***ABR Certified Interview***

**Overview**: Oftentimes people say “I want to find people that are self-motivated & want to knock doors”. Unfortunately, those people don’t exist. It is our responsibility to CREATE those candidates through the recruiting process. We can shape a potential recruit’s mindset in the way that they are recruited. How do we create committed reps that have confidence & are excited to knock?

1. *They must have a clear understanding of the position*: As soon as they leave the interview, they will go and talk about it with their parents, friends, etc. If they cannot confidently explain the company, the product, how you sell, the pay structure, etc., that person may not even show up for training.
2. *They must feel like the EARNED the position*: If someone feels like the job was just given to them, or that you accept anyone with a pulse, they will not value the opportunity. They have to feel like they earned the position in order to create commitment.
3. *They must sell themselves on the job*: Too many interviewers try to “pitch” the applicant on the job. Rather than selling them on the job, find ways to get them to sell themselves on the job through strategic questions.

**Disclaimer**: There is no “One Size Fits All” interview. Some things vary depending on the industry, the exact position you are recruiting, the candidate’s level of experience, and your interview structure. This is designed to give you a framework that can fit whether you’re starting from scratch, or you are enhancing your existing recruiting process.

Use this framework to create your own interview script & slide deck. Every interview should be fully scripted & accompanied by a slide deck for visual learners. Verbally explaining number-oriented concepts like company averages & pay structures will go over recruits heads. Scripts & Decks are the backbone to your interview program. Even if you are capable of “winging it”, scripts & decks are important for scaling the recruiting process to new recruiters in the future.

Make sure to edit this to fit YOUR interview structure.

When in doubt, figure out what points you want to make to applicants, and rephrase those into questions to have the recruits come to conclusions themselves.

This script/structure is based on having an initial screening, an informational portion, and a final acceptance.

**Prescreen**

**Objective:** The purpose of a prescreen is to filter candidates that we know we don’t want to take up too much of our time, and to set the tone for the rest of the interview. We will briefly explain the position, the interview process, and ask a few qualifying questions before going into a full informational interview.

Before you prescreen them, it might make sense to have them fill out an application with some basic info so you know some information before you get started.

*Script*

Well \_\_\_, my name is \_\_\_ and I am the \_\_\_ Manager here for our \_\_\_\_ Office.

What I am doing right now is quickly pre-screening through applications. I’m going to ask you a few quick questions, give you some information about our company and if things look good I’ll (have you stay immediately, or schedule you for) a second interview. That is a 30-40 minute interview where I would cover a full job description, get to know the applicants better, and answer any specific questions about our openings at THAT TIME. At the end of that process, I can make final decisions for everyone being considered and give a yes or no decision. So again, this is just a quick prescreen, It will be just a few short moments, so it’s pretty painless.

{Write this info at top of their application; your demeanor should set the tone for the interview}

So \_\_\_\_\_\_\_\_\_, how did you hear about the position?

And \_\_\_\_\_\_\_\_\_, are you looking for full time or part time position?

Now \_\_\_\_ I’m assuming you’re looking to start ASAP?

( If not: how soon would you be able to start?)

(Cover any obvious schedule conflicts with training...school/ finals/ etc )

Okay, \_\_\_\_\_\_\_the position you’re applying for involves sales and some customer service work representing (Company name) products.

(Insert brief 1-2 sentence product explanation)

Our representatives get paid to meet with customers one on one, explain and demonstrate products, answer questions they may have and fill out contracts for customers if they’re interested.

Now, \_\_\_\_\_\_\_, we’re not just looking for people with experience because we do provide a full training for applicants who are selected.

The starting pay rate is \_\_\_\_ (insert brief 1-2 sentence pay explanation)

So \_\_\_\_, on a scale from 1-10 where would you rate your communication skills?

* Based on response: Why so high? Or “Why would you rate yourself a \_\_?”

\*\*Insert any additional performance based questions here. Remember, never come off as too impressed, otherwise sharp applicants will not feel like they earned the position. If someone is nervous, build confidence. If someone has a big ego, make sure not to act impressed.

\*If you want to move them onto a full interview

(Look at application, Power Pause…)

Well \_\_\_ I don’t see any reason not to consider you further at this point, so I’d like to go ahead and invite you to stay (or to schedule) a 2nd interview. In the 2nd interview, we will be going over the full details of the position and answering any questions you have. At the end of that interview, you’ll have your questions answered, I’ll have my questions answered, and we’ll see if you’re a good fit!

