

DRIVING BUSINESS RESULTS – SELECT



Best Match

Program Benefits

Finding and hiring sales professionals that possess critical competencies and skills (*Can Do*), internal motivation (*Will Do*), and will match with the organization and environment (*Will Fit*) is an essential part of the performance equation. Building proficiency in behavioral interviewing is at the core of the DBR – SELECT: BEST MATCH training.

The only reliable predictor of future performance is past performance. Presented with multiple, high-potential candidates, it is the skilled interviewer that can determine the best “fit.” DBR – SELECT: BEST MATCH provides sales managers with the knowledge, skills, and tools to effectively assess a pool of potential sales candidates and make the best hiring decision.

Based on the well researched and proven methodology of behavioral interviewing, DBR – SELECT: BEST MATCH helps interviewers:

- Explore the associated expense and consequences of poor sales hires
- Learn the nature and importance of the three key issues that impact the quality of the hiring decision: *Can Do*, *Will Do*, and *Will Fit*
- Learn the benefits of behavioral interviewing and the differences between it and traditional sales interviewing methods
- Learn how to write behavioral interviewing questions
- Learn proven best practices for individual and team interview planning, documentation, and assessment
- Master the skills necessary to perform a successful behavioral interview, including peeling the onion with effective follow-up probes
- Learn the legal dos and don'ts governing the interviewing process as well as the areas that are appropriate to explore and those that are inappropriate to explore
- Understand sales and coaching best practices and how they can cascade them throughout their team
- Build skill in the interpretation of interview results
- Learn how to effectively work as a team throughout the interview and selection process



Program Description

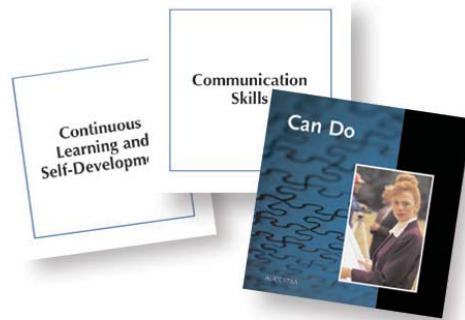
Prior to the program, participants receive a *Legal Study Guide* to review the dos and don'ts of interviewing, including diversity and legislative best practices. The workshop then begins with a fun, fast quiz to test participants' knowledge



and understanding of important legal and policy issues. The quiz is debriefed by the facilitator and a professional from the company's HR organization.

Employing experiential and adult learning principals, participants work in small groups to explore the costs and associated consequences of making good and bad hiring decisions. They conclude that interviewing is one of the most important roles a sales manager performs and that it requires extensive preparation, planning, and skill.

Working with a hypothetical sales job opening, participants continue to work in small groups to explore, select, and discuss the key factors associated with competencies and skills (*Can Do*), internal motivation (*Will Do*), and company culture and environment (*Will Fit*). Participants then review two video segments. Each segment shows a qualified sales candidate being interviewed by one of two different sales managers from the hiring company. After each segment, participants discuss what they learned from the video and whether they would hire the candidate. After the second round, they explore the differences between a traditional and behavioral interview. They develop a new awareness about what kinds of questions produce the most predictive information and learn the nature and qualities of effective behavioral questions.



Participants work together to interview, observe, and be interviewed with questions they write for a real sales job. They give feedback, share best practices, and build fluency in the process of *peeling the onion*. They also explore how to interview for both motivational preferences and company "fit" considerations.

To reinforce their questioning skills, participants practice using the SAO (*Situation, Action, Outcome*) model, which helps interviewers gain better understanding of a candidate's can do, will do, and will fit. At day's end, they develop a set of interview questions based on an actual sales position description for which they will likely interview candidates in the near future. They leave the workshop with a completed interview guide to use in their next interview.



Tools

Back on the sales job, the *Legal Study Guide* is useful in avoiding legal and appropriateness issues when planning interviews. A *DBR – SELECT: BEST MATCH Review CD* helps participants practice using behavioral interview questions and develop effective follow-up probes. There is also an easy to use Interview Guide for planning and conducting actual interviews that also serves to reinforce the learning.

Audience

All sales managers and professionals involved in an organization's interviewing and selection processes will benefit from *DBR – SELECT: BEST MATCH*.

Implementation/Customization

DBR – SELECT: BEST MATCH requires one trained facilitator per six teams of four. Competencies are at the core of the behavioral interviewing process. The HR Chally Group's set of proprietary competencies is available for client use and customization, with or without use of Chally's assessment tools. The program may be strategically customized to include an organization's own existing competencies and talents.