

BESTSELLING AUTHOR

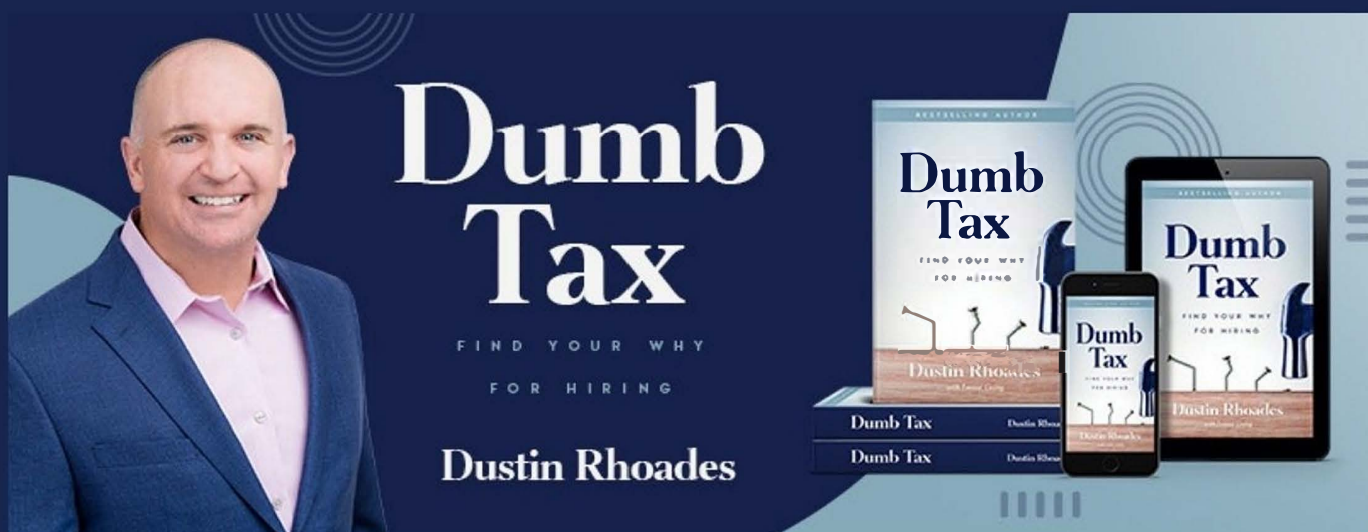
Dumb Tax

FIND YOUR WHY
FOR HIRING



DUMB TAX
WORKBOOK

Introduction



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THANK YOU FOR PURCHASING THE AUDIBLE OR BOOK THIS WORKBOOK IS IS DESIGNED TO CHALLENGE YOU AND YOUR BUSINESS ON OLD TECHNIQUES AND THINKING AND SHARE SOME OF THE BEST PRACTICES THAT HAVE ALLOWED ME TO BULID MULTIPLE 50 MILLION DOLLAR OFFICES.

WWW.DUMBTAX.ORG

About the Author:

Dustin Rhoades

Over 20 years in Leadership and Sales Management, Dustin is a trainer, keynote speaker, and business coach ranging from start-ups to revamping underperforming markets to double-digit growth, with the top 5 remodelers in the nation who collectively do over one billion dollars annually. Dustin's focus has always been on culture, process, systems, and reverse engineering. "The why" behind every challenge.



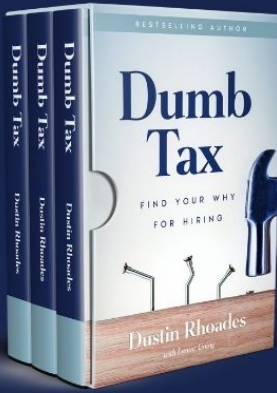
Vision

To help businesses and individuals exceed expectations of self, their company, and customers

Mission

To help you stop paying Dumb Tax in your business and start managing from strength not weakness.

www.dumbtax.org

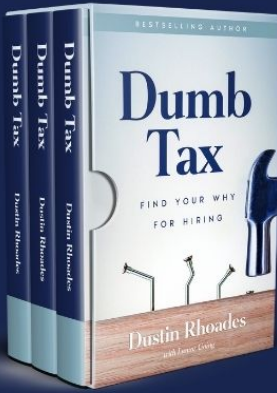


CHAPTER 3 REVIEW: WHAT'S YOUR WHY?

Important as it is, your business isn't the most valuable thing in your life. It's a means to an end. Can you articulate your end goal? If so, congratulations, you've discovered your why. But your business has its own why. Can you define it? I'll give you a hint: it's culture. Now, what are you going to do about it?

QUESTIONS THIRTY-MINUTE REVIEW:

- **WHAT IS YOUR WHY?**
- **CAN YOU IDENTIFY COOLERS ON YOUR TEAM?**
- **DO YOU CURRENTLY HAVE THE RIGHT PEOPLE ON YOUR TEAM?**
- **IF NOT, DO YOU NEED CLEANERS OR CLOSERS?**
- **WHY?**



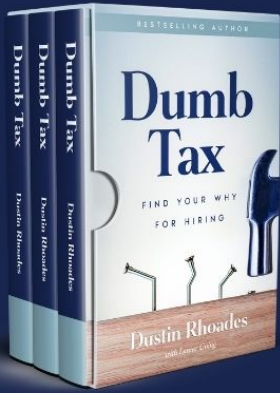
CHAPTER 4 REVIEW: DEFINE YOUR CULTURE

You are the architect of your company culture. The first step is to craft a vision of what that looks like. We'll begin by defining culture, how culture is created, and how a healthy culture makes all the difference. This is not Business 101; we'll learn from scientists, ethicists, psychiatrists, and sociologists. You will see culture in a new light and will define your own.

QUESTIONS

Let's take another look at the answers you wrote at the beginning of this chapter. Have your answers changed? Now, think of your business culture and ask yourself these questions:

- **Am I doing what it takes to cultivate a healthy culture?**
- **Have I mastered it?**
- **Do the results prove that I've mastered it?**



CHAPTER 5 REVIEW: DEFINE WHO THE CANDIDATE IS NOT.

Each new hire brings with them baggage: in-grained habits, self-imposed restrictions, former methods, techniques, training, and external pressures. Is it possible to know the character traits, patterns of behavior and external pressures that constrain the applicant? Yes, but first, you must identify your company needs, and the small things that hamper employee performance. Also, some case studies to illustrate the urgency of maintaining healthy culture.

QUESTIONS

Self-evaluation

Ask yourself: Am I living my best example?

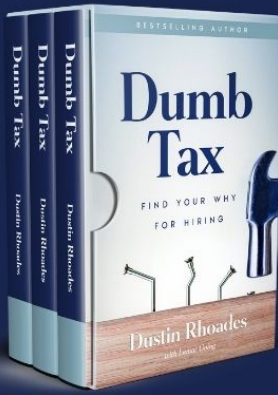
- **Do I listen to my employees?**
- **Do I have regular check-ins?**
- **Do my managers regularly check in with employees?**
- **What do I wish I knew to bring greater change?**
- **How can I do better?**
- **What are my goals?**
- **Where will I start?**

Recall the last question I ask myself when considering a potential new hire. Your employees ask themselves the same question every day—about you:

Do I want to work with my boss, or against them?

Company evaluation

- Do you have naysayers, armchair quarterbacks, backbiters?
 - Can you identify your allies?
 - Antagonists?
 - Who is rising?
 - Do you have cliques and tribes?
- Don't be fooled by the numbers: Is your top sales rep your number-one problem?
- Is your culture following your vision? Is that a good or bad thing?



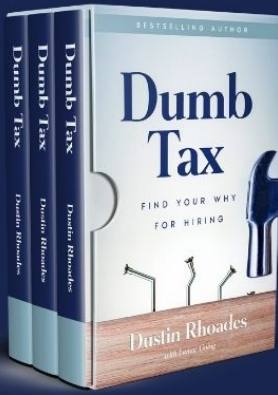
CHAPTER 6 REVIEW: VETTING RESUMÉS.

Resumés: press releases, liar pages, and self-aggrandizement. Sometimes there's not a sliver of difference between them. They're elephant habitats. When you learn to find the mosquitoes in a resumé, your hiring paradigm transforms. You'll view the interview process as a forum to uncover patterns of behavior, critical thinking skills, manageability, and potential.

QUESTIONS:SIXTY-MINUTE REVIEW.

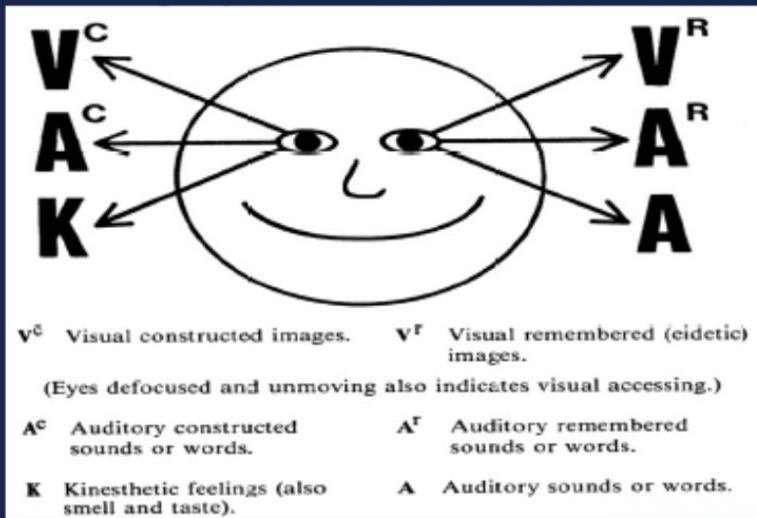
Takeaway: There is no character trait, skill, or knowledge that trumps the need for a healthy attitude. The basis for a healthy attitude is humility.

- **Refer to your list of desirable employee traits. Using a separate sheet of paper or electronic device, categorize each trait using the tags Knowledge, Skill, and Attitude. If you find that any of those traits don't seem to require the proper attitude for a candidate to thrive in your company, go back and read the last two chapters. Seriously.**
- **Write a list of The Good, The Bad, and The Insurmountable for your company. Be specific and list the reasons why you've chosen each trait or experience background for its respective list. What is first on your list?**
- **Now treat yourself, you deserve it. If you've completed these review exercises, you're exhausted. If you didn't do the exercise, commit this thought to memory: In business, there are no victims, only volunteers.**



CHAPTER 7 REVIEW: THE ANSWERS BEHIND THE ANSWERS.

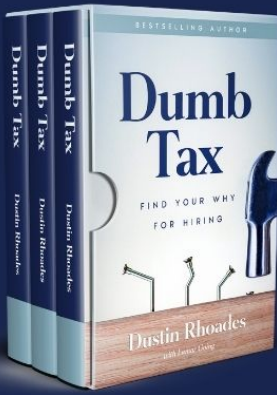
ARE YOU TIRED OF HEARING SIMILAR ANSWERS FROM EVERY APPLICANT? MAYBE YOU'RE ASKING THE WRONG QUESTIONS. THE INTERVIEW BECOMES A PETRI DISH OF DISCOVERY WHEN YOU APPLY SCIENTIFIC METHODS, CONVERSATIONAL JUDO, AND THE ART OF ASKING QUESTIONS TO DISCOVER WHAT LIES BENEATH THE ANSWERS. THE FIRST STEP IS TO UNDERSTAND HOW PEOPLE COMMUNICATE AND LEARN.



THIS DIAGRAM DEPICTS A PERSON AS IF YOU WERE LOOKING AT THEM.

QUESTIONS:

- RECALL A TIME WHEN YOUR INTUITION LET YOU DOWN. YOU MAY HAVE HIRED THE WRONG PERSON, ACCEPTED A JOB AT A CERTAIN COMPANY, OR SOMETHING IN YOUR PERSONAL LIFE TOOK A WILD AND UNEXPECTED TURN. HOW COULD USING THE SKILLS DISCUSSED IN THIS CHAPTER HAVE HELPED YOU TO AVOID THAT?
- WHAT WAS UNKNOWN TO YOU AT THE TIME THAT YOU MIGHT HAVE DISCOVERED, HAD YOU SPENT THE TIME TO FIND THE ANSWERS BEHIND THE ANSWERS?
- THINK ABOUT YOUR COMPANY. IS THERE A SITUATION, AN EMPLOYEE, OR A PROCESS THAT IS UNDERPERFORMING? HOW MIGHT USING THE SKILLS DISCUSSED IN THIS CHAPTER HELP YOU TO UNDERSTAND THE SITUATION? HOW MIGHT YOU FIND THE PATH TO RESOLUTION? WHAT CAN YOU IMPLEMENT IMMEDIATELY?
- LOOK AT YOUR LIFE AND COMPANY FROM A 30,000-FOOT ELEVATION. HOW COULD A MORE THOROUGH KNOWLEDGE OF NLP PRACTICES PROPEL YOU TO THE NEXT LEVEL?



CHAPTER 8 REVIEW:

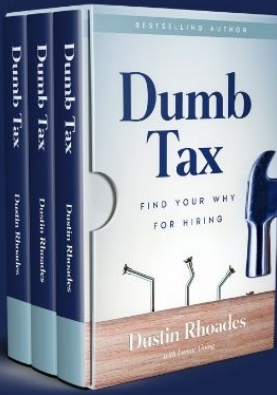
THE HOT SEAT

MAKE THE INTERVIEW AN EXPERIENCE LIKE NO OTHER. THE INTERVIEW IS YOUR CHANCE TO HANG THE APPLICANT OUT TO TWIST IN THE WIND, TO PROVE THEIR BONA FIDES, AND TO STRIP DOWN AND EXPOSE THEMSELVES AS THEY BEG TO JOIN YOUR TEAM. YOU WILL UNDERSTAND THEIR

STRENGTHS, CHALLENGES, AND MANAGEABILITY. IN THE PROCESS THEY WILL PLEDGE THEMSELVES TO YOUR CAUSE AND BECOME A RAVING FAN. THIS ISN'T YOUR UNCLE RALPH'S HARDWARE STORE INTERVIEW. THIS IS FULL CONTACT CHESS.

QUESTIONS:

- **Identify specific problems in your culture or company. Could a more thorough vetting process have helped you to hire more suitable applicants?**
- **What will you need to know about new employees to avoid these problems?**
- **How can you identify issues specific to an employee's capability? Availability? Manageability?**
- **What questions might lead you to the answers you need?**



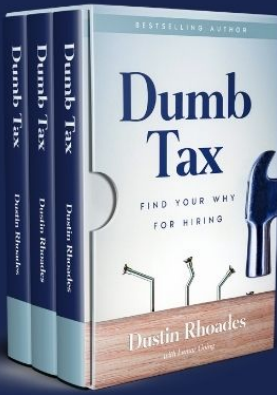
CHAPTER 9 REVIEW: KEVIN'S INTERVIEW.

Using transcript from an actual interview we'll walk through the process together. We'll look for potential, patterns of behavior, and impediments to success. We'll dig deep to understand self-imposed limitations and external constraints. The candidate will tell us why he deserves a place on my team and in the end, we'll give him a chance to prove it.

QUESTIONS:

The goal of the reader is to understand the process that governs the interview. In previous chapters, the process has been outlined. But even following the process, the interviewer must pivot to accommodate individuals. Each interview dictates its own terms of discovery but having a wide array of techniques and skills at your disposal will enable you to meet each candidate where they feel safe enough to strip down to their tighty-whities.

- **In addition to the sectional assessments, please allow yourself ample time to understand what you have read. As with any interview, there are multiple considerations: What Kevin said, didn't say, his body language, and eye movements.**
- **Record your own conclusions about Kevin's capability, availability, and manageability.**
- **List patterns of behavior you feel contribute to or detract from his suitability for employment on your sales team. Kevin's an old dog. Do you believe he can learn new tricks?**
- **I interrupted Kevin several times. Why do you think I did that?**
- **Are there questions I didn't ask that you want answered? What are they?**
- **Do you want to work with Kevin, or against him? Why?**



CHAPTER 10 REVIEW: THE POSTMORTEM

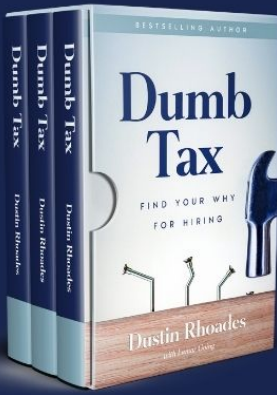
Like an autopsy, we will unpack and dissect every answer, pivot, and unspoken character trait revealed in the interview process. Like any other product, Kevin will be graded on appearance, function, and durability. He will be evaluated for his capability, availability, and manageability. In the end there is only one question to be answered: Do I want to sell with this guy, or against him?

QUESTIONS: CHAPTER WORKSHOP:

- **Have you hired or managed an employee like Kevin?**
- **How did they affect company culture?**
- **Were you able to manage them?**
- **What does your culture and company demand you avoid? What are your mosquitoes?**

"My interview process is tailored to meet the needs of my company. Your company has its own unique needs and whys. Outline a basic process to improve your interview skills."

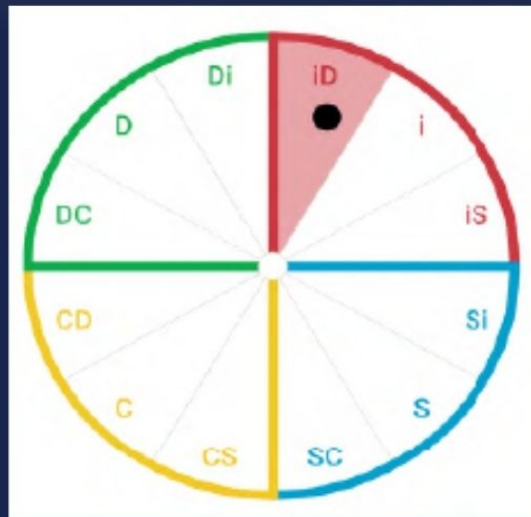
- **What questions might you ask of future applicants?**
- **In so doing, what are you trying to discover? Patterns? Motivation? Humility?**
- **There are facets and dimensions to my interview process: NLP, body language, active listening skills, the art of asking questions. Assess your skills. Detail a plan to learn more about NLP, culture, or any other aspect of the process we've discussed.**
- **What will be your first step?**



CHAPTER 11 REVIEW: IT'S NOT OVER TILL IT'S OVER.

One exhaustive interview is not enough. The importance of a second interview. Why personality tests are crucial, but only if you understand what you are looking for. The importance of setting clearly defined expectations for every new hire. Using the scientific method and simple math, discover what a bad hiring decision cost you. You won't like the number.

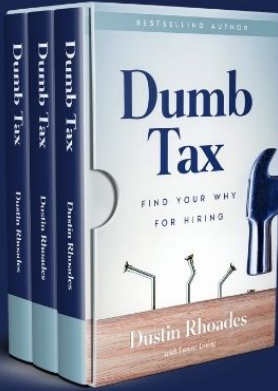
QUESTIONS: ILLUSTRATION AND REVIEW



The picture above shows the dot in my happy place, I leaning D.
Finding this in applicant's test result is a green light to hire

Referencing the goals I outlined earlier, I'll extrapolate the minimum gross income expected from the new hire. At the completion of training, the training stipend discontinues, and employees are paid ten percent commission on each sale.

Continued next page



CHAPTER 11 REVIEW: IT'S NOT OVER TILL IT'S OVER- CONTINUED

One exhaustive interview is not enough. The importance of a second interview. Why personality tests are crucial, but only if you understand what you are looking for. The importance of setting clearly defined expectations for every new hire. Using the scientific method and simple math, discover what a bad hiring decision cost you. You won't like the number.

QUESTIONS: ILLUSTRATION AND REVIEW

Referencing the goals I outlined earlier, I'll extrapolate the minimum gross income expected from the new hire. At the completion of training, the training stipend discontinues, and employees are paid ten percent commission on each sale.

Thirty days: (RPL = revenue per lead) Thirty-two leads @ \$3,500 RPL : \$112,000

At ninety days, the rep must meet a higher standard: Sixty-four leads @ \$4,000 RP: \$256,000

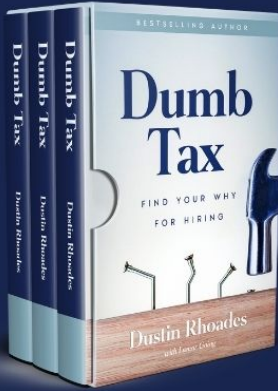
At six months, the rep must meet a higher standard: 96 lead@ \$4,250 RPL: \$408,000

Minimum six-month revenue goal for a new sales rep: \$776,000

This is the minimum gross revenue my company requires from a newly hired sales rep.

Put that number aside for ma oment while I calculate the costs typical to every new hire.

My time is calculated at the rate of \$200/hour.



CHAPTER 11 REVIEW:

IT'S NOT OVER TILL IT'S OVER-CONTINUED

One exhaustive interview is not enough. The importance of a second interview. Why personality tests are crucial, but only if you understand what you are looking for. The importance of setting clearly defined expectations for every new hire. Using the scientific method and simple math, discover what a bad hiring decision cost you. You won't like the number.

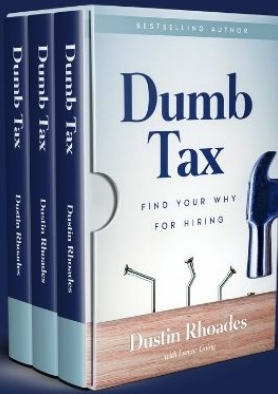
COST OF HIRE: ILLUSTRATION AND REVIEW

Pre-hire:

Recruitment (social media, aggregator ads, etc.)=	\$350.00
My time (screening calls, phone/personal interviews)=	\$1,000.00
Second interviewer expense=	\$200.00
DiSC test =	\$120.00
Onboarding (office staff, forms, documents, etc.)=	\$300.00

Post-hire:

Training pay @ \$500 per week=	\$1,500.00
My time training new reps (120 hours)=	\$24,000.00
Sales samples=	\$750.00
iPad=	\$1,000.00
Other tech (software, credit card reader, phone, etc.)=	\$350.00
Apparel, name badge, business cards, and other materials.=	\$390.00
Total hard and soft costs:	\$28,310



CHAPTER 11 REVIEW: IT'S NOT OVER TILL IT'S OVER- CONTINUED

One exhaustive interview is not enough. The importance of a second interview. Why personality tests are crucial, but only if you understand what you are looking for. The importance of setting clearly defined expectations for every new hire. Using the scientific method and simple math, discover what a bad hiring decision cost you. You won't like the number.

COST OF HIRE: ILLUSTRATION AND REVIEW

Next, using the average RPL of my sales team, I'll calculate the amount of gross revenue generated by the average sales representative during the same six-month period. Using this figure, I'll calculate the cost of hiring the right candidate.

This calculation is for reference and context.

Income generated by my average sales team member over a six-month period:

192 leads @ \$5,200 RPL = \$998,400

Calculate the cost of a successful new sales rep over six months:

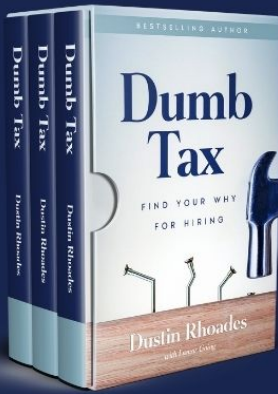
Subtract income generated by successful new sales rep: (\$776,000)

Income deficit (opportunity cost): (-----)

Add cost of hiring and training: \$28,310

Six-month cost of hiring a successful sales rep: \$250,710

Note that even a good hiring decision costs real dollars. However, the rep that meets company goals will become profitable quickly. Now let's look at the cost of a bad hiring decision. This will include the training period and ninety days in the field at \$3,000 RPL. I don't calculate this cost over a six-month period because my standard is to allow every new rep a minimum of ninety days in the field. If they are unable to meet expectations by ninety days a decision must be made as to their continued employment. That decision will be a product of process based on the principle of cutting losses, not a decision borne of "gut feelings."



CHAPTER 11 REVIEW: IT'S NOT OVER TILL IT'S OVER- CONTINUED

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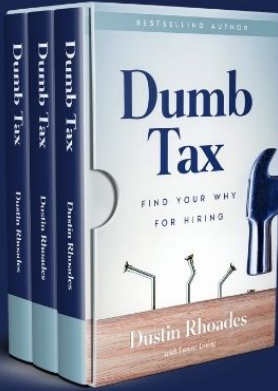
COST OF HIRE: ILLUSTRATION AND REVIEW

Next, using the average RPL of my sales team, I'll calculate the amount of gross revenue generated by the average sales representative during the same six-month period. Using this figure, I'll calculate the cost of hiring the right candidate.

This calculation is for reference and context.

Company average: ninety-six leads @ 5,200 RPL:	\$499,200
Unsuccessful sales rep: Ninety-six leads @ \$3,000 RPL:	(\$288,000)
Deficit (opportunity cost):	\$211,200
Add hard costs:	\$28,310
Cost of a bad hiring decision @ ninety days:	\$239,510

When the decision is made to terminate an unproductive employee, the next question, "Is it worth all the time and effort to master the process of hiring?" That question is yours to answer, but is it fair to say no company can afford bad hiring decisions indefinitely? consideration for the hiring or sales manager is "Now I have to start over." Again, this raises the question, "Is it worth all the time and effort to master the process of hiring?" That question is yours to answer, but is it fair to say no company can afford bad hiring decisions indefinitely?



CHAPTER 11 REVIEW:

IT'S NOT OVER TILL IT'S OVER-CHALLENGE

Using the form provided, calculate the cost to your business of hiring the wrong person. The formula is easy to execute and will yield an approximation for any business if you know your Key Production Indicators (KPI): revenue per lead, hard and soft costs, and goals that must be met. Remember, I told you earlier: You won't like the number.

COST OF HIRE: EXERCISE

Hiring expense calculator

Calculate hard and soft costs.

Pre-hire

Recruitment ads, social media, publicity..... _____

Cost of labor (HR, hiring manager, yourself) _____

Expense for second interview _____

Testing _____

Onboarding _____

Other _____

Other _____

Other _____

Total _____

Post-hire

Orientation _____

Training _____

Samples _____

Technology _____

Apparel, badges, business cards, etc. _____

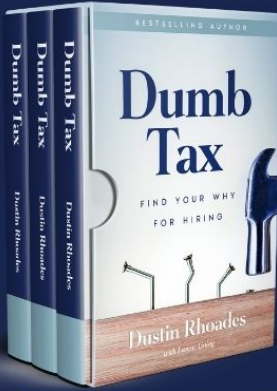
Training pay _____

Other _____

Other _____

Add total of pre-hire cost _____

total pre- and post-hire expenses. _____



CHAPTER 11 REVIEW:

IT'S NOT OVER TILL IT'S OVER-CHALLENGE

- Using the form provided, calculate the cost to your business of hiring the wrong person. The formula is easy to execute and will yield an approximation for any business if you know your
- Key Production Indicators (KPI): revenue per lead, hard and soft costs, and goals that must be met.

COST OF HIRE: EXERCISE CONTINUED

Hiring expense calculator

2. Calculate income generated by your average sales representative over ninety days

- REVENUE PER LEAD _____
- MULTIPLY BY NUMBER OF LEADS PER MONTH _____
- MULTIPLY BY THREE _____
- TOTAL _____

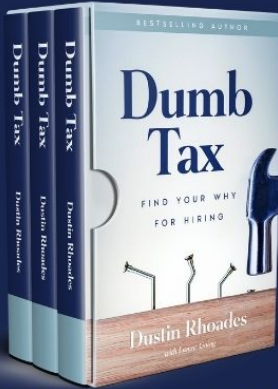
3. CALCULATE THE INCOME EXPECTED OF A NEW SALES REP DURING THE FIRST NINETY DAYS.

- REVENUE PER LEAD _____
- MULTIPLY BY NUMBER OF LEADS PER MONTH _____
- MULTIPLY BY THREE _____
- TOTAL _____

4. CALCULATE OPPORTUNITY COST OF HIRING THE RIGHT CANDIDATE (FOR REFERENCE ONLY):

- NINETY-DAY INCOME FROM AVERAGE SALES REP ... _____
- SUBTRACT EXPECTED INCOME FROM NEW SALES REP. (_____)
- OPPORTUNITY COST OF HIRING THE RIGHT CANDIDATE. _____

THE NEXT CALCULATION WILL BE BASED ON YOUR EXPERIENCE OR YOUR BEST GUESSES



CHAPTER 11 REVIEW:

IT'S NOT OVER TILL IT'S OVER-CHALLENGE

Using the form provided, calculate the cost to your business of hiring the wrong person. The formula is easy to execute and will yield an approximation for any business if you know your Key Production Indicators (KPI): revenue per lead, hard and soft costs, and goals that must be met.

Remember, I told you earlier: You won't like the number.

COST OF HIRE: EXERCISE CONTINUED

5. CALCULATE THE INCOME GENERATED BY A STRUGGLING SALES REP:

- REVENUE PER LEAD _____
- MULTIPLY BY NUMBER OF LEADS PER MONTH _____
- MULTIPLY BY THREE _____
- TOTAL _____

6. CALCULATE THE COST OF A BAD HIRING DECISION.

- NINETY-DAY INCOME FROM AVERAGE SALES REP ... _____
- SUBTRACT THE OPPORTUNITY COST OF HIRING THE WRONG CANDIDATE(_____)

SUBTOTAL..... _____

ADD HARD AND SOFT COSTS _____

TOTAL COST OF HIRING THE WRONG CANDIDATE..... _____

NOW DO YOU UNDERSTAND? IT'S NOT YOUR EMPLOYEES' FAULT. IT'S YOURS.

Thank You

We look forward to
working with you.

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NEWSLETTER

CAPACITY PLANNING COURSE

Get Certified

AND MORE



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Find Your Why for Hiring