

# Hiring for Success

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Human Capital is undoubtedly your greatest corporate asset... GREAT companies recognize this fact. The sad reality is that many companies spend more time selecting the right copier than hiring the right employees. In fact, most organizations have no process and virtually no training for managers in what is arguably the most important thing they do. Regrettably almost everything we do as managers is deemed more important than intelligent hiring.

“The cost of hiring an underperforming sales rep is enormous, resulting in a ripple effect felt throughout the organization. If sales leaders better understood the recruiting and interviewing process, implemented a few simple steps, and prepared sufficiently in advance, they would solve 75% of their day to day management headaches. As with anything, results are directly related to the input and focus which you provide. The reality is, however, that managers do not invest enough into recruitment and interviewing, as they are consumed with urgent fire drills that inevitably pop up. ***In most instances these urgent fire drills relate directly to the quality of the sales rep which they have hired in the first place!!*** So you see, the only way to really break out of this vicious circle is to invest the time in hiring great salespeople from the outset.”

Through my 25+ years in sales, I have come to identify 6 “Hiring Horrors:”

- Hiring from a position of Desperation...
- Ill defined selection criteria
- Superficial questioning techniques
- Too much reliance on the interview
- Bypassing the reference check
- Failure to validate using objective testing

Realize that there is no time in your business career when you have more to gain (or lose) than when you are hiring someone. Adhere to the following guidelines as you embark on investing in your greatest asset (or greatest liability)... Human Capital:

“ Begin with the end in Mind”

“Give it the importance it is due”

Do not operate from a desperate state

Prepare for the interview as if it is the single most important thing you do...  
because it is!

If you do not have a rigorous and systematic hiring process... create one immediately. If you need assistance, I'll be happy to assist, feel free to contact me at 716.406.2148 or [dhahn@hahnsales.com](mailto:dhahn@hahnsales.com).

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