



# You Deserve a Superstar Sales Team

*How to Hire  
with Confidence:  
The Processes &  
Strategies You Need To  
Never Be Surprised Again*

*By Susan Villamena, CEO & Founder of Westerly-Enright, LLC*

# Contents

A Letter from the Author	Page 2
Why Hiring Salespeople is HARD	Page 3
Weighing Sales Skills vs. Industry Experience	Page 4
What Great Sales Managers Know	Page 5
Traits of Top Salespeople	Page 7
Who Is Westerly-Enright	Page 8
Westerly-Enright In The News	Page 9
The Westerly-Enright Process	Page 10
Sandler Training	Page 12
Featured Client: Michael Garvey of License Monitor	Page 14
Top 10 Tips for Finding Your Next Superstar	Page 16
Special Offer: Use Our Assessment Tool	Page 18

*“Interviewing salespeople is an art, and anyone with their own sales hire horror story can attest to that. You need a process that’s designed to uncover who this candidate truly is.”*

*-- Susan Villamena, “How to Avoid Another Sales Hiring Mistake”*

## My Fellow Business Owners, CEOs and VPs of Sales,

Like most business owners, you can probably tell at least one horror story about a sales hire. After a great interview, fabulous references, and excellent experience, you thought your new rep was the answer to your prayers. But six months down the road, you're still not seeing results. Before long, it's clear that the superstar you were sure you'd found is just another mediocre salesperson. What went wrong?

Did you hire the wrong person or is it possible that you failed them? It's a tough question to ask yourself.

When you have a failing experience with a new sales hire, it's important that you take a good look in the mirror. After all, this is your company and ultimately *you* will be responsible for what happens. There are only three reasons why salespeople fail: 1) your criteria for what you wanted or needed was wrong, 2) your strategy for finding the right person was weak, or 3) you failed to manage your new hire properly.

The goal of this book is two-fold. First, I'd like to offer you some insight and suggestions on how to approach your next sales hire so that you can have a more successful experience. Then I'd like to tell you a little bit about Westerly-Enright and how we help our clients to achieve better results by using the strategies and processes that I'm sharing with you on the next few pages.

Remember, whether your sales team is one person or 5,000, they are the lifeblood of your business. Treat them that way. At the same time, however, your company is your most valuable asset and you *are* entitled to have the best people on your team. If you raise expectations and refuse to tolerate mediocrity - both in yourself and in those around you - you'll be one step closer to building a sales team that can and *will* get the job done!

I wish you great success and growth in 2012 and beyond!

Thank you,



**Susan Villamena**

CEO & Founder, Westerly-Enright

[www.westerlyenright.com](http://www.westerlyenright.com)

# Why Hiring Salespeople Is HARD

Salespeople are not the same as other employees in your company. They don't get to come in every day to a friendly environment where people are happy to see them. Instead, they're out in the marketplace being blown off, ignored, lied to, and flat-out rejected by potential prospects *every single day*. It takes a different kind of person to be able to deal with that.

Most people have a need for approval which drives them to do their job well, but salespeople are motivated by something else, some innate ambition that makes them willing to take the risk - and potentially reap the rewards - of working on commission. As a result, the hiring, managing, and training practices that your company uses with other employees simply won't work with salespeople. You need a different approach.

You can't trust a salesperson's resume, past experience, or interview to give you the full story. Good salespeople know how to sell themselves better than anything. They'll say what you want to hear, which is no guarantee that they can actually do the job. You need to dig deeper, to understand what is truly motivating this person and if the skills they possess match the requirements of your role. A targeted selling skill assessment, for example, is a valuable tool for evaluating the strength of a candidate's ability to hunt, prospect, and close, which is what you *really* need them to be doing.

Finding talented salespeople isn't easy. But with the right hiring strategies, it *can* be within your grasp.

## The Manager's Checklist for Building a Successful Sales Team

- 1. Establish expectations.** Write detailed goals with progress metrics and a list of suggested activities that are proven to produce results.
- 2. Get buy-in.** Know the rep's personal goals and make sure the sales plan is aligned to achieve them.
- 3. Create a pipeline.** Your company's selling system should have specific steps, criteria, and expected outcomes that are clear and understood by all.
- 4. Meet one-on-one.** Set aside individual time with your rep each week to discuss that week's progress and mutually approve the plan for next week.
- 5. Product train regularly.** Even if you haven't introduced new product, train at least monthly to open the forum for new ideas on how to sell.
- 6. Sales train regularly.** Role play, problem solve, challenge the pipeline, create new strategies, and question current techniques to keep sales skills fresh.

