



Hire Great Sales People

Grow your agency with a dedicated sales person



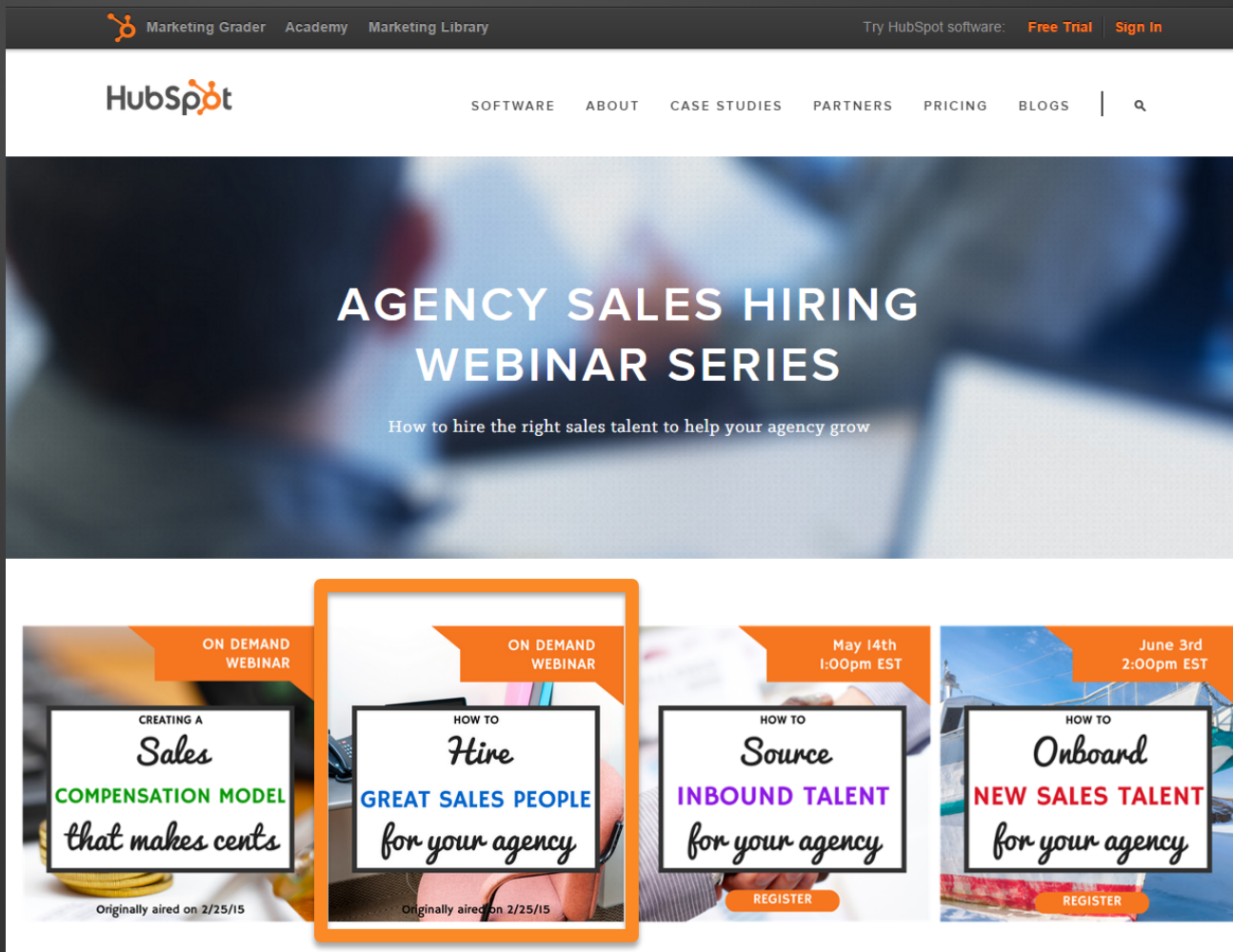
David Weinhaus
Partner Sales Enablement
Hubspot
@davidweinhaus



Pete Caputa
VP Sales
Hubspot
@pc4media

The HubSpot Sales Hiring Series

Today's
Session!



