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**Six Secrets of How to
Recruit, Interview,
and Hire Salespeople Who Will
Take Your Company to the Next Level**



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The Six Secrets of How to Recruit, Interview and Hire Salespeople Who Will Take Your Company to the Next Level

Henri: Well good morning. This is Henri Schauffler. I've been working in and around small businesses for over 30 years and am now a part of the Flawless Business Design Organization with Mike Jay. And I'm here this morning with Phil Faris a fellow member of Mike's network and the Flawless Living Program. Phil is a business development consultant, coach, speaker and author. He's developed a reputation as the Performance Improvement Doctor. Mostly for his ability to help organizations improve their financial health by diagnosing performance issues and then prescribing strategies that produce real measurable results.

Phil's worked with a wide range of clients, including Amgen, Brunswick, Clarke, Dartnell, DeVry, Meredith, PIMCO, Shell Energy, Tribute Broadcasting, TCI, Waste Management, Zimmer and many others. Phil's the author of a number of books such as "*Hiring Winners, Building Customer Partnerships*", "*50 Activities for Sales Training*" and "*Upping the Downside*" that would be together with Mike. He's also written numerous articles on sales leadership and personal development including his newest special report which we're going to talk about today, *Secrets of How to Recruit, Interview and Hire Salespeople Who Will Take Your Company to the Next Level*. So Phil welcome to our call this morning.

Phil: Welcome. Thank you very much for having me Henri.

Henri: It's our pleasure. Now you've recently compiled this report *The Six Secrets of How to Recruit, Interview and Hire Salespeople who will Take Your Company to the Next Level* based on your wealth of experience of hiring salespeople. I'd like

SPECIAL REPORT

to focus in on the six secrets in there and get you talking a little bit if that'll be okay?

Phil: Sure.

Henri: Okay so let's begin with, why is it so important for business owners and sales executives to hire a high performing salesperson?

Phil: Well there's really four reasons Henri, and the first is in today's economy, whether you're a small business or a large business the margin for error in the marketplace is very, very small. So if you aren't able to capture your market share it could mean life and death for some businesses or it could be ruin some managers. The reality is that high performing salespeople perform, depending on the job and the industry, anywhere from **50% to four to five times better** than marginal salespeople.

Henri: Right.

Phil: But the impact of hiring a high performer could mean millions of dollars in revenues and profits to a company. On the other side hiring a marginal performer is very, very costly. Many people say that if you have a rep that has a base compensation of \$100,000 dollars and it's a miss-hire (meaning that they don't perform well and you have to replace them) then **your cost associated with that is \$500,000 to \$600,000 dollars**. Included in that figure are recruiting costs, training costs, travel cost, salary and benefits. Also, an average manager will invest 150 hours of their time with a person that doesn't work out and then they still have to replace them.

The other part of it is the **opportunity costs** which include the lifetime value of a customer. For example I work with one client where their average customer purchases \$10,000 a year and stayed with them 10 years. So they looked at it as \$100,000 dollar asset. You get a salesman that comes in and loses 10 of those customers in a relatively short period of time, that's \$1 million in assets lost to that company and that could be for good!.

Henri: Okay.

SPECIAL REPORT

Phil: And what makes us even scarier is that most managers who hire salespeople don't do a very good job of it. By their own estimates and numerous surveys, managers say that hire a high performer only 1 out of 4. So that means **75% of the time they're hiring people that are non high performers.** This is also supported by the common formula that 80% of the sales come from 20% of your salespeople.

Henri: I see what you mean.

Phil: So it's very critical to have a high performer to make the difference. **Probably the worst thing that can happen to a company is salespeople who do just enough to get by.** You can't fire them and every year it's draining revenues, profits, customer loyalty, brand loyalty, just zapping it from a company over a long period of time. And most times it takes companies three to four years to address a low performer and that can, again in today's market, can kill a company.