\*Have them stay for a 2nd interview or schedule them for a 2nd interview

\*If you have the capacity to do these 1-on-1, you will typically get higher conversions. BUT if there is any part of the interview you can do in groups, it is the informational portion. Once you get to a point where you have a significant number of applicants, it may be time to start running some group interviews.

**Informational Interview**

**Objective:** This will make up the bulk of your interview. Our goal is to cover the full details of the position in a way that the recruit fully understands the role, expectations, pay, etc. We also want to ask strategic questions that guide the recruit to sell themselves on the opportunity. If you are doing this 1-on-1, aim to make this portion as conversational as possible. If you’re doing this in a group, make this portion competitive by making sure they know you are looking to make a decision based on how they answer questions and take notes.

Flow: Question -> Conversation -> Content -> Question

Have your questions planned out!

**Introduction**

(Group) I’d first like to go around and have each of you remind me of your names so I can remember everyone.

* Seat people… sharpest candidates in the front so they are most engaged

As you know, my name is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. My position is \_\_\_\_\_\_\_\_\_\_\_\_\_, which puts me in charge of the recruiting and the operations here in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and the surrounding areas.

* Brief relatable story about how you started in the industry and how you’ve advanced

(Group): Let me begin by reviewing the interview process here to make sure everyone understands what we are looking to get done. What you just went through was a screening process, and you’re the people I decided to spend more time with today.

Preframe: “This portion of the interview is informational, and I’m going to be asking you some questions. I’m not necessarily looking for you to have the right answers. I’m just looking to see how you communicate with people. You don’t need to be the smartest person in the world to do this job, but you do have to know how to communicate. So make sure to answer questions as well as you can, and take a lot of notes. I will be factoring this into my final decision.”

* Sets the tone that they have to earn it
* Opens them up to answer questions & make it more conversational

(Group) My first question for all of you is: Why do you think I have this part of the interview in a group?

(Let them answer)

Gives me a chance not only to see how you interact with each other, but also how you interact with me in front of your peers.

Any other reasons I’d have this in a group?

(Acknowledge what they say)

Also, it saves time, but still allows us to be able to give everyone full information about the company.

I do also want to let you know that we have filled several positions at this point.

So obviously in the process of interviewing, not everybody’s going to be working with us.

I’ve found that through this process I’m able to accept the right people for the position.

This is what I’ll be covering today… (Go over sections)

Company, Product, Market, Pay, Training & Perks

I’m going to cover everything, so to save us some time if you have any questions write them down and if you are not clear I’ll take care of them in the final interview.

**Company**

* *The goal here is to build credibility*
* *Insert some details about your company*
* *When was the company founded?*
* *How big is your organization?*
* *How many territories/offices*
* *Sales (Keep in mind, most applicants don’t know the difference between a $2M company & a $500M company… Tell them more about what you’re really about)*
* *Mission/Values*
* *What do you want them to know and why?*
* *What do they want to know? (Feel free to ask them)*
* *How do you build simple credibility?*

*Example questions*

The company was founded in \_\_\_\_. In \_\_\_ we did \_\_\_ in sales. Last year in 2023, we grew to \_\_\_ in sales. Tell me, what are some advantages for working for a growing company?

* Advancement: The reasons I’ve been able to move into the position I’m in today is that I’ve worked hard, and due to the growth of the company I’ve been able to move up quickly
* Job security: While most companies are laying people off nowadays, we are constantly looking to add people to our team

(If working with students)

We work with all types of people from students to career professionals. Most companies don’t like to work with students. Why is that?

* Lack of experience
* Time

We, on the other hand, enjoy working with working with students because they are used to learning, and they’re naturally attracted to our summer program because of the schedule flexibility and perks we provide.

*When talking about values… (Example)*

When the company was founded, we made several key decision on how we were going to run our business

One decision we made was to present our products in a low key manner and to always put the customer first.

Have you ever met a pushy sales person? What do customers think when someone is overly pushy?

Our philosophy is, if the customer buys, thats great. IF they don’t buy, thats okay too. The main focus of our representatives are to present customers with the right information so they can make the best decision for themselves. In fact, we have over \_\_ customers and treating them with integrity is extremely important to us.

Another value of ours is honesty & integrity.

First with our customers, there is no need to exaggerate or be dishonest about the product in any way. What happens when someone exaggerates a product?

