

# Are *Your* Salespeople Born to Sell?

Discover The Scientifically  
Proven Way to Know

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Did you know research  
shows that up to 50%  
of salespeople are in the  
wrong line of work?

# Are *Your* Salespeople Born to Sell?

## Discover The Scientifically Proven Way to Know

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Your salesperson may be an excellent communicator, sociable and likable, but most sales managers have found that is not enough. A person with these skills and traits does not guarantee that he/she can close deals consistently.

In fact, a study by marketing professor, Gilbert Churchill Jr. and his colleagues estimated that the expenses accrued during recruiting, training, lost sales and managerial time devoted to a sub-par salesperson exceed \$100,000.

**Poor performing salespeople are a huge problem for most companies.**

*As a sales manager, wouldn't it be great if you confidently knew how someone would perform before you hired them?*

*Wouldn't it be GREAT if you knew beforehand that it would be a waste of time and money to train an average-performing salesperson because you knew for sure that they could not perform any better?*

**It is 100% possible.**

It is the same data-proven strategy NFL teams use to draft new players.

All top-performing salespeople share distinct commonalities. However, it is difficult to accurately detect them in an interview alone because these commonalities can be faked.

We will show you, based on 90+ years of academic research, how you can consistently identify high-potential salespeople from low-potential salespeople.

Before we continue, let me ask you a question...

## Have you ever had the pleasure of managing a **great salesperson?**

You know the type.

They comes in early and leave late. They work on the weekends to handle “paperwork” and prepare for the upcoming week.

During the week, they are always out with customers closing deals. On the occasions when they do get rejected, they move on immediately to the next prospect because they know for certain that the next sales call will be successful.

*What makes this salesperson great?*

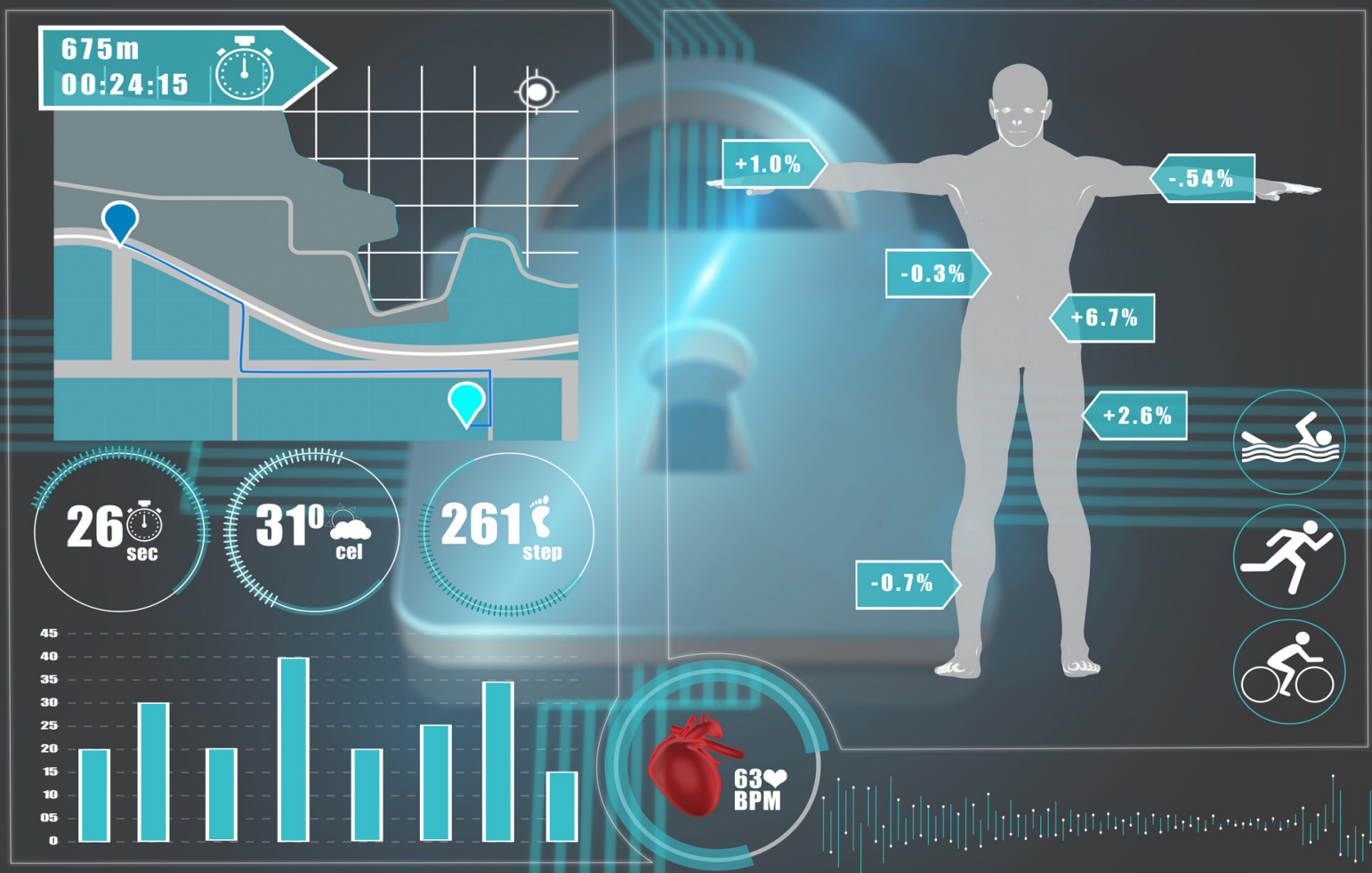
*Can you train all your salespeople to be like this top sales hunter?*