## Weighing Sales Skills vs. Industry Experience

In an ideal world, every qualified candidate would hit the bulls-eye. Their resume would run the gamut - proven selling background, strong sales ethic, a well-developed sales skill set, and to top it all off, experience in your industry selling to your customers. In the real world, it *is* possible to find this ideal candidate, but the reality is that it takes time. To find a candidate of this caliber, it takes dedication and patience, as it will likely require six months to a year of devoted searching and interviewing before you come across a candidate that's the full package.

If you're like most companies, you probably just don't have the time to execute that kind of grueling candidate search. The more likely scenario is that most of the candidates you meet will have *some* combination of the qualifications you're looking for, and you will need to decide which criteria are most important to a candidate's success in your individual company and industry. **One of the most common tradeoffs is between sales skills and industry experience, and this is one of the more challenging decisions a hiring manager will need to make.** The good news is that if you look a little closer, often it's not as critical to find someone from your industry as you might have thought.

In most cases, an instinct for sales and a well-honed selling skill set - having the hunger and drive to consistently hunt, prospect, and close - is the most important factor for success. To determine if a candidate with those skills can make it in your particular industry, you just have to think outside the box.

### Ask yourself these questions:

- **Has this person lived in a world which is akin to our world?**
- **Are they calling on and selling to the same people as our company?**
- **In our company, is it generally harder to find a client to do business with or harder to find someone who can do a technical presentation about our products?**
- **In our industry, is the technical skill set or the sales skill set more difficult to build?**

It is an often overlooked fact that, for most industries, you can teach the technical skills, but sales skills are innate. For many companies, it matters more that you can reach the customer than what you're actually selling. If you find a candidate who has experience selling to the same role/level of person as your company does (for example, directly to the CEO, or the Office Manager), that could be an automatic link to new

## Weighing Sales Skills vs. Industry Experience

customers. Remember: people - especially salespeople - bring relationships with them. If they have experience selling a complimentary product to the same customers you target, that means they already know how to get in front of those customers and how to meet the needs of those customers. And on top of that, you'll get a fresh set of eyes with enthusiasm and a motivation to learn, since a candidate who is new to your industry won't have preconceived notions or ideas to rely on.

If you decide to hire a skilled candidate from outside your industry, there are some special considerations to take into account. **While the on-boarding process is important for any candidate, it is a particularly essential success factor for candidates from other industries.** You need to have a process in place to train new salespeople and teach them about your industry and products so that they can sell with confidence and expertise. Keep in mind that you may need to budget extra time to ramp them up, and even more importantly, you must instill in yourself and in your organization the patience and belief that investing time and energy in a new sales hire at the beginning will pay off in the long run.

And what happens if you determine that industry experience really is critical for your business? **There certainly exist some highly technical industries where it simply is not feasible to train a salesperson on the job. In this situation, you must be cautious not to become enamored by industry experience alone.** It's crucial to take your time and make sure you're using the right criteria to vet out a good salesperson and verify that your candidate has the selling skills to go along with their experience. You must be as rigorous on identifying strong selling skills as you are on industry experience, otherwise you may fall into the common trap of hiring someone who is technically experienced, but doesn't have the natural drive or talent to be a success in a sales role.

While making the tradeoff between sales skills and industry experience is a major challenge for many businesses, it can be overcome with a little bit of patience and creative thinking. Invest the time in evaluating the true needs of your business, and set out to find candidates with the qualifications which are most likely to generate success. A little perseverance can go a long way towards reaping rewards for your company.

# What Great Sales Managers Know

Successful salespeople have successful sales managers and mentors. Period.

A good manager and mentor can take an average salesperson and make them great. Do you have the right practices in place to create your company's next superstar? Consider these points for building a world-class sales team:

**Great managers have great training.** If you want to build a world-class sales team you need to be a world-class manager. You don't have to be the best salesperson on the team, but you do have to immerse yourself in on-going sales management training and challenge yourself to improve, just as professional athletes do every day. Reading books and going to seminars isn't going to do the trick. Get yourself a coach who knows your strengths and weaknesses and cares about your success.

**Know what personally motivates each of your reps.** If you want to know how successful someone will be, find out what motivates them to get out of bed each morning. Every salesperson needs a goal that's important enough to drive them to fight through the day-to-day challenges of selling. Ask each of your reps why they come to work every day. Without a meaningful answer, you can't expect much success.