Henri: And boy I've seen that too believe me, in fact earlier in my career I've been guilty of, I can tell you from experience having hired salespeople that really didn't cut it – base salary check collectors and all that stuff. Boy. Well having been there myself actually in one way or another let me ask you the question, why aren't sales managers better at all of this?

Phil: Well a simple answer would be that reps were a lot better and probably more skilled at interviewing than managers are at hiring. Because most business owners and managers are doing *more with less* they have pressure to perform and they're probably operating under crisis mode far more than they'd like to be. They have this pressure to do all sorts of things and all of a sudden an opening happens and they got to replace it. And now they have to do something they don't do that often but they have to do it well. And interviewing and selecting salespeople is very similar to crash landing skills for an airline pilot. It's not something you do very often but when you do, you have to execute it very, very well or you crash and burn, and **unfortunately more times than not managers crash and burn.**

Henri: You'd think sales managers would somehow be trained at it but certainly business owners and other managers that might have to hire aren't trained or skilled

SPECIAL REPORT

or experienced and didn't learn the hard way, perhaps like I did, or didn't recognize it. So what can a manager do to improve their odds here?

Phil: Let me share six secrets that can dramatically increase a manager's chances of hiring a high performing salesperson in their business.

Henri: Perfect.

Henri: Now what's the first secret?

Phil: The first secret is that all sales positions aren't the same. Some people will say "Oh you'd be great in sales" or "She's a natural born salesperson..." but what people fail to understand is sales has many, many shades of color. There's retail sales, there's inside sales, there are commission sales, there are the hunters, there are the gatherers, so there's a whole lot of different things. So if you go with a generic template of what you're looking for, your likelihood is very high you're going to miss the mark. Therefore what **a manager needs to do is to develop a very precise blueprint of the success requirements for that particular position so they can hire against the success requirements.** And in some cases you can have what I call an ideal candidate profile which looks at the knowledge and a person needs to have, the skills they need to perform and the personal attributes of what it takes to be successful in that job.

And it can be very precise and in many cases you can have one profile per company. But in a lot of cases you can actually have to do the ideal candidate profile for each territory because the makeup of the customer base is unique enough that the demands of the job would be that different. To give you an example, I was working with two companies looking to hire high performers. One was an accredited proprietary education company that talked to high school students and people just returning to the workforce. So their salespeople needed to speak with a carefully scripted language because they couldn't say something that was not a part of the accreditation process. And one of the critical job dimensions was *integrity*, the ability to... and they almost had to be hardwired for these ...follow rules, regulations as they were outlined.

SPECIAL REPORT

I had another company where all the critical job dimensions were very similar except for them they wanted someone with situational integrity. That didn't mean they were dishonest but what they needed was someone who could live in the grey area when it came to certain rules. These were salespeople who sold medical equipment and supplies in the operating room. Hospitals have rules that are designed to limit access to doctors especially in the Operating Room and doctor's lounge. And so what this company needed their salespeople to create ways where they circumvented to rules that prevented them from seeing doctors. The client said our top performers see a sign that says, "No salespeople allowed" and they immediately find ways that it doesn't apply to them. Because they can do this they're in the operating room, they're in the physicians lounge. **They are where all the other salespeople who are following all the rules aren't.**

Henri: Right.

Phil: So for those criteria, had we hired someone that was really a fit for proprietary education who followed all the rules, they would be sitting outside waiting in line with all the other salespeople while the people that were moderate in terms of their integrity would be in the operating room making sales. So that one critical job dimension could mean success or failure if you overlooked it. In doing post follow-up interviews with both companies salespeople who didn't perform well was attributed to that one critical job dimension. Good salespeople failed because they weren't a good fit for the success requirements of the job.

Henri: Those are very interesting examples. Well you mentioned three criteria knowledge, skills and attributes, I've been tossing them around here, which would you say of those three is most important?

Phil: That would have to be attributes. That is pretty much how you're hardwired as a person.

Henri: Okay. Let us more.

