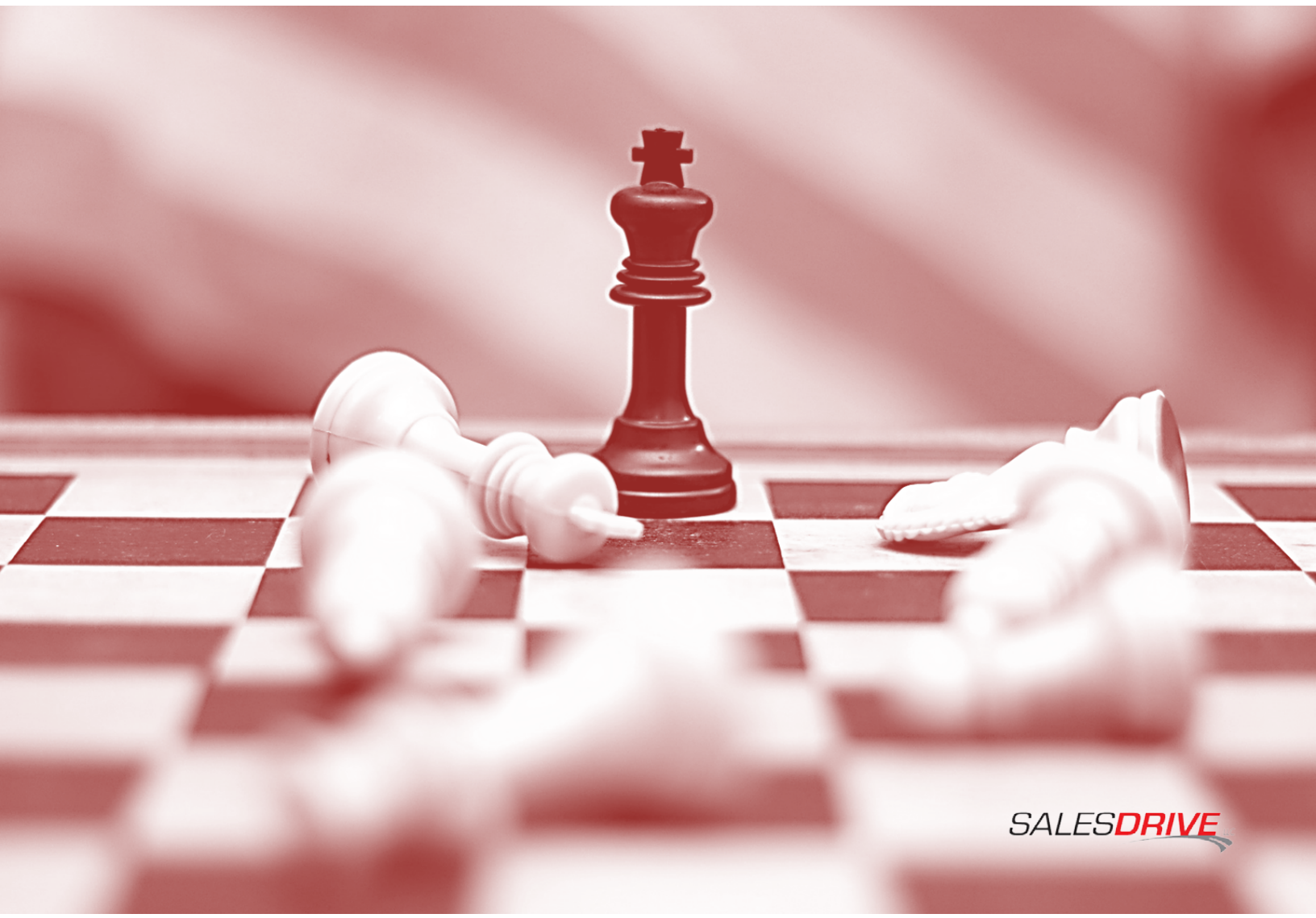# Winning
the War

for High-Performance Sales Talent

Winning the War for High-Performance Sales Talent

Let's start with the bad news . . . there is not enough good sales talent to go around.

