

What it Means to Be a Talent-First Sales Organization

All sales organizations recognize the value in having a strong recruitment and selection plan in place. But knowing you need one, and actually having one, that is consistently executed at the very highest level and producing results, are two entirely different things.

CMG Miami stands out in the crowd of wannabes and makes top-notch recruitment and selection a way of life in their market.

We wanted to learn more about what they were doing right, so we went to their General Manager, Ralph Renzi, and asked him 10 questions about their plan and their process. Ralph was named one of the 2018 CSS Talent

Superheroes, so we were not surprised at his knowledge on the subject and his willingness to share.

Here are two things we learned that clearly separate CMG Miami from others that aren't doing this as well:

- 1. They have made recruitment and selection an everyday thing there. They continually fill their talent bank pipeline – even when they don't have a single opening.*
- 2. Recruitment and selection is not any one person's job there. It is a team effort, and everyone plays a role.*

Q&A

How would you describe your overall approach to recruitment?

We are a talent-first sales organization. If that is our starting place, we can coach and teach the rest!



What is the recruitment and selection culture like at CMG Miami?

Talent is the foundation of our success. So, we take the talent recruitment, evaluation, and selection process very seriously. Once we hire someone, we pour resources into their on-boarding and training, so we are meticulous during the recruitment and interviewing process.

Whose job is it to recruit people?

Everyone's! We are all invested in the success of our account executives, so we are all involved in the recruitment process.

What does your recruitment process entail?

Since we are all recruiting all the time, we use all available resources to find the most talented candidates. Once we have a candidate that fits our criteria we use the OSTI to evaluate the talent and fit. From there we launch into an extensive interviewing process involving all sales managers.

Q&A



Where do you find people?

Everywhere! Referrals, job fairs, LinkedIn, and neighbors!

How many candidates do you interview?

We are typically interviewing at least 1 person per week.

What is your interview process, step-by-step?

We start with an initial screening, then the OSTI, face-to-face interview, panel interview with presentation, CSS talent feedback call, and then references. We have even started to use the CSS Roleplay interview as another way to see if the person is what we are looking for.

How has this attention to recruitment and selection benefited CMG Miami?

We have built a foundation of talent. In today's challenging media world having the most talented sales team is a true benefit to our productivity. Knowing our talent also allows a custom approach to management.

What is one thing you do not that really works that you were not doing a year ago?

We have all become students of the OSTI. We are disciplined to our talent needs and what talents accelerate productivity for our specific market.

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What is something that does not work?

Guessing. We do our best to use all the science available to eliminate guessing on recruitment and talent.

What piece of advice would you give others that need to recruit and select top performers?

The focus on people and talent is our foundation. Top performers want to be around other top performers. Our focus on recruitment has led to improved talent across all departments including support.

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