* People over promise & underdeliver. This would give the company a bad name

That is why we keep honesty & integrity at the forefront of everything we do. From customers to brand new reps & even the CEO, honesty & integrity are non-negotiables for us.

*(Use questions to make it more conversational, and go over company values)*

**Product**

*Explain your product as if you were explaining it to a child. Too often, people over complicate this section and it goes over our recruits heads. Confused customers don’t buy… confused recruits don’t sign. The goal is to make it as simple as possible, and show the recruits that the product basically sells itself. Use this to build confidence.*

*Explain product details*

* *Why is it a no-brainer for most people*
* *Who is your target market*
* *What are the reasons everyone buys?*

“Would you have been any less impressed with the product if someone else were to have shown it to you?” (shake your head no)

It doesn’t matter whether or not our representatives have a lot of experience, because the product basically sells itself.

That’s why we don’t need people who are highly experienced in sales. All we really want is someone who’s nice, able to communicate effectively, and knows how to speak with people.

**Market**

*This is where we explain D2D. Most people shy away from it… it’s our first opportunity to lose people. Manage this process through questions, build their confidence, and help them understand WHY we go D2D. Think about how you want them to explain going D2D with friends and family. Make sure to cover any other tough topics like deployment, housing, etc.*

Companies market different products in different ways.

When you think of companies like Mcdonalds, coca-cola, and bud light, where do they typically advertise (TV body language queue): TV! Because when people are lazy on their couch they want them thinking about fast food, soda, and beer…

Now where do you typically see ads for clothes? (insta swipe body language queue): On social media!

Because people typically shop for clothes on their phones nowadays

We market products for the home… so where do you think it makes sense for us to meet with customers? AT THE HOME

We canvas our products Door to Door.

Now, we don’t just go walking down the street knocking on every door. That’s highly inefficient.

What we do is we look for signs that someone would be a good customer.

You go out knocking with a team… you might take one street and your teammates might me a couple streets over and your manager is on the street next to you. And I may see that there’s a few cars in the driveway here so I know they’re home, and a kid pulled their bike into the garage a few doors down so I’ll make sure to knock that one… its strategic! *(tell a story/paint a picture)*

We’re trying to work smart, not just hard.

We also don’t just drop you off in a random neighborhood and tell you to get to work.

We’ll strategically go into the neighborhood as a team, and when you’re new you will always have someone with you helping you along the way.

Since the team is with you in the neighborhood, when you have people that are interested, your team can help out because they can get to you quickly!

*\*Explain the process of going D2D*

*Build confidence by talking about how there are specific things to look for + targeted areas where you know you’ll get the best results and you are not just knocking on random doors.*

*\*Now reps are SELLING THEMSELVES on D2D and why it make sense rather than being terrified of it*

*Go through company averages & what a typical day looks like.*

*How many doors does it typically take to book an appointment or make a sale? Show them what a day/week/month might look like and how much your people typically sell/how many appointments they can expect to set.*

*Paint a picture, and build confidence that they’ll do well if they follow the program & work hard.*

*Talk about housing if it's applicable for you in this section as well.*

One of the things that we do is we make a major investment in our team. We go out with \_\_ people to our summer territory, and I (or the company) put all the housing in my name. We’ve put down (dollar amount) to give our reps housing, so we are looking for candidates that we know will do well with us. If we choose incorrectly and you spend the first 3 weeks just playing video games and we have to send you home, then I eat the cost. That’s why I do have to be selective with who we take for the position.

So we don’t want you to pay for housing, but we can’t just make it free and have you come out & not work. Now our average rep typically sells \_\_\_. We do a housing reimbursement at \_\_\_. What that means is that when you sell \_\_\_, you will get that housing cost reimbursed.

\_\_\_, with most of the things you’ve done in your life, do you typically perform below average, average, or above average?

So chances are you’re going to be above average if we choose to work together, right?

*(Pullback + confidence)*

*If someone has to pay their current rent over the summer*

Do you currently live in an apartment?

And are you stuck with one of those leases where you also have to pay for it over the summer?

I don’t want to worry about you having to pay 2 rents… I can’t have all of my reps paying 2 rents. Have you ever subleased before?

If we decide to work together, one of the things we do with all of our college students is we help them get their place sublet. So I don’t want you to worry about that.

Our goal is that you won’t have to pay any rent at all this summer. Worst case scenario, it can just come out of your paycheck.

