



Interviewing Strategy

It is the desire of every Manager to build a large region. Basic to achieving that goal is to become skilled at recruiting new dealers.

There are many steps in the recruiting process; you want to be skilled in executing each one.

Care About The Candidates

It is important to understand the thoughts and feelings of a person seeking employment. Think back to those times when you are looking for a job. What feelings and thoughts were you experiencing? A person seeking employment usually feels some depression and lowered self-esteem. They are unsure of themselves, cautious; they feel a loss of confidence and a sense of urgency. They are not interested in knowing how big you are or how great you and your group are. They are looking for a "feeling," a feeling of self worth and importance. If you can transport yourself through the phone line and "connect" with their feelings, you will attract people like a magnet.

As you ask questions in the telephone interview script, think of yourself as a fisherman fishing for things or experiences you have in common.

Example: While interviewing a gentleman recently, my "ear" told me he was in his 40's or 50's. I asked if he had a family. He said, "Yes, I have four children." I asked if any of them were in college. He said, "Yes, I have one graduating this year." I also have a daughter in college so we discussed the girls for a minute and then returned to our discussion on the opportunity we are offering. We hired him seven months ago, and he is doing well.

Fish for something you have in common either personal or work related. Always remember, the caller is interested in solving his employment problem. They are skeptical and will be attracted to the person who can establish a "connected" feeling.

Peak The Candidate's Interest

Remember, our caller could be the next "superstar" for your region. So, reach out to him. Keep in mind that, like our prospective customer, he won't buy at the door. We must get the product in front of him to give our complete presentation before we can expect him to buy! So, build his curiosity, get

him to the point where he can't wait to come in and see our program. Give him only enough information to "peak" his curiosity.

After talking with you, he should feel as if the "weight of the world" is off his shoulders! He has renewed hope, hope of a new beginning!

Strategy

The following Recruiting & Hiring Strategy includes every component necessary to:

- 1) Improve the quantity and quality of our new hires**
- 2) Minimize our recruiting time, effort and resources**
 - Saving the company tens or even hundreds of thousands of dollars
- 3) Reduce the ramp-up time of our new Distributors to maximum profitability**
- 4) Increase value to our customers, profit to our company, and financial incentives to our sales force**
- 5) Produce "Record" Sales & Profits**

Targeted Recruiting

This strategy is based on the same concept used to develop the marketing strategies for the world's finest and fastest growing companies. The concept is known as Niche or Target marketing (or recruiting).

The truly "Great" companies of the world are tremendously efficient and effective in their marketing efforts because they know "Exactly" what their primary markets are as well as which new markets they will soon dominate. As a result of their keen "Vision", they are able to maximize their three most valuable assets (Time, People and Capital) toward mastering and developing these markets. This is why the "Great Ones" are always first to market, and dominate their primary markets, with new and innovative products and services.

Continually gathering, sorting, analyzing and integrating new information about their target markets allows companies to respond to new market opportunities with Lightning Fast Response enabling them to continually gain market share from their competitors.

Therefore, "Any" company that is willing and able to design and execute an effective target or niche marketing strategy will gain market share from their competitors, as well as earn industry leading profits and revenues.

This same niche or target market strategy can be used to develop a “World Class” recruiting and hiring strategy. The results obtained from a target market strategy will provide the same results as a targeted marketing strategy, record performance and growth.

Here’s How Our Recruiting Strategy Works

1) Select a national Internet Recruiting Database such as www.headhunter.com or the premier local Internet recruiting database in the region you are prospecting for new distributors. This Internet recruiting database will be your primary source for prospecting new sales associates.

The premier national recruiting database is www.headhunter.com. The advantages of www.headhunter.com verses competitive sites such as www.monster.com are that the quality of the sales candidates is much higher and the cost of the resume search capability is much lower.

2) Since new resumes are posted “Daily,” directly onto the site, you need to establish a “system” to search your target database(s) first thing each morning. Searches are conducted on a DAILY basis in order to reach the most qualified prospects that are NEW to the job market and establish rapport with them 3 - 5 days before any competitor.