The image shows a screenshot of the HubSpot Agency Sales Hiring Webinar Series landing page. The page has a dark header with navigation links: Marketing Grader, Academy, Marketing Library, and a link to try HubSpot software (Free Trial, Sign In). The main navigation bar includes SOFTWARE, ABOUT, CASE STUDIES, PARTNERS, PRICING, and BLOGS. The central hero section features the title "AGENCY SALES HIRING WEBINAR SERIES" and the subtitle "How to hire the right sales talent to help your agency grow". Below this, there are four webinar cards, each with a title, subtitle, date, time, and a "REGISTER" button. The second card, "HOW TO Hire GREAT SALES PEOPLE for your agency", is highlighted with an orange border. The first card is "CREATING A Sales COMPENSATION MODEL that makes cents", the third is "HOW TO Source INBOUND TALENT for your agency", and the fourth is "HOW TO Onboard NEW SALES TALENT for your agency".

Marketing Grader Academy Marketing Library

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AGENCY SALES HIRING WEBINAR SERIES

How to hire the right sales talent to help your agency grow

ON DEMAND WEBINAR

CREATING A
Sales
COMPENSATION MODEL
that makes cents

Originally aired on 2/25/15

ON DEMAND WEBINAR

HOW TO
Hire
GREAT SALES PEOPLE
for your agency

Originally aired on 2/25/15

May 14th
1:00pm EST

HOW TO
Source
INBOUND TALENT
for your agency

REGISTER

June 3rd
2:00pm EST

HOW TO
Onboard
NEW SALES TALENT
for your agency

REGISTER

- 1 Why Sales Hiring Matters
- 2 The Characteristics of a Great Agency Salesperson
- 3 Conducting the Interview
- 4 Summary and Resources

Why Sales Hiring Matters

HIRING MAY BE THE SINGLE
MOST IMPORTANT THING
YOU DO

Consider the impact of a bad sales hire

- ☑ Lost time due to recruiting and training
- ☑ Lost productivity
- ☑ Negative impact on morale
- ☑ Negative impact on brand / reputation
- ☑ And not to mention....

The cost of a bad sales hire...

2014 BMW 640 i xDrive Coupe in Boston

[Back To Inventory](#)

Photos

Stock Photos



MSRP

\$84,000

• GET EPRICE

Offers

Manufacturer Offers 3.19% Annual Percentage Rate
Offer: \$600 Drive Credit, \$1,500 Option Allowance
available. Lease: \$679/mo for 36 mos. \$6,104 due at
signing

The possibility of a good hire – example year 2 sales target

8 Retainers

X

\$7K / month

X

12 Months

=

\$672K/annually**

**Targets and results illustrative

2 The Characteristics of A Great Agency Salesperson

A great sales hire must have 3 things



How baseball represents our 3 characteristics of a successful hire



Success Traits



A great performer has to have the right skillset

Inner Game



However, a strong skillset without mental game is a recipe for failure

Culture Fit



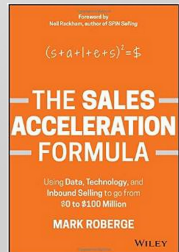
...and even a great candidate who isn't a culture fit won't work well