**Seek buy-in through collaboration.** A good manager manages from the bottom up, not the top down. Ask questions to uncover what really makes your salesperson tick, then build an activity plan *together*. If that plan will enable them to reach their *personal* goals along with the company goals, you'll see their motivation soar.

**Meet to debrief and plan.** On a set day and time each week, sit down for 15-30 minutes with your salesperson to review that week's progress. Use questions like, "Did you achieve your goals? Why or why not? What are your goals for next week? What can I do to help?" Take notes, *always* meet in person, and be consistent. Make sure your rep knows that you expect consistent performance - and no excuses - in return.

Being a great sales manager takes dedication. With a plan for understanding what makes your rep tick and how to play to their strengths, you can make a winner out of a middle-of-the-road salesperson.

# Traits of Top Salespeople

Mediocre salespeople are a dime a dozen, so what is it that sets a great salesperson apart from the crowd? When interviewing sales candidates, these are the top traits to look for and the questions to ask:

**Lacking the need for approval.** Unlike other employees, for salespeople a need for approval is a likely source of unproductive time. Why? A sales rep who needs approval will find him/herself spending time building relationships with - and doing “free consulting” for - prospects who will never buy, instead of asking tough questions to understand the prospect’s underlying objections in order to make the sale.

*Interview question to ask:* “Tell me about a sales call you had to make to a difficult prospect that didn’t seem to like you or didn’t treat you well.” Watch the candidate’s emotional response - if they are clearly troubled or hurt by the story they have to tell, they may have a strong need for approval.

**Being proactive.** Successful salespeople are self-motivated and willing to take the initiative to drive business. It’s important, however, that they take the *right* actions. An overzealous salesperson might jump in unprepared or sell too aggressively, making a bad impression on prospects. Look for someone with a natural sense of good judgment who is well-prepared and takes calculated risks.

*Interview question to ask:* “Name a time when you were ‘slow on the trigger’ and wish you had acted sooner. What were the consequences? What did you learn?” If the candidate hasn’t formulated a plan to avoid making the same mistakes in the future, they are not being very proactive about ensuring success.

**Having ambition.** Money is always an incentive, but the most successful salespeople are driven by something more. They have an inner desire and the energy and dedication to follow through on those goals. Simply put, the *candidate* motivates the candidate, not the money.

*Interview question to ask:* “What are your goals?” If the candidate jumps right in with an answer and has a well thought-out plan to achieve those goals, you’ll know they possess the inner ambition they’ll need.

Hiring a top salesperson takes time, dedication, and a specific strategy tailored to uncovering a salesperson’s inner composition. Look for these three traits in your next candidate and you *won’t* go wrong.

## Who Is Westerly-Enright?

Westerly-Enright is a sales force development firm that focuses exclusively on identifying **and retaining** *premiere sales talent*.

Through our unique process, we:

- Help your company find the best sales talent
- Collaborate on developing a plan for success
- Assist in implementing an effective on-boarding program
- Provide training and coaching to the management team and the new hire

Our goal is to find the right talent with the qualities needed to succeed in your industry, organization and company culture.

We focus on serving the needs of companies nationwide who have become frustrated with the hit-or-miss results of their previous sales hiring efforts. Westerly-Enright delivers “A”-level hires who are committed and ready to develop their positions to the next level.

Our extremely detailed, one-of-a-kind interviewing and screening process finds candidates that possess the right skills, bring parallel sales experiences, and have the necessary cognitive skills, habits and sales attitude to succeed in your organization.

The end result is bringing on a superstar salesperson who is equipped to thrive within your organization.

## Why We Are Unique

Customized process for  
your company &  
industry

Founded by sales  
experts who understand  
the subtleties

On-boarding assistance  
to ensure your new  
hire’s success

Proprietary assessment  
tools to gauge a  
candidate’s potential

We go beyond  
credentials to find the  
candidate who is  
**truly the best fit for  
your company**

## Westerly-Enright In The News

# 914INC.

## Westchester County's Most Accomplished Women Entrepreneurs

Meet 28 of the county's most successful, most innovative, most respected business women.