Phil: An example being you can say "To be successful they need to have this skill and they need to know this, but an attribute of *ability to learn* can trump both of

SPECIAL REPORT

those. It can trump them because if you have someone that has the ability to learn, they can learn the skills and they can acquire the knowledge to perform on the job. But if they don't have that ability to learn and the job requires constant update of information, their knowledge and skills will be obsolete in a matter of time. So again **attributes are what you look for because they are who the person is hardwired to be and you want them to work in their strengths in their job as opposed to work against their weaknesses.**

Henri: Right. Well I'm going to milk you for a little more information you might have bargained for here this morning Phil, but I'd like to know as a sales manager or business owner managing my sales team how can I map out those attributes that I need for my position? It strikes me that could be a challenge for some people.

Phil: Actually there is a process you go through. You need to look at all the demands of the job and then prioritize them. In my book *Hiring Winners* we actually give a template that provides a worksheet of questions to ask yourself and examples of what to put in there. And once you've done it, it's like putting together a blueprint for a house, now you have it. So we do provide the templates and the worksheets. And it involves some time and effort on the manager's part but its well worth it because now they have the key to success for that candidate or for that territory.

Henri: Good. Thanks. Do you have any Web sites set up yet where someone could connect with you and maybe learn how to get some of this stuff? Like that checklist for example?

Phil: They'd be able to find that on my Web site at www.philfaris.com.

Henri: Okay. Well I pulled a lot out of you here on just the first. So what's the second secret?

Phil: Well that's to not get caught flatfooted. You never know when an opening is going to happen, when a salesperson leaves, when an opportunity occurs, and too often managers say, "Oh, my gosh I've got to start from scratch." And what I've found is high performing sales managers and business owners have multiple

SPECIAL REPORT

sources for getting access to high performing salespeople. In fact most **business owners and the high performing managers will have five to ten contacts, people they already know that are high performers that they'd be interested in interviewing for the job.**

They also will have five to ten people that they can network with; who can connect them with possible high performers. **They understand that high performers hang out with other high performers so they know who they are whether they are in the industry or even outside the industry.** So as soon as an opening happens they go into their own rolodex, they go into their own contacts, and they actually go to their own employees. Better companies have a referral program where they say "Send us a good referral and we'll have a bounty for them." Some companies will pay up to \$5,000 dollars if a referred candidate becomes a salesperson because they understand the value of getting the right hire.

Henri: Yeah important. Well we're kind of moving right along here so let me just, unless you got more to say there, can I pull you onto the third secret?

Phil: Yeah again what managers often will do, because they're doing so many things, they don't take the personal interview as serious as they should and they don't do the preparation that they need to do. In most cases they just "wing it".

Henri: Right.

Phil: Preparing for an interview is critical. They need to structure it in such a way that the candidates will accurately reveal how they actually perform on the job **because the best predictor of success in the future is how they performed in the past.** With a well structured interview plan what you'll be able to do is extract information that lets you have a good picture of how candidates are actually performing now. How they perform now is probably how they're going to perform on the kind of job you're hiring them for. So what this requires managers to do first of all is in structuring the interview. The way they need to structure the interview is different from the normal "hi, how are you, tell me a little bit about yourself" kind of interview. So we found that it's a lot more productive and you can get a lot more

SPECIAL REPORT

insight if you actually have the candidate go through their job history chronologically starting with their first job and working towards the present.

And what this enables you to do is look at how they performed and how they approached each job, what they liked, what they didn't like, what they didn't know, what they did well, what they learned and why they needed to transition from one job to the other. You can start ascertaining a trend in terms of their skills, their learning, their capabilities, the issues, and it's a lot more revealing if you just let the candidate highlight the things that they want to highlight because now they're positioning themselves. And what you want to do is **get a true picture of how they actually have performed over time**. And then once you've got that interview structured properly, the next step is the choice of questions that you ask and that means that you need to use what I call *Performance Directed Questioning*.