Key success traits of a salesperson



- Coachability
- Curiosity
- Work Ethic
- Intelligence
- Prior success

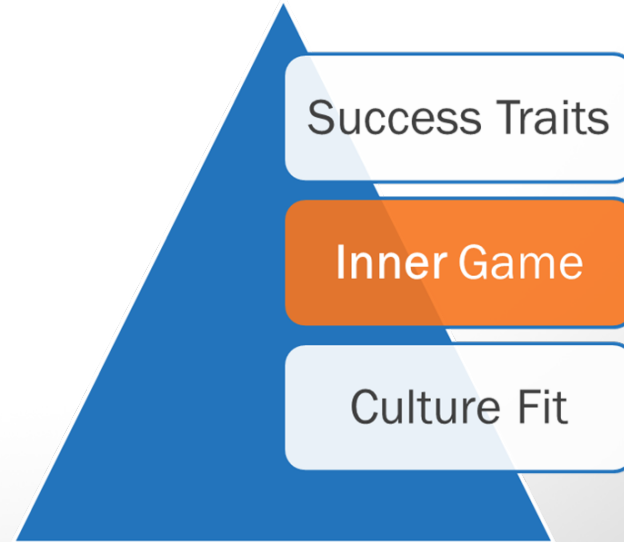
For more
information,
see....



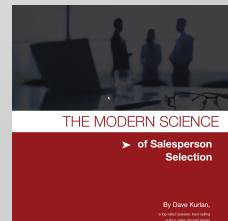
Does the candidate have inner game?

The 5 Critical Sales Weaknesses

- Money Weakness
- Non-Supportive Buy Cycle
- Self-limiting Beliefs
- Need for Approval
- Controlling Emotions



For more
information,
see....



Don't overlook culture

Example - Hubspot culture fit

- Adaptable
- High degree of GSD
- Decisive
- Doesn't take things personally
- Works well with others



How do you rate your candidates?

Question: So, what'd you think of Bob for the sales position?

Answer: He seemed..... pretty good, I guess.

OR....

Categories	Score (1-5)	Weight	Weighted Score
Job Fit		10	0
Prior Success / Competitiveness		8	0
Work Ethic / Commitment / Discipline	i. [Definition] Top performer in past sales environments, as defined by rank among peers	10	0
Passion / Desire		10	0
Intelligence / Consultative		10	0
Curiosity		10	0
Coachability / Ability to Change			0
Preparation / Firm Knowledge		9	0
Leadership / Teamwork		7	0
Ability to Qualify		7	0
Ability to Close		7	0
Objection Handling		8	0
Inner Game		9	0
Culture Fit		10	0

What is the profile of a great agency salesperson?

