

Appendix C

HIRING DECISION SCALE WORKBOOK

Following are four exercises that will help you create a Hiring Decision Scale for the type of sales jobs for which you interview candidates. Each type of job should have a different Hiring Decision Scale. For example if you have a sales jobs that requires developing new business or you have a business development job that require calling on Chief Marketing Officers, you should create two separate Hiring Decision Scales.

Please complete Exercises #1, #2, #3, and #4.

Exercise #1

Below are nine attributes/attitudes to look for in a selection interview for a sales position. In the Weight column, put a numerical weight on each attribute according to the importance of the attribute to the job for which you are interviewing. Keep the weights between 1 and 15, with 15 being the most important and 1 the least important. Do not make all of the weights high or low or all bunched in the middle. Spread you weights around. See Example #1 below, but keep in mind that it is just an example. You must determine your own weights according to the requirements of a sales job, which you will do in Exercises 2, 3, and 4.

Example #1

<u>Attributes and Attitudes</u>	<u>Weight</u>
1. Integrity	15
2. Passion (Self-motivation) a. Commitment b. Ambition c. Goal orientation d. Growth orientation	14
3. Intelligence a. Problem-solving b. Practical c. Creative d. Emotional	13
4. Job-relevant knowledge	10
5. Job-relevant skills	10
6. Optimism/self-confidence	10
7. Flexibility/coachability	10
8. Chemistry and fit	9
9. Maturity/realism	9

Fill out the Hiring Decision Scale below for the sales job for which you interview candidates – insert you won weights.

HIRING DECISION SCALE—FIRST ATTEMPT

<u>Attributes and Attitudes</u>	<u>Weight</u>
1. Integrity	
2. Passion (Self-motivation) a. Commitment b. Ambition c. Goal orientation d. Growth orientation	
3. Intelligence a. Problem-solving b. Practical c. Creative d. Emotional	
4. Job-relevant knowledge	
5. Job-relevant skills	
6. Optimism/self-confidence	
7. Flexibility/coachability	
8. Chemistry and fit	
9. Maturity/realism	

Exercise #2

MOST EFFECTIVE SALESPERSON

Put weights in the Weight column based on the *most effective salesperson* with whom you are familiar. Keep the weights between 1 and 15, and do not make all the weights high or all low or all bunched in the middle, spread the weights around.

HIRING DECISION SCALE – MOST EFFECTIVE SALESPERSON

<u>Attributes and Attitudes</u>	<u>Weight</u>
1. Integrity	
2. Passion (Self-motivation) a. Commitment b. Ambition c. Goal orientation d. Growth orientation	
3. Intelligence a. Problem-solving b. Practical c. Creative d. Emotional	

4. Job-relevant knowledge	
5. Job-relevant skills	
6. Optimism/self-confidence	
7. Flexibility/coachability	
8. Chemistry and fit	
9. Maturity/realism	

Exercise #3

LEAST EFFECTIVE EMPLOYEE

Put weights in the Weight column based on the *least effective salesperson* with whom you are familiar. Keep the weights between 1 and 15, and do not make all the weights high or all low or all bunched in the middle, spread the weights around.

HIRING DECISION SCALE – LEAST EFFECTIVE SALESPERSON

<u>Attributes and Attitudes</u>	<u>Weight</u>
1. Integrity	
2. Passion (Self-motivation) a. Commitment b. Ambition c. Goal orientation d. Growth orientation	
3. Intelligence a. Problem-solving b. Practical c. Creative d. Emotional	
4. Job-relevant knowledge	
5. Job-relevant skills	
6. Optimism/self-confidence	
7. Flexibility/coachability	
8. Chemistry and fit	
9. Maturity/realism	

Exercise # 4

COMPARE EXERCISES #2 AND #3

Compare your two Hiring Decision Scales (most effective and least effective salespeople). On which attributes/attitudes do the biggest differences occur?

Now, go back to Exercise #1 and put it beside the two Hiring Decision Scales you have completed in Exercises #2 and #3. Do you see any rankings or weighting you would like to change in your original Hiring Decision Scale in Exercise #1? Carefully look over

the scale you filled out for the most effective and least effective salespeople and compare those to the first Hiring Decision Scale.

Now, change your original Hiring Decision Scale, copy and paste it into the end of your Interviewing Guide, and use it as your Hiring Decision Scale to guide you in rating candidates you interview in the future.

HIRING DECISION SCALE

<u>Attributes and Attitudes</u>	<u>Weight</u>
10. Integrity	
11. Passion (Self-motivation) <ul style="list-style-type: none"> a. Commitment b. Ambition c. Goal orientation d. Growth orientation 	
12. Intelligence <ul style="list-style-type: none"> a. Problem-solving b. Practical c. Creative d. Emotional 	
13. Job-relevant knowledge	
14. Job-relevant skills	
15. Optimism/self-confidence	
16. Flexibility/coachability	
17. Chemistry and fit	
18. Maturity/realism	