



GO Global Organization
Design Society



Readings in Global Organization Design
2005 Conference Proceedings

Hiring Exercise

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Article #05-08-08-S4-4

Hiring Exercise

Company: Evans Manufacturing
Product: Sheet rock and Ceiling Tiles

The Situation: The current Regional Sales Manager of Evans Manufacturing, Doug, is retiring. The candidate pool for the role has been narrowed to three candidates, two internal and one external.

Instructions:

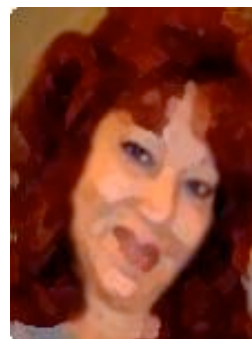
- Review the interviewing data for the three candidates, Bob, Joe, and Rosa.
 - Select the Regional Sales Manager candidate with the highest likelihood of success and satisfaction in the role. Be prepared to defend your selection to the Vice President of Sales and the Director of Human Resources.
 - Note which candidate you think was hired by Evans Manufacturing and why.
-



Bob



Joe



Rosa

The Political Situation: The retiring Regional Sales Manager, Doug, thinks the job should go to Bob who has been with the company for 20 years. The last 15 of those years Bob has been a conscientious and dependable sales representative. He doesn't always have the highest "numbers", but the customers love him. "Bob has paid his dues," says Doug. "He's earned this position. Joe is talented but he's a loose cannon. He needs more time to mature. He went to school but didn't finish his degree."

The Vice President of Sales, Brian, favors Joe, a young up-and-comer. Joe reminds Brian of himself when he was younger. "Sure Joe's got some rough edges," says Brian, "but he's an idea generator. Bob is a loyal and steady employee, but he will only give us more of the same. Joe was nearly done with college when a family emergency brought him back home to Cleveland. We need to change the job requirements to read: Bachelors degree or equivalent experience."

The Director of Human Resources, Brenna, is concerned that if Joe is hired, Bob, who has over a decade more experience and tenure with the company, could sue the company. Technically, Joe is just under the sales experience requirement of 10 years even if you count his part time sales clerk job during college. Also, he does not have a degree. She's concerned about the legality of changing the job requirements (to allow for experience in lieu of a degree) after the job search had already started. Brenna is willing to give Rosa a chance because of the diversity she would add to the sales organization which currently employs no females. Brenna has been tasked with making the company more diverse. Brenna thinks Rosa has been held back in her career because she had no college degree until last year.

Hiring Exercise (Continued)

Position: Regional Sales Manager – This position manages a group of field sales representatives who sell sheet rock and ceiling tiles to small commercial contractors. The field representatives are expected to maintain and service current accounts as well as bring in new business to meet sales goals. Landing a new account generally takes from six to nine months.

Job Description:

- Manage and coach regional field sales representatives to see that their annual sales goals are met.
- Analyze quarterly sales reports and make adjustments as needed to see that regional sales goals are met.
- Plan for and manage the field-level implementation of all new product roll-outs to ensure all sales representatives within your region are equipped to sell new products.
- Plan for and manage the field-level implementation of all product eliminations ensure all sales representatives within your region are equipped to meet the needs of customers still desiring a discontinued product.
- Serve as a receptor and filter of customer feedback as relayed by sales representatives.
- Create/maintain/improve an effective system for gathering pertinent customer feedback from sales representatives.
- Create/maintain/improve a system for gathering pertinent customer feedback regarding the effectiveness and capabilities of your sales representatives.
- Report trends and make suggestions on how to improve products or marketing to better serve clients.
- Monitor regional sales budget and make adjustments as needed to ensure budget is not exceeded.
- Submit recommendations for annual sales goals and budgets each December.
- Recruit, hire, and train new sales representatives as needed.
- Create/maintain/improve a system for on-going training and development for field sales representatives.
- Coordinate, cooperate, and collaborate with the other regional sales managers to keep abreast of best practices and new ideas.

Current Regional Sales Manager Project:

Create a plan for the smooth discontinuation of product X and replacement with product Y at the field level one year from now. Equip field sales representatives to inform, educate, and respond to customers before during and after the transition in a manner that maintains or improves customer satisfaction. *Total project timetable:* 18 months

Education / Experience

BS or BA Degree

10+Years Sales Experience

Competencies

Achievement Orientation

Leadership

Building Bonds

Innovative

Business Acumen

Service Orientation

Time Management

Communication Skills

Sales Acumen

Hiring Exercise

Internal Candidate - Bob

Education

BS – Business - Michigan State University -1982

Experience

1990-Current – Sales Representative, *Evans Manufacturing*

1985-1990 – Warehouse Worker, *Evans Manufacturing*

1982- 1985 – Private First Class, *US Army*, Honorably Discharged



Personality Assessment Data

Introvert, people-oriented, interest in sales, detail-oriented, hands-on learner, cautious

Behavioral Interview Findings

Tell me how you go about maintaining positive relationships with clients.

Treats his customers as his friends.