Henri: Interesting. Yeah I've experienced this of course again myself. I've seen many business owners actually get sold by a mediocre sales person but at least they know how to sell themselves in an interview very true. So you're sticking to this plan that you've got and how do you do that actually? What are some steps there?

Phil: What it actually requires is that you have an interview plan that is actually mapped out in terms of first job, the second job, next job etc. and what questions you'd ask at each one. And then once you've gone through the candidate's job history you need to gain additional insights by asking *performance directed questions*. These are different questions than most managers ask. Typically what managers will ask are general questions or hypothetical questions or theoretical questions like, "How would you do this or how would you do that?" Those types of questions are too general: they don't really give you an insight into what they've actually done. So a **performance directed question is designed to elicit specific examples of things they've done on the job so you can make an apples-to-apples comparison as best you can about what they've done in the past versus what they will be required to do on the job**.

SPECIAL REPORT

An example of this would be, let's say that the job required a considerable amount of new business development. So one approach interviewing would be to say "Well, tell me how you would handle new business development" And a rep could almost take a textbook and describe how they should handle new business development. So in a performance directed questioning example would be, "Henri 50% of the territory quota will come from new business. Can you describe how you developed new business in your last territory?" And then what you do is you listen as the candidate starts describing specifics. And then it's a matter of asking questions. Questions like: How often did you do that? How successful were you? How was it measured? So you get them to give a very revealing picture of how they currently do it.

Now another question that can be very revealing is and it seems somewhat innocuous to begin with but you can simply say to the salesperson, "Well, how was yesterday, was yesterday a pretty good day for you?" And they go "yeah". "Well I'd just like an understanding of how you approach your day. Can you walk me through what you did yesterday? Do you have your Day Timer here or do you have your computer so that we can look at it?" And then actually have the salesperson walk you through the day. Start when they got up, which was the first appointment; how it was handled, and just go step-by-step-by-step getting a very detailed review of what was done. And then when the candidate has finished describing the day, ask, "On a scale of 1 to 10 how would you rate yesterday, 10 being an outstanding day, 1 being terrible?" Now you get an idea of how the candidate evaluates his/her performance. I've had salespeople who say "Oh yesterday was a nine"...and the level of productivity was about a third of what would be required on the job. So I know what they're currently doing is nowhere near what they're going to need to do on the job and therefore they wouldn't be viable.

Henri: That's powerful stuff. Well I'm going to ask you again to give us a shameless plug. Can people buy the book somewhere, the book that we're discussing or should they just go to www.philfaris.com?

Phil: If they go to www.philfaris.com they will see a link for the book "*Hiring Winners*", which outlines the principles we're talking about. It also has the

SPECIAL REPORT

worksheets and examples of questions and the kinds of responses you want to hear and the kind of responses that perhaps would show a *red flag* to say we have to dig a little further; this may not be the candidate for you.

Henri: Right. Okay well I've really been grilling you here pulling stuff out, but with your permission I'm going to go for the last two secrets if we can.

Phil: Okay, what next one?

Henri: Secret Number 4. Secret Number 4 is to use simulations. **Simulations allow you to observe firsthand how salespeople perform certain skill sets.** For example if presentation skills are essential to the job, have the salesperson give a presentation. You can say "Give me a presentation on your Number 1 product" and then evaluate it. Even though the product may not be relevant to what you're doing, you can see how they organize and present to a person. If they have to do group presentations have them do a group presentation to people at your company. If written proposals are important I want to assess their written skills. Many times after an interview I've asked candidates, "You've just had an interview what I'd like you to do is I'd like you to send me a proposal outlining your understanding of what my needs are and how you fit in. And write it as a proposal for you to be hired." So that allows me to see if they heard my needs and how well were they able to position their qualifications in a written format.