(*99% of the time they handle this themselves… the goal is that this does not become an issue as we are recruiting them)*

**Pay Program**

*This part needs to be very clear. This is the most important part to use a slide deck so they can see it visually. Otherwise it’ll likely go over their heads. They should be able to explain the pay AFTER the interview. Use terminology like “performance-based” rather than “commission-only”. Commission only is restrictive while performance based sounds much more positive.*

We decide to pay a lot more than other entry level sales programs. Why do you think we do that?

* *Attract the highest quality candidates*
* *We expect the best from our people*

We pay our people off of a performance-based pay.

Have you ever worked an hourly job?

And at that job, what happens if you work twice as hard as the person next to you, but you worked the same number of hours?

And how does that make people feel?

What happens to their performance?

Our company rewards people for working harder through a performance based pay scale. The harder you work, the more you get paid.

So we pay based on commission.

Last year, our average sales rep made \_\_\_ in \_\_\_. Our top first year reps were able to make \_\_\_, but \_\_\_ was the average for our first years.

Now in everything you’ve done in your life, have you typically been below average, average, or above average?

I’m not going to say you’ll definitely be above average in this job, because this job is hard, but even if you were HALF as good as the average and you made \_\_\_, would you be cool with that? Okay great.

*\*Go through pay scales with clear hypothetical examples for pay. Give averages, and tell stories to reinforce these averages & hypotheticals.*

*Be careful not to over promise/over promote on pay. People should want to work with you for reasons beyond the money. If their expectations aren’t met, they will be hard to retain.*

**Training**

*The purpose of this section is to build confidence in the training program itself. The only reason people don’t do well is if they don’t work hard or don’t follow the program. Give them confidence that as long as they work hard, you have the program for them to follow. They don’t need to be a natural born salesperson or have tons of experience.*

The reason we can have such a lucrative pay program is because of the quality of our training. In training, we teach our people everything they need to know to be successful with us. It was designed to enable us to take on people who haven’t had any previous sales experience and teach them to be successful with us right away.

“If we work together…” *(intentional pull-back)* I have a few basic requirements.

* *1 on 1 & team meetings if applicable*
* *Any other onboarding requirements you have*

*Show them an onboarding checklist & schedule*

*Walk them through what the first 2 weeks looks like*

There are \_\_\_ parts to our training

Initial training: \_\_ days here in our office. (Go over a basic outline of what is covered in training on each day)

* *Why should they have confidence in your training?*
* *What will be covered?*
* *What does their first week look like? First few weeks?*
* *What training modules do you have if any?*
* *Explain D2DU if applicable*

Most companies train their people for a day or 2 and expect them to know how to do their jobs. One thing our representatives love is that we are continuously helping our people get better. Because the better they get, the more money they are able to make. That is why we always have ongoing trainings.

Ongoing training: After the initial training, we typically see everyone (insert meeting times)

*Explain your meeting structure + what a typical schedule looks like*

**Perks/Team**

*This is our opportunity to end with a bang. Why do people REALLY want to work for you? This is where we can promote the growth, advancement, etc.*

Talk about any materials, software/tools, and apparel they get as a perk + why those things are important.

Pay

I know I already went over the pay, but the perk is that their commission is uncapped. We went over the averages before, but we’ve had students/first year representatives make over \_\_\_ in their first \_\_ on the job. If you’re willing to work hard, the financial opportunity is unparalleled compared to any other job for young people.

Advancement

*Walk through your rep progression ladder*

*Talk about the ability to advance from within, leadership training, and the opportunity to get into management*

*Stories, stories, stories… make it real and relatable for them.*

Experience

*Write your own version for this and why the experience will be valuable for them. Keep in mind, some people are looking for careers, while others are looking to use this opportunity as a stepping stone to start their own business or land their dream job. Paint the picture.*

Experience

I feel no matter what someone makes, the most important thing is experience.

After all, what are most employers looking for? Experience

How do you get experience without a job?

That is the catch 22 that most young people find themselves in nowadays

Does anyone know how long an interviewer actually spends looking at a resume?

Only a few seconds

When employers look through applications, what are they looking for? EXPERIENCE

Experience that qualifies the applicant for the job

But also experience that stands out from the stack of other resumes on their desk.

What often happens is that most people have similar resumes because they have held the same types of jobs … stores, restaurants, labor jobs, office work, receptionist work, cashiers, bartenders, internships, babysitting, volunteer work

Jobs that everyone has done and that don’t stand out on a resume.

