



# DEALERSHIP

WEEKLY INFORMATION NETWORK

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## July 16, 2020 Notes

### Sandy Cerami “The Solutionist” – How to Identify, Recruit, Onboard & Develop the Right Talent for the Next 10 Years

#### **An Employer’s Ability to Differentiated Themselves to the Top-quality Employees**

- It has been a red-hot employment market. The power and the leverage have been in the hands of employees not the employers because there is a shortage of quality, qualified people out in the marketplace.
- Begin with the end in mind.
- A lot of times, we hire out of absolute necessity – emergency hiring – and we’re not putting a lot of thought into who we seek to join our team.
- The first thing I like my clients to work on is actually setting up candidate profiles based on the position that they’re going to be recruiting for.
- I like to recruit 24/7, 365 days a year. I’m always looking for quality people. I don’t want us to miss an opportunity to speak with a top-quality candidate because it’s inconvenient timing for them.
- The best way for us to acquire the best talent in the marketplace is to always be looking. You can create ongoing campaigns through zip recruiter, linked in, social media, or just a standard page on your company website.
- Most quality candidates don’t take these career decisions lightly. So, we have to be constantly out in the marketplace sharing the good news of what we’re doing.

#### **Start with a Candidate Profile**

- I’m a big believer in a personality profile where we get a chance to see what type of personality we’re looking to hire and making requirements as to what type of experience were looking for. I think we can make big mistakes if we’re not clear about

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exactly what type of experience we're looking for and then taking the time to actually vet out whether that candidate possesses those skills/experiences.

- How do they handle themselves on a telephone call? What are their achievements to date? – This gives you an idea of whether they're a goal setter and a self-starter.
- It is important to take the time to establish that candidate profile so we can figure out "who do we want to hire?"

### **The Importance of Ad Copy**

- Then you can start to work on creative, engaging and honest recruiting ad copy. Too often all I see are bland, boring, run of the mill ads that do not tell a story about the organization. It's very important that we get creative on those. I would talk to my existing employees – ask them about all the reasons why they come in on a daily basis, what attracted them in the first place and what keeps them there.
- There is usually a common theme running within the high performers in the organization with why they are there.
- We can find great ideas and great content outside of our own vertical. I look outside of automotive very often.
- Ad copy is their first impression of us – we need to differentiate. I love recruiting ads that tell a story about the opportunity and organization. There's always a story that you can tell.

### **The 59- Second Video**

- I would require this from the customer facing employees. It's their first opportunity to demonstrate to you that they can follow instruction. It can be an exclusionary decision if they can't follow instructions. You get a good view of their personality and it forces them to communicate in short, effective bursts.
- We're looking for somebody that has the ability to look right into the camera – maintain eye contact with the camera. They should be positive, smiling throughout their video. I want them to give me at least one solid reason why they're a great candidate and we should hire them.

### **Job Responsibility Outline and Interviewing**

- I hate the term job description. I like the term job responsibility outline. I want my clients to have a formal written position outline before they interview. It needs to be fluid and it can be subject to evolve over time based on business environment. There's no business that is static at this point. Covid has proved that.
- The best time to have that discussion is during the hiring process.
- I believe in a second interview for certain. Way too many mistakes are made by hiring off of one interview. The best you'll ever see anybody is on the initial interview. Have a second interview and second person in the decision-making process.

- I believe that the GM and assistant GM should be interviewing everyone in a position of management. They should also be speaking to every new employee within the first 48 hours of being onboarded at the company.
- I think you should also have a core group of questions that helps you identify skillset and experiences of your candidate so that it matches up with the job responsibilities and the career path that they're going to be taking part in. Know specifically what you're looking for and asking questions pertaining to that.

### **The Hiring Call and Onboarding**

- This should be a really special occasion and should be done by the hiring manager and the general manager. It should be extremely upbeat and welcoming. It should be a final opportunity for any questions they have before joining the team.
- I have clients that are sending out gifts upon hiring – make it exciting. The more special and valued we make people feel, the more special and valued we'll feel in their minds.
- Creating that deep interpersonal connection with new employees goes a long way in terms of retention. They need to feel a real personal connection and feel as though you value them as a human being rather than just an employee. We want them to feel comfortable.
- The most important thing the leader does is the onboarding. There is a direct correlation between high customer retention and high employee retention.
- People all want to be a part of something bigger than themselves.

### **Career Pathing**

- Career pathing is the most underappreciated thing that we do. Talk about the places they can go, provide them with a career path. Show them there's a path they can take within our organization and the first step is the position they are taking. All too often that opportunity is missed.
- If they have bigger dreams and aspirations, I want to know what it is right out of the gate. I want to help the person that wants to help themselves.
- The other piece of career pathing is timeline – set realistic expectations on specific, manageable, maintainable goals along the way. Provide those opportunities to them and make sure they check the boxes.
- Every position should have a career path – build a map and hand it to them.
- Formal evaluations are important as long as it doesn't turn into something that is used as a way to redress poor behavior – the time to address is not during an annual evaluation. You should address that right then, not during a quarterly or annual evaluation. I love when they're used as tools to give people the opportunity to achieve higher levels of operation.
- I want to know “what is that person in pursuit of?” and provide them with all of the personal and professional development opportunities to get there.
- The best way to do this is in the form of suggesting videos, books and things that have impacted me that they can take the time on their own to go and dive into.

## Book Suggestions

- I have handed out over 500 books that I've paid for out of my own pocket because they were helpful for me and they were relevant to the person I was speaking to. When I give them the book, I ask them to commit to sending me a text when they have the first "aha" moment. Then share the book with someone else and keep the chain going.
- There are some books that are timeless in terms of their ability to help us see things more clearly and create a heightened level of awareness, not just for us but for our teams as well.
- Suggested books:
  - The five levels of Leadership by John Maxwell
  - The 7 Habits by Stephen Covey
  - Start with Why by Simon Sinek
  - The Slight Edge by Jeff Oleson
  - The Compound Effect by Darren Hardy
  - Who by Geoff Smart
  - Outliers by Malcolm Gladwell
  - The Infinite Game by Simon Sinek
  - Money Ball by Michael Lewis
  - Season of Life by Jeffery Marx
  - No Limits by John Maxwell
  - The Challenger Sale: Taking Control of the Customer Conversation by Matthew Dixon and Brent Adamson
  - The Psychology of Selling: The Art of Closing by Brian Tracy
  - Extreme Ownership & the Dichotomy of Leadership by Leif Babin and Jocko Willink
  - The Advantage by Patrick Lencioni
  - Who Moved My Cheese? By Spencer Johnson
  - Three Feet from Gold by Greg S. Reid and Sharon Lechter
  - The Go Giver by Bob Burg
  - The Boss's Challenge: Manage Well Lead Well and Listen by Mark Scureman

## How to Diversify Efforts in Recruiting

- The best way to diversify efforts in recruiting is by writing creative and engaging recruiting copy. We have to give people a reason to come into this business. Not because it's a great opportunity for a woman or minority but because it's a great opportunity for anyone coming in.
- We need the copy to speak to them. It needs to be specific to the audience that we're targeting. We can't just make one ad copy as a one size fits all. It becomes more of an exclusionary prohibitor.

- I like using ad copy that gets people attention. I would want to interview the women in leadership in our organization and use those stories. Stories sell. If you've got a female dealer, I would be all into interviewing her and use videos as recruiting tools.