*Or are great salespeople simply born to sell?*

We will answer these questions in the next chapter as we discuss the anatomy of a great salesperson.

Are *Your*  
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# The Anatomy of a High-Performing Salesperson



All superstar salespeople share 3 innate personality characteristics that psychologists collectively call **Drive**.

Drive is the common denominator found in nearly all high-performing salespeople. In fact, Drive is so important, and so powerful, that it often pushes less-experienced individuals beyond competitors who may have higher skills but lack the burning desire to succeed.

## Why is Drive so important to successful selling?

Because of all professions, sales requires the most intense self-motivation in the face of rejection, and because sales exerts the most grueling and constant pressure on self-esteem. Only people who love to compete, have supreme confidence in themselves and are willing to do virtually whatever it takes to succeed can shine as a high-performing salesperson.

Drive is also essential in unleashing other sales skill sets.

Yes, relationship skills and persuasiveness are important, but these traits are not sufficient without Drive.

You can provide a salesperson with excellent training, but without Drive, that person will never shine as a top performer.

It is more effective to hire a Driven person who does not have any sales experience and teach that person your business than to hire a candidate who has sales experience but lacks Drive.

**Drive consists of 3 essential traits that cannot be taught:**

**1. Need for Achievement** – This is the inner motivation that causes an individual to relentlessly pursue excellence. This intense motivation pushes people to set tough but achievable goals, to find innovative solutions and to take personal responsibility for their performance.

Salespeople with a strong Need for Achievement want to do well for its own sake. Their primary goal is achievement, not money.

They simply use their income to measure how well they are doing (assuming that their compensation is competitive with the market).

**2. Competitiveness** – This is the desire to win and to outperform others. Top performers cannot live happily without competition.

Competitive salespeople monitor their performance constantly to make sure they are surpassing their peers. They also strive to win the customer over to their point of view. They practice and work hard to prepare for a task to make sure that they outperform others.

This trait is crucial for success and impossible to teach.

