last thoughts,

I once

or twice,

before we jump into the next attribute. I'm going to tell everybody uh a story which was told to me early on as a way to to make a point. Um!

Once upon a time there was a Zen, master,

and many people would travel very far to speak to this,

and she would show them the way to enlightenment. And one day a scholar showed up at her door

uh asking for advice, as that master said, Sure,

but it became very obvious that the scholar was going to be pretty rude. He kept interrupting the Zen master over and over and over again.

So the Zen master said, Well, why don't we have to?

Scholar said, Sure,

the Zen master brought a cup of tea

and port the T. And kept pouring the team until it overflowed from the cup and spilled all over the scholar.

The scholar said like, Hey, miss, what are you doing here? You just got this all over me.

And the Zen master said, You are like this cup

so full of ideas that I cannot put anything else in

empty your cup.

So anybody have any idea what attribute i'm referring to with this story.

They're pretty clear. Well with sales

coachability,

one hundred percent.

So coachability, I think we've all probably heard this ad nause, but it's the ability to take and implement feedback,

and it's the ability of making changes to yourself from that feedback

so quick. The poll Um!

Why is coachability important in sales?

Feel free to jump in the chat or come off me,
because there's always more to learn,
because you have to learn how to adapt
Yup.

Great ones

Market buyers are always changing. One hundred percent
things change. Right? Um: Yeah. Every cell cycle will be challenged. Nobody knows everything.
But companies and products are changing constantly. There is a lot of seeds. Here's a series B
folks here, you know, if you've worked in that
in in that stage change changes is the only constant. Every sale is unique.
We carry a lot of bad habits with us sometimes, so we need to be coached out of
um and coach. Will people have higher ceilings? Uh which is, you know, I think, to John it's quite
a cult, of course. Of course he wants to improve, and we can't succeed in sales unless you're
going to approve
back to my point of of trajectory earlier this conversation,
if you hire someone who is not coachable, you're actually hiring them. What what you get is the
best your victor ever going to be
right. So there actually is no trajectory. There is no upside to that person. What you're hiring in is
actually the base level of what you're always going to experience with that higher. So coachable
people actually have higher ceilings because they are on the the learning journey
so similar question to Grid. How might we assess coachability
any thoughts on this?

All right, you can jump right in with them.

So a couple of example, questions for coachability.

Have you ever Have you ever had a mentor before?

Can you describe the relationship?

What is the best piece of advice that you've got recently.

What was the most common criticism that you'd get in your last job or your last performance?

Review. What if you do about it?

What was the last thing you learned.

How do you normally implement feedback or criticism?

So these are all questions to ask as you kind of go through this and

What you're looking for is not just an ability for a candidate, showing that they have the ability to
get better at something. But they it that they've internalized feedback,
right? So i'll. I will share this about myself. When when I was a first-time manager, I would get a
lot of feedback that I was too neurotic. Actually, I was making a lot of other people neurotic, and
I i'm sure all of a sales folks are a little bit neurotic from from time to time,
but that was feedback. I I had to internalize right. I had to work on it over a long period of time,
and you want to be able to get that from people like you know It doesn't have to be professional.
It could be in academics or in athletics or things that they did right like what? What was
feedback they got? How did they internalize it, and how they work on it?

Another important part of this is you want to ensure. You see a low, level arrogance in these, in
these responses, right where they actually are crediting some of their upside to feedback, that
they got

thoughts or questions on coachability.

If anyone's ever read uh, it's up before. But Mark Roberts's book. Um.

This is not my original thought so, but i'm sharing it. Anyways, I think it actually really works.

You ask the candidate to do something.

You then give them a feedback on what they did, and then you asked them to do it again.

I find that making this too robust is actually a little bit

a little bit mean to a candidate. So my process, for this was always, Hey, pitch me on my company,

and that that's all I would say, and i'd say, Okay, great. Now do that again in two sentences or less. Right? So it's a pretty simple piece of feedback that they have to follow. And you'd actually be surprised how many people can't do it.

Okay? Um. And uh,

yeah, exactly, It's It's very. I got like roles by asking that. I think they did. It's another great option here. Um, But really, you want to observe, Are they much of the feedback? Are they taking the feedback? Because that'll be a great proxy for how they're going to behave once they actually enter your organization,

make sense

cool.

All right.

Attribute three uh. It's similar to curiosity. Oh, sorry, similar to which ability but a little bit different. It's curiosity.

It's a strong desire to learn or know something so quick.

Quick, Poll. Why is curiosity? For

there's for me it's two twofold one curiosity about the product. They sell, and curiosity about the customer.

They ask great questions, and not just a for quote first question, but a follow-up and they really feel back multiple layers to get to the bottom of how they can help

one hundred percent, especially if you're in A, B to be Sas or a complicated sales process where you're working through

a lot of different pain points across different stakeholders like you really like. You basically have to be detective as you go through that process.

Other thoughts,

something I like about curiosity is oftentimes it could be good for sort of cross functional uh purposes, right? So it's you could have people that are super siloed, and these are focused on only doing

the task of of of the sales. But curious people tend to also take interest in products and feedback, and how to better the product, Take interest in branding, take it just to just other things. I think curiosity promotes an ability to kind of be a more full service salesperson, and also potentially

provide cross-functional value. And I think that comes from just being curious,

one hundred percent.

Yeah, That's a great point.

So

like we said, we need to learn about customers to solve their problems.

We need to develop new, innovative, real, you know, with innovative ways of getting things done uh to strange time right now. I think everybody's kind of going back to the drawing board and getting curious. And okay. How are we going to close customers with drinking budgets, Or you know things that are happening in the broader market? And

uh, to your point on the cross functional work. Here is. People are just naturally more engaged actually, uh across the company, and they actually make for better uh cultural carriers as well. So How might we assess this right? How do you figure out if somebody is curious, or how, or has the curiosity?

Uh, I look to see if they're driving the conversation. If they're asking me questions. They're curious about me, or product or company. They're really trying to understand. Hey, can I sell this as the company I want to work for uh somebody doesn't ask all uh really good questions. I I I question their ability to ask a customer good questions,

Isn't it crazy? How many candidate don't ask questions? It's like a shocking thing, actually right. It's like, even if you ask the same questions over and over again, like it. I I I interview much people, and it's like. Do you have any questions for me? It's like No, I am good.

It's like It's like such a red flag. Um, I don't know if they're not teaching it into interview books or something. But uh, I I agree with you. I think that The the best way to assess curiosity is, if they ask questions, and a higher level or a magnitude from that is, if they ask questions based on the questions you ask, and are able to turn your conference able to turn your interview into a conversation.

And I see Marie. So yeah, if they can ask questions in the interview as well.

Other thoughts on curiosity, how we might assess it.

I like to ask people what they like to do outside of work. Um, just like I Sometimes you get like most of the time you get like regular answers over. You know, like this, that that whatever. But sometimes you get somebody who's like a you know, professional pen spinner and like it's just super like nerding out on something completely different, which I think like shows all right, like one could be an interesting personality. But also, Hey, there, there really dug into something which is a good indicator, because a lot of people, Aren't. Really, you know, don't care about much totally, and

those are everybody kind of nailed sort of the two assessment points here. It's like, What is this person teaching out on, or what have they geeked out on um?

I had a candidate that spent ten minutes

explaining to me how he had learned recently learned to cook soused, and I had. I didn't know what to read actually was. Um, so i'm talking about it for a while, and he explained every intricate detail to me where I I literally could have gone and done it myself after the interview, and he had just learned it,

and it was such a It was such a interesting thing, and I remember deliberating on this. Can I have no idea if you could sell? But i'm like my, he's really great cook.

Um. And because of that I think it probably. Yes, but the you know, you want to look for those types of things like somebody actually get really really deep into something which is sort of

drives your curiosity? And are they asking questions? Are they asking good questions if they're not asking questions like I

I have to imagine they're gonna do the same thing to a customer that they're on a call. They're gonna try to steal a customer and not get to the bottom of what they're doing or or do proper discovery, or that looks like

one thing that I've I've used a lot that kind of gets to this, and the coachability is um asking them when the last time was that they changed their mind about something

kind of material, because you sort of have to have an innate curiosity to consider changing your position, and then that can kind of lead to an interesting discussion about you know, wherever they started, and how they got to the the different place that they ended up.

I love that. Yeah, it's like that probably has some second order consequences to around openness and self awareness. Yeah, very cool.

What about? And I'm a big reader and a You know, most of the executives of people on leadership. I feel like they are. I've asked that I'm sort of asking the question around. Yeah, tell me about the last book you read, or something on those lines, and it kind of goes along the same lines with being curious and kind of a continual learn, or any any thoughts around, that. I think it's a good one. Um, I like.

I often frame it, and I've asked questions like this, but more around like what's like the most thoughtful piece of content you've engaged with recently, like some people, do a lot of podcasts, and like short form essays or articles versus books, for example. So I try to keep it open. But I agree with you. There should be some place

where they are extracting continuous learning, from which I think is a proxy for curiosity.

Other thoughts

all right.

So we kind of just went through this, but they've shown an interest in what you have to say that their homework

they need to learn every single detail of a topic in front of them. Um

Sales training has got really hard, right? Every sales process is unique to the products of your D, where we sell is unique, even even curiosity in the ramp program. I find it super super important. Um, and they're broadly engaged to Riley talked about. They They follow the question and ask an interview versus it being a more transactional. I'm talking. You're talking. Yeah, How did you prefer This interview is a great one.

You always love the people who actually come with the like the papers, right or like they've done their research on the company. They've got like your funding stats. Your executive team? Um, I think it's a a a great one as well.

I had someone uh I asked. What would they do if if we hired them, and they through

uh piece of paper, it's a thirty, sixty, ninety day Action plan.

Um! And it It was like fully detailed about. What are they going to do on day off day, one to thirty, and then, you know, three to sixty and ninety, And then the last bullet point was like um, it said, uh continue to plan and plan my work.

Um! And and I ended up hiring the guy who he was good,

just taking that time to do that right. And even if it's, even if it's lightweight right, even if it was thirty or forty minutes like sitting on the couch the night before, just really doing your research and thinking about how you're going to make an impact like that. It's it's leaning in right. And that's those are the people we want cool other thoughts or questions on curiosity.

All right.

So the next one's a little bit abstract. Um. So I'm gonna talk through it a little bit more. Um, but we call it the locus of control uh a proxy for this with the ownership um, which you might see more often in hiring for.

So when we talk about a of control, it's how much individuals perceive that they have control over their actions as opposed to actions having control over that.

So you would assess this not necessarily on, like a ranking like a zero through ten or whatever you would just look at an internal versus external locus of control.

Someone with an internal locus of control believes they can control their own destiny.

I think it's safe to say why we understand why that's important in sales. Right. You have to wake up every single day and believe that you can actually go out and find some deal customer and make a difference.

The external believes they're They're a function of circumstance or of luck.

If you work in a seed stage or a series a or an early company.

The external locus folks can destroy your culture

like I and I I I'm saying this, this release. I've been through it before, when you're trying to sell something for the very first time. And you're You're just figuring out your language, and you're going to market. It's hard. It's really, really, really hard. And when you have someone who is just blaming

everything around them for that hardness,

nobody can get shit down because everyone just like just dealing with this like suck that's in the office, and you know I'm I'm speaking about this bluntly, but you really have to watch out for it.

Um,
and

you want people who just believe they can get out and do something right. You bet they can control their own destiny. Um,

you know the the All. The the leads are week, right, or whatever whatever that is like. You want to avoid people who come in with that mentality, and

it's subtle. But it's important, Right? It's the it's really like the difference between like I can versus I can.

That makes sense.

I read this study um recently that what I mean. This might not be the case in a remote setting, but in an office. One negative person actually influences six people around them. But one positive person only influences the person next to them actually.

And I've so negative people actually spread faster than positive people do, and I find that the majority of the sort of

negativity, or from folks that I've hired always come from the side to get the external locus. I'm not set up for success. I don't have good leads, the market stakes. I wasn't trained well.

Salesforce sucks like just kind of that mentality versus someone who comes in. It just does their work.

So any thoughts on assessing for this it's a bit of an interesting one you can test, for you can test for this by asking questions that are that lead to the opposite answer that we from what you're looking for right like, you know. When was the last time that um something happened beyond your control That, you know, led to your failure. Did you ever feel like you were set up for failure?

Yeah, that's a great one.

Other thoughts on this one.

So this is where you're going to start talking about things that they've done, and you want to be very aware how they talk about the

so tell me about a mistake. You made what caused the mistake?

Well, you know I was painting the house, and you know I accidentally painted it. I suppose you painted red

like that was on me. I picked up the wrong can. That would be a good answer. The you know the my boss. You know it didn't line up the cans correctly, and I screwed up because of that.

That'd be a bad answer. Right? They're they're They're looking towards an external circumstance for that blame.

Tell me something that went really well for you recently. What made it go so well?

Do you think you had the respect of the peers in your last role. Why, tell me about an opportunity your past that you didn't take advantage of Why, what is the fastest way to get good at something.

Tell me about an experience for you to control, and how comments require that to control, and how come regardless of blockers?

And again, what you're looking for here is actually the person taking responsibility.

Right? So it doesn't even really matter what the context of the answer is just that they took responsibility versus putting it off on something else. Now,

with the fastest way of getting good at something. Should you be looking for something like by trying it,

or something else,

right? It kind of comes back to the question before around the You know your eight out of ten in the leader. What are you going to do It's okay. Well, I'm going to go. I'm going to make a shit ton of phone calls and make sure I get my pipeline built in and get going there. It's kind of similar.

It's like the fastest way to get good at something is actually for me to start learning it myself and start trying.

Now I want to make a point on focus of control.

Everybody with a high ego,

like an unmanageable ego, actually has an internal levels of control,

but not everybody with an internal locus of control has a high ego.

So sometimes these things can actually be confused with each other, and it's important to separate them.

Internal locus means that you just believe you can go out and get things done.

Ego is that plus? You believe you are the only person possible on a team of one hundred. I can do this one thing.

We can't work. And you're You're a Pain department, so they're different, and they can often be confused with each other. So it's important to sort of that out.

Is it possible that, like humility, comes into this to a certain extent where people are almost deflecting their success where they're just humble people, even though they very much believe that they're in control and and internally but externally, when they communicate that they're they're kind of deflecting success or things of that nature, having being humble and having middle of humility, is a wonderful trade, right? And I think that that's on the interview or to just that out. Okay, Is this person just being really humble? And are they like actually just fantastic? And then just ask follow up questions. So okay, cool, like you said that this was a team effort like, what did you do specifically in this team effort right just to kind of get to sort of what they could still talk about like their role Specifically, in the broader group.

We got a question from Daniel in the chat. He has the how it's locust control and growth, mindset correlated.

I'd say there are two sides at the same point. Right? Um. You know the growth mindset. I'd say the the the easiest proxy for it is

I just haven't figured it out yet, right when you're coming across blockers and you continuously move towards figuring it out.

Someone with an external locus of control will get to that point that they Haven't figured it out. Believe the market. They're boss playing their systems, and then just move on where the internal looks of control. I'd say It's probably just a building block towards the growth mindset where you have to believe you can continue moving through something, and again in sales like back to just sort of. You know what this course is all about the

you. You just really can't have people that are.

I'm constantly trying to figure out which way They've been screwed recently. Um, it's just really bad for culture. It's bad for performance. Attention is the most finite resource on a sales for, and you don't want attention going to anything other than can we get deals done uh give this discussion. What about online assessments? Um! Can you elaborate on what you mean by that whistle?

I don't know for us all, you might be on mute.

Sorry about that. I couldn't uh close the chat. Um X: A: So yeah, I particularly. You know some of these things like a locus of control. And whatnot um. Is that something I I mean, Does anybody have experience with using any kind of like a Tti assessment, or something like that to help sort that out,

so I can share my opinion. But i'm curious with the group here that I don't have a ton of experience with assessments. I've actually never used assessments for attributes. I've only used them for hard skills. Actually.

Um.

So things like uh testing for communication or like raw intelligence which we'll talk about the next session. But i'm curious if anybody else has any experience with these, I've never used them in the hiring process. I typically use them with, you know, with my team. Um! It's usually more for their self-assessment. But it's a it's a great opportunity to open a discussion around their strengths, weaknesses, things they can work on. But I've never been part of an organization that has used it for the the height of the pre-hiring process. Yeah, same. And there is a um a study or some article I read on this not too long ago, where a company took one of these assessments and ran their current staff against these assessments. And what came out was that a lot of their own staff wouldn't have passed the assessment, but they turned out to be like really good performers in the company. So it was kind of like. What's the point of using these assessments? If they're not going to give you like, you know, the right answer. So I've I've not really had a lot of success with him, but I haven't seen him very often, either.

Yeah, that makes sense.

Um.

Peter has not had a good time with assessments. I just was gonna plus plus one. What was said is um, we actually did a similar exercise in a past organization. We found that the assessment was inversely correlated to success in the organization, so which just goes to show. Maybe they're helpful, but just do the opposite. I don't know. Yeah, I um. We used to do uh an assessment that was specifically testing for intelligence, actually, but the rule of Thumb, for it was actually the score was never revealed until we got to the end of the hiring process, and we actually only use the score of the assessment as if we have, like a split room on strong guesses and strong nose, as a way to tend to be a tie breaker which works relatively well. I think the one of the other problems with the assessments is that the most of them are not modern, actually so like the pools of data that they that they've used to determine their scores, or from the workforce of like the S. And seventies, which was way more homogeneous, but also just doing a lot of different things, and what we do today. So you know, just uh approach with caution on the cool. So We just talked about this, but just to recap um most of the control. But it's good look like the point of themselves. The main reasons behind failure and success. Um, they really they really place blame on on things Um. Where they bring up circumstance. They own their mistakes. You have mistakes and flare is Okay, right. We all have them Owning them is what's important, and they show the ability to internalize performance Right? Um, We remember our beats and people with internal folks of internal locuses of control remember their beats. Alright, last attribute, for today is conscientiousness. The quality of wishing to do one's work or duty well and thoroughly any idea why conscientious this is important, and sales, or in modern sales, and particularly you can't micromanage. So you gotta be willing to.

You gotta have people in seat that are willing to do the job without being have their hands with help. So

absolutely. Yeah,

If you were doing sales uh, you know if it's two thousand and ten, two thousand and eleven you maybe you like before that when they were like kind of was this transition from

Uh are selling to sign selling, or we have this proliferation of tools. And if you remember this, like giant lift and every organization of like sales people don't. Put notes in salesforce. Right? I don't think that's much of a problem anymore. But conscientiousness actually became more important to sales as we actually move more towards process driven sales

where we deploy these more repeatable high margin uh motions. Actually,

Um.

So thinking about why it's important,

we need to be organized. So people need to be organized right, especially if you are in a pipeline of more than thirty customers at a time. Got it got to be organized. We need to operate fast, and you need to be able to sort of be nimble and fast-paced environments um and frankly like you need to uphold your commitments,

whether it's your customer or your managers to your peers, and you have to have a way in which you do that.

Thoughts on assessing for conscientiousness

proxy for this could be like attention to detail organization. You might see those on hiring, for I've asked candidates to explain their their current pipeline to me from top to bottom.

That gives me a good sense of You know what they know and what they don't.

Yeah, that's That's a fantastic one.

How they go about organizing their day, their activities,

How they keep track of that follow ups!

What What strategy do you use around

Making sure they don't drop the ball on anything,

one hundred percent

just thorough, right, like they are thorough people.

Other thoughts.

I'll ask them to walk me through what they do when things aren't working. So if they have deals that are, you know, multiple deals that are stuck in a given stage, or you know they're not getting engagement, or you know whatever. But walk me through how you deal with with adversity and in your sales processes.

Yeah, totally.

One of a great one that I've really enjoyed. The candidate has to be comfortable with this; but if they've ever had to put together like a Qvr. Or a presentation for a customer, if they'd be willing to like, redact all confidential information and share it with you. And then you can assess how thoughtfully was this done?

Actually, I did like like, Would you score this like an a like on like thoroughness detail. And then we are just

getting into a wonderful place.

Um,

So some questions uh here, how do you prioritize work. Much of that. How do you balance tasks? What was the most out of task projects, commitments you ever worked at the same time how you manage it?

When was last time we made a good judgment call. It happened, had to make that decision, but it's something complex, you know a lot about right. It's kind of comes back to the curiosity thing. As well explain it to me.

Uh, but these are all can be sort of good uh good barometers for conscientiousness.

Any others people have.

All right.

Well, so would it make sense to ask them to talk about the last time that they let somebody down and rely on them,

or failed to deliver on something they were committed to

You could, Yeah, you know. And I think again, the a good answer to that is like you're starting from a point where they're going to bring up a failure, so you can't necessarily dig them for talking about their failure. But what you want to look for is how well they understand what happened in the failure process

so proven. They have an ability to say organized. They have a high bar for work products. It's kind of comes back to show me something you've built that you've done.

You can point to examples in the past,

you know I find um. This is sort of a sidebar,

one of the

the hardest thing, or I think it is. I think it's actually impossible to Co. Somebody on. Have a higher bar,

I think if you find someone who has a lower mid middle bar, it's actually, very, very, very difficult to get them out of that. So even when you do little things like, write a script, or sort of call, or alert something you can tell when somebody has a high bar.

It's It's a very hard thing to overcome. If someone doesn't have it.

Um, not easily flustered people

they demonstrate they can follow a process

uh to write down, go to a series of tasks, and how they get there.

Yeah, Johnson. Great points like sloppy written proposals poorly laid out

um inconsistent presentations. Frankly, this can manifest in writing to um. We sell a lot more in in written format than we did in the past, especially in remote formats, and we talked to our teammates a lot more written format. So um

writing samples, I think for and you know, show me an email you said to a customer or a rebuttal email, you said to a customer, or again, like within their comfort level, I think these are interesting ways to assess for this,

that that's a great idea. I never thought of that. But I continually finding myself

seeing emails from Reps that are a a short novel to a customer rather than something really concise and impactful. Um, And I think it kind of falls in line with kind of self-awareness and conscientious. Is somebody going to really really read this. Yeah. So you said everything you want to say right. But

can you get that in the first two lines of this email, please. Um, yeah, I I I think I think those are really interesting. I I also just like, look for sloppiness right around these things right there like grammar like you. There's a free version properly right. You can be a great writer when you write email. So um totally over there.

Cool other thoughts or questions on conscientiousness.

All right.

Well, that's a rout for attributes. Um,

as I mentioned uh,

attributes are the foundation of,

in my opinion,

the

attribute scorecard you create

needs to map to your motion. So I shared some things which I believe work well. But you might find things through a specific sales process that are also interesting.

I'll kind of give you an example. When I ran sales of Fandera we'd often have to navigate um a pretty complex process on behalf of a customer as they acquired financing. So we had identified this idea of what we call like gamesmanship, actually of somebody who can like, look at puzzles and get things done as a key attribute. But you might want to just dig deep into what that looks like for your organization.

So the key takeaways for today.

If you are a manager, hiring is the most important thing you will ever or not,

and it needs to get the time.

Two

represent that

assessing talent can be broken down into attributes. Skills and experiences

attribute to the foundation of sales, hiring, and come before skills and experiences,

universal attributes or grit coachability, curiosity, looks of control, conscientiousness,

and map your attributes to your sales process

uh next sessions. Uh like I said, uh assessing skills and assessing experience. Um my practice

uh next week, and then after that, we're going to sort of talk more around the process,

hiring, building out the score card uh deliberating on candidates getting, you know, getting to

close all of that good stuff. Uh,

yeah, Any last questions or thoughts here?

No, this is good, thank you. All right. Are these slides going to be shared and Guru or

somewhere? Uh, I don't know, Daniel: Yeah, yeah, we'll get these uh slides posted actually into Shabo along with the recording, too. So if you wanted to revisit the class, we'll get that up there

and then. Um! I have a repository of about fifty hiring templates of scorecards and Job posting

It's an obvious thing. So at the end of the course I know, I I think I whether I share with Daniel I

can directly with everybody. I'll just share those out as well, so you can all have them

great. Thank you.

Well, nice to meet everybody today uh to everybody next week. Um! Give me some time back

here when a little bit early uh have a great rest of your Thursday

bye,

Class 2

text

All right. Welcome back folks. Uh, I hope everybody's having a good start to their week, or I guess we're pushing the end of the week here, not doing too much. Doom scrolling on, you know. Lay offs, or you lot of musk or crypto, or whatever whatever whatever it is popping up in your feed these days. Um, although I should probably take my own advice with that. Um. But today we're gonna build on some of our discussion from last week around the concept of an appropriate uh assessment for a candidate. Last week we focused, uh pretty deep on attributes, as they are sort of the foundation for building an assessment this week. We're going to talk a little bit about skills and experiences and sort of how they play in. And then also how it all comes together.

So before we start, just a quick, warm up um, just to recap from last week. So first question, What are the three parts of an accurate assessment feel free to, you know. Throw it in the chat, or or come off mute.

Chat. Open

another second here.

Yep. Thank you, Daniel attributes skills and experiences.

What are the five foundational sales attributes that we discussed last week?

Coachability: Yeah, that's one

correct. Yeah, that's two curiosity. That's three

focus of control. Yeah, that's for

conscientiousness. Very good.

Then. Last, but not least, what is the difference between a skill and an attribute?

Yeah, can't It's a great way to think about it.

Yeah. Great call Daniel attribute how you behave in a novel situation. A skill, yes, is going to be a trained behavior, or how you behave, and what would be a no situation

cool

so agenda for today we're gonna go through some skills. We talk a little bit about that I go through experience. Talk a little bit about that. We're going to talk about, talk about the method of choice form or the moc form and companies call these different things, but it's really like a hiring charter. You're setting up a role where there's an Sdr. And a sort of how you set that up for your organization to stay alive, and then we should do some wrap up and next steps cool.

All right.

So, as a reminder we just mentioned it. Assessments have three components, attributes, skills and experiences.

And you just i'm going to say this over and over again. You have to understand the game on the field for your own company, and how you build out these four cards. Some of what we'll talk about has made a lot of sense for roles that I've managed in the past, but might not make sense for roles that you currently manage. So again. Take this as fodder as thinking exercises to go back and build out your own customs for part of your own custom, assessment

Generally, when you think about attribute skills and experience, they tend to line up with the complexity of the roles that you're hiring for.

So, for example, if you're hiring for Sdrs or high velocity junior ae, or like a consumer, ae, you might be able to get by, but just attributes, actually, because you're going to train the skills and they're going to get their experiences at your role as you move into roles that are a little bit more complex. Maybe Mid-market sales, customer success solutions might be looking for more skills. Maybe some experiences. And then, when you kind of get up to the top of the chain of the enterprise, you're really looking for, sort of some been there done that experience. So again, this is kind of how it builds on itself, and I think how I think about the seniority and the complexity of the roles that you're hiring for.

So I love this quote. It's actually an unknown both, but it's relative to skills, which is, there is no glory in practice, but without practice. There is no Gloria which leads into this idea of a skill is a learned, practiced repetitive behavior.

You, Don't, come out of the room knowing how to sing a song.
You don't come out of the room knowing how to shoot a basketball.
You might have attributes that make make your skill in those arenas better than other people, but you still have to learn and develop those skills so skills with the can do right. As we mentioned before.

They are a learned power of doing something. Commonly it develops aptitude or ability, and as also we mentioned before, they define how we will act in defined situations,

So anybody have any ideas on what skills might be interesting for a sales role, feel free to throw them in the chat or come off mute.

It's a great one asking questions. Yeah. Discovery presenting Yup.

Sometimes people will say they'll They'll they'll say, like presenting and Polish uh negotiating. Yep, Also, great.

Any others come to mind.

So communication is a big one. We're going to dive into this pretty deep today. Account management. Yeah. Also a good one.

Resourcefulness is another one. Um crm hygiene. We all we all love that one, you know. Put your damn notes in salesforce um resourcefulness or problem, solving uh writing abilities.

That's why it's prospecting time, management uh technical abilities that might be required for the role that you're so that they're uh selling for teamwork, pressure, response, persuasiveness, critical thinking self-regulation, storytelling, objection, handling polish, presentation, ability, negotiation. So lot of what came up here but like I said think about what makes the most sense for the role you're hiring for, and then map appropriately. But these are just sort of a canvas of what could work potentially so, a skill assessment a little bit different than an act to be assessment or an attribute assessment. You really looking for someone's innate ability, and how they demonstrated that

Elaine ability before a skill assessment is, you need to understand the repetition of the behavior that you're looking for, and then you kind of have to live test for it. Actually, in the interview process, and we'll, and we'll go through what that looks like.

So Einstein, you know, famously said, If you judge a fish by the ability to climb a tree that fish will limit its whole life. They can get stupid. And it's really really really important to understand, and the skills that are required for the role that we're going to hire.

If you're hiring for an entry level, Sdr: role, you might not need someone to have the the best polish and presentation skills where they're going to go up against the executive buyer. Right? They're just setting meetings. Or if you're hiring for someone who's doing inside transactional sales their ability to line and dine clients again. It's it's it's probably irrelevant. So again come up with that scorecard and understand what makes the most sense for you.

So the first skill I want to talk about is communication.

This is, this is kind of up there with like grit and coachability, in my opinion, and it really should be on every sales for card. It can be called different things, but the ability to appropriately send a message to another person that is easily understood right or or or or understood by a target audience.

It has multiple facets, and we'll. We'll jump into this in a second. But simple communication, reciprocal communication, and adaptable communication.

Now this is a pretty easy question. But what? Why? Is communication report and sales right feel free to throw out an answer as they come to mind.

Yes, that's a great one. You win and lose deals based on your ability to communicate.

It shows that you can listen. If you can communicate. Well, it shows that you're listening.

One hundred. Um! You listen. You build customer, Trust that way.

Understanding problems that customers need to solve. Great one to relay a message also really great.

So you need to convey information, I think. Let's just let's just call it what it is right. Our job is salespeople is. We need to get information from our companies to our buyers. That is what we do.

You need to find information. You need to discover things with your customers. The companies you're talking to, and you need to build, trust, and the fastest way to lose trust is, if you're communicating poorly generally.

Now, communication is an interesting um skill to assess, for my belief on this is that it's equally important to understand what really bad looks like, as well as what really good looks like. Right? So you can set it out.

And there are three sort of lines to think about what good or bad might look like. The one is the the first is the line from complicated to simple.

You're selling some Sas Data infrastructure company product, whatever that might be need to oil down your value. Prop to a really really simple, concise, direct way to your customer.

If you don't do this well, your customer is not going to understand. Right. So this part of the can make. The communication process is about customer understanding.

The second line is one-sided to reciprocal.

So can you ask questions, or you somebody who doesn't really shut up right and just talks and talks and talks. You know. Danny Meyer said, this, which I think is a great quote which every single person in the world is walking around with the sign that says, make me feel important,

right? And I think when you do that in a sales process. When you ask questions, turn it into a conversation. You're bringing someone to the table and you're building Trust with them. That's Why, that's important, and that's last, but not least. It's inflexible towards adaptable, and it inflexible is a very polite way of saying a deer at headlines right like when you get a question from a customer. Can you think on your feet? Can you talk on your feet? Can you speak on your feet versus just being totally thrown off guard, flustered and and unable to recover that conversation. Right? It happens so we all get questions we never heard before. We have to. We have to deal with them as they come up. That leads to a perception of expertise by a customer where they can ask you a question That might be a hard question, and your ability to answer it well super super important. So, again, in in these instances, it's important to know what good looks like, but also what that looks like, because you'll see it so. Mythbusting quick One here extroverts or introverts, Who do we think are better communicators? Uh, Andrea, you you! You beat us, you beat us to it. It's it's the amber bird. Um! There was a study done at war by Adam Grant. Actually where he surveyed all these sales people, he assessed their communication styles, and what he found was that super introverted people and super extroverted people actually performed equally poorly in the sales process, and it kind of makes sense right, even too introverted. It's It's hard to talk to. It's a little awkward if you're too extroverted. It might be like the kind of the use car salesman like You're kind of freaking people out by talking too much and being too enthusiastic. But folks that were in the middle, right they call call the Amber, really brought the appropriate level of introspection and question, asking, While being, you know, high energy enough right in these processes. So you want to look for this? I I always tend to, you know. I tend to um, really not like the answer to like. You know the why? CIs question is like, i'm a people person right? I'm sure all of you have heard that it's important in your careers. It's kind of just telling me that. Yeah, I'm super extroverted. But that's not necessarily what we're looking for. We're looking for the ability to communicate effectively. Uh Yes, Stan, we I can share it after this. Actually, I I re it last night, and it was a good, just, maybe actually a reminder for me about all this stuff, so I will certainly share it right after. So how might we assess communication? It's an interesting one, right? We all communicate constantly, and you're never really. You're not talking to your family or your spouse, your kids. And so, and thinking how they're communicating to me. You're just kind of dealing with it as it comes up. So we don't really get a chance. It's ever step back and say, Oh, is this person a good or a bad communicator. So any thoughts on this, any questions we can ask any to any tests we can. We can give folks situational, base questions. Yeah, that's a great one to talk through their situation. Right. You need to convey that message through that any others. Excuse me,

there's an easy one with this, which is, you would just observe it the whole time, right every time they respond. Every time they write an email back every time they've talked to a member of your team. You're looking at how they communicate. Check their public post on socials or other channels. You know. I've never thought of that. But that's a fantastic uh fantastic sort of like back channel.

Um makes a ton of sense. So they're writing clearly, or they're getting to the point where the thoughts are good uh, really nice.

So here are just some thoughts to some questions that I've used in the past that I've worked Well,

what is something You're an expert on. Explain it to me, right? You're like asking them for a story about something that they do really well, and can they teach it to you in sort of a simple way.

What is your opinion of the company? Right? This is kind of a jarring question. Um! This is more of the how do they think on their fee because you're not asking them a specific like. Oh, what do you think about our engineering team or our sales? What do you think about us. Um!

What do you think of your part of working here would be another another good one.

Describe our products to me.

This one is my favorite one, because it actually is quite a jar in question, which is like, What is your opinion of me? Like as the Interviewer?

Right? Because you are actually putting someone on the spot there, and it's kind of an uncomfortable

question. Um! And you again, You're you're really, you know. I must say they say something totally ridiculous, and maybe you have some self-reflection to do, if you know you're a huge you know a whole new of your process. But you're really testing that there? Okay, can it not be a deer and headlights with these types of questions? Um, but it's something I should have asked. But didn't

uh, if it doesn't work out with you in our company, what would be the reason? Right?

Uh, I guess some other ones in the chat here,

how they represent themselves via email. Yeah, yeah, we're actually going to talk about that a little bit in the writing

uh ask them how to describe their own communication style very interesting to see other positions themselves. Yeah, it's another great one love that question,

that's also kind of like a self-awareness test, too, which is cool, you know, software, and it's kind of underpins, all of sales. So yeah, really nice.

And then just some key thoughts

always be observing communication throughout the process, and always be observing the ability to turn an interview into a conversation.

Right? It's something that you're assessing for it like in real time. But it's also kind of a threat that runs through the whole process.

So what is good look like

high frequency of external.

They can convey information clearly and with as few words as possible. So no rambling.

If you know I have kind of a rule of thumb. For myself,

I will usually start to lose my attention if someone's rambling in an interview, and if I find that I lose my attention during the ramble, I that's kind of like my key proxy, for I need to dig into communication more than I have been.

Um, They turn an interview into a conversation, and they don't get flustered by hard questions right? They're able to kind of remain full. Speak on the fly

doesn't necessarily mean they have to be correct. It's an interview process, but not to have that high expectations, but they can handle getting bit of a curve ball thrown at them.

Uh, this is from the study that I'll share around, but and rever to achieve greater sales productivity than experts or interviews or introverts do they naturally engage in a flexible pattern of talking and listening. They're likely to express sufficient assertiveness and enthusiastic enthusiasm to persuade and close the sale,

but are more inclined to listen to a customer's interest, and less vulnerable to a period too excited right or overconfident

now has some bad news about communication. This is based on my experience, so take it with a grain of salt.

I have never been able to train somebody out of that communication.

Um! I can usually get it done for a couple of days, but folks tend to revert back to whatever their bad habits were um

every person I ever hired, or I made a concession on on subpar communication. Never work out um, and you know there's some bravado to it as a leader like Oh, I can coach them out of it. I can help them get through it. Communication is actually deep inside of us actually like the ways we talk to our friends and our family and

um! How we even learned it in the first place, as young people, and It's a really, really really hard thing to to shake someone out of.

But you're probably not going to get them to good or great, make sense,

any thoughts or questions on this right,

keep it moving.

So the next skill is writing, and if I were teaching this class five years ago, I probably wouldn't have included this. But so much of what we do today, whether it's internal or external, actually happens in text format

so writing it's pretty self-explanatory. It's the ability to communicate in a text form factor the ability to construct a paragraph using proper grammar and get to the freaking point with a customer.

Um.

Any ideas. Why, this is important in the sales role.

It's a very easy question here.

I mean, I mentioned on our last call. But yeah, I find myself

seeing emails from reps, and it's just it's a novel, and the the real message it's lost in in all the noise. So just get to the point piece of saint hit hit the high notes and all the other stuff doesn't really matter.

Yeah, totally. You do a lot of it. Great one, Peter. Professionalism totally. You're communicating yeah email linkedin text proposals, lot of text writing right? Um. And your buyer might be sophisticated. So you don't want to. You don't want to have them get something that looks like it was written by, you know,

an unprofessional person or an immature person.

Very few, uh, I should see very few sales people that I come across via email um are doing far too little to none of research to make it compelling.

Yep,

totally. I think that was the um

that was the downside of the sales engagement tools. And I don't know if anyone who works for those companies is on this email, but you know the sort of click one button.

Fifteen thousand people get the email at one time like that. That's a nice thing,

but you do use a little bit of personalization. I actually have our Yes, you are on my team. Um.

We actually are not doing cadencing. He's writing fifteen well researched emails every single day. Um! And the responses are just fantastic. Actually. Um right like, and

it, you know it's twenty. You can come full circle on things like, you know, back to researching customers and writing our own emails.

Let's see what we have in the chat here need to be able to kind of paint your products totally.

Either you, as the writer, have to work to make a point, or the reader has to work to understand the point. Yeah, this is one hundred one hundred. You ever hear that phrase that? Um!

You don't. You should never buy a gift that you want to give somebody. You should buy a gift that they want to receive right, and it's important or anything about writing it. It's it's similar in that in that regard, like, what are they going to receive from the communication that you that you send.

And this is this is the bad. This is the downside right like this Is this: Is that the hell right? That we all see the the novellas, the three page emails the poor formatting the keep, scrolling the unprofessionalism.

Um, it's just not good um and like it actually might get my attention frankly, because of how bad it is. But it's not actually gonna uh make me respond uh right. It's like It's too much. Yeah, you have to test for this.

So

how might we assess writing

what we look for

any thoughts on this one

social media posts. Yeah. Email exercise really good

for an assessment,

for example, follow up emails, have them share a sample of prior work.

Yeah, all all good ones.

I'm: a fan of just getting examples.

Um,

I think assignments are good.

I think that

one of the issues I've had with assignments.

If someone's a really competitive candidate, I run the risk of losing them for time

if they're really busy at their job, it's kind of like a an external thing. Um, and i'm kind of getting like the highlight reel of their very best work, which I might get in a writing sample as well. But i'm just a big fan of getting samples like, Send me a computer. Rfp: Send me a cold email. You send. Send me a follow up note. You said.

So that's a presentation you build obviously obviously redact all the confidential information, and I think this

more of a of a note on process. This is a good thing for recruiters to like. Set the tone with candidates upfront like cool. If we go through the process, we are going to ask you for some samples of work. So you don't want to. Don't want to surprise you when that happens. Um!

And then you're just going to review it all right,

and we're looking What we're looking for is relatively simple. Right? Doesn't look like It's written by Kindergarten right? It looks like it's written by a professional person. They can articulate their clear calls to actions and their emails formatted. Well, dramatically correct.

Psa: If you haven't bought your sales teams ground. Really, I I just recommend doing it.

So I think it's like one hundred and twelve dollars per person per month per person per year for the enterprise plan.

It's. Really, it's really a worthwhile investment um to ensure that there really is no excuse for punctuation to be off, or sentences to be run on, or or any of that.

Let's see all our candidates get a work sample to prepare forty-eight hours for final step that goes through several aspects of their sales. Process. Email reply sales, process descriptions each. Yeah, et cetera.

Yeah, I think I think that makes a lot of sense like I said. I. Just I think for me, I've had more success on this just like getting the um.

Oh, yeah, we're sample to prepare. This makes sense. Yes, it's not like a full assignment.

Oh, interesting. No Emojis

Kara care to elaborate on that a little bit.

Yeah, It feels unprofessional. The understanding your buyer, it's important to here.

I used to sell to uh doctors and emojis would not have flown with with with that class of people.

Yeah, yeah, I think I think it depends on the person on as well being a well placed emoji. If you're talking to someone who like might have sent you an emoji

in another email could be interesting. It's kind of like cursing. I know this is weird, but I I tend to default like not cursing ever on a sales call. If i'm talking to somebody who's cursing a lot i'll try to out like mirror them a bit and start dropping a couple of f bombs. Um, just because I think it makes us feel like we're more camaraderie there. Um! So I I think this is. This is a good opportunity to like. Assess your buyer and and understand how you're going to be with them.

So our third skill is resourcefulness, and I think a proxy for this is problem solving right? You might have seen that before. Um, but having the ability to find quick, and clever ways to overcome difficulty right? You can just get through the noise and get something done.

Another sort of easy self-explanatory one. But Why is resortfulness support in sales?

You got to get in front of customers right? That's for our jobs. Yeah, Facing adversity figured out how to make things happen

path may to be, I mean, not always. If it's very rarely clear. Um, they have time to babysit. Yeah, they need to be competent enough to find their own way

one hundred percent. Um,

I really,

you know, you know, safe space here. I really hate when employees come with like a bunch of problems that they haven't thought about any potential solutions for them with their customers. It's just like I'm stuck.

And then you ask, cool like, What are you thinking like, What are your thoughts? And there are no thoughts. Um! I find that to be a tough one to stomach actually, because it's like you can't really put everything in right. You can coach on certain aspects, but you want someone to have like started already on this.

So like everything said,
getting in front of people in our.

You have your resource resourceful that, getting features prioritized inside your own company, have your reserveful map.

Then, broadly finding solutions to all the problems you will find in the sales processes and the random questions. And when your champion leaves the company and the product doesn't work when you implement it, or the pilot doesn't go super. Well, these are all where sales people have to become incredibly resourceful.

Curiously how you train someone to be resourceful, almost like an attribute to me on the training to be resourcefulness. This is it sound kind of like direct, but it's kind of calling it just like continuously calling it out when someone isn't actually so like back to my example before, when someone kind of comes with this like series of customer problems, and they actually haven't

anything or anything about how to solve them.

Generally one swift

go and figure out what you want to do.

Do not call me again until you've done that, and then we'll talk about it.

I ten seems to find seems to solve the problem usually.

But I yeah, I think this is an interesting one I this this might be one that like is the closest to maybe an attribute that you have to look for. Have they done in the past as well.

So any ideas how to assess this.

So from Kara I asked them what things they've already tried, and why those things Haven't worked, and they require this from them before we discuss other questions or ways to assess resortfulness.

So just some example. Questions we have here.

When was the last time you tried a new idea to improve your work performance.

What was it? Roadblock you overcame? How did you do it?

I want to make a point on on questions like this. A lot of candidates have prepared responses for the like. Tell me about a roadblock. Tell me about a failure. Tell me about a success, and things like that always ask for a second one,

because you generally are going to move from the prepared answer to the raw material.

Right? And the raw material is usually a little bit more interesting when when you get into it, because it's less rehearsed and less prepared.

How do you make decisions a good one.

How do you get in front of customers in your industry? How do you have a problem? Have people take you through that process?

Tell you about a time you had to change your plan, of course, of action the last moment. How did you handle that situation?

There's you know, plenty of these, and you can kind of research this online. But you're just some examples. I'm thinking the reservefulness

uh know from Kara. So it's probably in a new process. I'll ask them to spend twenty to thirty minutes to pull together recommendation or analysis of something. We're working on this. The prospects New Market segment. Yeah, Yeah, it's a good one. It's also sort of a some free work. You get done, too, if they do it well uh I've seen this for a while in in interviews.

I think it's important to you when you do things like this when you're going to kind of um uh go the sort of the the unknown, not unknown, but the on-chartered path into sort of dropping this type of work in the interview with somebody

you also are become acutely aware of how many questions they ask.

Right? Because that's That's it. It's It's really impossible to do this work. Well. Actually like you're kind of coming in. You're getting this assignment to do on the spot. You've got twenty minutes to do it. You just learn about the company five minutes ago. So when we do these types of things I think hearing of like part of being resourceful is also like information gathering right, and do candidates engage in that

any last questions on resourcefulness. Thoughts

all right,

Oops, but we have one more slide.

Um! What good looks like here? It shows they can find the unseen path right towards getting an outcome.

They can display a problem-solving process that involves gathering info, analyzing info making decisions, and then a history of handling themselves and difficult or unique on the job situations which we all just kind of discussed

cool any last questions or thoughts on Skills communication.

There's a restfulness,

all good,

cool. So let's talk experience.

Now, i'm going to use a pretty ridiculous example, but I think it's going to get my point across, so just bear with me as I go through this.

So

we are hiring for a head of jungle operations.

We have identified that the four competencies required for this role,

the ability to concentrate force

endurance,

the ability to disengage, and the quality of your past components. You have to look at things this way because we're in the jungle, and you're not going to really use your brain to get much done.

It's going to be mostly physical, right? So we're going to have to sort of assess these folks on that,

and we've got four applicants an anaconda

gorilla,

grizzly bear in the line,

so the first attribute
can you concentrate for us? Well, you have an icon that can bite so they can certainly do that.
Gorilla can punch
they could do that as well.
There's got claws.
Certainly do it. The lion's got a you know several of them they can buy. They can claw.
Endurance is the next one. You got to be able to sort of do this for a long period of time.
Economists have great endurance,
but gorilla, not so much all right, actually little known fact. A human can usually outrun a gorilla.
So if you can just get away from the gorilla, you actually have a decent chance of surviving.
Bears can run for
twenty-five thirty miles per hour for long distances.
Ask some lines,
disengage well
and anaconda. If you ever see how they kind of deal with an opponent they have to have to
wrap up in them, so they can't actually get away from their opponent. All right. So if something
goes wrong,
they're they're not in a good situation. There
theirs can do it
so in line they can just step back right. They can assess the situation if they're hurt and get back
to it.
So we have the bear,
and we have the line.
They're equal and attributes they're equal and skills.
So gotta look at experience.
Look at it! There
bears the old fish.
Here are cells, foxes.
I deal with a moose that might be their most formidable opponent.
But lions have to consistently fight other lines,
so they have a lot of experience here.
So when we think about this as the head of jungle operations,
it's probably the the uh known entity here, which is the line
across these,
and yes, the ape was unfortunately out. They don't they don't have the appropriate endurance.
I I think I told you all this last last time I I sent.
I mean you're You're studying. Present your shit, too, and we study how animals Actually, we've
been engaged in combat, and how we could sort of use that. So this this comes a little bit from
that. But
the point i'm trying to make here is that when everything else is equal, experiences the tie
breaker.
They've been there. The done that, familiar with this difficult situation that I found myself in,
which is what set here.

So the experience is that has done. It's the practical and repetitive contact with, with, and the observation of
fax or events.

It proves a demonstrated history of success.

It is the familiar thing right. You're not going to be caught off guard when you jump into it Right?

You've seen it. You've seen it before.

Ideas on different types of experience
that could be required for sales,
you know, not just having sold the work
a little bit more specific.

High velocity versus enterprise. Yeah. Great one ticket size. Yup.

Average transaction,
one hundred percent
sales cycle, another great one persona
complexity buyer,
scope of bikes. And I'm: totally.

Yeah, these are all great ones.

So industry is one by our persona,
the technical complexities of the sale,
the stage of a company where it series a where it's later stage deal cycle? Is it a competitive
sales process.

You're doing work and replace sales contract value.

The performance cycle is a monthly quota that a quarterly quota
inside this outside experience
complexity
team selling
oops.

So those are just some some vectors to think about on experience. And
you know that's what we showed before experience. It comes really necessary as you would
with the complexity chain doesn't mean you can't, you know, factor it into Sdr roles or um. You
know other types of roles Again, this is just more directional, the more complex situation you're
in, the more experience you want to look for.

So testing for experience requires one thing. Well, two things you have to define the experience
you need,
and then you have to dig
and dig more,
and Dick even more.

What often happens on a sales resume, or in a sales interview, as we get
surface level stats right like. Oh, I was like the number one rep here for seven months, or I did
this one big deal, and they they look good. They they! They could be really wonderful
accomplishments. But we really want to get in to the nitty gritty on sort of what exactly this
person did and how they did it.

So I literally call these digs right Where? Okay, there's something that I want to spend a lot of
time on digging into one very specific thing.

So

here is an example.

We're testing for company stage right on my taste to your company stage, you know, if you're selling for a seed stage company or selling for a series D or a public company, obviously very different. Right? It comes with a series of different challenges, and we need to test for that. So we're hiring a series a million and a half twenty custom right? We're like we're early, early early days. Nobody knows who we are.

We need to look for that scrappy mentality from somebody.

So this is a question I like right. Tell me about a time you got in front of a customer. We did not fully understand our solution, and never heard of our company right like. How did you get that meeting right? It doesn't make sense, or you could have gotten that? Maybe

So you'll get a relatively concise and thought through. Answer to something like this. Well, you know, I found this customer. We were at a dinner. We hit it off at the meetings, you know, something like that, but we need to tick.

So any ideas on questions you would ask below the surface a question like this.

So you got one in here. Yeah, walk me through the deal from start to finish. It's a good one.

Other thoughts, and how to open this up

sort of peel back the layers if you will,

you gotta get hyper specific.

Why did? Why did they take the meeting? What issue you're solving for them? Yeah, it's a really good one.

Here are some that I put together again. This will be different by company. But what is your goal to get the meeting?

How do you build credibility

that they have apprehensions? What were they? How do you handle them? But objections came out other objections that anything else? How'd you handle those? How did the first interaction end? How did you get back on their calendar

but collateral that you put together to educate them because they don't know what's going on?

How do you deliver it? Did you activate other members of your team to help with this sales process?

But, as you ultimately say, to convince them

so these are super specific questions. Underneath a broad question. But you really want to dive in right. You want to understand. Okay, like, did this person take the necessary overly scrappy, undefined measures I needed to take to get in front of this customer and get the deal done.

Just an example of stage

which first day to start up, and with their worked at a series a or earlier startup. This is tends to be what it looks like. This is actually probably would be a good day.

So second dig um,

We are R. And replace sales. Model

hiring for an account executive for human people. Dot com the number one competitor to work day, and the smaller competitor at that.

So we're check. What a test for this! So you sold for a peo com before mid market segment. I imagine everybody you spoke to had a pe already all right, or at least most did.

Let's pick a customer and talk us through how you got them to see the flaws in their current solution.

Again, a question like this: You're gonna get a pretty high level, Concise Answer. You know it's possible. This customer they are unhappy with, you know, gusto, or whatever it was, and we were able to kind of get him there at the right time.

How many stakeholders were involved, and how you address them. Yeah, it's fantastic.

Um.

Any thoughts on other sort of ding questions for this?

Yeah, break it down piece by piece of the deal start to finish gaps in work day. Yeah. Competitor analysis.

Totally.

So again, super specific. How'd you even get this meeting right where they have set their provider to come inbound to you. How do you get on the calendar?

Who is your first point of contact with your second point of contact back to sort of breaking out the deal piece by piece.

What was the discovery process? What did you need to uncover? Right You're You're sort of like ripping this solution out.

How do you position your solution as superior

Buy-in must have been hard, Right? How do you activate your champion?

How many touch points between your first meeting and close.

I imagine you had case studies put together, but they'd look like how you do it.

What was the implementation process like? How involved were you right? So here you're trying to get. You're trying to understand their expertise and a sales process where they're always going to be going up against a solution that's already present at the company.

That's different when there is you're going into sort of green field. Right? Um, And this is something you you often want to test for another cartoon that this is funny.

Last, but not least is a competitive sale. Um competitive sale. Think about it. Customer has a need. There are an infinite amount of providers on the market to solve this

uh hiring for an ae send me more emails

leading email automation platform for mid-market sales teams. We all know that there is no shortage of tools to send emails.

So a question for this rep might be what was the last Rfp. You took part in all right. How that go?

What are some big questions on this?

So what was in the Rfp.

As you get on? The reader. In the first place,

how many companies were in the bid?

Had you seen these names before?

How do you prepare for what's going to be missing in their proposal.

Right? Do you know what your competitor is going to offer versus what you have?

What was your relationship like with the champion about the procurement team.

Were you ever able to sidebar the deal like? Could you get sort of off off the path for everybody else is sort of approaching the same person.

How you about that process? How multi-threaded were you? What was the feature set like?

Um, How do you mobilize the rest of your organization?

So here again. You're testing for folks that are used to being in these competitive bid processes that navigate them start to finish and You just need to get into the nitty-gritty right kind of just need to get into it, like everyone's going to say, Yeah, of course, I I navigated these bids many times before I want a bunch of them, right?

We're going to go through. How much of an expert are you in navigating these bids?

This all makes sense

right, So it's pretty. It's pretty straightforward, right when you're testing for experience. You kind of start at the high level.

Then just really really really drill down. It's kind of like sales kind of doing discovery, and that in Cincinnati,

you know, you can do this over and over and over again with somebody right? We're gonna like. We're go through another Rfp: What happened and then go through the same list of questions again.

So any last thoughts on experience or we jump into the next section.

So the one last thing i'll say about experience is there is one particular downside.

It's the downside of our is someone's best days for this role behind them, and what I mean by that is,

there is probably only so many years.

You can be a high velocity, transactional. Sdr. And still have the motivation that's required to do the role. Well,

right? So if you're in year, five or six or seven, and again, this doesn't apply to everybody.

But you have to kind of wonder. Okay? Why didn't? Why was why I wasn't? Why, didn't progression happen?

Are they going to bring the same fervor to the role as they did when they first started in their career here.

And it's an important one, Right? I've I've actually been burned by this um where you know someone's kind of on the tail end of their total amount of years. They're going to be able to spend it inside transactional sales, and I get like six months of them before they need to do something different.

So it's important to understand that right? And I think this this is an opportunity to be blunt with people like. What about the job? How long can you see yourself doing this for? And also look towards? There are sort of like

um

trajectory of performance in their in their past role. So you haven't been having, had they been getting better worse somewhere, and so on.

So that's just sort of where experience could go around.

Last part of today's session is bringing this all together, and what we call the method of choice form

the moc form again. This is called different things, different companies. But i'm sure you've all seen some version of this it's the hiring charter.

It's the thing that we write down that everybody agrees on.

So if there's a discrepancy or disagreement, or a misalignment,

we have something we can go back to,

oftentimes in assessments or deliberations. Somebody will get very passionate about a candidate. It's great. It's wonderful. You want people to do that,

but the candidate will be missing key things right, and the charter is something to go back to, to sort of like. Break those types of ties around the list. And we said they needed this.

What has changed to make them not needed anymore,

right? And maybe there's a good answer to that question. Maybe there's not. But that's really the purpose of doing this,

So it's a hiring outline.

The specific tasks. The role will do.