Tell me about a time you resolved a customer complaint:

Worked with his boss to get a customer complaint solved.

Tell me about how you went about landing a new customer:

Uses community relationships to build business. Got a referral from a friend at the Chamber of Commerce.

General Interview Excerpt:

Response to the question: If you were to get this job, how would you improve service to our customer service to external clients?

I would like to see more contact between the *Sales Manager* and the clients. The sales reps do what they can, but if the Sales Manager were to visit occasionally, I think that would send a message to our clients that they are important. And we get a lot of complaints about late deliveries. We need to fix that. It makes the sales reps look, bad and it angers the clients. It's a lose-lose.

What references say:

Steady contributor, well liked, knowledgeable about products and customers, always willing to help

-Over-

Hiring Exercise - Bob

Emotional Competency Inventory® Assessment Results*

Self Report	Three Highest Competencies	Three Lowest Competencies
	Building Bonds	Change Catalyst
	Empathy	Initiative
	Trustworthiness	Adaptability
Manager Report	Three Highest Competencies	Three Lowest Competencies
	Building Bonds	Initiative
	Conscientiousness	Change Catalyst
	Empathy	Adaptability
Peer Report	Three Highest Competencies	Three Lowest Competencies
	Building Bonds	Change Catalyst
	Trustworthiness	Leadership
	Teamwork & Collaboration	Achievement Orientation

*Emotional Competency Inventory is a registered trademark of The Hay Group

The following competency judgments are the result of the complete interviewing process – resume, interviews, reference checks and other assessment tools.

Competencies	H	M	L	Notes:
Achievement Orientation		x		Regularly meets sales goals, perfect attendance, takes classes at community college
Leadership		x		Serves as Boy Scout leader, helps train new sales reps, Sunday school teacher
Building Bonds	x			Involved in community orgs, church, well thought of by peers and customers
Innovative			x	Suggested a way to reorganize territories (which was not implemented after being reviewed by VP of Sales)
Business Acumen		x		Business degree, understands sales reports and numbers
Service Orientation	x			Received unsolicited letters of commendation from clients
Time Management		x		Perfect attendance for 10 years, consistently turns reports in on time
Communication Skills		x		Good at small talk, shaky during group presentations, stumbles when asked to problem solve hypothetical situations.
Sales Acumen	x			Meets sales goals. Enjoys sales. Has a sales personality.

Learning from Experience™ Interview Summary Results*

	Talented	Strong	Average	Limited	Weak
Mental Agility			x		
People Agility		x			
Change Agility				x	
Results Agility			x		

*Learning From Experience is a trademark of Lominger Limited

Hiring Exercise

Internal Candidate - Joe

Education

Attended Pennsylvania State University, Business Major – 1997 - 2000

Experience

2002-Current – Sales Representative, *Evans Manufacturing*

2000-2002 – Advertising Sales Representative, *Cleveland Plain Dealer*

1996-2000 – Part-time Sales Associate, *Abercrombie & Fitch*



Personality Assessment Data

Extrovert, task oriented, interest in sales, big picture oriented, intuitive, assertive

Behavioral Interview Findings

Tell me how you go about maintaining positive relationships with clients.

Frequently surprises customers by doing more than they asked for. Example: Arranged and hosted an on-site celebration lunch for construction workers at the end of a large project that used Evans Manufacturing's sheet rock and ceiling tiles. Allowed the contractor (Joe's client) to take the credit for the celebration.

Tell me about how you went about landing a new customer:

Agreed to set up on location "Pod" storage units to store ceiling tiles for just in time use and protection for the elements. Managed the delivery and removal of the Pod for customer.

Negotiated reduced rate from Pod storage system company.

Tell me about a time you resolved a customer complaint:

Suggested a new way of packaging ceiling tiles that allowed customers to get more precise quantities.

General Interview Excerpt:

Response to the question: If you were to get this job, how would you improve service to our customer service to external clients?

Where do I start? We need to try some new things, be innovative. I think we need to separate the sales people from the account managers. The people who are good at maintaining relationships are not necessarily good at finding new customers. I like the challenge of finding new customers and seeing them through their first few sales, but then I'm ready to move on to find more new customers. That's where the challenge is.

We have other people who enjoying hand holding our customers. We should let them do that. I think they are two different personality types. Asking someone to do both adds stress when they are working on the side they are not comfortable with. So if we separate the two tasks into two jobs, people will be able to spend 100 % of their time doing what they are good at and enjoy.

What references say:

Top performer in region, slightly impetuous, lots of ideas, high energy, can be insensitive to peers

-Over-

Hiring Exercise - Joe

Emotional Competency Inventory® Assessment Results*

Self Report	Three Highest Competencies	Three Lowest Competencies
	Achievement Orientation	Teamwork & Collaboration
	Initiative	Empathy
Manager Report	Three Highest Competencies	Three Lowest Competencies
	Change Catalyst	Teamwork & Collaboration
	Adaptability	Building Bonds
Peer Report	Three Highest Competencies	Three Lowest Competencies
	Change Catalyst	Teamwork & Collaboration
	Initiative	Building Bonds
Peer Report	Three Highest Competencies	Three Lowest Competencies
	Achievement Orientation	Empathy

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The following competency judgments are the result of the complete interviewing process – resume, interviews, reference checks and other assessment tools.