By being “First To Market” 3 –5 days ahead of your nearest competitor allows you to qualify, interview and make a hiring decision on the best candidates available in the job market in your local area before they are even aware these candidates are on the job market. This process leaves your competitors wasting time plowing through “previously” cultivated ground.

Executing Our Strategy

Recruiting is the same as selling and you must be proactive in today's competitive employment market. Candidates are impressed when you seek them out. When you are successful in early communications, you need to "close" them as early as possible by getting them in for the interview. Attempt to do this at the phone interview stage. Often, the candidate will respond to an e-mail before you even get a chance to make the outbound call...then you know you have really peaked their interest!

Here are the steps that need to be mastered to effectively execute our “Recruiting and Hiring Strategy:”

1. **Pull resumes through keyword searches on www.headhunter.com or your local preferred Internet recruiting source.**
2. **Pre-Screen each resume for the minimum requirements. Consolidate the resumes by territory and forward in an e-mail format to the appropriate field manager.**
3. **Schedule a daily call with each Regional Manager to review the highlights of the new hire candidates and to verify open time slots for scheduling**
4. **Send an e-mail of introduction to each qualified candidate to "peak interest".**
5. **Conduct a phone interview with each candidate.**

After reviewing the applications and resumes with the hiring manager, expedite the process by conducting a phone interview with all pre-screened candidates. In most cases, applicants are available for phone screens at home numbers on evenings or weekends. If you contact the applicant at a work number, start by identifying yourself, the reason for the call and ask if this is a good time for an initial discussion. Avoid identifying reason for the call to someone other than the applicant.

When conducting a phone interview, make sure you explain who you are, how you received the applicant's name/resume/application and the position that you are filling. Take note of speaking voice, grammar and clarity.

Things To Avoid When Conducting Telephone Interviews

1. **The cross examination/interrogation approach.**
2. **Detailed leading questions.**
3. **Making decisions early.**
4. **Areas that are sensitive to you.**
5. **Letting the applicant direct the interview.**

6. Talking more than 30 percent of the time.

Interview Questions To Pre-Screen Candidates

Begin the telephone screening process by putting the applicant at ease. This is accomplished by building a rapport with the candidate. Use the following open ended questions to get the applicant to open up and express his or her ideas and feelings fully:

Ask the applicant about his/her work experience

1. Tell me about your present job.
2. What were your major responsibilities in you last job?
3. In your last job, what were the five things on which you spent most of your time, and how much time did you spend on each?
4. What things on your job do you feel you did or do particularly well, or in which have you achieved the greatest success, and why do you feel this way?
5. What were the things about your job that you found most difficult, and why were they difficult?

Ask how the applicant feels about his or her job

1. How did you like best about your last job?
2. What are some of the problems you encounter doing your job?
 - Which frustrate you the most?
 - What do you do about them?
3. What would you say was the most promising job you ever had, and what are your reasons for feeling this way?
4. Do you consider your progress on the job representative of your ability, and why?
5. How many hours do you feel a person should devote to his job?

Ask How the Applicant Feels About People

1. What kind of person was your last supervisor?
2. What are some of the things about which you and your supervisor disagreed?
3. What do you feel were (or are) your supervisor's greatest strengths?
4. In what areas do you feel your supervisor could have done an even better job?
5. What kind of people do you like to work with? What kind of people do you find it most difficult to work with? How have you successfully worked with this type of person?

Ask How He / She Feels About a Job

1. What are four things in a job that are most important to you and why?
2. What are the things you would like to avoid in a job and why?
3. What do you want from your next job that you are not getting from your present job?
4. What is your overall career objective?
 - What are some of the things, outside your job, that you have done, or that you plan to do, that will assist you in reaching this objective?
5. What kind of a position would you expect to progress to in five years? Ten years?
6. What are you current salary expectations?
 - How have you arrived at this figure?
 - What would you consider satisfactory salary progression from this point?