TEXT BY BEN BRODY, CAROL CAFFIN, NANCY L. CLAUS, MARISA LASCALA, ROBERT SCHORK, JOHN BRUNO TURIANO, AND LAURIE YARNELL PUBLISHED NOVEMBER 8, 2011



### (Sales) Pitch Perfect Susan Villamena Co-Founder, Owner, and CEO, Westerly-Enright

The road to success for Susan Villamena was fraught with detours and false starts. The English Lit major thought she was destined for a teaching career. When that didn't pan out, she worked at a series of jobs in the corporate world. "I was in my twenties, having a lot of fun, and probably would have stayed there forever if not for getting downsized," Villamena says. "Luckily for me, I'm the daughter of an entrepreneur and salesman. At that very low point in my career, my father said to me, 'If you never want to get 'downsized' again, learn to sell and become your own boss.'"

Villamena began by working for her father, "but my professional life changed forever" when she discovered the Sandler Sales System, an international franchise that specializes in sales and sales management training. "After working for

a franchisee and mentoring under the most incredible salespeople, including David Sandler himself," in 1996, she opened her own franchise in Westchester, which eventually made her realize that most companies lacked an effective hiring system for their salespeople.

With a niche in the hiring/recruiting industry that Villamena had identified, she turned to friend Laura Loughlin. Since Laura was already in the staffing industry, she understood the nuances of that world. Together, the duo founded Westerly-Enright.

Westerly-Enright deals exclusively with helping businesses grow their salesforce. To date, Westerly-Enright has enjoyed revenue increases of 10 to 15 percent each year since its launch four years ago. "And," says Villamena, "I'm anticipating that 2012 will be another good year."

*The excerpts above are © 914INC Magazine* 9

# The Westerly-Enright Process

Westerly-Enright's proven hiring process utilizes a three-phase approach towards understanding the unique needs of your company, rigorously evaluating potential candidates, and strategically on-boarding the chosen hire to ensure long-term success. Using this process, Westerly-Enright is able to find talented salespeople with the right set of skills to succeed in the specific environment of your company and industry.

## Phase 1: Company Analysis

The Westerly-Enright team works closely with the CEO or hiring manager at your company to learn the ins-and-outs of your organization and industry. First, the Job Profile probes into the intended role of the new salesperson, including the sales territory, your products, key performance indicators (KPIs), primary function indicators (PFIs), company culture, vision for the future, and how this hire is expected to contribute to that vision.

Next, the Client Profile examines 18 different components to understand the environment that your new hire will be working in, and the Candidate Profile helps paint a picture of the skills, experience, attitudes, and habits of the ideal "perfect hire." To conclude Phase 1, we

## Company Analysis

- Job Profile
- Company Profile
- Candidate Profile
- Past Hiring Mistakes
- Sales Process

## Initiate Search

- Market
- Screen
- Phone Interview
- Face-to-Face Interview
- Interview with Client

## On-Board the Candidate

- Review Assessment
- Establish Goals
- Setup Debrief
- Accountability Process
- First 90-Day Support
- Sales Training Boot Camp

# The Westerly-Enright Process

work closely alongside the CEO to assess the reasons behind past sales hiring mistakes while analyzing the sales process in-depth to provide more insight into the best fit for the position.

## Phase 2: Initiate Search

Leveraging our extensive network, we begin the search process by marketing the position to potential matches. Westerly-Enright reviews each applicant's resume with a critical eye, watching out for common tricks used to hide a candidate's flaws. We then use a proprietary internet-based test to evaluate whether each candidate has the skills necessary for sales success. This test acts as a screening tool to narrow the field to only qualified candidates who have solid sales abilities. To finalize the candidate search, Westerly-Enright conducts multiple rounds of phone and face-to-face interviews *before* only the best candidates are introduced to the client. We then work with the client to assess the advantages and drawbacks of each candidate and help the hiring manager to select the ideal fit.

Once a candidate has been selected, we facilitate the negotiation process. This helps to ensure that the compensation package is competitive and motivating, while also feasible for the client.

## Phase 3: On-Boarding the Candidate

The on-boarding period is critical to the long-term success of a new salesperson, and as such, must be managed carefully. Throughout the on-boarding phase, Westerly-Enright works with the client as a consultative partner to establish effective training procedures and set the foundation for goals and accountability within the new hire's first 90 days on the job.

During the goal creation process, we help you to understand the personal ambitions of the salesperson and create a sales plan that aligns these goals to the company goals in order to incentivize the new rep to shine. In addition, we assist you in organizing ongoing accountability processes such as a weekly one-on-one debrief meeting with the salesperson. This ongoing accountability process provides a forum to discuss current activities and future plans while tracking progress against the rep's longer-term goals.

Using this proven methodology, Westerly-Enright has been able to consistently create successful matches between talented salespeople and the companies where their unique skill set can truly make an impact.

## Sandler Training: Partnering for Long-Term Success



Our New York Partner, Bob Heiss, training in the President's Club™

# Sandler Training: Partnering for Long-Term Success

Westerly-Enright partners closely with Sandler Training to provide world-class sales and sales management training through the Sandler Sales System Boot Camp.

Boot Camps are one-day interactive, face-to-face training sessions designed to immerse attendees in the proven techniques and strategies espoused by the Sandler Selling System.

During this one-day intensive training program, attendees learn how to:

- Ask **effective questions** that help close the sale
- Quickly identify the **decision-makers** in the process
- Uncover the **true reasons** behind why people buy
- **Effortlessly prospect** for new business
- Eliminate **unpaid consulting** time
- **Shorten** the selling cycle
- **Proactively generate** more referrals
- **Keep control** of the sales process
- Turn a suspect into a prospect **in thirty seconds**
- **Effectively** handle stalls and objections
- **Stop giving away profits** by selling on price
- **Nurture a client** into a sale

The Sandler Boot Camp has had a tremendous impact on sales professionals at all levels, whether they've been in sales for six months or six decades. This program arms participants from any industry with the practical know-how and insider knowledge they need to start succeeding in sales *today*.



## The Boot Camp Program

Identity vs. Role -  
Creating Success in Sales

The Sandler Selling System

Making the First Minutes  
Count Every Time

Discovering Their Reasons  
To Buy

Shortening the Sales Cycle  
by Staying In Control

When & How to Talk About  
Money

The Decision-Making  
Process

## Featured Client Success Story



**Michael Garvey,**  
President of  
License Monitor

### About License Monitor:

License Monitor was founded in 1999 by Michael Garvey, a police sergeant who had witnessed first-hand the devastating effects of improperly licensed motor vehicle operators. After determining an employers' need for pertinent

employee driver license information, Garvey set out to build today's leading proactive license monitoring company.

The company's proprietary software delivers Department of Motor Vehicle (DMV) information in a practical format that provides employers with a robust driver risk management tool aimed at reducing the number of accidents and injuries that companies experience.

License Monitor is committed to making roadways safer for all motorists by empowering employers in the public and private sectors to remove suspended, revoked and unlicensed drivers from the roads and mitigate threats posed by high-risk drivers.



### **Awards:**

*2003 NY State High Tech  
Company of the Year*

*2006 NY State Small  
Business Hall of Fame*

“We offer a proactive solution to ensuring public safety. Our clients are updated daily about their employees' driver's licenses and notified immediately if any of their drivers are suspended, revoked or out of compliance.”

## Featured Client Success Story

### Challenge:

Like many of our clients, License Monitor was a solidly growing business with big goals. CEO Mike Garvey had limited success with hiring salespeople. It seemed as though whenever he thought he'd found the right person they would leave the company, and replacements who seemed perfect for the job would fail to get off the ground. Mike knew that in order to take his company to the next level, he would need to figure out two things: First, what does a great salesperson even look like? And second, how do I keep that person once I've found him?

### Action:

Through the Discovery Process, we learned that Mike's perception of what he needed and the reality of what he needed were out of sync. In addition to helping Mike better determine who the right person might be, we also helped him see that there is often no correlation between an excellent resume and a candidate's ability to get the job done. We also strengthened his on-boarding/ramp-up program to better support his new hire and guide him toward success.

### Results:

After much searching and vetting, we found Mike his superstar. We are currently continuing our commitment to his success and working closely with Mike and his new rep through our training and consulting division.



**“Hiring the right salesperson has enabled me to focus on growing my business.” – Michael Garvey, CEO**

# 10 Tips for Finding Your Next Superstar Salesperson

Finding a superstar salesperson is not rocket science. More often than not, all it takes is time, patience, and a lot of deliberate thought about what kind of candidate can really succeed in your particular business. Following are Westerly-Enright's top ten tips to help make your next sales hire a success.

