

PILLAR 4 • RECRUITING

THE RECRUITING PLAYBOOK

How to build a team that performs without you carrying it.

THE RECRUITING FORMULA

50 +

20 +

10 +

5

Ben Ward

Founder, Sellership

WHERE THIS SITS

One pillar of the system.

The Recruiting Playbook is the recruiting half of Pillar 4 of The Sellership System®. Retention is delivered as its own playbook.

Sell-er-ship
SYSTEM™

From Selling To Leading
The key skills to start, build, manage and grow a world class sales team.

GET OUT OF WAY
RECRUITING & RETENTION
INTEGRITY

CHALLENGE
TEAM SALES
HUMILITY

LIFT
PRODUCTIVITY
VISION

ALIGN
CULTURE
EMPATHY

VISION MAP

MIND HEART FEET

Soft BRICK

PLUCK The FUD®
#1 KEY TO SALES SUCCESS

The Holy Grail of Leadership
#1 KEY TO LEADERSHIP SUCCESS

The Sellership System® — Pillar 4: Get Out of the Way / Recruiting & Retention / Integrity.

CONTENTS

What's inside

Start Here

The two disciplines that build a team

1 Belief Before Behavior

Recruiting is an identity, not an activity

2 The Recruiting Formula

$50 + 20 + 10 = 5$, and your daily rhythm

3 The Recruiting Funnel, Step by Step

From a name on a list to a producer

4 Who to Hire

The Law of 3 and the lines you do not cross

5 How to Teach Recruiting

Turn one recruiter into a machine

The Center of Gravity

Where the team is built, or quietly lost

START HERE

The best leaders aren't born. They're built. So are the best teams.

Most of us were never taught how to build a team. We were taught how to sell. So when a seat opens, we post the job, we wait, and we hope. There is a better way, and the good news is it can be learned.

Strong teams are built. They are not hoped for.

Recruiting never stops. Training never ends. Those are not slogans. They are the two disciplines that let you lead a team instead of carrying one.

Here is the truth that started everything for me. Brian Tracy stood in a room in Park City and said something I never forgot. Most sales managers were promoted because they could sell, and then nobody ever taught them to lead. Selling and leading are two different skills. One of them got you here. The other is the one we're going to build.

That gap is the entire reason Sellership exists. This playbook closes it for the recruiting discipline of Pillar 4.

FROM BEN

Think of me as your sales leadership safari guide. I have built teams. I have lost everything. I have rebuilt. I have recruited and led people who went on to produce more than 3 billion dollars in sales. I have made every mistake in this playbook so you do not have to. I have been there, and I have come back for you.

Let's build your team.

1

Belief Before Behavior

Recruiting is not an activity. It is an identity.

Before you contact one person, get three things clear.

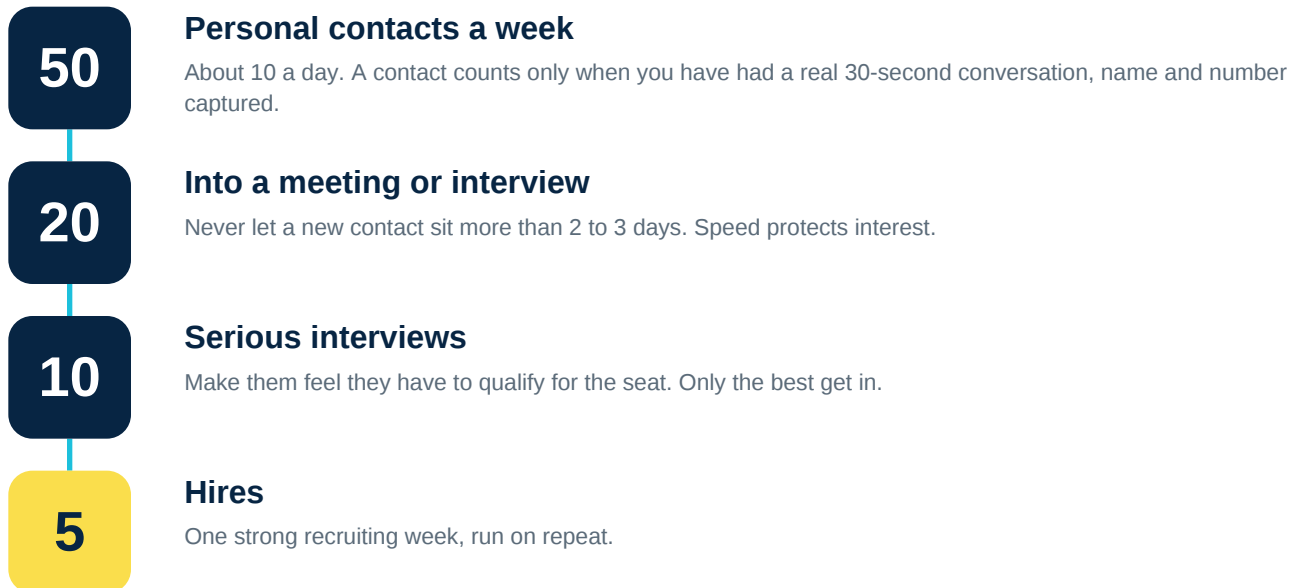
- 1 **Know your why.** When recruiting gets hard, and it will, your why is the only thing that keeps your mouth open. Write it down. Read it every day.
- 2 **Know your goals.** A goal you review once a quarter is a wish. Review your recruiting goals every single day.
- 3 **Decide that you are a recruiter.** Not a manager who recruits when forced. A leader who is always building. Eagles don't flock. You are looking for one good person at a time, and you are always looking.