If I need salespeople who can think on their feet, I'll say," give me your elevator speech". Then I can see their grasp of what they currently do and how it relates to what I would want them to be doing. Again this gives me first hand observable information of how they perform which is a lot more powerful for me than someone hypothetically talking about what they would or could do.

Henri: Right. Have you found that the salespeople that aren't high achievers will sometimes balk at this or kind of know that you're hitting a soft spot and ...?

Phil: Well that depends on the job but if we're talking about a high performing sales job where they're going to have to give presentations on the run they're going

SPECIAL REPORT

to relish the opportunity to perform well. A good salesperson likes to be put in a situation where they can demonstrate their ability to do what they do.

Henri: Right.

Phil: Average performers are usually looking for opportunities where they think they're sure of succeeding and if that's the case then if that's what you're looking for then that might be the person you want. But they're not going to be a high performer.

Henri: That's more like an order taker.

Phil: Yeah. I mean there are jobs where taking orders are an acceptable level of performance. But that isn't going to be the person that's going to give you three to four times the performance of the average person.

Henri: Right. Okay, well moving right along here, what's the next one, next secret?

Phil: All right, now this is something that can be very, very powerful and something that I recommend that managers do at the end of an interview, and it ties back to how you start the interview. At the beginning of the interview I tell candidates, "My job is to make sure that you get a good understanding of the job and we get a good feel for your ability to perform it." And then at the end of the interview I will ask them, **"Now on a scale of 1 to 10 how well did this interview capture who you are and how well you are equipped to perform on this job?"**

Now what I ask them to do is the same thing that I would ask a salesman after a sales call. One of the keys to high performers is emotional intelligence. It's their self awareness of how they performed on a call. Right after the call high performers can tell you what they did well and what didn't go well. If they have difficulty assessing how they did then that moves them down the ladder in terms of capability. So if they really want this job I want to know how well they thought they performed. Again some people will say, "I thought it was very accurate, I thought I presented my case well". I then go back on the scale of 1 to 10 and ask again, "How would you rate yourself?" If it's anything less than eight I'll say,

SPECIAL REPORT

“What would it have taken, what questions should I have asked in order to get the real picture of you?” I'm putting it back on the candidates in terms of what didn't they present or what didn't they present. What should I have asked? Eliciting this information gives critical insights into candidates. Half the time candidates will say, "Well I can't think of anything." Those are people who are kind of passively going through the interview as opposed to proactively looking for opportunities to present who they are in an accurate fashion.

High performers will say "Well you know as a matter of fact here's something I think that if you had explored a little bit more you would have realized I really have had this experience and it really would make a big difference in the job." So that tells me they're able to connect the dots between what is needed in the job and what they have to offer and they can provide evidence of it, which is exactly what they'll need to do in a sales situation. Again it gives me a chance **to assess their emotional intelligence, their ability to present specifics, to fill in the gaps that can make the difference in a hiring decision which is very similar to a buying decision.** Does that make sense?

Henri: Absolutely. Perfect. So they have to do a Needs Assessment even with you and then they have to find what you require and they have to provide the solution to the issues that you have, which is high level selling. So that to me personally is a revelation that I hope people listening out there are getting the wisdom here that we're receiving from Phil.

So we don't keep us all here too long I guess let me roll right onto our final point here. What's the sixth and last secret Phil, how to recruit, interview and hire high level salespeople?

Phil: Well this is going to be hard for some managers and it is... don't be pressured to make a hiring decision if you don't have the right candidate. Too often they're getting pressure. People want to know, when are you going to fill the position? And when they get people that are close they say “well let me take a risk” or “it can't hurt”, or “he can't be that bad or she can't be that bad”. And again countless times **when you settle for less than the best that's what you get.** And

SPECIAL REPORT

as we learned from the very beginning the difference can be three, four times the sales and productivity.