- 1. Use a hiring system.** Just like anything else, successful hiring takes planning. If salespeople know anything, it's how to sell themselves, so you can't trust your gut in this case. Invest time in creating a consistent hiring system to help you evaluate candidates against criteria that will uncover whether a salesperson fits the unique needs of your company.
- 2. Use the right criteria.** Too many executives base their list of criteria on what qualities were missing from their previous salespeople. Instead, start fresh and imagine an ideal fit. What traits and abilities would help a salesperson to thrive in your industry?
- 3. Assess your business.** Take an honest look at the strengths and weaknesses of your business and your plan for growth. A new salesperson is not the savior who's going to revitalize your business, and those kinds of expectations will only set them up to fail. Make sure your business is ready for success to maximize opportunity for your new hire.
- 4. Assess your management team.** If you're having trouble retaining good salespeople, take a look at who they're reporting to, including yourself. Can you improve your company's management style?
- 5. Examine your compensation.** Is your compensation structure competitive and motivating? Determine if your commission and other perks will really enable salespeople to meet their personal goals.



# 10 Tips for Finding Your Next Superstar Salesperson



6. **Know your marketplace.** Salespeople thrive in a strong marketplace where there is opportunity to succeed. Are you focusing on the markets with the most upside potential? If not, even a talented salesperson won't be able to make a difference.
7. **Evaluate on sales skills.** Many executives rely on strong resumes or personality tests to evaluate a candidate, but what really matters is their ability to sell. Use a tool specifically design to uncover selling strengths and weaknesses to aid in your hiring decisions.
8. **Don't forget on-boarding.** Even a great salesperson needs a strong on-boarding program to help them ramp up quickly and efficiently. Set your new hire on the path to success by utilizing comprehensive outside sales training.
9. **Accountability is key.** Every successful organization needs a system of accountability, and sales teams are no different. Work with your sales team to create individual goals and hold them accountable for achieving those goals by a set deadline.
10. **Don't settle.** Make a decision to never again tolerate excuses from those around you, including yourself. If the selling isn't getting done, it's time to take a long hard look at the reasons why and make the necessary changes.

Make no mistake - finding your next superstar salesperson will take effort, but it *can* be done. Don't let temporary frustration cut your ambitions short. Invest the time in hiring the right person now and it *will* pay off in the long run.

## Use Our Assessment Tool to Evaluate Your Next Candidate

The next time you think you've found the salesperson of your dreams, put some confidence behind your offer letter by using our proprietary online assessment tool. This valuable tool will help you to understand your candidate's selling strengths and weaknesses and make sure that this person has the skills they need to succeed in your company's unique role.

The assessment tool will give you insight into your candidate's aptitude across many of the important success criteria that are possessed by all top salespeople, including:

Ambition & Drive	Emotional Objectivity
Sales Prospecting	Trainability
Closing the Sale	Confidence & Energy, and more!

Before you extend an offer, make sure you have a true picture of your candidate's abilities. Contact Westerly-Enright today for a free consultation and more details on our proven assessment tool!

**Email:** [susan@westerlyenright.com](mailto:susan@westerlyenright.com)  
**Web:** [www.westerlyenright.com](http://www.westerlyenright.com)  
**Phone:** 914-287-7311  
**Address:** 7-11 South Broadway, Suite 401  
White Plains, NY 10601

### A Special Offer Exclusively for You

Don't get sold by a flashy resume or laundry list of industry experience - put your next sales candidate to the test using our proven internet-based assessment tool!

## The Superstar Sales Team

Westerly-Enright is a sales force development firm that focuses exclusively on identifying premiere sales talent using a unique proprietary hiring system. We work closely with CEOs to conduct an extensive analysis of the client's organization and industry coupled with a rigorous one-of-a-kind interviewing and screening process to find candidates that possess the right combination of skills and experience to excel.

Inside this informative booklet, you'll learn:

- The Top 10 Tips to find your next superstar salesperson
- How to choose between candidates with sales skills vs. experience
- The tricks of the trade that all great sales managers know
- How Westerly-Enright transformed one real-world client's business with an all-star sales hire
- And more!

**Special offer  
exclusively  
for readers!  
See inside for  
details.**

### *About the Author*

*Susan Villamena is a widely regarded expert in sales force development and CEO and Founder of Westerly-Enright, LLC.*

*She has helped hundreds of companies to achieve substantial gains in their revenue and profits and has learned firsthand that a company's sales force is its most valuable asset. Susan founded Westerly-Enright to help CEOs find the "A"-players who will help their company to achieve its strategic goals and long-term vision.*

***"Hiring the right salesperson is unlike hiring anyone else in an organization. Successful salespeople are wired up differently from everyone else in the company, and they need a special evaluation process to find the right fit."***

***-- Susan Villamena, CEO & Founder of Westerly-Enright***