

## what can truby do for you? HIRE HIGHLY PRODUCTIVE SALESPeOPLE WITH A MUCH SMALLER UPFRONT INVESTMENT

At one time, each of us was new to this game called business ownership. We poured our hearts and souls into getting our first company up and running, and as it grew, we fell more and more in love with it. It was like our child. It fed our passion. We were young and hungry and inspired by the belief that – whatever we wanted to make happen in life – it would be.

At some point, with a lot of effort and a little luck, “it” comes. You get out of bed knowing that the business can operate just fine without you. In fact, it seems the more you let go, the faster it grows. Territories are expanding so rapidly that the company has to scramble just to keep up with recruiting, hiring and training sales talent. It’s time to make a strategic decision.

Two options are available to you for recruiting, hiring and training sales talent:

**In-house** – Using the “friends and family network” is the ultimate in-house approach to finding sales talent. You are hoping that, sooner or later, somebody says, “Hey, I know a guy with a sales background.” But then you take time to interview, hire and train him, only to find that he lacks the personal power to sell. So you go the slightly less old-fashioned route, and you assign somebody in HR to find candidates on job sites (Monster, Career Builder, Hot Jobs, etc.) or place notices in the local paper and other publications and wait for résumés to come in. As a last resort, you look on job postings and pay subscription fees to download résumés.

Does this approach work? Yes, if you are looking for a slow grind with haphazard results. Otherwise, the rate of success is just too low, unless you have the time, expertise, relationships and the proper training program in place to support your hires. Also there are direct and intangible costs associated with bringing on a full-time recruiter or taking people away from their other jobs. And finally, you probably have too little objectivity in understanding what you really need, can afford or can support.

**Outsource** – Another traditional approach is retaining a recruiter and a head-



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hunter and telling them, “I need an experienced, senior sales person.” Unfortunately, this approach also drains your time, energy, money, resources and focus. At a minimum, headhunters will pass résumés along through the unique channels that are available to them. At a maximum, they may do some vetting of the candidates before passing them along. But they do not tend to be configured to help you figure out what you really need. Nor is it in their business model to provide the structure, mentoring and monitoring after the placement to make sure your new hires succeed. Given the high placement cost (20 percent to 35 percent of first year’s salary), and the fact that most traditional recruiters are not in the business of ensuring employee retention, outsourcing is not a viable option.

So what can you do if traditional in-house efforts won’t work, and neither will traditional outsourcing?

Stop being traditional. Be innovative instead. Use a Truby.

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### WHAT’S A TRUBY?

Years ago, one of our partners, Gib Mason, found that businesses can add or replace sales production – at a significantly lower upfront investment – by using what he calls a “Truby.”

A Truby is a young man or woman with high degrees of energy and ambition, regardless of whether his or her focus is scattered or misdirected. Trubies are so determined that they will run through a wall five times before unlocking the door. The word “no” is only temporary to Trubies.

The name Truby comes from a real-life young man named Pete Truby. Truby applied for a sales job with Gib at a time when Gib’s company, 180s, was just starting to take off. No matter how many times Gib sent him away, the man kept coming back. Gib saw himself in this passionate young talent. To Truby, the game was brand new. He poured his heart and soul into building a vision and selling himself, just as Gib did. Truby was young and hungry and had zero experience and zero training – but that didn’t stop him. He kept coming back, coming back, coming back. He even went so far as having Gib’s company logo drawn like a tattoo on his bicep. Gib got a postcard of Truby flexing his muscles and pointing to the pulsing logo, as if to say, “Trust the power of Truby.”

### WHO NEEDS A TRUBY?

His experience with this tenacious young man taught Gib to be constantly on the lookout for Trubies. He found that Trubies will surprise you. Successful Trubies come in all shapes and sizes, some with very little sales experience, some with up to two years. Trubies are team players, trained to fit into the

company’s culture, and are ready to learn. They know they must act as a team and function as a team, because they will be successful or unsuccessful as a team.

Any company looking to attract young talent, and any company that can’t keep up with the need to retain or replace sales talent, needs a Truby. A Truby Program provides a system for infusing well-trained young sales talent into your organization in such a way that the established sales team benefits from the buzz the program creates. Well hired, well trained Trubies are the perfect business solution for growing companies that want to place their young people on a career path to become future sales superstars. In one recent example, a team of five Trubies was able to equal the production of the five sales VPs they replaced, after just 12 months, at 45 percent of the cost.

### THE TRUBY BENEFITS

The most conspicuous beneficiaries of a Truby Program are the Trubies themselves. They benefit by being put in a situation where they can win. We are not talking about giving them a pat on the back, a little training, and telling them to go figure it out. Nor are we talking about putting them in an environment with a lot of tenured folks where they feel intimidated and face a large barrier to entry. What we recommend is to place Trubies together with colleagues and peers, giving them a richer environment to develop more quickly. Creating a “Truby Pit” creates immediate community that celebrates friendly competition on a level playing field.

But the true beneficiary of the Truby Program is the company, for several reasons. First, Trubies give you a strategic advantage. In terms of hard and soft dollars, you are lowering your investment in human capital – but raising the productivity. The upside is enormous because Trubies will stay for years when the right environment and right structure are in place, including a career path within the organization. Second, Trubies raise the bar for the rest of the organization. The Truby Program demonstrates that any competent person can be a very productive member of the company from day one. It also speaks to the importance of structuring, training and mentoring and developing all people in the organization. Finally, Trubies create a buzz in the company. When physically placed where they can hear and see each other, Trubies emanate an energy that affects the entire company. Everybody works more collaboratively, more productively and with more energy.

### TRUBY ENTHUSIASM

Implementing a Truby Program is a trade-off. You are giving up experience for enthusiasm and efficiency. Enthusiasm is necessary because a lot of momentum is based on raw motion. The excitement generated by your Truby Program will trigger a cultural shift. It’s designed to be a shock to the company, especially when the Trubies start succeeding.

And that’s the most fun of all, when your strategy pays off. You and Truby have defied the odds again.

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