So what I have my hiring managers go through is ask themselves very honestly six key questions and let me share them with you. One is you take a look at your top candidates and you compare them side-by-side very objectively and then you say "Is this the best candidate available? Does this candidate meet the criteria and standards established for the position?" And you get a yes or no answer. And then you ask the next question, "Are the candidate's developmental needs remedial?" For example, if they lack industry knowledge, do they have the ability to learn and do you have a training program in place to teach them that. So to have someone with a deficiency and hire someone with a deficiency and not having training or some vehicle to overcome that is inviting failure. So again you have to have a "yes" answer there.

Because hiring isn't just technical, "can they do the job?" it also has to do with interpersonal. In fact, 80% of most people lose their jobs because they don't have good relationships with their managers. So we ask at the beginning, "**Will I feel comfortable managing this person? Do I want to see the person be successful?**" Again, this is a "yes" or "no" decision point. Then the next question is, "Have I resolved to my satisfaction any problems in the candidate's background?" This is where you kind of do a gut check. Ask yourself "**is there anything that just doesn't feel right?** If I've had a gut feel that something's not right and I proceeded to hire the person, invariably something surfaces that says "Yep, that was wrong and I felt it but I couldn't pinpoint it so I went ahead logically." I hired the person even though I had a feeling something wasn't quite right. So you really want to make sure that there's a gut check that lets you know that this is the right person.

You also have to ask the question, "Does this person really want the job or am I pursuing someone that really doesn't want it?" And then if you've answered "no" to any of those questions then you've really got to say, "**What reasons can you provide to justify making this hiring decision?**"

SPECIAL REPORT

Henri: Right.

Phil: This is really a final gut check but it's done very logically. When I sit down with managers I will ask those questions and they aren't all yeses and I'll ask "Well can you justify that? Can you make a business case of why you should hire this person knowing what you know?" They go "No". Then I say, "Then go back to the drawing board and get the right person."

Henri: Right. Right.

Phil: You may get flack for that but it's a lot better than hiring someone that's going to doom you to mediocrity or failure. So when these hiring opportunities come up look at it as a way of getting, like in a professional sport you get the Number 1 Draft Pick, **make sure it's someone who's going to make an impact on your team and don't settle for less.**

Henri: Well I don't know how people listening to this are responding or resonating. I just want to say as someone who's been Vice President of Sales and Marketing in a Human Resource Organization for seven years and runs several of my own companies where I had to hire salespeople, I am quite certain of the wisdom of what Phil is saying here because I've made those mistakes. And I have not done many of these things. And even though I've learned a lot I have to say I've learned quite a bit from you here this morning Phil. I highly recommend those listening if you haven't already purchased the transcript in some form or another, you make sure you get your hands on that so you can get these, for instance, lists of questions you ask yourself or checklist that Phil is talking about. Everything he said will be in that transcript along with some of the Web site URLs that may have not been clear.

But let's make it clear now for the moment people can go to www.philfaris.com, that's P-H-I-L-F-A-R-I-S and particularly I'd like to recommend everybody here purchase "*Hiring Winners*", "*Building Customer Partnerships*" and "*50 Activities for Sales Training*". Those are books that I'm going to be purchasing very soon.

SPECIAL REPORT

I'm just myself becoming familiar with Phi's work and the last thing I want to say Phil, is I work with small business owners everyday as a generalist coach and I run groups of CEOs working together and I'm going to be using these tips that you gave us here this morning. I'm going to be buying those books and perhaps even referring some of these good folks over to you for further work. So I'm assuming you do some coaching and consulting with small businesses and larger sales organizations correct?

Phil: That is correct. I'd say 50% of my time is working with business owners of small, medium-sized businesses who have a sales force of four or five salespeople.

Henri: Right.

Phil: The other part is working with large corporations that have hundreds of salespeople.

Henri: Right.

Phil: But the impact a high performer can have on both is tremendous. And it still takes the same amount of discipline to make sure you get it right for the organization.