Ask How The Applicant Views Him / Herself

1. What adjectives would you use to describe yourself?

2. **What makes you special? What personal characteristics make you successful?**
3. **What personality traits would you most like to overcome, and why?**
4. **Are there certain things you feel more confident doing than others?**
 - **What are they and why do you feel the way you do?**
5. **What four things motivate you most in life?**

Test Your Applicants Sales Intelligent Quotient

1. **What would you say if a customer says - “Your price is too high.”**
2. **What would you say if a customer says - “I am satisfied with my present supplier.”?**
3. **What would you say if a customer says - “We don’t need that high a quality.”?**
4. **Who has been the most interesting client or customer so far in your career?**

Behavioral Interviewing

Behavioral interviewing focuses on providing specific types of “scenarios”, obtaining a response and evaluating that response on established scales to assist you in making a determination about how an applicant might respond to a particular situation or circumstance. Examples of behavior based questions for specific attributes that you may want to consider incorporating into your interviews are provided at the end of this section.

Questions to Trip-Up the Applicant

1. **Give the applicant a problem to solve.** “What would you do if you were closing a convenience store and a customer wanted something special?”
2. **Keep asking “Why?”** Act like you are not satisfied with the answer to a question. Keep pushing for more information.
4. **Schedule interruptions** to see if the person can pick up the pieces and get back on track.

In summary, **keep in mind that you are buying, not selling, when you conduct an interview.** You have a right to be choosy. And, the applicant should demonstrate selectivity, and not just appear to be taking any job that comes along.

Today, the astute applicant (who may turn out to be an excellent employee) will want to know all about your company to determine how well they will fit into your company culture. Conversely, some managers become a little suspicious of the applicant who asks about the details of the dental insurance coverage, or how long it takes to be covered under health insurance.

Some Questions NOT to ASK

Train yourself (and anyone who does interviewing for you) to refrain from asking any questions of the type below:

- ~~1. What nationality are you? Is that a particular ethnic group surname?~~
- ~~2. What church are you a member of? Do your children go to Sunday school?~~
- ~~3. What does your spouse do for a living?~~
- ~~4. Who will take care of your children after school?~~
- ~~5. Are you planning any additions to your family?~~
- ~~6. Are you engaged to be married? Do you go steady with anyone at this time?~~
- ~~7. Do you speak, read or write a foreign language? (Ask only if job-related, and then only ask about the language requirement of the job.)~~
- ~~8. How will you get to work every day?~~
- ~~9. What was your mother's maiden name? Was your name ever changed from what it is now?~~
- ~~10. Do you own a car? Can you drive a car? (Ask only if needed as a job requirement, e.g., for sales work, deliveries, etc.).~~
- ~~11. Did you ever receive unemployment compensation after leaving a former job?~~
- ~~12. Why were you discharged from military service? Are you a member of the reserves? Will you have to go to guard camp every year? Do you get a disability pension?~~
- ~~13. When do you plan to retire?~~
- ~~14. Do you have a bank account? (Checking account, IRA, stocks, bonds, own your home, own rental property...)~~
- ~~15. Do you have a second job? (You may ask if a second job conflicts in any way with your business objectives or customers' needs.)~~
- ~~16. When will your baby be delivered?~~
- ~~17. Is your roommate male or female?~~

~~18. Have you ever been arrested? (It is all right to ask if they have ever been convicted of a felony or a major misdemeanor.)~~

Illegal Questions

There are many more “illegal” questions. In general, avoid anything related to age, sex, color, race, creed, national origin, religious persuasion, marital status, political belief, physical well-being, or disabilities. **Ask only job-related questions.** Remember, make notes on a separate sheet, not on the application form itself.

Once you have pre-screened a candidate, conduct the following presentation to qualify the customer’s level of interest and close on a formal interview with the hiring manager.

Secondary Recruiting Strategies

Employee Referrals

Employee referrals are a preferred method because we believe that all of us have a responsibility for renewal at your company and because most employees only refer people they believe will be good performers.

Offer referral fees from \$400.00 - \$1000.00 to employees whose referrals result in hires and successfully complete ninety days employment.

Approximately 42% of applicants that come to job fairs are employee referrals. Ask employees to carry a copy of their business card whenever they are out of the office. Good salespeople are everywhere; at restaurants, electronics and retail outlets, coffee shops, etc. Challenge your Distributors to bring in at least 1 recruit per month. It is easy and costs nothing.

