



Putting Your 'Gut Instincts' to Even Better Use

By Kim Ades

Your guts are the heart of your company. Chances are that over the years you have frequently made gut decisions about recruitment, selection and training. But, how do you combine your gut instincts and continue to grow without giving your company indigestion?

If you're like many brokers, you've found that increased competition, more demanding clients and a younger workforce—who have very different expectations, work ethics and skills than they had just a few years ago—have meant one or more of the following to you:

- You've passed the responsibility of hiring to someone whom you hope can pick and develop the right candidates;
- You're spending too much time on recruitment; or
- You've come to accept that you're going to have a constant "revolving door" for agents.

Whichever of these applies to you, the result is the same:

you're spending more money per agent than ever before!

How do you standardize your gut instincts when it comes to hiring and developing the right people? Intro-duce consistency throughout the recruitment, selection and training of candidates by:

- Collecting the same information on all candidates;
- Evaluating all candidates based on identical criteria in the areas of selling skills, personality and IQ;
- Using the criteria to identify training needs for each individual while considering the needs of your whole company; and
- Making decisions based on "fit" with measurable results rather than on an appealing "pitch."

Of course, to achieve this type of consistency, managers must buy into these processes and brokers need to monitor them regularly. Fortunately, there are assessment tools designed specifically to achieve these goals by making it easy to collect, format and compare information throughout

recruitment, selection and training of all agents.

Be sure that any process or tools you choose also recognize your business experience.

Kim Ades is president of Upward Motion Inc., which uses simulation technology to recruit, select and develop sales agents. She can be reached at kim@upwardmotion.com