Henri: Okay. Let's say I'm a solopreneur building my own company and I struggle a little bit with sales. I'd like to hire a high achieving salesperson, the kind you're describing, but I just feel I don't have the budget right now. Is some of the work you're doing going to be able to help me do some of this kind of selling myself? What would you say for the solopreneur because I know there are a number of those listening here this morning?

Phil: Well for the solopreneur, the idea is to really be very clear about what your value proposition is and if you are a solopreneur you probably have a lot of passion around it. And so the key there is developing skills that will put you in front of the types of prospects that will want your product that will want whatever you have to offer. And for solopreneurs it really comes down to targeting who your customer really is and what they're really looking for so that you can have a conversation that's really natural about what you have to offer. And that minimizes the amount

SPECIAL REPORT

of cold calling kind of selling you're doing. What you're doing is you're **putting yourself in front of the people who are looking for what you have to offer**. And then it becomes a pretty a natural discussion about your passion and therefore it's less selling than it is solving problems and providing solutions.

So for the solopreneur I would say focus on the marketing efforts in terms of targeting who is their ideal candidate or ideal prospect or ideal customer and identify where do they go? Where are they looking for the solution I have? And then put yourself in those environments so that you're talking about your business and you do not have to develop all the sales skills you may have to require of someone who would sell in a territory. Does that help?

Henri: Perfect. Thank you. Sorry go ahead.

Phil: I just wonder if that was helpful though.

Henri: Absolutely. Thank you very much for letting me through that in. We're talking to Phil Faris this morning. He's the author of the new Special Reports *Secrets of How to Recruit, Interview and Hire Salespeople Who Will Take Your Company To The Next Level*", and also the author of two important sales books "*Hiring Winners*" and "*Building Customer Partnerships*"; and also "*The 50 Activities for Sales Training*", as well as coauthoring the book "*Upping the Downside*". Phil it's been my pleasure hosting you this morning. I want to just make sure everyone knows again to go to www.philfaris.com P-H-I-L-F-A-R-I-S.com. Look for those books that we've been discussing and any other I'm sure that you have a number of free reports and perhaps other checklists and things up there for people to begin getting engaged with you. And if someone thinks you might benefit from working with Phil I urge you to use the contact form on his site. With that Phil I'll just let you have the last word here and see what last thoughts you have for us regarding hiring the best possible salespeople.

Phil: I guess my final thoughts are just remember you get these opportunities to upgrade your sales force only so often. **So spend the time and energy to get it right**. Because the right salespeople can have a tremendous impact on the growth of your company, the profitability of your company, your customer loyalty and

SPECIAL REPORT

promoting your brand in the marketplace **because they become an extension of whom you are.** So take the time and the discipline to do it right.

Henri: Great. Thank you very much. It's been our pleasure this morning to be with Phil Faris. Go to www.philfaris.com and I think we will say good morning to Phil and everyone on the line. Thank you.

Phil: Thank you very much.

SPECIAL REPORT



About the Author: Phil Faris

Phil Faris is a business development consultant, coach, speaker and author. He is president of Phil Faris Associates a firm that specializes in helping organizations hire, train, develop, lead and retain the sales talent required to succeed in a competitive marketplace. Phil has developed a reputation as a “performance improvement doctor” for his ability to help organizations improve their financial health by diagnosing performance issues and then prescribing strategies that produce measurable results. He has worked in many key industries with a wide range of clients including: Amgen, Brunswick, Clarke, Dartnell, DeVry, Meredith, PIMCO, Shell Energy, TCI, Waste Management, Zimmer and others.

Phil brings a diverse array of hands on experience to every project having held leadership positions in training, human resources, marketing and sales. As a consultant he has worked in more than 20 industries and has designed and delivered over 80 customized sales, management and leadership training programs.

Phil is the author of the following books: *Hiring Winners*, *Building Customer Partnerships*, *Training Winners*, *50 Activities for Sales Training*, *Upping the Down Side* and the soon to be published “*Leadership in the New Economy*”. He has also written numerous articles on sales, leadership and personal development.

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