There are thousands of companies hiring people to sell for them, but most people who are hired to sell do not have the aptitude or the skill set required to sustain top performance over time.

So, companies settle, and struggle with hiring, training and turnover. But you do not have to!

There are enough high aptitude salespeople out there to fill *your* sales team with winners.

The real challenge is how to separate the producers from the pretenders so you hire only high-aptitude talent and let everyone else settle for mediocre sales reps. The secret is in having a plan and a process.

So, let's look at how to build this plan and execute this process.

Resume Reviews
Phone Interviews
Online Sales Assessments
In-Person Interviews
Qualified Sales Candidates

Did you know that research emphatically shows that high-performance salespeople share certain, innate personality traits that are highly predictive of performance?

The Winning Process for Hiring True Sales Producers

Yes, salespeople must be trained and developed. But that comes later because training and development are moot if this core aptitude is not in place to begin with.

Statistically only one of the next five people who apply for your sales position will have the necessary core traits to be successful in sales.

Only one out of every five applicants has enough aptitude to warrant an interview.

Unfortunately, many hiring managers hope that is not the case and they will invite candidates with low core aptitude to the interview. It is all downhill from there, as tremendous time is wasted interviewing and vetting lost causes. And even worse, low aptitude salespeople slip through the system and are hired only to, inevitably, turnover.

The costs on both ends of the process when a salesperson disappoints are staggering.

Let the Numbers Work for You

Now, with only one in five applicants having the aptitude to sustain high performance over time, those are terrible odds. Unless, you can determine the one applicant who does have the core aptitude to sell before inviting them to the interview.

Now, you are on to something, because you can let the numbers start working for you, instead of against you, as you consistently identify and interview only the 20% of the applicants with real potential.

Think about it for a minute.

Can you imagine how your life as a hiring manager would change if you were interviewing and choosing from a pool of only high-potential candidates instead of wasting countless hours on pretenders?

It is a life changing experience for you, and for your company!

The challenge is that everyone who applies will have cool looking resumes and buddies who will vouch for them as great references.

So how can you cut through the surface noise and get to the heart of the matter early in the process?

The answer is with a core aptitude assessment. A focused, sales-specific assessment that targets the non-teachable traits shared by high-performance salespeople.

Now you might say . . . an assessment? Ugh! I have used them before and they have not been the magic bullet.

But consider this:

1. **It is not about finding a magic bullet.** It is about developing a hiring system which starts with core aptitude, then moves to teachable skills and cultural fits.

2. **With the power of today's technology, sales assessments are much more powerful than those in the past.** It is a function of powerful data processing, and if you are not leveraging this technology, you are putting your company at a huge disadvantage, because your competitors are using them. The technology works . . . let it work for you!

Start with the Right Sales Assessment

While any assessment is better than no assessment, they are definitely not all created equally.

That is also why you can find assessments ranging from $10 to $500.

Like with most things, you get what you pay for, so be careful about trying to save $50 on an assessment for a hiring decision that could end up costing you $50,000 or more if the salesperson fails and cycles out.

But price is just one indicator. The real question is:

What are you assessing for?

This is where the rubber meets the road because so many aptitude assessments are too broad in nature. They are designed to be given to the general population. And even some personality assessments that are "supposedly" designed specifically for salespeople, target teachable skills like persuasiveness or communications, which are important, but unfortunately moot if the core non-teachable traits are not in place.

You need a sales assessment that focuses on the core innate aptitude first, then measures for teachable skills thereafter.

Trust us, you are far better off hiring high-aptitude salespeople and teaching them how to sell your products and services than hiring low-aptitude reps, who may have some skills, but lacks the inner core to sustain performance over time.

So, what core aptitude should you be looking for in your sales candidates?
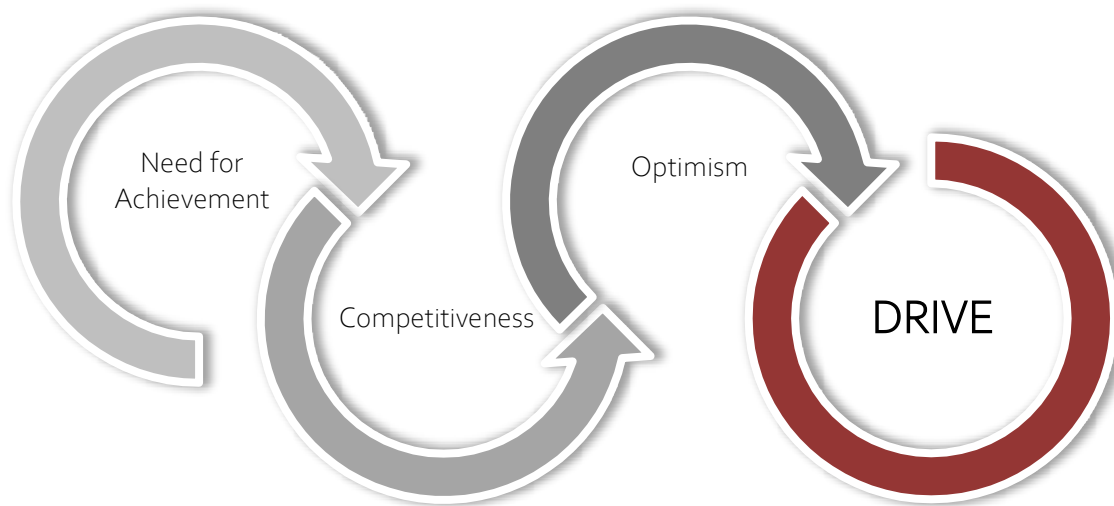
3 Non-Teachable Traits of Drive

Research emphatically shows that high-performance salespeople share three, innate, personality traits that *cannot* be taught:

1. **Need for Achievement** – This is the person who is never satisfied and constantly finds ways to set goals, meet them, then set the bar higher, again and again.

2. **Competitiveness** – This person loves to win and hates to lose. A competitive salesperson must win over the client as part of the joy and satisfaction of selling.

3. **Optimism** – This person does not take rejection personally and is always confident that the next call will be a win.

Additionally, all three traits must be in place, for a salesperson to be a sustained high performer.

Someone can be a high achiever and do well in another field, but without the optimism to rationalize rejection, they will not survive the psychological stress that rejection brings to selling for a living.

When all three traits are in place, psychologists call this **Drive**, and Drive is necessary for success in the world of sales.

Assessing for Drive

Now, conducting an interview without the benefit of a sales assessment is like operating on a patient without the benefit of an x-ray, because anyone can fake Drive in an interview. But, no one can sustain high performance over time without Drive.

This is why so many attractive interviewees flame out under real world selling pressure. Selling once, in an interview, is a performance that can be put on by anyone. Selling consistently, over time, is a process that requires core personality traits.

