

MARCH 2023

# Sales Recruiting Playbook

By Jordan Greenberg

**Sales, like no other profession, resides at the intersection of storytelling and business.**

**But storytellers are everywhere.**

**Sales stars are rare.**

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# Defining Sales Greatness

What is Sales Greatness and how do you identify “it”?

## Essential Traits

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### Excellent Communication Skills

- Writing for emails and proposals
- Voice to voice for phone /video calls (storytelling is a piece)
- Active listening – their ears and eyes are more important than their hands and mouths.

### Superior Work Ethic

- **Discipline** – Regardless of how well they communicate, consistent hours applied to the job is more essential.
- **Planning**– Brain-health experts agree! If you want to have a great day, it starts the night before. It follows in sales. If you want to have an exceptionally productive week, it starts on Sunday or Monday before you they get to the office.
- **Fortitude** – Candidates that exude grit, or are known to be grinders, or those that possess extraordinary determination; are gold.

## Positive Intelligence Quotient

Yes, PQ is a thing. See [positiveintelligence.com](http://positiveintelligence.com)

- **Bounce-Back-Ability** – Hard-working sales-people will get rejected a lot. Are they resilient and capable of shaking it off? Or do they take defeats to heart?
- **Curiosity**– Great salespeople tell well-crafted or beautifully orated stories. But if they stop there, they'll often fail. They need to genuinely connect to your prospects and customers because they care.
- **Empathy**– According to the HeartMath Institute's research, your heart is 60X more electromagnetically powerful than your brain. Great salespeople feel their clients' pain and create solutions to match their desires. Thus, long-term bonds are formed.
- **Coachability**– More on this under Screening for Greatness below.

## Hunger/Drive and Self-Motivation

My professional experience reveals that nine times out of ten, drive to succeed outperforms other character traits and credential sets. I have numerous examples of less well-qualified (on paper) Sales-job applicants achieving superior results compared to their more appealing resume'd colleagues.

If you feel their desire to come to work for you, and know they have relentlessness within them, do not discount their candidacy!



# Screening for Sales Greatness

Many of the traits listed in the previous section are soft skills or intangibles. How do you screen for them? Not merely through a resume or keywords; and rarely over the phone.

Why? Passive candidates (gainfully employed) don't have the time to craft a well-written resume.

Interviewing Sales talent over the phone without any non-verbal clues is tricky; and often confusing. To decipher the mixed-signals, ask pointed questions aimed at daily Sales responsibilities and tasks; and take notes.

Make your prospect aware of how much time you have and that you're going to ask for specifics/details.



# Interview Tips

To be applied universally...

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Try to quiet your mind as you listen to your applicant. From a more restful, less analytical place, tune into your feelings. If it feels like he/she is trying to sell you, note that. If he/she is educating you, you'll feel another way.

Our experience reveals that great sales stars are comfortable and courageous without being too salesy. Educators solve problems and close business along the way!

## Specific Questions to Ask

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Do- ask "closed ended" questions to get at facts and figures and to avoid BS-ers. And open-ended questions to tap storytelling ability in a short form interview. Those that ramble will require more training.

### Closed-Ended Questions to Ask:

- Please give me an example (PGMAE are the 5 most important letters in Sales interviews) of a deal you recently closed, or one you are particularly proud of. Be specific regarding product/service, deal cycle, and transaction value.
- What Sales Training have you received and can you provide an example of using that methodology recently?
- PGMAE of your ideal customer profile and the buyers within those accounts.

- What was your quota last quarter or year and how did you perform against it?
- What was your W-2 last year?

Your state laws may prohibit you from asking this one, but if not, it is the best way to find out what a rep's compensation really is.

## Open-Ended Questions to Ask:

- What problem does your current product/service solve?
- What's the greatest value/benefit you'll bring to your next employer?
- What is the most important value/benefit your next employer will offer you?
- PGMAE of a time when you received critical feedback and how did you course correct?
- How do you celebrate your wins?
- Whom do you admire most / or are your mentors?

If you have time, ask him/her what questions they have for you. This is a great indicator of interest level and initiative

## Follow-Up Interview or Round 2

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If you have sufficient interest based upon your initial interview check your email or phone for a follow up from your "desirable" candidate before scheduling round 2. I write from experience.

What happens in between interviews is very telling! Don't be deceived by the candidate that gives you convincing answers in round 1 that does not follow up professionally. This lack of action has proven over



and over to be worth prioritizing.

Keep in mind, if you like what you're seeing and hearing, respond. This is a 2-way courtship. Show interest through consistent, ongoing communication.

If you do receive a follow-up move to a role-play or scenario-driven 2nd interview. Some type of interactive exercise is key. The goal is to test your candidate's ability to spontaneously overcome objections and qualify; and trial close you.

You can ask the job applicant to prepare a 15-20 minute presentation explaining their current or most recent product or one they feel comfortable describing the benefits of. Or you can give him/her some homework and have them present a solution based upon a scenario you create.

The guideline I advise is to keep the subject matter of the presentation uncomplicated, and to keep your focus on their selling foundation. Do they make eye contact? Are they well organized? Are they articulate and somewhat concise at once? Do they ask you if you're following along? Do they ask you if they are addressing a pain or a desire? Do they trial close you?

3rd and additional interviews are for your contenders only! Please email me at [jordan@pinnsoc.com](mailto:jordan@pinnsoc.com) for details with subject: 3rd Interviews.



# Closing the Sales Star on Your Offer

- It's time for you to educate your selected Sales applicant. Your story and your Company's story needs to be told and now is the time to tell it. (Story/Mission/ Purpose/Why are synonymous herein). Think about what gets you up every morning and what makes your company distinct.
- If you're not great at "closing", make a list of the assets your company is prepared to offer.
- Before you send any written offer, present your offer verbally – or have your trusted 3rd party recruiter do it- and attempt to get verbal commitment accepting offer terms/details.
- Let your chosen candidate know that your offer is contingent upon a successful reference check process and approved/cleared background check.
- Ask for references. Follow this 5-minute reference check call protocol. Check 2 or more yourself. You will learn a lot by doing so.

**Ask these 3 questions to a current/former boss or customer or peer**

1. What value did Harry/Sally bring to you?
2. Did Harry/Sally ever let you down?
3. What's the 1st thought or feeling that comes to mind when you reflect on your relationship with Harry/Sally?

If you prefer a more traditional reference check form, specific to Sales hires, please request at [jordan@pinnsco.co](mailto:jordan@pinnsco.co) and make the subject: Ref Check form

- Circle back with your chosen one before you send the offer. Make sure the 2 parties are on the same page re start date, comp plan and interest level.
- Answer any outstanding questions. Ask him/her when they plan on resigning.
- Send offer with an agreed upon time and date to review together (or with 3rd party recruiter; approx. 24-48 hours after sending).
- Congratulate and celebrate once you receive executed offer letter.

## For personalized leadership development counseling...



As a certified ( KRI/IKYTA ) Kundalini Yoga and Meditation Instructor I can guide you to become a recruiting magnet. Your awareness is heightened, your stress is reduced through simple, at your desk, accessible to all, practice.

If you're interested in increasing the power to attract what you most want – **email me at [jordan@pinns.com](mailto:jordan@pinns.com) with the subject: Recruiting Magnet**

The tools to do so are within you!

I possess a deep understanding of Sales Recruiting and Kundalini Yoga and I'm here to share that wisdom with all that are interested...



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