Building Banners

Open areas on your building or around your company are inexpensive and very visible “billboards” if you use them. Print large banners with you Phone Number announcing that you are hiring. Make it catchy.

Newspaper Ads

Advertise only in the Sunday newspaper. Advertisements must be submitted on the Thursday morning prior to running in Sunday’s paper. The type of ad that gets the best response is a 4 column

by 80 line display ad. This ad is only for Distributors. Other positions are placed as a line ad. This creates awareness in your organization and helps build your pipeline.

Job Fairs: Conduct 2-3 job fairs per month. Every other Tuesday have an on-site job fair. The off site job fairs range from convention centers such as Career Extravaganza, BMS Job Fair, Jobs America, American Recruitment Conference, College fairs, etc.

Colleges and Universities: Develop an internship program with local college and Universities. Formal internship programs with major universities are very effective. Work toward maintaining a regular presence on college campuses.

Employment Agencies: Not recommended.

Tips For Improving The Quality of New Hire

Ensure that your policy requires that all applicants to pass a drug test as a contingency for employment. Drug tests are administered by an external source and results are usually available within 48 hours.

Also, conduct background checks on all applicants. Results may take three to five days for applicants with diverse histories including out of state employment or education. Positions are also contingent on completion of the training and testing program.

Consider using behavioral tools such as the Myers-Briggs Type Indicator along with an analysis tool such as Type Talk to provide indicators of both behavioral and fundamental skills. This type of tool will assist in determining whether the applicant will succeed in the position you are considering placing them in. Also, consider a basic skills test.

Mastering the Interviewing Process

The total process of interviewing and selection may take a short period of time, but the consequence of the decision you make will be lasting. So, take advantage of the following selection tools, and the interview itself to make the best possible decision. Offers can always be expedited; bad decisions can be costly.

How to Read an Employment Application

Basic principles of employment application analysis are similar to those for selection interviewing. Here are some pointers to keep in mind when reviewing applications in your pre-interview screening process:

Knowledge – Skills - Abilities

1. The best indicator of what the applicant will do for you is **what the applicant has done elsewhere**. In most cases, past work behavior points to the behavior you can expect if you hire the person. With young applicants, signs are less distinct; nevertheless, behavior patterns shown in school, part-time jobs, interests and achievements (or the lack thereof) suggest future trends.
2. **Focus on K.S.A.'s** (knowledge, skills and abilities). The majority of valid data--data by which you can predict job success -- is associated with the applicant's knowledge, skills and abilities. K.S.A.'s must be relevant to job requirements, which points to the necessity of valid job descriptions. Seasoned interviewers search for "multiples " in each previous experience to obtain the full picture of the applicant's K.S.A.'s. They obtain information on positions, achievements, strengths, and weaknesses. Most applicants (particularly the good ones) have had multiple assignments with a given company.
3. **Verifiable facts** are the most reliable data on which to base selection decisions-- positions held, responsibilities, dates, salary, etc. Some selection specialists believe that up to 33% of applicants and resumes contain significant misrepresentation. Verifying facts is the way to uncover deception.
4. **Weigh strengths** (which are probably listed), but also search for weaknesses (seldom indicated). For example, if the applicant's salary progression has been strong it will be revealed on the application, if it was weak, that fact may not be presented or may be obscured.
5. **Don't be misled by generalizations** Obtain details. Ambiguous words and phrases or voids may be used to hide weaknesses. For example, the phrase "better opportunity elsewhere" is sometimes used to divert the interviewer's attention from an unsuccessful experience.

Systematic screening of applicants can reduce time spent with unsuitable persons, while helping to pinpoint the right applicant for the job.

Formal Interviews

Schedule applicants you are interested in pursuing for personal interviews on site. Set aside at least 45 minutes for the interview and that you make arrangements for a private setting. If the candidate has not completed application forms, request that they arrive thirty minutes early to fill the forms out.

Have any documents that you may need to refer to available including the job description, compensation plan, benefits information, training schedule (if applicable) and name/number of HR contact. Ensure that you have an interview worksheet and/or prepared questions for the position.

Interviewing: A Systematic Approach

You have pre-set time slots for your various interviews, and it's important for the people being interviewed to adhere to your schedule as much as possible. However, there will be a time when that is not possible, and you should make every effort to arrange for an interview in the evening or early the next morning before you start your training class.

When you prospect for new Distributors with newspaper ads, calls will most likely continue throughout the entire indoor training program if that happens, do not tell them, "sorry, the position is filled." Find the time to talk to them. If not at that moment, call back at a later time in the day. You can't afford to miss a potential "superstar." If you don't talk to him, some other company will.

Remember, "Reach out with feeling!" Your future and that of your company is in the hands of the person calling on our ad.

Align Interests – Show You Care

The person attending our interview has something in common with the business people we sell to...they are both potential customers. One buys our sign; the other buys our program and ultimately sells hundreds of signs! In a period of one to two hours both parties make a decision to "buy" or "not buy" our offer.

The businessman is looking for a vehicle that will help increase his standard of living and project a progressive image to his public. Our new prospective dealer wants a vehicle that will help fulfill the dreams and expectations of a lifetime! He, like the businessman, bases his decision on what he sees, hears and feels from you.

Preparing the Interview Setting

- **Review application again before the interview**
- **Pick the best physical setting – The interviewee wants to see:**
 - An office that is tastefully decorated and appears to be well organized
 - Professional salespeople who are well groomed and dressed for success
- **A Lot of Activity**
- **Lots of Smiles**
- **Walls Decorated with Achievement Awards**
- **A Quality Product**
- **Professional Sales Aids**
- **An Unlimited Market for the Product**
- **Competitive pricing**
- **High Commissions**
- **Management Opportunities**
- **A proven Method of Selling**
- **Company Support Systems**
- **Prevent interruptions and hold all phone calls**
- **Determine how you'll monitor the time**
- **Be on time**

Conducting The Interview

- **Greet applicant, put him/her at ease**

This is what the candidate wants to hear:

- **A Warm Welcome**
- **Strong, Positive, Fun Loving People**
- **Honest, Deep Feeling Convictions**
- **Excitement & Enthusiasm**
- **About the Product Line & What Makes It Different**
- **About the Market, Who the Prospects Are and How to Contact Them**
- **How Much Money Can Be Made**
- **About Our Proven Sales Program**
- **About The Management Opportunities**

- That It Will Be Easy To Do
- That He Can Start Earning Money Right Away
- That You Will Train Him
- That He's Important....Someone Special!

This is how the candidate wants to feel

- That He Is Really Welcome
- That You Think He Is Special
- Comfortable and "Right at Home" With the Group
- Excited About The Product
- Excited About The Available Market
- Excited About The Money He Can Make
- Excited About The Growth Opportunity We Offer
- That We Are Truly Concerned About His Welfare
- That We Will Give Him The Training He Deserves
- That He Will Be Recognized For His Performance
- That He Can Trust Us With His Future
- That, Because of Our Program, His Dreams Really Will Come True!

1. Briefly explain interview process
2. Ask prepared questions
3. Take notes (but not on the application)
4. Answer applicant questions
5. Market the job and company

Passion Moves Mountains

It sounds like a lot of bases to cover in a very short period of time. And, it is, but you can do it! The way to do it is really the same way you sell business people on the value and benefits of our product and company. You start with a standard step-by-step presentation. You learn the presentation so well that you can recite it in your sleep. Then you give the presentation with all the feeling you can

muster because as “a good presentation can be a work of art for words in balance are alive when delivered in an interesting, precise cadence, lifting and uplifting the customer on a tide of enthusiasm and motivating his every thought toward the moment when he is ready to buy.”

The personal interview is a series of ten steps. Each step is designed to assist you in covering all the bases mentioned above. Learn these steps as well as you know the steps of your product presentation. Give it with the same excitement and conviction and instead of selling a few signs you will recruit an army of people who will sell thousands of signs for you!

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