So, it is vital that you use a sales assessment designed with an intense focus on Drive followed by a well-conducted behavioral interview to virtually guarantee that you find candidates who are high in Drive.
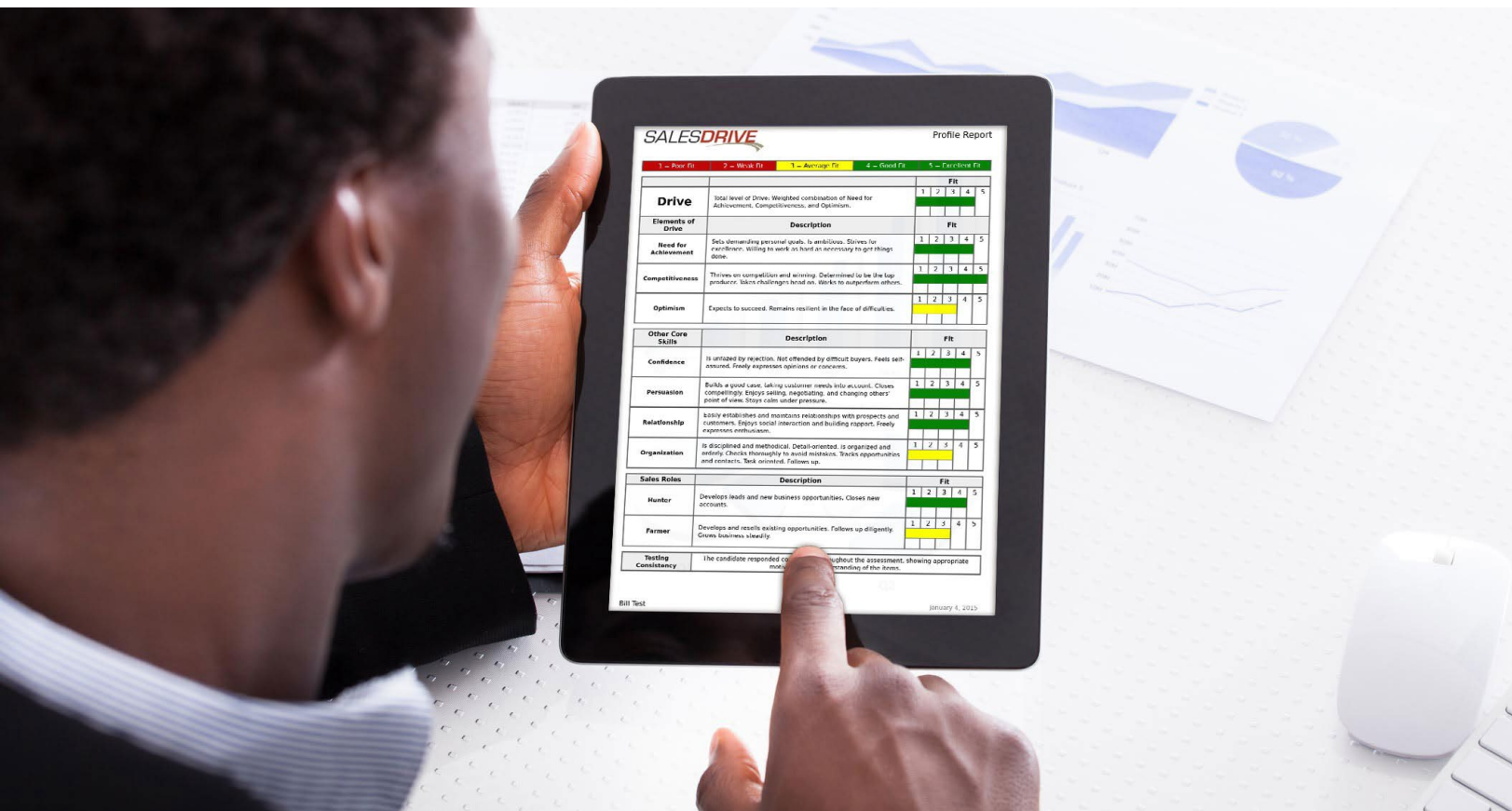
The assessment tool that accurately identifies high-performance salespeople.

The DriveTest® Sales Assessment

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 teachable skills are helpful in sales and can help you determine whether or not a salesperson is a good fit for your company, and how much training and development they may need.

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 assessment 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.

Give the DriveTest® a Try for Free!

Join 1,200+ companies who are using The DriveTest to build high-performance sales teams.

- Uncover your sales candidate's true potential, prior to the interview.
- Implement a strategic, data-driven screening process.
- Increase new business development and revenue with top producers.

Get started today with one free DriveTest®!

About SalesDrive, LLC

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.

SalesDrive is the world's only sales assessment organization exclusively dedicated to helping companies, in virtually every sector, identify, select and hire *Driven* salespeople.

I developed our sales assessment, The DriveTest®, by leveraging 90+ years of research in the personality traits of high-performing salespeople. By focusing on the three elements of Drive: Need for Achievement, Competitiveness and Optimism, I have assisted more than 1,200 companies in selecting only high potential sales candidates, saving them time and money.

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 or your clients' sales teams, I encourage you to check out our website to learn more.

Talk to you soon,
Dr. Christopher Croner

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