**3. Optimism** – This is the ability to expect to win and visualize success.

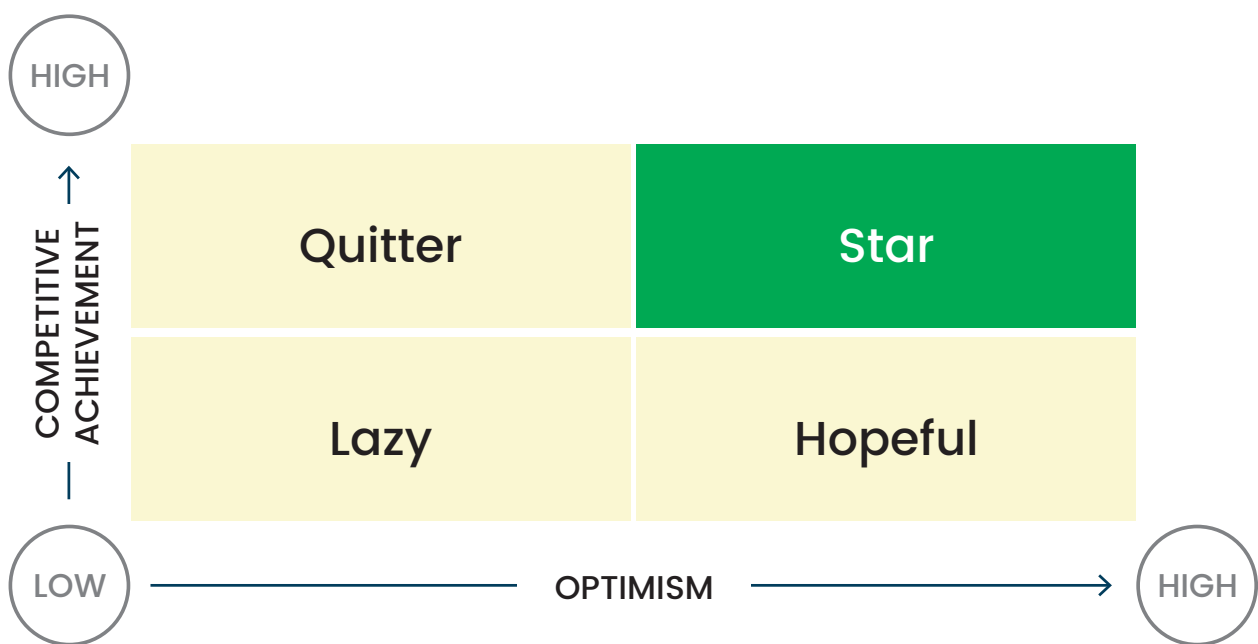
Years of testing has revealed that salespeople who expect to succeed every time will close far more deals than those who are afraid of failure.

Optimists are thick-skinned and do not take rejection personally.

All 3 elements of Drive MUST be present in the heart of a salesperson for them to be great.

Let's discuss what happens when a salesperson is low or missing one of the 3 essential traits of Drive.

## The 4 Types of Salespeople



### The Lazy Salesperson

This person is low in both Need for Achievement and Competitiveness. They are content with limited performance and doubts they will succeed. They do not like prospecting and are slow to respond to customer requests. Occasionally, they will show brief effort when they think their job is in jeopardy but quickly fall back to their old ways. It is nearly impossible to change this type of person.

### The Hopeful Salesperson

This person is low in Need for Achievement and Competitiveness, but high in Optimism. They are very sociable, cheerful and likable. They will bring customers' lunch, chat a few hours but rarely ask for the sale. They are optimistic that things are going to improve shortly when you confront them. This person rarely follows up with prospects and never presses the customer for a sale.



## The Quitter

This person is high in Need for Achievement and Competitiveness, but low in Optimism. Despite being ambitious, this individual quits easily. A Quitter gets discouraged after they experiences repeated ejections. The more rejections they receive the sooner they will quit.

## The Superstar (The Top Performer)

This person is high in Need for Achievement, Competitiveness and Optimism. THIS is who you want to hire. This person is a sales superstar. They work hard to establish new accounts and strengthen current relationships. They love the thrill of getting new business. They are full of ambition and know they will win every time.

You have probably hired one of these four salesperson types and can 100% relate to the description.

Hiring the wrong salesperson is a mistake that most business owners and sales managers make.

The 3 essential traits of Drive are often misunderstood and can easily be faked by a “hopeful” candidate who is likable or a “quitter” who seems ambitious. These candidates can deceive you in the interview but fail to deliver results after being hired.

## How Sales Managers Get Tricked

### 1. You let your “gut” make hiring decisions.

Unfortunately, “gut feelings” have cost companies millions in lost sales, missed opportunities and lost customers.

University of Iowa management professor Murray Barrick and his colleagues studied the behavior of 73 candidates who held mock interviews with experienced human resource professionals. The results they reported in 2000, showed that applicants actively managed the impressions they created during the interview. They presented themselves as hardworking, persistent and dependable.

### 2. You ask hypothetical questions.

*“What would you do if a customer said no?”* You may have asked this question to a sales candidate before.

This type of question is a situational question. This makes it easy for the interviewees to make themselves look good by telling you what you want to hear.

Savvy candidates will often have prepared answers for these questions but have little to do with what they will actually do on the job.

The best way to predict a person's future behavior is to carefully examine what that person did in the past, through behavioral interview questions.

