

How To Build Your Sales Candidate Scorecard

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What A Sales Candidate Scorecard Captures

A sales candidate scorecard is a standardized and objective manner of capturing information to reduce human bias, improve sales hiring outcomes and increase accountability. A candidate scorecard facilitates a true "apples to apples" comparison of the potential of multiple sales candidates.

CONSIDER

- What behaviors should the candidate exhibit during the interview?
- What prior work experiences are ideal?
- What education level is required?
- What are the Key Accountabilities of the job?
- Is a criminal background acceptable?



Benchmark The Sales Role

Identify the 3-5 Key Accountabilities of the sales role. Think of a "Key Accountability" as a "task bucket" or group of activities that may be categorized together. As you identify and finetune the Key Accountabilities, consider the behaviors a high-performing salesperson must model.

If the job could "talk" what would it require in terms of Behaviors, Motivators and Competencies?

Task Bucket Examples Include

- New business development – Prospecting for new Clients
- Maximize existing business – Account Management
- Reporting / Record Keeping / CRM Updating



Sales Personality Testing

Use a validated, EEOC compliant Sales Personality Test to objectively measure the potential of a sales candidate. The TriMetrix® HD Assessment is highly recommended. This assessment is the ONLY sales personality testing with validity backed by brain research.

Best Practices

- The assessment should measure Behaviors, Motivators, Acumen and Competencies.
- No more than 25 percent of the hiring outcome should be based on assessment results.
- Use assessment results for onboarding, coaching and succession planning.
- Complete quarterly statistical analysis to identify potential ways to improve sales hiring.

Education And Experience

Beware! Years of experience does not always translate into your candidate having acquired the competencies essential to do the job well. The real question is, "Does the candidate possess the required competencies to do the job well?" Get specific about scoring candidate education and experience. The best sales hiring scorecard leaves little for interpretation. Education and experience should each account for 20 to 25 percent of the hiring score.

Education And Experience

Standardize the interview process and ask the tough questions. Discuss the "warts" of the job so that candidates are not surprised when they get into the role. Discuss specific expectations and expected activity levels. Ask specific questions about how they will fit in the role and execute. There are three questions you should ask every sales candidate:

- What was your first job?
- What do you do when you lose?
- How did you perform in prior sales roles?

Most interviews are largely a waste of time filled with human bias and random questions.



If you set standards and then choose not to follow them, you undermine your integrity, your brand, and your trust.

Never Settle

If a candidate is missing any or one or more of the sales hiring scorecard criteria, strongly consider passing. Continuously measure expected sales hiring outcomes against reality. Track sales performance to identify areas for future improvement. Remember, the salespeople you hire today:

- Shape future sales
- Contribute to your reputation
- Determine future bonuses

Hiring Scorecard Example

Date:

Candidate Name:

Candidate Risk Score: _____ (Lower score, higher risk to hire)

| | - 100 points | 0 points | 10 points | 25 points |
|---------------------------------------|--|-------------------------------|-----------------------------|-------------------------------------|
| Criminal Background | Felony, theft, abuse/violence or multiple violations | Felony – DUI (Use discretion) | Misdemeanor | No criminal record |
| Education Level | HS Diploma | Some college (no degree) | 4 year degree | Master's Degree in applicable field |
| References | 2 negative | 1 negative, 1 positive | 2 positive, 1 negative | 3 positive |
| Direct Sales Experience | None | 2 years or less | 2 to 5 years | 5 years plus |
| Gaps in Work History | Unexplained gaps | Explainable gaps | No gaps | No gaps |
| Proximity to Job | Not in the area | Willing to commute | Within 30 miles of worksite | Lives near worksite |
| Interview – Sales History Questions | Poor Answers | | | Excellent Answers |
| Interview – Sales Behavior Questions | Poor Answers | | | Excellent Answers |
| Interview – Sales Motivator Questions | Poor Answers | | | Excellent Answers |
| Sales Personality Test Score | Low Job Fit | | | High Job Fit |
| Total Points: | | | | |

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"What gets measured, gets improved." - *Peter Drucker*

Here To Win

The salespeople you hire today shape your financial future and legacy. Remember: your greatest threat is not your competitor. Your greatest threat is human nature. Pride and ad hoc strategies sabotage consistent sales performance.



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About Chris Young

Chris Young is the founder and CEO of The Rainmaker Group. He is dedicated to building high value companies through Sales Search, Sales Selection, and Sales Performance. His direct nature and data-driven approach proves to be very effective in maximizing sales teams. The Rainmaker Group has worked with hundreds of companies from small family businesses to F500. Chris is a trusted advisor to CEO's and sales executives who are passionate about results. Chris holds a BS in Economics and a MS in Applied Economics from North Dakota State University.



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