Competencies	H	M	L	Notes:
Achievement Orientation	x			Exceeded sales goals each quarter, brought in most new business, competitive athlete. Can offend others with his competitiveness.
Leadership		x		Inspires via competition, his ideas have influence over peers, President of Young Professionals Club. Can have negative attitude and gets frustrated with inefficiency quickly.
Building Bonds			x	Former president of college Fraternity. Can come across as “all business”.
Innovative	x			Listed several new ideas that have been implemented within Evans Manufacturing. Creates extra work for himself. Can be impetuous. Some “innovations” have failed.
Business Acumen		x		Presents business cases to sell his new ideas. History degree but some business classes taken.
Service Orientation		x		Strives to go a step beyond what customers ask him to do. Advocates for customers. Volunteers for company task forces.
Time Management		x		Completes his work and will always do extra. Can be late filing sales reports.
Communication Skills		x		Excellent presenter. Can be abrupt. Impatient when fielding questions.
Sales Acumen	x			Exceeded expectations. Won sales awards with previous company.

Learning from Experience™ Interview Summary Results*

	Talented	Strong	Average	Limited	Weak
Mental Agility		x			
People Agility			x		
Change Agility	x				
Results Agility		x			

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Hiring Exercise

External Candidate- Rosa

Education

BS – Marketing - Cleveland State University – 2004

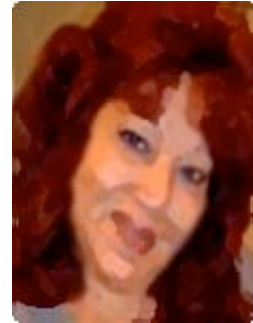
Experience

1990-Current – District Route Sales Representative, *Hallmark Cards*

1980-1990 – Domestic Engineer, *Rosa's Household*

Personality Assessment Data

Extrovert, people oriented, interest in sales, not highly detail nor big picture oriented – average, cautious



Behavioral Interview Findings

Tell me how you go about maintaining positive relationships with clients.

Nurtures personal relationships with clients. Asks about family, brings baked goods. Offers damaged cards to managers with young kids so they can use them for art projects.

Tell me about how you went about landing a new customer:

Not responsible for new business. Restocked cards, spoke with store managers, completed call reports.

Tell me about a time you resolved a customer complaint:

Wrote about problem situation in call report. Sent an email to boss to make sure the complaint was not overlooked. Boss created a process to address the issue. Rosa informed the customer of the new process.

General Interview Excerpt:

Response to the question: If you were to get this job, how would you improve service to our customer service to external clients? Well, we should ask them what we can be doing better. It's important that they know we care. We need to train our representatives on how to offer exceptional customer service. Make it a part of their visit procedures. Treating customers like family is what I do to make sure they are happy, and my customers always say I give good customer service.

What references say:

Loyal, hard working, well liked, makes friends wherever she goes, knowledgeable

-Over-

Hiring Exercise - Rosa

Emotional Competency Inventory® Assessment Results*

Self Report	Three Highest Competencies	Three Lowest Competencies
	Building Bonds	Influence
	Empathy	Change Catalyst
	Trustworthiness	Initiative
Manager Report	Three Highest Competencies	Three Lowest Competencies
	Conscientiousness	Change Catalyst
	Empathy	Influence
	Service Orientation	Adaptability
Peer Report	Three Highest Competencies	Three Lowest Competencies
	Teamwork & Collaboration	Change Catalyst
	Building Bonds	Achievement Orientation
	Trustworthiness	Influence

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The following competency judgments are the result of the complete interviewing process – resume, interviews, reference checks and other assessment tools.

Competencies	H	M	L	Notes:
Achievement Orientation		x		Completed college degree at age 43. Excellent performance reviews in current role.
Leadership			x	Stay at home mom for 10 years. Helps train new reps.
Building Bonds	x			Knows customers in a business and personal sense. Initiated IM chats with other company reps to build teamwork. Active at church and in neighborhood.
Innovative			x	Initiated IM chats with other company reps to build teamwork.
Business Acumen			x	Marketing degree.
Service Orientation		x		Always puts customers first. Completed route “after hours” when her car broke down during the day. Has never had a customer complaint.
Time Management		x		Completes all work on time. Combines this with school and home responsibilities.
Communication Skills		x		Sings at church. Helps train new reps by having them ride her route with her. Short, staccato responses when asked to problem solve hypothetical situations.
Sales Acumen			x	(As it turns out, her job really does not have a sales component to it. It's restocking cards and visiting store managers.) Her personality data reflects a preference for this type of work.

Learning from Experience™ Interview Summary Results*

	Talented	Strong	Average	Limited	Weak
Mental Agility				x	
People Agility			x		
Change Agility				x	
Results Agility				x	

*Learning From Experience is a trademark of Lominger Limited



OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

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Sponsorship is provided in part by the generous support of the following organizations:

