Finding a Better Way to Hire

A software client of ours was intent on adding a salesperson to its sales group to call nationally on its Fortune 500 targets.

Opportunity

Software Co. had suffered in recent years from the economic downturn but had done a fairly good job of renewing its annual contracts with existing clients. The new business development efforts had been sub-par. The company used conventional hiring practices historically to hire salespeople and the last hire had failed. We were called in at the tail end of the hiring process, after management had determined they had found their candidate. And, even though we recommended that the hire not be made, they proceeded. The individual failed within 6 months. The opportunity to follow a more productive and efficient process existed and we were asked to assist from the beginning with hiring a new sales manager and a new salesperson.

Approach

We engaged in a process to fully develop the traits that are necessary to succeed in each of the required positions. Further, we uncovered the challenges a new hire would face and the potential success-hindering impediments so that the optimal candidate could be identified and the candidates that would not succeed based on their weaknesses would be eliminated.

Recommendation

We recommended that the hiring team follow a very precise process to attract and interview the candidates. The process included the writing of a precise ad to attract the appropriate candidates; the use of an assessment tool early in the process to improve efficiency in interviewing; and training the hiring managers on a proven process to interview based on the required functions.

Results

There were four major results from these efforts:

1. A stronger pool of candidates than previously.

2. A more efficient and objective process.

3. Both positions were filled within 8 weeks of ads placed.

4. The CEO no longer worries about the sales organization and has embarked on a successful capital raising effort.

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