Experienced
in Business

Versus

Less Experienced in
Business

Sales Background

Versus

Non-Sales Background

Agency
Background

Versus

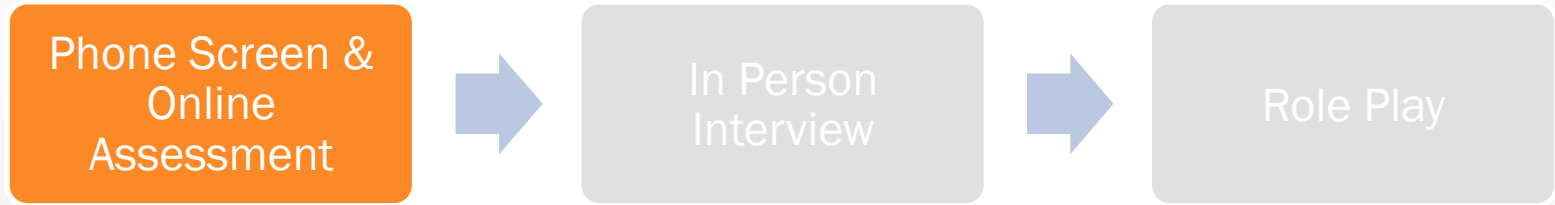
Non Agency
Background

3 Conducting the Interview

The Interview Process

Interview Process





Phone Screen

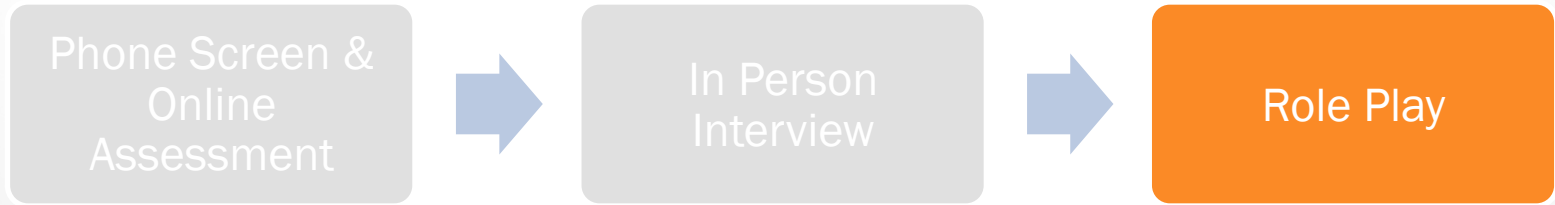
- Do they have the basics
- Are they prepared, likeable?
- Introduce your agency
- Interview process expectations
- Salary history/expectations

Online Assessment (from Objective Management Group)

- Tests for skills & weaknesses
- Gives Go/No Go/Go with Reservations
- Points out areas to probe when interviewing



- Evaluate experience and other traits
- Test for ability to close and other sales skills
- Probe inner game
- Assess for culture fit



- Can they listen, learn, and present?
- Can they handle stress and objections?
- Do they have any major communication/sales deficiencies?

The In-Person Interview

Opening

The First 5 Minutes

- **Introduce yourself:** "Hi, I'm the Managing Partner of [Revenue River Marketing](#). We're growing quickly and I'm looking for the very best sales people in the country."
- **State your intent:** "We're hiring for position XYZ and I'm looking for a specific type of candidate. I'd like to move quickly so we can both decide if there's a good fit between us."
- **Set the agenda:** "I'd like to spend 10 minutes asking you a few questions, then I'll give you an equal amount of time to ask me anything you'd like."
- **Confirm buy-in:** "How does that sound?" (If they say anything other than 'absolutely' or 'I'm ready', I'd be concerned. Anyone who just starts rambling clearly isn't picking up on your goals)

Source: Revenue River

The In-Person Interview

Behavioral Interviewing

Traditional Interviewing

- Tell me about yourself.
- What are your strengths and weaknesses?
- Why are you interested in working for us?
- What attracted you to this position?
- What would you do if you were having difficulties with another person on your team?
- What would you do if asked to overlook a problem with your project?
- Where do you see yourself in the next few years?
- How did you like your last job?



Behavioral Interviewing

- Ask about what the candidate has **actually done** in real life past situations
- Helps predict how a candidate will **perform** on the job and fit into the organization.
- Is the most accurate predictor of **future performance** through past behavior in a similar situation.



Behavioral Interviewing SAR Framework

Format your questions using:

- Situation
- Action
- Results

Tell me about a time

Role Play

Conducting the role play

Role Play Partner Lead Details:

Name: Michelle White (Business Owner)

Company: Lexicomp (Wolters Kluwer)

Website: www.lexi.com

Michelle came in as a lead after downloading:

[The Ultimate Guide to Redesigning Your Website](#). During your connect call you uncovered the following:

1. Michelle is going to be redesigning her website in the near future. While she hasn't taken any concrete steps, she has started to explore agencies to help her.

References

A Word On References

“Trust everyone, but always cut the cards.” – Finley Peter Dunne (1902)

- Confirm details you learned from the candidate – ie. Being #1 in 2014.
- Ask about your concerns – ie. Work ethic or ability to handle adversity
- Is the reference “glowing” about the candidate?
- Would you hire this candidate?