### 3. **You love to be sold.**

Many sales managers are former salespeople, and salespeople love to be sold. It is in the blood of every great salesperson to enjoy being persuaded.

*(C'mon you know it's true)*

We love it when a candidate uses traditional sales tactics in an interview. When a sales candidate probes for pain by asking what our real needs are and changes their pitch accordingly... we love it.

Or when a candidate goes for the close by asking for the job... we think "this person must be a good closer!"

This can get you into trouble.

We want to identify people who **will** sell consistently over time. Not someone who can put on an act every now and then.

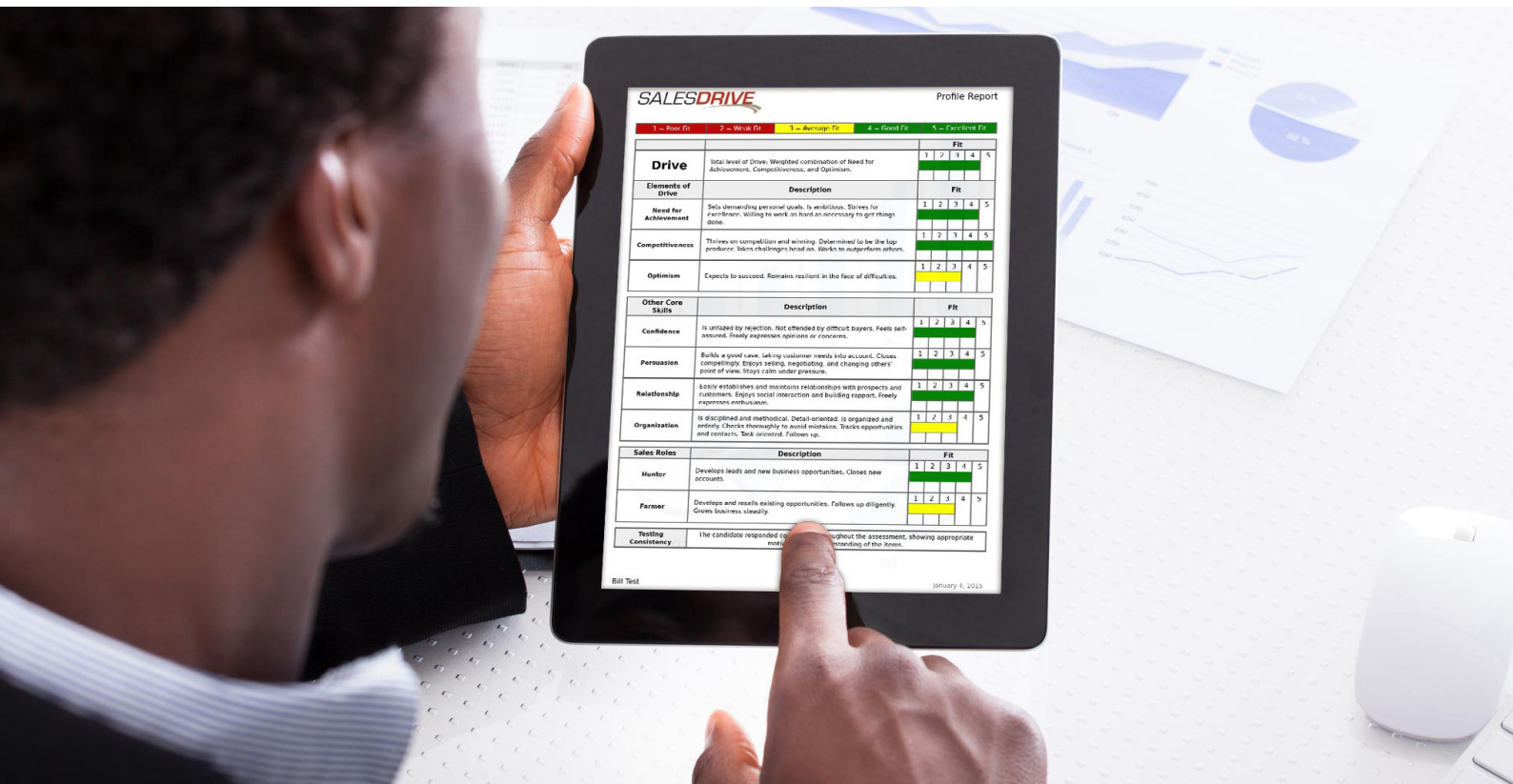
### 4. **You hire someone like yourself.**

Just about everyone has a natural preference for others who share their same values and traits.