Our people here at \_\_\_\_ get the type of experience that does stand out and will help them in any career that they desire

More importantly, the skills they gain are quantifiable

They learn how to generate leads and create business and that’s a skill that is extremely marketable

When they advance in the company it shows they have tenure and can progress

By simply hitting their promotions show progress within an organization (*give an example of successful rep that has advanced*)

Even just their closing ratio/appointments set tangibly shows results and performance

So if it doesn’t work out for you, I recommend finding a position that will help you gain these skills

Those are all skills, by the way, that are needed in any professional environment. I don't care where you go, if you're a pre med major, nursing, engineering, criminology, English, theater, hospitality, management, business, physical therapy, education, communications…

Anything you do in life requires sales. You’re either selling a product, a service, or yourself

Team

If you do get a chance to work with us, I’d say the best perk is our team.

With all the experience and financial opportunities that I've had, I definitely wouldn't be in the position I am right now if it weren't for the people I surround myself with. And they say in life, you are whom you frequent. I've never met more motivating, exciting, positive people than the ones that work here. We have a phenomenal team…

*Talk about qualities of your team/culture*

*Share stats of your office (#1 in division/#1 in the \_\_\_\_\_\_ area/ #1 in \_\_\_\_\_\_ category or “top” in \_\_\_\_\_category)*

*Share goals for the rest of the year*

*Share what qualities you’re looking for in your applicants that will help you get to these goals*

“If selected, you’d be in an environment that is conducive to your success, no matter what your goals are.”

**Transition to final interview**

So those are all the details of the position, what I’m going to have each of you do right now is fill out a (sheet of paper or form) that will help organize your thoughts.

Then we will review your answers in a final interview. This will help solidify my decision.

If you have any questions, please jot them down so that you’re prepared when we meet.

(Group) If I seem short with you, it’s only because I’m trying to respect everyone’s time. If selected in training we’ll definitely get to know each other more.

**Final Interview Acceptance**

So \_\_\_\_\_\_\_\_\_\_\_, I know that was a lot of information, but what was your overall impression of everything?

Okay, and did you have any questions or is there anything I can clarify for you?

If accepted, would you feel confident representing \_\_\_\_ and our low-key sales approach?

Do you also feel confident with our training process?

(if applicable): I see that you’re majoring in \_\_\_… tell me more about that. Do you know what you want to do long-term?

You checked that the experience of working with us could benefit your future… tell me more? How do you see this benefitting you?

Lastly, we have a lot of people applying for the position and we have to be pretty selective with who we accept for the position… why do you feel like you’d be a good fit?

CLOSE (if accepting on the spot)

Well \_\_\_ obviously we can’t accept everyone that interviews with us… we do have to be pretty selective with who we take…(optional: I would have liked to see a bit more \_\_\_ from you during the process)

But, In *your* case, \_\_\_\_\_\_\_\_\_\_\_\_, I felt that you really presented yourself well… (Give 1-2 reasons to be selected)

* You seem like a hard worker (GPA/Past Jobs)
* You seem like a very sincere/authentic person
* Good listener / team player / Seem intelligent and have a good grasp on business ethics/models/practices/etc.
* Athlete- time management skills + ability to work hard

So that being the case, I would like to go ahead and formally accept you for the position. Welcome to the team!

So what we need to do \_\_\_\_\_\_\_\_\_\_\_\_, is get you set for training. Again, training is the only part of the job that is not flexible. Training is on…..

* Review dates/times (handle conflicts, if any)
* Add any details about training/assignments
* Go over onboarding checklist/expectations
* Review who is running training (make sure to build up the manager)

And \_\_\_\_\_\_\_\_\_, I’m going to give you some tips to make sure that you get the most out of training— (Customize these depending on how your training works)

* First and foremost, arrive on time—make sure to be 5-10 minutes early
* Lean toward business casual, but make sure to be comfortable. Its a long 2 days but it’ll be totally worth it. Feel free to bring some snacks or some food. We’ll have 10-15 minute breaks throughout the training…

**ASSIGNMENTS/Training expectations**

\*Custom to your organization

CLOSE IF ACCEPTING LATER

On a scale of 1-10, 10 being when can I start and 1 being thank you for your time, where are you?

Great, I think I am a \_\_ also. I think the next step is \_\_\_.

* I am never a 9 or 10 on the first visit, but I think the next step is to \_\_\_.

How does that sound?