4 Summary and Resources

What We Reviewed Today

1 Why Sales Hiring Matters

Hire well for growth and to avoid resource and morale drain

2 The Characteristics of a Great Salesperson

Hire a salesperson with the right traits, inner game, and culture fit

3 Conducting the Interview

Align your interviews with the characteristics you seek

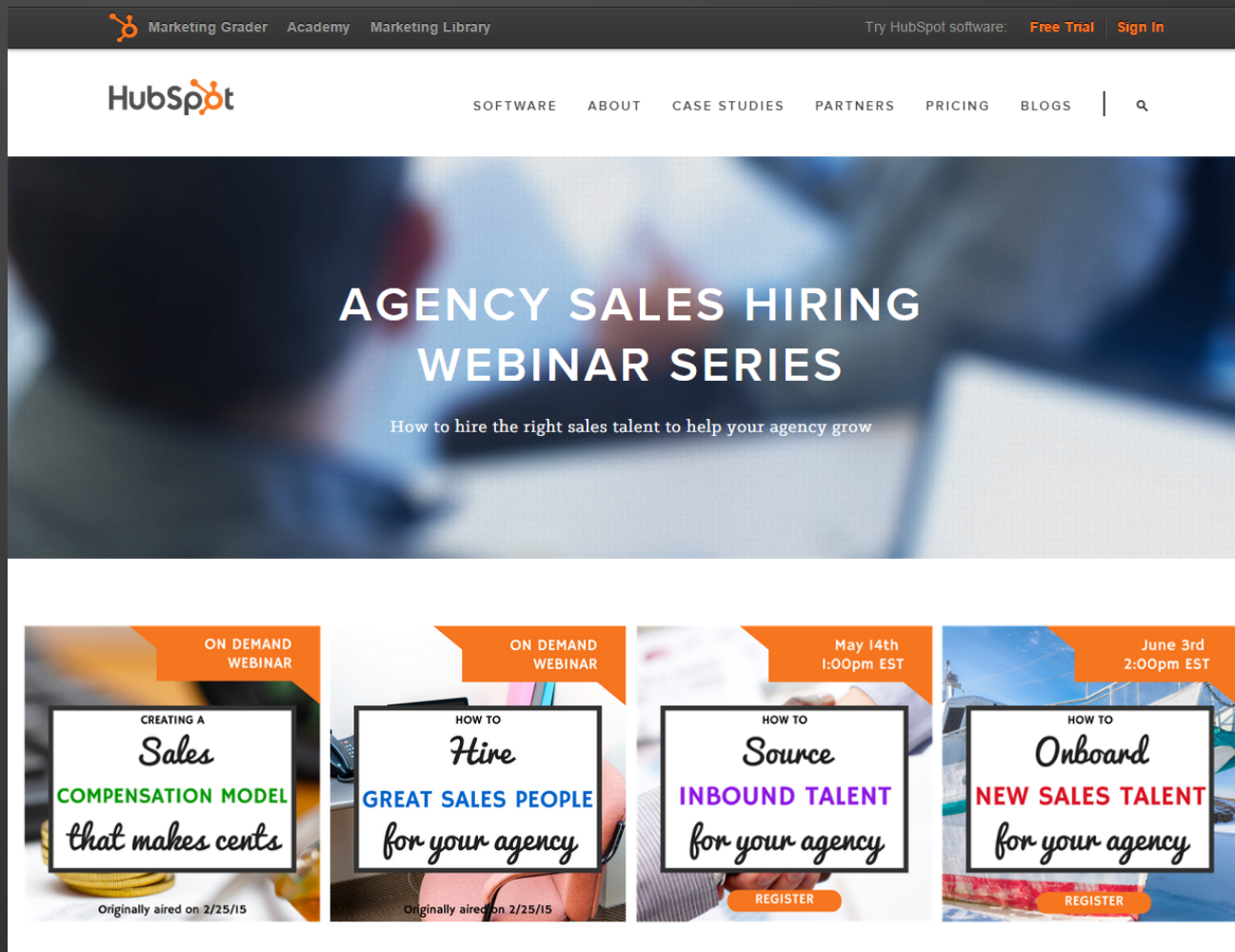
4 Beyond the Interview

Use role plays and reference checking as an aid in assessing candidates

Additional Resources

The HubSpot Sales Hiring Series

<http://bit.ly/HubspotSalesHiring>



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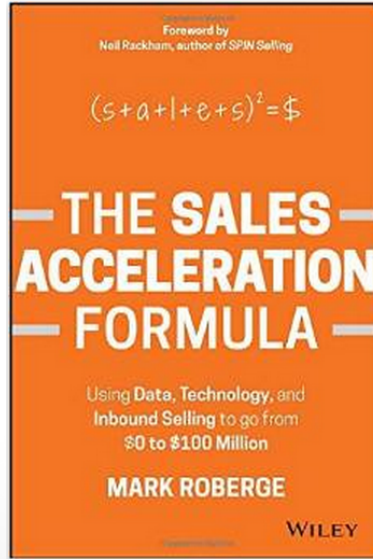
Sales Hiring Rubric

Categories	Score (1-5)	Weight	Weighted Score
Job Fit		10	0
Prior Success / Competitiveness		8	0
Work Ethic / Commitment / Discipline	i. [Definition] Top	10	0
Passion / Desire	performer in past sales	10	0
Intelligence / Consultative	environments, as defined by	10	0
Curiosity	rank among peers	10	0
Coachability / Ability to Change		[No Title]	0

	Criteria			
	Criteria	Question	Score (1-5)	Provide the "data of the answer", then your opinion.
Preparation / Firm Knowledge	Job Fit	What is your understanding of this role? Why would you be successful in this role?	0	