Recruiting never stops. Training never ends.

The Recruiting Formula

Recruiting is a numbers discipline before it is an art. The art only matters once the numbers are moving. Here is the formula that built my teams.

THE RECRUITING FORMULA $50 + 20 + 10 = 5$



Recruiting from a referral list? Cut the top of the funnel in half. Start at 25 quality contacts, not 50.

The ratios matter more than the exact numbers. Your market may run leaner or heavier. The discipline stays the same. Contact creates everything downstream of it.

SUPERMAN RECRUITING 10 + 12 + 2 + 4 + 6



First half of the day. New and cold conversations. It keeps you sharp and meeting new people.

Second half. Warm list, referrals, and follow-up. The most effective use of your time.

Five conversations. Five closing moments. Five chances to add a player to your team, every day. Always ask for the commitment.

Contacting is the number one key to recruiting. Everything else depends on you starting the conversation.

The Recruiting Funnel, Step by Step 3

This is the path from a name on a list to a producer on your team.

THE RECRUITING FUNNEL, STEP BY STEP

- 1 **Build the contact list**
Everyone you know, and everyone they know. Do not pre-qualify. Do not exclude the busy ones.
- 2 **Make the informative call**
Not a sales call. Inform them why you reached out and invite them to take a look.
- 3 **Set the meeting before you hang up**
Never end the call without a time and a place. Keep the pressure low.
- 4 **Confirm, then run the meeting**
Walk through opportunity, expectations, commitment. Then you interview, and you decide.

On the contact list

This is not a short list of people you think are good prospects. It is every person you know, and everyone they know. People who would never take the job still know people who will. Open your mouth and the recruits follow.

The informative call

Keep it short, warm, and specific. Lead with the opportunity. Tell them why you thought of them. Ask for a short meeting. The principle, not a script to memorize:

SAY IT LIKE THIS

"I took on something I'm excited about. The opportunity is real, and the people who do well do very well. You were one of the first people I thought of. Do you have time this week to meet and see if it's a fit?"

Then set the meeting before you hang up. Never end the call without a time and a place. Keep the pressure low.

SAY IT LIKE THIS

"Before I let you go, what works this week to come meet my team and see what we're about?"

They qualify for you. Not the other way around.

A note on language. Speak their world, not yours. Use terms and numbers they already understand. Mirror their energy. Lower the pressure and the truth comes out.

4

Who to Hire

Hiring the wrong person is the most expensive mistake a sales leader makes. You pay for it in time, money, energy, and team momentum. So slow down here.

Make haste slowly. Go slow when you hire.

Remember this. The best a candidate will ever look is the first time you meet them. The best they will ever talk is that same first meeting. Judge accordingly.

What top people look like

- **Ambitious and hungry.** You cannot install ambition. They bring it or they don't.
- **Curious.** The more questions they ask about the job, the more likely they are to take it and succeed.
- **Problem solvers** who teach themselves.
- **They ask about opportunity.** Average people ask about security. The ones chasing security rarely find it. The ones chasing opportunity often find both.
- **Urgent.** The right person wants to start now. The wrong person delays and brings excuses.

COACH IT

***The clock test.** Mediocre people watch the clock for when they get to stop. Top people watch it like a race. How soon can I start? How much time is left? Listen for which one you're sitting across from.*

COACH IT

The pull-away. When you think you've found a strong one, pull back. "I'm not sure this is the right fit. We may go another direction." Then watch. The right person leans in and fights for it. The wrong person shrugs and walks.

THE LAW OF 3

3×

interviews

At least three times.

3

settings

In three different settings.

3

people

Three interviewers weigh in.

Never make a hiring decision until you have met the person three ways. This one discipline will save you from most bad hires.

Lines you do not cross

- Never hire dishonesty. Business is hard enough without it.
- When a candidate says they want to "take a break first" or "relax before they start," you are done. Do not spend another minute.
- If you have to be talked into someone, the answer is no.

Cut your losses

Knowing what you now know, would you hire that rep again? If the honest answer is no, the next question is how you get out, and how fast.

The people you don't release are the ones who cause you the most stress and steal the most of your time. They become Energy Vampires, draining the culture you're trying to build. Chronic stress is the signal. Don't ignore it.

Being good at sales and being good at leadership are two completely different skill sets.

How to Teach Recruiting

A leader who recruits well builds a team. A leader who teaches recruiting builds a machine.

You cannot ask your people to do what you will not do yourself.

The most important step in teaching recruiting is to recruit, visibly, in front of them. Lead by example. Then run three trainings, ideally within 48 hours of a new hire starting.

- 1 **Classroom.** Teach how to recruit and why it matters.
- 2 **The list.** Walk them through building their own contact list.
- 3 **Application.** Show them real examples of how you used your own list and your own approach.

Teach every rep the same formula you run. Set them up with their own list and their own daily rhythm. When recruiting is everyone's discipline, the team stops depending on your heroics. That is leadership multiplying results.

THE CENTER OF GRAVITY

Built, or quietly lost.

Recruiting and retention are not HR tasks. They are leadership disciplines. They are where your team is either built, or quietly lost.

Recruit like it never stops. Lead like you work for them. Prepare them for the hard before it arrives.

Build remarkable leaders who build remarkable teams. Start here.

Make it a great day.

Ben Ward

THE **SELL•ER•SHIP** SYSTEM®

Make it a great day.

NEXT STEP

[CTA destination TBD — book / University / keynote]