However, you should not let that preference cloud your judgment while hiring. You must remain objective and consider every candidate's shortcomings and true potential to succeed.



# The DriveTest®



The tool that accurately identifies high-performing salespeople who are **born to sell**.

**The DriveTest®** is an online sales assessment that is validated and heavily weighted to identify Drive for sales positions as well as other key sales skills.

The architecture of **The DriveTest®** is designed with algorithms that distinguish between people who can sell and people who will sell.

Not only does **The DriveTest®** measure Drive – it also gives you insights about a candidate's confidence, persuasiveness, relationship skills and organization. All of these skills are helpful in sales and can help you determine whether or not a salesperson is a good fit for your company.

If you are concerned that your sales candidates will fake their answers on **The DriveTest®**, you will be glad to learn that the assessment uses a Forced-Choice format.

That means all candidates who take the test will have to choose the statement that is most like them and the statement that is least like them. This format makes the test much more difficult to fake than traditional sales personality tests.

On top of that, **The DriveTest®** will warn you if a candidate's responses are inconsistent, which can be an indicator that they are attempting to fake their answers.




So if you are tired of wasting time, money and resources hiring low-performing salespeople, you need to administer **The DriveTest®** to help you make more confident hiring decisions.

## Get the perfect interview process.

In addition to **The DriveTest®**, we recommend you administer The Drive Interview.

The Drive Interview follows a formula we labeled the 3 Ps for ease of memory:

(1) **Planning**, (2) **Probing the Past** and (3) **Patterns**.

-  **1. Planning** is the process of preparing for the interview. It is absolutely critical that you, not the interviewee, control the interview and gain the information you need for a valid screening of the candidate's potential to succeed in this position.
-  **2. Probing the Past** is the second P. It is critically important that throughout the interview you use experience questions, which speak to behavior, as opposed to philosophy questions, which speak to aspirations.
-  **3. Patterns** hold the third P key to a successful interview. Structure your process to connect individual questions into a web of patterns which, once identified, are virtually sure to reemerge (both positively and negatively) when the candidate comes to work for you.

The bulk of the interview time is spent strategically asking experience and aptitude questions that allow the interviewer to determine the candidate's Drive.

Not only does this interview allow you to make good hiring decisions – it helps you learn exactly how you can get the most out of every salesperson you hire.

In other words, it sets your sales department up for long-term success.

*Join 1,200+ companies who are using The DriveTest®  
and Drive Interview to hire top sales performers.*

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*This process has over an 80% success rate in  
identifying salespeople high in Drive.*

[GET ONE DRIVETEST® FOR FREE TODAY!](#)

### **Assess your current sales team.**

If you want to test your current sales team for Drive and gain insights on how to coach them to reach greater success, consider administering The Production Builder™ Report.

This report is a good fit for you if your sales team is not performing in a way that meets your expectations or if you are dealing with costly turnover too often.

### **Here is what The Production Builder™ can do for you:**

- Allows you to identify Driven salespeople on your team
- Learn how to motivate middle-of-the-road salespeople to reach their full potential
- Raise your team's cumulative Drive score over time

The Production Builder™ uses the same assessment questions as The DriveTest®, making it difficult to fake. That way, you can feel confident in the results and learn how to make positive changes that improve your team's sales.

**GET ONE FREE DRIVETEST® NOW!**

# An Important Letter For *You!*

Greetings! My name is Dr. Christopher Croner. I am the co-author of the book, *Never Hire a Bad Salesperson Again* and Principal at SalesDrive, LLC.

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I developed The DriveTest® and Drive Interview mentioned in this guide, which has helped over 1,200 companies worldwide to hire and develop top-performing salespeople.

By taking the time to read this guide, you are showing the curiosity and commitment to improve and build a consistent team of sales winners.

Congratulations for taking the first step...

But if you are truly committed to improving your sales team, then I encourage you to take the next step... which is personally talking to me.

I have worked with thousands of companies to help them develop the process of eliminating pretenders and building teams of sustainable sales producers and I want to help you.

At no cost or obligation, [click here to contact me](#), so that we can discuss how you can use the new knowledge from this guide and create an action plan that will change the sales revenues of your company.

Talk to you soon,  
Dr. Christopher Croner

**Request a free DriveTest® today**  
**and start hiring top producers!**

**SALES***DRIVE* LLC