Positive outcomes role will drive

an outline of the attributes skills, experiences, The role will require

the scoring mechanisms for all of these, and then they interview, plan, timeline and team.

I feel pretty strongly about this, where sloppy hiring almost always comes from sloppy definition of the role and the outcomes you want to achieve from it. So you have to be really, really, really specific about these types of things.

It has five components,

mission outcomes, competencies, scoring and plan

kind of just at this.

So the first part of this is the mission. What is the mission of this role.

It sounds kind of silly, but it it's important to get this on paper.

The new business str will be responsible for consistently filling the top of the funnel for the revenue. But

that is what this job is.

The ae will be responsible for consistently and predictably closing business

while providing a great customer experience. That's what this job is right. You kind of go through these role by role. We set the mission for the job.

The next component is, you define the quantitative outcomes usually threed.

This is going to help you define the the skills attributes and experiences you need,

because this Sdr. For example. Okay, we have the book seven outbound meetings a week. It's pretty high velocity there, right there. Lot of cold calling involves Uh, we have to touch a minimum of fifty accounts to be a phone. We got to convert twenty percent of inbound. We have to maintain a forty percent close rate of all five meetings.

You have to get super super specific about this right? Because again, it helps you define what you're looking for, you know you might see an Sdr role which is like touch, a minimum of five hundred

accounts per week, or things like that, and that's going to be different versus okay. We're talking to one or two customers every week, right? And that's what I sort of define. Your score card

next is competencies. I don't want to, you know. Talk too much about this. We spend a lot of time going through this. But here's an example of how you might do it right an Sdr: Okay, great coachability looks, control, communication for skills experience. Don't need much mid-market ae grid coachability love control conscientiousness, skills, resourcefulness, presentation, ability communication experience has sold to it buyers for the deal size of over fiftyk.

Right? You're going to set these as your competencies.

The next thing you're going to do, which I find is where most of this tends to go straight inside of companies, it's actually building the scoring mechanism. Now I mentioned this in our last meeting. I actually hate the four prompts for your mechanism. I really just think it should be one or two Okay, to be here, Strong? Yes, you or no. But you know you. Most companies always use it.

But you need to define for the interview team what does a strong yes for grit look like?

Well, as a candidate has has consistent and demonstrated history of working on tasks long periods of time. They're resilient. They work through failure. They're going to be the hardest working person to hire.

All right. That's the four

right. The three is on the way to the floor, but you know, maybe the tasks were moderate difficulty right, and the two and the one you get to get what I'm saying right? You need to really define this for each one of the scoring mechanisms. So everybody has a shared vocabulary of what a three or four look like. Now, this is important when you deliberate on candidates, because

you want to be able to defend your answers

right when you when you go through these types of things. So it's important to set this up right from the beginning

Interview plan is next. It's pretty straightforward, Right? What is the schedule going to look like?

And then who are you with signing in the schedule?

I've gone back and forth on this, but I believe that most people who interview should focus on one Max to competencies. But if you do the interview, maybe you have one person like the vp of sales or somebody do like a general interview. Just a a a broad temperature check. But there's a couple of things to it like you get better at interviewing for that one specific at Breeder Scale or part of their background. Um, and you kind of a little bit of a rhythm around it, and it allows you to go deep in thirty minutes, right like you know. How many, how many questions can you ask? In thirty minutes you get twenty minutes to ask questions. You have ten minutes to have them ask you questions, so you know it allows you to go deeper than you normally would right um with a candidate.

This is what it looks like, all right. This is the charter. It's pretty simple, but it's something that everybody should have everybody should have access to it.

It should be present, never deliberation,

because you you took the time to do it right. You took the time to go through and figure out exactly what this person has to do, what success looks like, what scoring looks like. And the

very worst thing that can happen in a sales interview process is, you make exceptions on media over people that is bad.

You keep doing that over and over again. Your team will be very hard to unstick towards the upside of performance.

They want to give people the benefit of the doubt.

Right, you know. Let's all you know. We give this person a job. We're going to do that. There's something wrong with that. It's actually a a wonderful nice human thing to do, but oftentimes you have to really dig into. Okay, Is this person going to be excellent?

Back to our first session outliers matter in sales? Right? They really really matter. So can this person move to the upside, and the charter allows you to sort of have a a base base camp for these conversations?

This makes sense

any questions or thoughts on this

pretty straightforward. I'll share an example of this as well.

So that is a rap on building an assessment.

There's a lot you can talk about in hiring as all kinds of things you can go through. But the ability to really isolate talent is so so important. I've said it, I said last time, say it again. If you're hiring, you're hiring literally the most important part of your job, and all of your challenges will suddenly go away when you have just a team of really amazing people who can execute.

Um.

Yeah, Kara. Great great point here. It's super important to keep scores confidential. So it doesn't skew. Other folks is scoring The other thing which people do, which they really shouldn't do is like they come out of the interview,

and they go to the next person that's going in like I love them. They're amazing right, or they say, Oh, no! This person's awful, or whatever that is. You really shouldn't do that? Um, You can really skewing. Uh I mean you're not really you. You are one hundred percent skewing the next person who's in the go in because they're starting from a point of them, thinking they're either really good or really bad.

So you really have to avoid that Um, We're going to talk more about um, a deliberations and and all that next week, but also super important that nobody actually gets to come into a deliberation on a candidate if they actually didn't put all their information in

All right again. You have to be able to defend your own thesis on this.

It's that important right, like as a leader and a lot of different seniority in the room. But I always kind of viewed part of my job as a Vpu sales. But I I had to curate the pure group for everybody, and it was my job to ensure that we were bringing in the right genes right into our organization That would make everybody better, and part of the job right over time. You keep doing that consistently over years and years. Something magical tends to happen, because you've got a lot of really good people around.

Um, and it's just super super important.

So Key takeaways for today.

Hiring is the most important thing you will ever do. As manager, always

assessing town, can be broken down into attribute skills and experiences, skills or learned powers, and define how you behave in known situations. Assessing skills, requires understanding a candidates repetitions and live aptitude. Testing experiences dictate how familiar someone is with a hard task. They're often tie breakers. Assessing experiences requires digging and thinking really really deep. This all together in the method of choice form which is built prior to starting the interview process, which again, the method of choice for them is the charter. It is the thing that everybody agrees upon that you're going to reuse sort of run with, to hire somebody Um, and it is a very, very, very worthwhile exercise to do next week. Um! We're going to talk about the periphery, the hired process. So reviewing, resumes the candidate experience uh deliberating on a candidate getting to yes, making an offer all the good stuff that comes with it. Uh, but before we wrap for today uh any last questions or thoughts here going once. Here's a quick one, Tommy. Uh, do you provide candidates with feedback afterwards? You know I've gone so back and forth on this, because, like the human inside of me, wants to do it right. I actually want to help this person get better, especially if they were like close. There was no cigar. But there's just some risk to it, actually. So I just tell you a quick story like I did this once early in my career, and, like the person kind of latched on to wanting to like, sell me out of the what I told them essentially, and it became a little bit of a I mean it was. It was fine, but it was a little bit of an awkward process like once you make a decision, you make a decision. You don't go back on it. Um! So I I'd probably defer to not doing it right after. But if you ever cross paths with somebody again, I think it's a gift to give somebody feedback. That's my, that's my personal philosophy on it. Other questions or thoughts. All right. I'll give everybody some time back on this Thursday. Um Hope everybody has a wonderful rest of their week at a nice weekend, and see you next week. Thanks. Everyone: Yeah.

Class 3

text

So

when I think about what we're going to talk about today, building an assessment and scoring an assessment is the foundation of a well rotten or thoughtful interview process. It's it's effectively how to not lose to ensure You're not bringing bad talent into your organization. If you don't bring bad town into your organization, all that's left is good talent that comes in.

But the details in the hiring process is where you win the people that you actually want to win. So when you get somebody to that point of Okay, we are a Yes. Here. How are we going to win them to join our company?

One of the first ways we think about that Um is acquiring more data on a candidate, and there are two

uh philosophies or or two ways to do this we're going to discuss. But there are also some others that i'm sure everyone here is thought of. So we'll we'll ask about those in a few minutes, but the first is what we call the day in the life,

and what the day in the life is is a part of the interview process, or a candidate will spend time doing or shadowing somebody doing the job that they're going to get hired to do

so. What that could look like if you're in an office is somebody sits next to an ae and shadows them doing calls for an hour. If you're not in an office it could be the same thing. But doing that on zoom or your call system

little bit more fragile. But if you're doing in-person sales potentially a ride along

any idea, why, something like this is important in the interview process, feel free to chat them out or drop them in the chat.

I think it just gives them an idea of kind of the general workload and the day to day. And uh, you know it. It helps answer a lot of the unknowns. Before you go into a role like, what's the expectation.

One hundred percent like, What am I getting into?

But you know It's It's super important, especially in sales where sales communities, many different things.

Yeah. Self selection. Yeah, this is another great one. They might come out of that and said, You know what this actually isn't isn't the role. I thought I was here for um. It's not going to be for me, and everybody takes a lot of time.

Yeah, Another great one. Mike Rep gets to know them and provide feedback

uh question from Jonathan isn't it a pretty big commitment to do this with several candidates.

I found no as long as it's um well managed and organized it. It's going to be hard to do it if you have like seven people interviewing at once. Um! But I think we we'll get to this in a couple of slides and the best practices for actually executing on this.

So it's important because it provides a role clarity to candidates which we discussed. Um! It's also informal surveillance. I don't know that's a that's kind of weird thing to say, but you can see how someone's behaving when they're sitting with your team. How are they acting? How they treating other people? What are the questions that they're asking, and they can all. It can also be added to your assessment. So when you do this as part of your interview process, whoever interviews the person next can actually score them out of curiosity or coachability based on what comes from this?

What did you learn by shadowing X-ray? What questions do you have about our sales process after shadowing X-ray?

It's It's pretty telling when someone doesn't actually have a whole lot, because, you know, if they're sitting there and they're on their phone, and they're on Snapchat or whatever they're doing right. They're not probably the person you want. You want someone who's like really digging into that moment.

So a couple of best practices for this, and you know to to Daniel's point you also that this would be at the end of the interview process to not at the beginning right? So they would have to have already passed a phone screen, and probably a first first round of of interviewing.

So choose your shadow reps wisely.

Um! It should be a players high, potential people. This is a great opportunity for somebody who is not quite.

You know, a team lead yet, but you have your eye on them for something like that, and it's the way to give them an extra responsibility.

Ensure that shadow Rep is prepared, so they probably need a quick, quick and dirty run through of things you can't say to candidates like, How old are you and and things like that as it never has. They never been or read before that that does happen,

have a bench of shadow. Reps. Um! You know that you can learn from some of my scar tissue here of a our one shadow wrapping out of the office and having six candidates in in one day. So um you know that that didn't go so well

um make sure you have dedicated tech for this if you're doing it in an office. We used to have a um, a laptop and a headset that was dedicated exclusively to candidate shadowing, which made it just way way easier to get the candidates set up.

If you're remote, make sure you have an extra system login they can get in, whether it's on gong or your phone system, or whatever that is.

Make sure other people say hello. And then again, this is. This is assuming you're in an office. I know this is weird, but um,

it's a nerve racking thing to kind of come into an office and like you're immediately just gonna go and sit down on a sales floor. That might be kind of noisy things are happening, and there's up. There's downs and There's all the things that go on, and you want to set the tone with your team that everybody's responsible for providing them with a great experience. So even just quick, little hey? How you doing, you know. Let us know if you need anything, just goes along by making people feel comfortable.

Do it in the middle of the interview line up right So now, at the very end, and as as I mentioned before, you want to be able to assess questions, they have from this part of the process bring the shadow up to the table. I I know, so I mentioned it before, but Rep. Will get to know this person, and they'll see what kind of questions they asked. And you'll hear interesting things like from the rep like, Yeah, I don't think they were paying attention right, which is a a red flag. Right? If if that if that were happening,

oops,

so any questions on this on the day in the life, for before you move on,

I'm a really big opponent of doing this. And again, I think it's beneficial for self selection and ensuring somebody knows what they're getting into. It helps you figure out more about somebody.

But the best case here is that somebody feels at home right where they go, and they sit with people, and they're like Oh, wow! This is a really wonderful team. It's a wonderful job. I can do this job. I feel really good. And those are the people that are going to accelerate into the offer process.

Make sense
cool.

So the second way we acquired data on candidates is through the beloved reference check. Now, just public service announcement always do that, no matter what

I personally just had a pretty bad experience a few months ago where we had to let go of our Cto. At my company. He came referred to our Vp. Of product, which is someone I trust dearly. So we didn't go through the reference check process turns out they work together. Twelve years ago people changed over the course of twelve years, and he was a really hard person to work with. Um. So I just relearn that lesson the hard way. Um, but it doesn't matter the role, no matter how junior it is, always always always do that help clear up questions. They provide clarity, and they serve as a verification on someone's achievements. And I don't know if it's anybody who works at yelp on this call. So I apologize. If I'm going to insult anybody. But I've interviewed countless reps from yelp in the constrained periods of time, who all claim to be the number one rapid. Yeah, that can't actually be true, right? So you need to use these verification calls, and these reference calls to understand, understand them.

There's two types of references. There's the requested reference, and then there's the Back Channel reference, and the number that you do should line up to the complexity of the role.

So you're not going to go and do five reference checks for an entry level str. You don't have to do that right you a couple will suffice. But the more complex the role, the more high stakes the role, or specifically

the more damage a role can do. If you make a bad higher, the more references you actually have to check. So if you're hiring for an enterprise, rep, who's going to be talking to your most valuable customers or accounts like you need to make sure you don't screw up that hire because you're gonna lose all those accounts you're hiring for a manager for a vp of sales, or whatever that is. You can't screw up those hires to really need to go deep into uh what other people have to say about those candidates.

So here's some best practices for requested references to these pretty quickly, and then the straightforward,

never less than two or more than four right less than two. The problem with that is, everybody has one that they lean on like. I always have the one person that will give me my good reference you need to get to

for more than four. It just seems like a lot. Frankly. Um. So I think that tends to be the sweet spot to get to specifics on reference calls to try to avoid general questions like, Oh, like, Do you like working with them, or or whatever that is,

if the candidates, Jr. Help them think about who to give

right. So if they're an entry level candidate at a college, for example, they might not know who to offer as a reference. So you know a coach or a professor or somebody you worked with in high school something like that

declined. Where appropriate. Um, I I feel weird saying this, but this happened to me where I I was trying to hire an Sdr. And he gave his doctor a dad as his reference, and obviously they had the same last name. So it was pretty clear. Um,

now. My mom would probably be very critical of me in a reference check if I gave her. But I think the majority of parents are going to try to help their kids get a job. So decline references. If you don't think it's appropriate,

Don't outsource this either. Um I' there might be some friction with your recruiting team around this. I think the hiring managers have to do this. You have to be the person who goes and has those conversations because you're going to be the person who's going to deal with the pain of if the person is not good. So you want to turn over those cards on the call.

Make sure you provide the reference for the great experience, too. Um, you know I When I first took my um head of sales job at at Fondera, I gave the former head of sales at Zak, Doc as my reference, and after you know the Ceo and that person spoke the the person I gave, as the reference called me, and said, take that job, and I was like Why? Because his response to me was, If they treat their business and you as carefully as they treated that reference call You're going to be going into a good place right? So just remember to provide references with a great experience, because there's going to be a feedback loop back to the candidate from that reference schedule a call. So text and email them schedule a call and then do a call.

Don't. Do this over email, Don't do it over text again. You want to do it over the phone.

Make sure you explain the role to the reference. They have context and then take note on the reference quality.

So what I mean by this is

folks will come in at multiple seniority levels, and it's unrealistic to think that you know, an entry level person is going to have super high level people to serve as a references. But if someone trenches at an organization for four or five six years they should be able to provide someone pretty high up the chain, whether it's a Vp. Or some of the exact team. So take note of the quality of the reference as well.

So make sense

any questions or thoughts.

Yeah.

So feel free to come off mute to throw them in the chat, any any ideas or or any great reference check questions that any of you use.

If you Google, this, you don't really get much besides the generic like. Tell me how you've worked with this candidate. So i'm always curious to hear what other people figured out. Uh, would you hire them again? Yeah, that's a great one.

I like to add to that um like. Would you hire them again for the role that they worked with you for? And then also now that what now, now that you know the role that i'm hiring them for, would you hire them for this role?

Kind of a sort of a sub bullet to that question.

Any others

describe to me their role. Help me understand how you see their outcome. Yeah, that's a great one.

This is a good one, too, because um

there, there's no like a motion attached to this one like you can truly assess if they actually have the right experience, and drove the right outcomes right based on what this person said, and they could be actually saying in the positive way. But it still might not be what you need for your role, which is why questions like this can often be good too.

Hear a few more um

always open the call. Can you describe your working relationship with candidate if they've listed accomplishments verify them right? So, hey? They said that they're doing. They did Xyz revenue over this course of time. Can you verify? That's true.

What are three really great things about working with this candidate? When I ask questions like this, I like putting a number on it, so that the reference doesn't go um sort of all, willy nilly and all over the place like what are three specific things that you like?

What are three areas for improvement?

Um!

What bothered you about this person when you work for them? I got this really funny answer once, which was a So the manager said: This person clicked their pen all the time when they were nervous, and then I noticed that they were doing that in the interview. Process. Um uh, if this doesn't work out at the company, what would be your guess as to why I found that as a really good one.

Um!

Would you rehire this person for the role they had? How about for the role we're discussing? And what do you think my biggest challenges will be in managing this person right, and getting that up to speed.

These are just a sampling. Um!

Sorry The question here from Maria. These questions you would use generally all roles from, I see to exec um. This is definitely oriented around an lc. Um, If i'm interviewing. If i'm interviewing for a manager role,

I actually will get more specific on the type of references I ask for, while I'll ask for an exact reference and a direct report reference, or a former direct report reference, and then I would treat those two differently.

We don't have that in this presentation, but i'm happy to sort of talk about it after, and then at the exact level. Um,

you gotta really really dive in like aggressively. There's nothing that will. Um.

There's nothing that will set an organization back. Then a bad like Vp. Or director of sales hire, especially in the early days.

I thought i'm asking for clients as references. This is a tricky one. Um!

I

you the the person would have had to have like a really good relationship with the client, and I think it depends on like the type of sale that they were in. So you're not gonna do this for anything that's probably high velocity or transactional, even though I just signed up for Vanta, for example, which is a pretty

decent uh deal size, but like me and the rep didn't really like, spend a whole lot of time together, right? Even though I thought I did a good job, so I would just approach this with caution. I think if there, if if they're the type of seller that they've stayed in one industry for a long period of time,

and they've worked with a specific client over multiple jobs. Then I think it could make sense. But beyond that I think it could be a little tricky and and maybe a little bit intrusive. The last thing I'd say here is that you need to be a yes already, right by the time you ask for a client reference, and you just need that one last um last sort of uh ditch to get them over the finish line, because, like you don't want to embarrass a person if they give the client as a reference, and they don't get the job because the client and follow up with them right. It's kind of a not a great experience for them.

Just a quick question on that. Um. Sorry. I thought it'd be easier to come up Me, Would you say that they should generally be a yes before the reference stage in general?

Yeah, I mean I I would. I would say you should be directionally a yes before you go and do references, and if you're going to talk to a customer. You need to be a like an innocent until proving guilty. Yes, which is like we're going to make this offer, unless this client comes back and says they're bad.

Mhm Okay.

So I would just kind of think of it as like two rings in the ladder.

Cool.

Looks like Russell has his hand up.

Yeah, I guess I I just kind of wanted to add one more thing to that last question. Um to me. I don't do reference checks unless I already have approval from the CEO. I'm gonna to hire the person.

It doesn't mean, I will hire in person. But

you know I I don't like, Do the reference checks, and then then present that to the CEO. Just curious, if that's common with everybody. Or if I'm an outlier

Yeah, I think um

for every role minus an executive higher. Um, I think it with an executive hire. You're doing some references along the way. Frankly, but for an IC or manager role. I think you again, you should be there. We're approved right to go. This is the last webinar process.

Cool,

all right. Um.

So unless This person is really, really not self-aware when they provide you with the references. There's a high likelihood it's going to go. Well, I they're good. The person's gonna say nice things about that person. Um:

Every so often you'll get somebody who's like, Yeah, This person is terrible. Don't hire them like that. That does happen actually. Um, but it's unlikely it's It's rare

Your job as the checker of the reference is to get yourself into the curious bucket, because you know that the person you're talking to has been hired by the candidate to say nice things about. Okay, So it's your job to kind of go through and uncover that right similar to what you do in a in a sales discovery.

So your job is to be a skeptic

on the reference call,

dig in, discover and ask questions that uncover the truth.

Um! The situational question before I describe the role, and how the outcomes play like play into that. I really like those types of questions because the person can still think they're giving a good

reference. But be giving you the data you need to not hire the person, because the role was two different, For example,

So dig in here right and and and spend the time thoughtfully on this and know that you're talking to somebody who has been

probably pre-vetted to give you a reference. Um,

Again, sometimes it doesn't happen, but oftentimes it does.

Curious if anyone's ever discovered something surprising on a reference check something that you didn't maybe didn't see coming.

That made you think twice they saw from the company. Yeah, well, that's that. Seems like a pretty immediate Uh, uh, no higher to me

did did they provide that person as a reference who shared they saw from the company?

Or is it a back channel

got it.

I had one where the person I was talking to mentioned that they had hired somebody from a role that was not listed on their resume actually

um. And then, when I dug into it, i'd learned that they were there for a period of time. Um that wasn't listed, which um was a little bit shy, in my opinion, and there's clearly a reason they didn't list that role. Um! So we we actually went and found it back Channel reference from the related list, and found out that they were fired. Um! Pretty unceremoniously from that role.

I also had a reference to tell me that the the person that um we were talking about was the worst hire they ever had in their life, and that it was a more. They had a moral obligation to me to ensure. I didn't experience the same pain that they did, and that was not a back Channel reference that was a reference to person provided.

So which is,

you know, bit of a self awareness thing. There.

I just have a question regarding that Channel references,

I mean, you know if you don't know the person, the back channel referencing um personally.

Then you know you're kind of getting into territory where this is just a total stranger that I've dug up

um, and I mean you just don't know what

petty jealousies or animosities there might be out there. Um, I I just always question a little bit the back channel unless it's again, unless it's somebody I know.

Yeah, it's It's it's a great segue into this slide, you know. Um, and we We' we'll. We'll talk about that in a second after this. But i'm i'm actually curious from the audience, like

I can be convinced either way here right like our back channel. Reference is appropriate at all.

Curious to hear what folks think

I agree with Russ. Only if you really know the person I mean, I just gave one for a former colleague,

and that was very helpful, I hope, and telling them that she was gonna be a terrible hire. But the person I was speaking to each other because we known each other through multiple jobs, and you know, for over a decade

I had a oh, sorry go for it.

I was just going to say I personally was in a situation where I was interviewing for a role, and

someone did a back Channel reference on me and my current company at the time. Um, And then they obviously found out that, you know I was interviewing. It was an okay situation, because this person was not someone I directly reported to, but still a little a little tricky in that situation.

Yeah, so that's when I That's when I was unsure. How I felt about that Channel references. I'm: not sure.

Yeah.

My opinion

is that they can be.

But I think I agree with everybody here like with discretion.

Um, you don't out somebody so like you don't you don't reach out to their current employer, you know, reach out someone connected to their current employer. I don't have this on this slide, but I I agree with everybody here. You should know the person that, like they're going to give you an honest answer like you shouldn't be sending

cold linkedin messages to someone you think might know this person to then have a conversation about them like you should know them, and you should, and you should know them enough to trust their opinion as well. Um, you should let the reference know to back channel. So you know, assuming that you've done your homework, this is a high quality person, they'll understand the discretion that comes with that as well that they should keep it to themselves.

Never do this with the customer ever. Um! That's just really bad for for a salesperson. It's not a good experience.

And then, through a great experience here, too, this is this will also get back to the candidate.

Um. This happens with me like we raise Vc. Money and every every Vc. Kind of goes, and it goes to my entire life history, and finds people that I know and and talks to them. And it all kind of comes back to me actually. Um, and you know it's just again you you want to ensure like you're closing that feedback loop,

you often

Sorry. Good.

So I I've been really lucky at having back channel

references that work at the current company that they're applying for. So folks that work with them in the past, or know of them,

are employed with us currently. So I could ask, like, Hey, you worked this person right like what was your experience with them. But you know what interactions that you have. So that's that's been hugely beneficial. And and I guess

uh it just has to do with my industry and how close it is, but it usually we all kind of know each other. But, um! That's been a benefit for me

totally I, if if you have that luxury There, there's nothing better, right, especially if you have been working alongside the the people providing the reference. So you know them. You know their quality, and you can sort of assess their opinions.

Yeah, like all all good thoughts.

Um: Any any other questions or thoughts on the Back Channel reference.

Yeah, I I think that you know the the knowing them is really important. I had one done on me once. Um. That the the person conducting it did not know the other person, and you know there was a

it. It eventually got back to me that there was something that I had actually then had to go recruit new. More references um from that company to refudiate what was being said about me. So um, you know it's just an interesting, I I think, before you do it, you have to think. What are you gonna do with the information?

You know, I think, through what what you might find out, and what you plan to do and not do with it. Um, again, you know. And my scenario was one where the people did not know one another. So it was a bit of a sketchy sketchy deal again.

Yeah, yeah, that that that's not great, or it's like the person is like they're connected to you, but they don't they shouldn't really be giving you A reference like this happened with me where someone did a back Channel reference with the owner of a sales recruiting company in New York, who I was just a customer of

right. So I again, like the Irish, recruited candidates from this person. It wasn't like we worked together. So it was kind of a weird, a weird person to ask about me. Right? Um!

So again you you want to watch those things into account, and if you're gonna do go do the back channel. You should know that you should trust them. You should understand. This discretion involved don't out the candidate um in, and frankly like, make sure it's legitimate, or through the feedback away

Cool

all right.

So we're gonna jump into candidate experience. Now. Um, I think a lot of what we're gonna talk about is pretty straightforward. So we're going to breeze through this one a bit. But um i'm curious from the group. Um! Has anyone done anything that you're proud of? Or you think really worked to actually develop a really great candidate experience that was maybe unique from what they experienced at other companies.

It's kind of like your billboard right when you're selling a candidate on coming into your organization.

Um, I have, you know little something to say uh this. Maybe isn't exactly what you're asking, but it is something that I did um typically when another vp of mine is hiring somebody um, you know, to into their role.

Oftentimes there's a big enough pool that I kind of let everybody else take care of all the basics, and I just give the candidate the opportunity to just ask me any question they want about anything they want, and you know, since i'm head of sales uh of the times you want to get into. You know things with um, you know, with with with um sales and what not, and and and i'm fine with that. But I have found a number of them really appreciate,

you know, and this is generally for a more senior people manager. It will director or vp level folks. Um, you know they really appreciate being able to explore and get their all their questions answered Um! By somebody who's knowledgeable with the company My goal with it is, I want them to make the best possible decision they can

in terms of, you know, if they're gonna join us in a leadership role. Uh, and you know, just kind of be an open book for them, and and just maybe maybe turn the tables around a little bit. Um, and that's you know. That's just kind of something I've done in certain cases.

Yeah, that's that's a great, I think, in a lot of organizations. Many candidates don't even get to meet people that high up the chain and ask questions. So I think that's wonderful.

We used to have our CEO meet every single IC candidate.

But there came a point where we could not do that anymore for two reasons: One, if he was in a bad mood after an investor call or a bad month or quarter. He was really really, really unnecessarily hard on the entry level. Sdr. Who could not accurately forecast our revenue over the course of four quarters. Um. And managing schedules is becomes kind of crazy, too. Um, But I do think if you can get someone have to change and meet people. It does provide a really nice experience.

So I think about this pretty simply. You want to roll out the red carpet, or you want to make people people feel like they're really important.

You want to provide them with blue ribbon service right like.

Think about them as a customer of the organization. They're going to be a brand ambassador, good or bad, based on what happens. And you want everything. White love clean, right? Like everything in the office should be tiny. The interview process should be tidy. Um! Everybody should be asking good questions, and that's really what leads to a great candidate experience. So the first is an organized process. Um, there's nothing that like. Send the red flag to me more than an organization that doesn't have a a process in place. Right? So make sure there's email correspondence with dates, Times addresses, travel routes. How should you communicate with us? How to enter the building like there's nothing worse than someone who's stuck outside trying to enter a code. And then they're late because they can't get into the building, and then they're all flustered because of that same same thing with like a broken zoom link. Right? Um, And you need to make sure all that is really buttoned up.

Um, now, if you will be meeting with is really important as well. Um share the dress code I like, uh,

I I You know you. You always hear the you know, just for the job you want after the job you have, I get that you shouldn't show up like you came from the gym. But like if you work at my company and i'm here in a hoodie and jeans, it's gonna be weird if you show up an address or a suite right, and you know you don't. You don't want to make people feel silly, so you know, share the share the dress codes um, and then just make sure everybody in the calendar invite right with with everything there, so assume that the person is gonna be looking at everything you sent them as like their map to get to your interview process so ensure that's really buttoned up and easy to follow.

Second is a warm welcome. Um. I mentioned this before, but the best recruiting cultures and organizations. When every single employee feels that they're involved and doesn't mean that they're interviewing everybody, it means that they feel responsible for any candidate that enters the zoom or enters the office

always off in a bottle of water or tea or coffee again. This is, if you see them in person an office tour of applicable. Make sure you start, and on time to respect. You know their time. Um!

Everybody who starts the interview Shall we start with a quick check in.

Hey, Are you good? Do you need anything? You need a bathroom? Break in water right? It's just a quick! Twenty minute, twenty second thing, and sometimes people take it right. They don't want it. It's It's difficult to ask for it, but if you offer it, sometimes people will take it um, and then don't end interviews more than five minutes early.

Now

this is a tough one Sometimes, if you have a bad person you're interviewing, and you recognize that pretty quickly. It can be tough to then ride out the full thirty or forty-five minutes that you have with that person. But if you ended too early. Not only is it a bad experience for that candidate you're going to screw up the rest of the process. Actually, because the person who comes after. You might not be ready to go in yet. So you might leave this candidate sitting in a zoom room for twenty-five minutes, right, or sitting in a conference room for twenty-five minutes, and that's just a really bad experience.

So you try to want to avoid. That I used to tell people at our company like I I get it. I understand it can be tough and to like a waste of time when you're talking to someone who you know it's going to be a no higher. But just keep asking questions right? Write a good experience, and that's that's That's your job as an interviewer.

Last, but not least. Next steps right and sure. Someone's available to end the zoom with them right, whether it's the hiring manager or the recruiter, lock them out of the office. This person should share next steps with this candidate about when you're going to get back to them. So, hey, you'll hear from us by end of the week by Monday, whatever that timeframe is, and then sort of asks about any last questions. This person has um from Daniel. I tell people frequently. That ending a call early is neither good nor bad sign. I frequently end interviews after forty minutes scheduled for a sixty.

Yeah, like again, I think it it, can

you? You have to know the game? You're playing right like if someone is going to come in after you, and they are not ready to kind of come in again. I I just don't. I just don't love someone sitting there that long without without getting any communication.

Um

cool any last thoughts on candidate experience,

I said. Mostly it's pretty straightforward. Be a nice person. Restrict someone's dignity right? Um. So now we're going to jump into a candidate feedback and deliberating um, deliberating something. That's a a bit of a sticky wicket for me, because I've seen it go really really really bad. And when we'll kind of go into it. But we're going to talk about just how to give feedback and how to deliberate on the candidate appropriately.

The first rule of thumb. If you don't input your feedback, you can't participate in the hiring decision.

I feel pretty strongly about this, where, if you're not going to take the time to fill out the form.

That might be two to three questions at Max. You cannot come to the meeting, or we're going to discuss hiring this person.

How do you tell us? Yeah, that's a good one. Um might not be able to. Unfortunately, it might be the one person who can borrow in um

did this also? What happened to me pretty frequently? Um!

This is something that I think it's. It's a private conversation, whether the Ceo or another executive like, hey?

I mean, this is the most respectfully possible. You're not helping right like we're trying to set some. We're trying to set a tone here, and that comes from you. And frankly, there's probably no reason for you to be interviewing Ic's, or even frontline managers, if it's for an executive hire. Um

Yeah, again. This this might be when you have to pack the board with the Ceo.

Anyone have an example of some bad candidate, feedback, or what what that might look like, usually pretty feeling oriented.

Yeah, it's good. One day. I don't. I don't like them

right. It's like, yeah, like a matter of it. I didn't. I didn't like this person? I didn't get it. They seem weird,

not a culture fit.

You brought up an interesting remark. Their culture fit

um.

How common is it to have a culture interview?

It's very common.

I think it's bullshit.

Um,

and this is my personal opinion. So again, I think everybody's situations are different unless you can quantitatively define what your culture is, and how you're going to assess a culture of it. All that you're doing is saying, Will I be friends with this person

right like That's it.

Um. So it doesn't mean we should hire people who are gonna be below bar actors. It doesn't mean we should hire bad people. I just think that the culture fit I've just seen this go poorly. Um different people also think different things about the culture.

Right? Is your other problem here, where you might get two people interfering for culture, fit and interviewing the same person. And one might be yes, one might be in now, right So if you can really quantify it, and you can get to a set of questions where we can actually really assess this here,

Then i'd say, do it um other than that, I'd say, just keep your sort of your your antennas up. If If this person does something bad you process.

No, I appreciate the the candor there, and just I not to blab it. But just curious. Why do you think they're so popular?

I think culture is an easy thing to attach to right. It's something that we pride ourselves on at this company. We pride ourselves on our culture. We don't let people in that don't abide by our culture. But I think very few companies can actually define what their culture is right. So say what you will about the Elon Musk twitter thing, but he actually just defined the culture.

You probably might not want to work there in that culture, but a culture interview there is going to be okay. How later are you going to work?

They can define it. Um,

That's That's my thinking. I think it was a popular thing to attach to

um you. You don't you don't you don't want to. You don't want to hire any assets right like. I I feel pretty strongly about that. But I also think that, like that's a different

a different approach to seeking that out versus like they're going to fit in here

Right? Um! It's kind of how you get like very homogeneous looking teams, especially in sales.

I actually think culture interviews are actually more harmful to diversity and inclusion than than helpful right? Just because again, like most people, just revert back to um like what i'd be friends with this person

if everybody would be friends with each other. Then you're gonna get to a pretty homogeneous culture.

Those are just my opinions on it. Right? I I don't. I don't claim these are are are good or right, but the just just my personal thoughts on it.

So everybody kind of nailed. This like this is what bad feedback looks like. I don't know. I just don't see it got a bad vibe. I think they're a good culture fit. I'm not sure. They're gonna work hard. They don't seem smart enough,

Right This this is. You can't really do much with this.

And if you go into a deliberation with senior people, you're gonna you're going to get called out if you actually get feedback like this.

There's a formula to writing good feedback on a candidate.

Pretty simple.

Here's what I asked.

Here's what they said,

here's my assessment of that.

This is why putting in your feedback is so important because you have a charter that you can re it back to

when you actually go through your deliberation or go through your feedback.

Here are some examples. I asked them at a time. They worked really hard. They mentioned working until six Pm. At their last job that doesn't seem like a high bar, and therefore swing them to out of four.

I dug into a deal. They want to get a competitor at their last job. Upon asking to walk through the process, start to finish, they couldn't clearly articulate. What they did seems that they chose a deal that fell to their lap, which makes me think they don't really have the right experience for a competitive sale.

This person could have kept asking me questions until sundown. They're well prepared. For example, they did their homework on our selection algorithm and how that influence the customer buying. They're very curious,

Right? You You have the threat.

Here's what I asked here what they said. Here's what I think

right versus just going directly to what you think

this is similar just with any sort of internal communications? You have to bring other people along the along for the ride with you right, and you want to provide as much information as you can when you do that.

So any last questions on candidate feedback before we jump into deliberations.

Alright,

So, running a deliberation. And you know there, there's a lot of different seniorities in this room, so you might be actually but person, and running the the the deliberation, and you might be a participant in in a deliberation, or just gonna kind of go through what this looks like. Um, if you've gone through an interview, process, and deliberation as a roundtable meeting,

where the interview comes together to share feedback and discuss whether this person should receive an offer.

Now here's a couple of pieces of feedback on this

a deliberation, and, contrary to popular belief, is not a vote.

Actually, it's a data gathering exercise for the hiring manager.

So that's the purpose of it. The hiring manager is still going to actually make the final decision on the candidate. It's not going to be a you know the political debate right? It's going to be okay, Everyone that to share their feedback. The hiring manager is going to take that feedback, and then they're going to make a decision.

You have to set this expectation ahead of time. Um. So people don't feel, you know, slighted or heard, if potentially, their you know their feedback. Maybe wasn't taken into account as as as much as somebody Else's feedback was make sense.

It's going.

So here is a deliberation gone Loony

sky. Tas freaked me out. Couldn't get a straight answer out of him. Kept slobbering, and I can't see myself working with him.

Hmm. I assed him uncomfortability after several runs of practice he seemed like he was an expert on this, but I would defer to Bucks. He has a strong opinion.

So he had a great experience with the four deals with him. He nailed each one. I didn't get those bad boxes, so he definitely has the most experience here, so i'll defer to him.

Bugs, This is bullshit you always look for whether or not you be friends with this person, he's the most curious candidate I've had in a while.

This is a pretty common thing that happens in deliberations where you have one senior, well respected person actually poison the well

for more junior people who did their job and assessing the candidate. And then you have someone who will call out that senior person on their poor assessment and get frustrated with the process broadly.

This is what that looks like,

and it is very easy to spoil the well, truly, especially if the well spoiler is well respected. Then.

Yeah, Dan, that's perfect. The most junior person has to start always with their observations, and you have to. Whoever is the keeper of the meeting, whether it's the hiring manager or the recruiter. They have to call out whether the feedback was like we need, If we need to like, throw that off the table similar to what you do like in a court of law. Right? If if you've gotten evidence illegally right that you, the feedback, has to be delivered appropriately, so that everybody in the room with them all of a sudden thinking that oh, like you know, they didn't like them, but I can't really say why. But now I kind of don't like them either. For that reason

you don't want the deliberations to become political. I guess it's the the long.

So some best practices here. Um,

Daniel. Now this right feedback is shared in order of seniority Junior to Senior Um. If you're if you are going to discuss culture fit. It does happen, and just wait until everyone's kind of gone through the more quantitative assessments Um. And and avoid blending the two.

Avoid making or sharing a decision in the meeting. Um! The reason for that is sometimes it's unanimous. Sometimes it's not um, and when it's not unanimous again, you you don't want. You don't want to charge up other people that they like are going to sort of go and and fight, and i'm not saying that it can't do that, but in that meeting isn't the right time to do it. Um have a meeting keeper right? Who's responsible for controlling sort of the flow of information in the meeting.

Set expectations um like your hiring team when you when you get them all together, you have to tell everybody like, Listen, you're gonna be yes is on people that we don't hire, and you're gonna be No. Some people that we do hire

right like your job is to disagree and commit any situations right? And again, just help us gather as much data as we can.

Um! And then the last thing i'd say is that it's unfortunately not uncommon for something below bar to happen in an interview where somebody says something like really arrogant or sexist, or they talk about like how they trick the customer, and to buy when they shouldn't have the best way to handle. This is actually to set the expectation that this should be communicated to the hiring manager and the recruiter before the deliberation, not in the deliberation, so they can just be knocked off the docket.

Right? Um is is really the the right way to handle this um

Any other best practices on this

anybody has. Again. This is kind of like a fluid thing that i'm sure everybody has experience with i'm not even sure. A live debrief is necessary.

I mean, I've kind of toyed with this.

Mhm?

Can you elaborate on that a little bit?

Um, you know I've been at a place where there was a culture interview, and you, you know you you kind of couldn't get around talking about it, and whenever it was talked about it seemed like it was um

more times, and not the people. At this place.

A only specific

um group of employees were permitted to conduct the culture interview.

Um! And it seemed like more times than not. The culture feedback was negative to the point. That um,

you know, they would start to change other people's, minds, other people who said, Yes, you know this is a great person, a lot, you know. It would start to change their minds. So you know, to me I felt like, let's just get rid of this

character Assassination session, and, you know, Make a decision based on whatever you're willing to put in writing,

because there was an issue where a lot of the negative feedback verbalized was not put in writing.

Yeah,

I I I hear you. I think I think it's an interesting assessment. I think my one disagreement on that process would be

you. The The people in the interview on every team, miss, on the learning from the discussion. Actually. Um! So they wind up not getting better. Um, You know all of us. What we want to do is

pull ourselves out of these things right? So we can get our teams like capable of doing them themselves. But yeah, I hear you loud and clear on that as well. It's like, you know. It's some sometimes can be a little bit more of a suck um than it needs to be.

Thanks, no

um

cool.

So last thing i'll say about a deliberation, and you can take this from me trying to do this four times and failing every time. If you get to like a tie, it's a no, and by the time I mean, like everybody, is kind of a soft yes off no. And then the hiring manager also becomes a soft soft Yes.

So then you do something like a like a take home test, or a live pitch, or something to break the tie in your mind.

I've done this four times all four times. The person was gone in three months Right? The actual gut feelings around the know we're correct. Um. So if you, if you can't get to a strong Yes, the to pass

right, so don't don't try to throw a hail, Mary, to try to actually figure out, If you can break the time.

Cool, ask questions. Your thoughts on that and deliberation.

All right.

So let's show. Go into making an offer.

This has to feel like the most amazing experience someone has ever had. Professionally it should feel like they're getting asked to be the star of the play. They're getting drafted by their favorite team. You really have to roll out that red carpet. Um, you know this is not a not a time to have someone go through the whole interview process that you really well to find. And then you send them their offer over email, and it's not even that exciting Um, you. You really have to dive in here.

So some best practices don't do it over email.

The compensation should be discussed prior they shouldn't be here in compensation for the first time on their offer, call at some point in the process, whether it's a recruiter or hiring manager, our budget salary for the role is X. How does that align with your goals?

Get that feedback somewhere in the interview process

the offer calls should be given by the hiring manager.

You might experience some internal friction here, because some recruiters might want to do it. I really do believe it should be given by the hiring manager,

you should establish an informal line of communication with the candidate. So as you go through the negotiation process, you don't have to rely on a formal email on a call, or you can text back and forth. I find that that works really well.

Make sure you organize their package and send it.

Ask for a deadline, but don't make it too aggressive. The whole software is exploding. If you don't sign by tomorrow, it's not a good look right. I would say, like three business days generally, and I would usually give folks the extension if they asked

um. Then power and numbers right. When you do the offer call. Get get somebody else on the phone with you. When you do

so. These calls have a structure um similar like a sales call right, and you want to do your best to follow the structure.

The opening is pretty straightforward, you know. Set the tone for the call, build, trust, share pleasantries, all that good stuff. But the next thing you're gonna do is you're actually going to recap

the reference call

and to Olivia's question, Get someone else on the offer call, get someone else in the company with you. So what I would do um offer calls I would always bring our head of sales ops to be on the call with me. So like we're on the conference call with multiple people. There starts to feel exciting right? Because there is. There is, you know some some type that's being built.

So, you know. Hey, Tommy, you know how you doing great. So listen um. We spoke to you references. Um, we spoke to Kelly over. It just works what the John at ribbling, you know. Here's what they had to say about you. Actually, you know, they said that you were incredibly hard working. They said that you know you were somebody that really showed up every day. You provide every customer experience whatever that is.

You're gonna do that. So they understand that you did your homework, and that you also engage in a relatively rigorous hiring process that you actually went through this and spoke to these people.

Candidates will actually want to work at places like that. They want to know that you put in the work about on on them. So you're sort of building. You're building the hype, and you're building the tension. Now,

then, what you're going to do is you're going to go into the role in the company. And you know, as you know, here at Acne, we only look at the very best people you know the very best we can find. You know we've actually interviewed over fifty people just for this role, and it's really important to our call through to only hire great people.

Right. So now you're building tension. You've been on the phone for a little while. You still haven't told them whether they've got an offer or not,

and then you kind of drop the mic and say, and based on the interview process, your references, and how you've conducted yourself. We believe you are one of those people, and you'll generally get like an excited like. Oh, this is great. It's gonna be awesome. Um, you know, at that point in time. So you kind of build up to that moment almost like when you're doing like an enterprise presentation like you're building tension, a little bit of the process, and then you pop the bubble right? It feels really great when that happens.

The next thing you're going to do is you're going to share the details,

And you know I've listened to a lot of people's offer calls, and

you you really have to structure this really well, right, because you're going to share a lot of stuff.

So you don't want this candidate like all over the place, and what what's actually happening?

So organize the structure for whatever fits your company best for what you offer, and then go through it one by one,

and then let them know they don't have to take notes, because you're going to send this all to them after

so

start the title always. So we're hiring you for a senior account Executive.

The on target earnings for that role is one hundred and fifty thousand dollars. The way that works it's a seventy-five thousand dollar base salary, and seventy-five thousand dollars on target commission.

We'll get into the Commission plan in a few minutes.

We believe here at Acme that every employee is an owner. For that reason we're granting you five thousand shares of company stock.

Those shares represent. Those shares are worth fourteen cents today, which is the price that you'll buy for them, which you know equals X value. But obviously we hope. You know this grows in value over time, and we also want to be able to provide you with more equity over time. We have a full health insurance plan. Um, that's paid for by the company. We have dental vision Life four, one K. Whatever you offer is here.

Um,

We also believe in employee wellness. We have a gym membership. We get whatever you're doing off. Let them know that. There,

Now I want to talk you through how the Commission plan works every quarter going to be given a revenue target. Your commission is going to be based on your attainment towards the revenue target. You'll get an accelerator. If you do this, you get a decelerated, if you do that to them through that, but also have this documented that you can share it with them discuss their ramp program. So the way your training is going to work It's going to be three months for your quota is going to build up over the years of a couple of months to not kind of you on your full quota until your fourth month,

and then last, but not least, Here's how promotion and career path thing works again. Not every company offers all these things. Every role is different. Figure out what works for you. But the most important thing is that you structure the information item by item. So it's abundantly clear to the candidate what they're getting, make sense.

So I I put this in the deck because I think it's shared. But here is like all this in script format, if anybody wants it, not going to reread all this. But It's just kind of here if you, if you need it. And then what you're going to do last is you're going to pay it to next steps, and then you're going to drop your closing argument so cool. So we're thinking uh in the next steps. You're going to be. You're going to share start date.

So we're thinking, you know. Three weeks from now is your start. Date? Um. How does that sound? Okay, great? And then you're gonna have your closing argument, you know. So you know. Listen, Tommy, it's It's really been a pleasure getting to know you. We think you can do really amazing things for our company.

Um, you know we are doing amazing things at the company. This is what just happened recently. We went through this fundraiser when this customer hired this person, whatever it is, you're You're presenting that like what you're leaving them with arguments. They walk off the call, and they call their parents like, Oh, my God, I just got an offer from the best place I've ever interviewed in my entire life. Right like you. You want to provide that experience.

Um,

and That's kind of how you have the call.

You don't want to do this robotically right. I know I know it's like It's a it's a weird thing to prepare for, and it's a little bit of a performance you're going to put on. But again it's it's your billboard right like, if your candidates can. It's good,

and maybe not at this moment in time with some of the layout and hiring freezes. But if they're good they're generally going to have a lot of offers on the table, especially in sales. So you got to put your best foot forward with them.

I put this in here in this email as well. Um, you offer email again. I'm not going to go through all of it, but it's just a structure. I think it's really easy to follow for a candidate where you go through the general details, the commission structure

um progression ramp and Pto. Um in an email. I would also just caveat this as well. Don't just send an offer letter after the call. You send two notes to send an email like this, which is the outline which is actually going to be where you and the candidate are going to communicate on your back and forth, and then you send a docuSign separately.

This right? So two notes out of the candidate.

Let's do a question here. Um! Is this three business days that not a Us. Thing?

Um, I don't know if it's a us thing. Um, i'm! Just generally not a fan of like being an offer open-ended, is it? Is it different in Europe?

Um. I usually get them? A week

works well for me,

and I recently to be assist an offer, and I. They gave me three business daily, but it really put me off, and was one of the major reasons why I decided not to go for this company.

I Yeah, I think that's reasonable. I I think when I think about three business days. I'm Danny, Probably in the context of my C role, right like a a Sdr. I I would

I would never actually terminate the offer, though, if someone actually came back and said, I need some more time, I'm usually pretty amenable to it. It's more of just a kind of putting up a stake in the around, I think, for more senior roles. I think you have to. You know you have to allow for a little bit more time to, because they're going to go, and then to you all their diligence in the company.

I think it's also indicative of more startup Sas world.

Um! My first job offers, you know, in the eighties nineties when I first started working. We're all two weeks,

you know, and those were from companies like Che and motorola and um Dupont. So I mean large corporate America. It's a little different and smaller companies, and you know, I think the issue is, People want you to make a decision. They want to know if you're interested or not.

Yeah, there is kind of a an urgency uh that.

I think we like to create in this business.

Yeah, there's there. There's another component here, too, which is like most roles are actually aren't evergreen. Um. So it's not like you can just keep roles open. Um! You might have one role to fill, and you might actually have a backup candidate. So you want to get

You don't want to lose your backup candidate um in in this process, either.

Um

build the height, right, as I said, is a couple of times. Uh whenever I give an offer to somebody I. My company right now is five people. But when I was running a sales team I had seven people

email them after they got the offer, congratulating them on the offer. Usually people from the interview team, and then at least one executive and a CEO.

This is like such a wonderful feeling. I don't know if anyone has ever had it happen to them when you start seeing your inbox line up with congratulations. Can't wait to work with you. I'm here, if you need anything, it's just such a wonderful experience for a candidate. And again, it kind of presents that, like I'm at home with these people type of feeling.

Um, if you can

handwritten note and a piece of swag as well. Um, we used to just do a cart
um again. I don't know everybody wants to send T-shirts around. You need some logistical help with this. But again, these little details go a long way, especially if you're in a competitive process.

Has anyone done anything else here Post offer?

I'm: curious.

We're really big on we're really being on swag. So you guys, you you nail that, but it's it's It's just like a It's a special feeling right like I I I remember back to like the Danny Meyer book. Every single person is walking around with this giant sign around their neck, which is like, make me feel important. Right? Um! And then this is a way to just really really do that.

So the offer call is going to go one of three ways. Um, they're going to accept immediately, just unlikely that it happens

they're going to reject immediately,

so also unlikely. But it happens. Um! What any time you think about, which is the majority of people are going to fall for that last bucket.

So you need to be prepared to negotiate, or whatever negotiating means for your company, which is different across the board. Um,

especially in sales. A lot of people are gonna come back with salary request, you know. Can we increase? They're gonna come back with the base, variable split like, can we change that? We up the equity, you know, if I push my start date, and then, more recently, like preferences like you know, I I want to be in the office three days a week or home, three days a week like things like that.

Um,

It's okay, right. And then I I've talked to a lot of manager and leaders who sometimes like, take these things personally, actually. And it's, you know, if you, if you don't ask, you don't get right, so I I always kind of view it as like probably a good thing actually, that they're coming back and negotiating, and they're willing to have this uncomfortable conversation with me. Um!

But the first thing you have to do is, you have to be clear if there's room for negotiation, so a lot of individual contributor roles, or even front, like manager roles like there's set salaries right. So everybody gets paid exactly the same, and you're not going to budge from that, and I think it's important to share that with somebody like there actually isn't room to negotiate here. Um!

If there is room to negotiate, just ask them what they're looking for, and then don't say yes or no on the call, Go back work with your team, figure out if it's reasonable or not.

Um, and then don't ever give an answer on the call, either either. Right? You know, most of the time you're you're not going to get what they ask for actually. So you still want to actually present the

you want to present yourself as being on the same side of the table as them, and that you went to back for them to try to get them what they asked for, and if you immediately say no on the first call you kind of lose that uh emotional capital

Make sense

again. This is kind of unique for a company, so I don't have too much to share. Here it's you. You have you? Everybody understands their own unique situations. But what I will say is um. I took over a sales team that had seventeen reps, and every single rep was paid differently, and that was just a nightmare, right? It was like it was

really really bad, so I would avoid having too many different people doing the same job on on different compliance.

So one last thing I want to share about offers is to get those from people. Um, they're going to say, Yeah, we'll sell up somewhere else. And

finding a good person is really really hard. Um, And you want to have your last ditch email Hail, Mary, or whatever you want to call. You want to have that ready actually. So this is an example of mine. And this was to an engineer two months ago, who said no to us?

He responded No to this email. But then he responded to this email two months later that he wants to work with us right if I pop on thinking more deeply. So you want to make sure when someone says No, you have. You have, like your own script essentially, if, like an email, you're gonna send

which is meant to be just really exciting for that person most of the time. They're still going to say No, but like, I said, you can also get people back into the fold at a later point in time, because, even as they said, no, their rejection was, it still felt exciting to where your company right, and especially in the sales world. It'll be a lot of people who come back right. Um, you know they come back to the doors, and at a later point in time. So, like I said, every company is different. But i'd recommend everybody crafting one of these, for when a candidate says No, so that you have it ready to go, and it should be really thoughtful, and really to the point, and really exciting.

And then the last thing i'll say about all of this is that once you choose and you win them uh, once you choose, and when great people make sure you keep them right. Great people are very few and far between. Um! One of the worst things you can do is get somebody all the way through this process with the candidate, and then, you know, just they don't have a great onboarding experience, or whatever that looks like, and you're just kind of in this constant loop.

Any um,

any questions on the offer presenting the offer, you know, over the phone or email, or any thoughts on that

key. Takeaways, make it exciting, and organize the information in a very simple way.

All right. Any last questions or thoughts

about anything

i'd like to ask about the timing for asking about and on compete or non-solicited, that the person may have

um that should be on actually on the phone screen before they before they come on board.

Um, whether you're doing that or a recruiter is doing that that should be

Yeah, I mean, I I've been in situations where we've said, Screw it! We'll we'll deal with the non-compete right um and and we'll do, it anyway. Um, so you can make that decision. Everything the person is good enough. Um, if you're in New York City or California, if you're in New York City or California, not competes are going to be brought in the trash, anyway. Um! So that they don't they don't actually hold off um. But if it's actually a a situation with your business through the the it should happen on the phone screen, which I think is like the The question is, is there anything that would be precluding you to taking a job at this company that we should know about. Yeah, other questions or thoughts. All right. So Key takeaways for today, acquiring more data outside the interview process can be pivotal and making making a decision. Candidate experience is really really really important. Be thoughtful and detailed in your feedback, and even more thoughtful in your deliberations, making an offer to a candidate to feel like they won the lottery. Keep it tight and keep it organized at the offer stage. It's a sale. Put your best foot forward and close to you. That is the high levels for today. Thank you all. Any last uh, any last questions or thoughts for your rep in the comments, a great onboarding experience as a cliffhanger for the next course. Oh, yeah, that's that. That's always a fun one to build. If anyone's ever built a sales training program uh you You you you know the pain there. Um, listen. It's been a pleasure getting to know uh all of your last couple of weeks uh i'm in the filling in slack by mail, linkedin, and always happy to jam on you really anything. Um, I hope this was enjoyable. I hope it was useful. Um, like, I said, figure out what makes sense for you, and what doesn't This is a some of my own experiences which may or may not be relevant to what you all go through. But hopefully, this will good nuggets in there. Um, yeah, and thank you all. Thanks a lot. Seattle.