Leadership / Teamwork	Preparation / Firm Knowledge	Who will you be selling to? What problems does HubSpot solve for that individual? What objections do you anticipate receiving?	0	
Ability to Qualify	Intelligence / Consultative	Tell me about your sales process and every step you need to go through to make a deal? What words do you consider as buying signals when speaking with prospects? (objective or subjective word choices)	0	
Ability to Close	Job Fit	What sales metrics do you track for yourself? What is the frequency? What do you consider "high activity?"	0	
Objection Handling	Passion / Desire	It's 2 weeks from the end of the Q, you only have 75% of your target and you are under pressure with a weak pipeline. What do you do?	0	
Inner Game	Work Ethic / Commitment / Discipline	Tell me about how you plan your day?	0	
Culture Fit				

Find at....

Hiring Insight



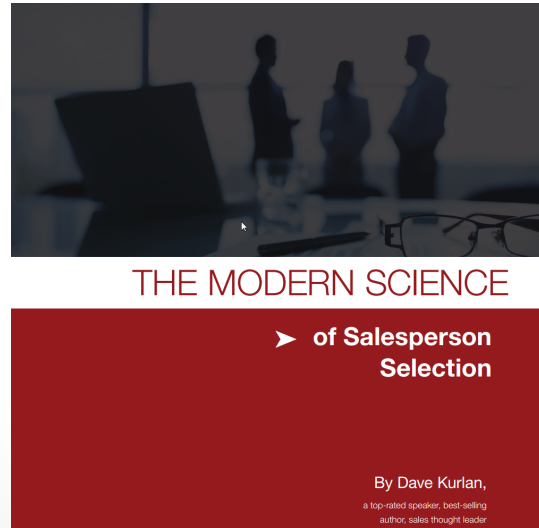
Free Chapter - “Uncovering the Characteristics of a Successful Salesperson”

Find at....

Role Play Resources

- Role Play Guide for the candidate
- Role Play Guide for the interviewer
- Email template to send role play to candidate

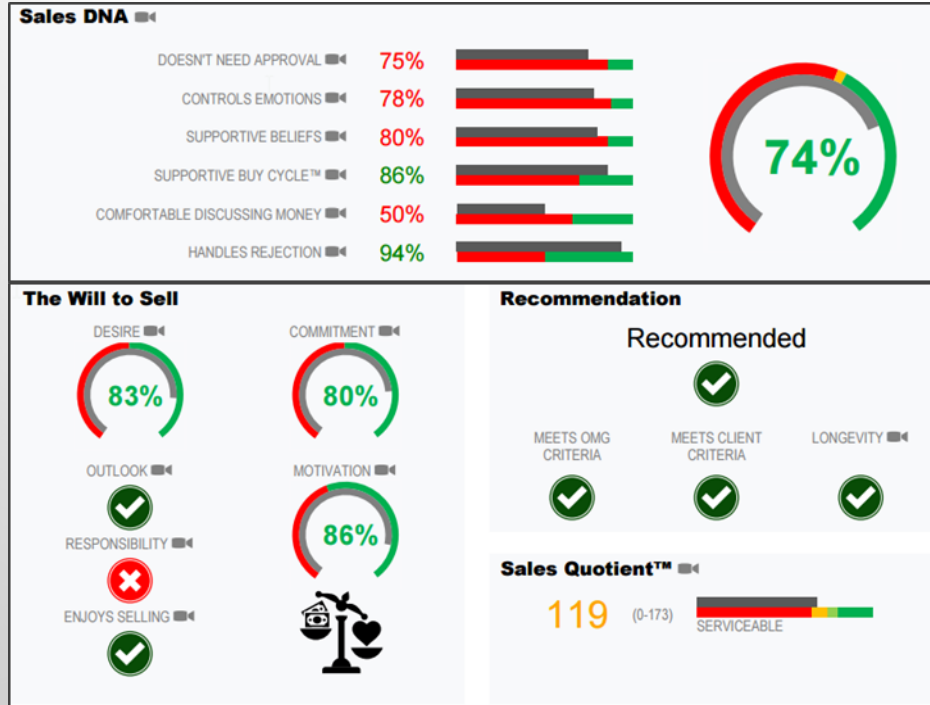
Hiring Insight



Details the 5 major potential weaknesses of a salesperson

Find at....

Objective Management Group Sales Candidate Assessment



- Used by Hubspot, offered by Kurlan & Associates
- Objectively measures candidates including on major sales weaknesses
- Normally \$2,500 per hire – for Hubspot Certified Partners - \$1,000

To get started: <http://bit.ly/ka-omg>

To learn more: <http://bit.ly/ka-resources>

**Legal stuff: The OMG Assessment Tool is not provided by HubSpot, so those purchasing this tool purchase directly from Kurlan. HubSpot doesn't promise any results and is not responsible for your use of the tool.

QUESTIONS?





Next Up

Wrap-up and Lunch in Benioff/Atrium

(12:00 – 1:00)

Pick up your swag, get a photo in our booth and meet some HubSpotters!

THANK YOU

Backup

Why Use SAR?

- Helps determine if candidates can prove that actions taken have delivered results.
- Makes candidates recall real actions and results they have experienced.
- Offers insight into future job performance based on past behavior or patterns of behavior.
- Makes it very difficult for candidates to make up stories.

Additional Interviewing Tips

Prepare for Your Interviews

- Read the resume and make notes.
- Review job requirements.
- Plan your questions.
- Determine must haves/want to haves.

How do You Test For Inner Game?

Do you have self limiting beliefs or a need for approval?

Umm.....no, I don't think so....do I?

Listen More Than You Talk

10% opening

60% gathering information

20% providing information.

10% closing

Be on the lookout for red flags

Red Flags (Immediate NO GO):

1. Entitlement
2. Wanting to get "in" at firm, not wanting sales
3. Not a good culture fit/likeability
4. Overly pompous personality
5. Not able to answer a question that's asked multiple times (inability to think on feet)
6. Low energy, voice tone
7. Doesn't take interview seriously.

Introducing Your Agency to Candidates

- What does your agency do?
- What makes your different?
- What is exciting about your company? This role?
- Share your personal story and goals for the company and this role.
- Why are you doing what you are doing?
- What is your mission or goal?

Start the Interview

- Be confident.
- Put the candidate at ease.
- Provide a brief introduction to the job.
- Explain the interview process.
- Transition into the conversation.