



## Hiring & Recruiting Newsletter

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### The Changing Recruiting Landscape

The recruiting landscape is getting a little rocky, and smart companies are doing what it takes to smooth things out. "In this era of choice, the companies with the best-defined value proposition for a specific market win; the same is true for recruiting," says Jeremy Miller, a partner with LEAPJob, a Toronto-based sales recruiting firm that specializes in recruiting business-to-business sales professionals.

"The way companies sell is changing, and from a hiring and recruiting perspective, the role of the salesperson in the sales cycle and in the brand has changed. The salesperson as the rainmaker is no longer relevant in this marketplace of choice and technology. Organizations have to change and adapt to a global economy, Web 2.0, Sales 2.0, and purchasing behavior."

Recruiters also have to consider the upcoming baby boomer shortage, says Miller, and explains that in about 20 years, the nation is going to lose 40 percent of its labor market.

"We need to start [changing our recruitment strategies] now because there's already a shortage of good quality salespeople," says Miller. "We need to engage with the salespeople we want to recruit in the future."

How? Miller advises companies to create a distinctive brand message beyond a tagline, and communicate how they can create value in the lives of salespeople

"You need to engage people throughout the life cycle of their careers, especially when they are entering transition points," Miller says. "Educate them about your industry and company, so that when they are in a shopping state and ready to change jobs, you are the first employer they call."

Miller also advises companies to build a database of potential talent inside their industries by engaging those potential candidates early on through email newsletters, Websites, speaking engagements, podcasts, trade shows, and other tactics.

"It's not a cut-and-dried approach – every organization will need to attack it differently," says Miller. "What's important is that you touch base with them and build value with them so that when they enter that shopping state, you are the first call."

The challenge, says Miller, is that we aren't fully into the heat of this issue; it's a future topic. "Many sales managers aren't there yet – they're worried about making quota – so it's really an executive topic," he says. "Companies need to think about how they are going to build the workforce plan, the brand, and the position so that the sales managers don't have to think about it."

While many companies are aware that there is a massive labor shortage coming toward the industry and that sales as we know it will change, few have done anything about it.

"The organizations that are planning today will have an advantage and more importantly, the ability to hire in the future," Miller says.

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