LivePerson Agent Hiring Guidelines

Introduction

When hiring an agent (rep) for a LivePerson position, our experience suggests that successful agents have traits that are distinct from the profile of a traditional inside telebusiness phone rep.

The following is a list of traits successful LivePerson agents must possess:

- Technology Comfort and Know-How. Adept at using the LivePerson application and automation tools as well as other technology, are comfortable pushing pages, and using prepared phrases, etc.

- "Web-Site Savvy". Visitors who accept an engagement will have higher expectations for faster, more in-depth knowledge and quick responses. LivePerson reps should maintain a high level of familiarity with the basic site infrastructure, and information locations to provide a positive visitor experience irrespective of whether the engagement results in a sale or resolution.

- Multi-Tasking Ability. Simultaneously provide product information, use eSales Engagement skills, and efficiently use traditional sales resources such as marketing collateral and product white papers to efficiently and effectively meet visitor expectations.

- Typing Skills. Fast and accurate typing skills are an absolute requirement since engagements depend on prompt and timely dialogue.

- Written Communication Skills. Communicate online in a conversational manner that promotes dialogue and establishes rapport. LivePerson reps must avoid poor grammar, misstatements or lengthy explanation. Online writing necessitates that reps have an aptitude for knowing when to apply the —do's and don'ts of online communication. (The —rules of the road are covered in-depth in LivePerson eSales & eService Techniques Training.)

- Analytical and Judgment Skills. Read between the lines of engagement messages. Visitors don't necessarily have good writing skills and reps may have to interpret what the visitor is really asking by responding with a clarifying question or statement

- Sales Orientation. Natural sales ability coupled with the necessary sales skills to move the visitor past the point of browsing to actually engaging in sales dialogue to further the sale. Even if reps primary objectives are not sales related, having the ability to sell will open the door to future possibilities as well as position a company to up-sell and cross-sell even in service engagements

- Flexibility. Adapt to continual change as the department fine-tunes the LivePerson instrumentation and expands its role in the future. In addition, the website is an ever changing conglomeration of data which LivePerson reps must regularly assimilate to utilize as part of their service/sales process.

- Focus and Ability to Complete Tasks. Close engagement and transfer knowledge from interaction to Operator Survey (wrap-up). Accuracy is critical to leverage the interaction into improved performance.

Recommendations

LivePerson recommends screening for reps that demonstrate the necessary traits, which may require modification to the established hiring and screening process. Note that the recommended adaptations are intended for use with current telebusiness employees as well as new employees.

Our experience indicates that successful telebusiness reps do not automatically make successful LivePerson reps: Most LivePerson traits mentioned earlier are not required for outbound calling success. Therefore, the LivePerson team/department is a hybrid of traditional outbound telebusiness and an inbound call center competencies and management processes.

Recommended adaptations to the current hiring and screening process include:

- Writing a job description that defines the specific on-the-job tasks/functions, and the quality and productivity objectives you've set for LivePerson engagements.

- Screening applicants online by asking applicants to respond using e-mail. Determine how effective and comfortable the applicant is using web chat by conducting the initial —interview using text chat. In the interview chat or email look for:

- Ease of chat session

- Typing skills

- Grammar, punctuation and spelling

- Ability to interpret your questions while online

- Appropriate paraphrasing or questioning

- Simple, concise style and answers

- After this brief exercise, finish the interview over the phone to test the candidate's speaking and listening skills.

- Perform face-to-face interviews with candidates who pass the screening interview to determine whether or not the applicant appears to be a suitable for your organization. During the onsite interview, hiring managers should again screen for the applicant's ability to demonstrate the requisite skill sets, and has a personality that matches the corporate sales department culture. A final role-play will help solidify your hiring decision.

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Recruiting Guidelines

The position outline is provided as a foundation for a formal LivePerson job description. The formal job descriptions will need to be prepared in accordance with Human Resources policies. The following descriptions are guidelines to keep in mind when recruiting and hiring for a LivePerson position.

Prerequisites

- 2 – 3 years proven experience in a business-to-business telebusiness environment preferred

- College degree or equivalent experience

- General knowledge of computers and business operations

- Proven ability to speak articulately and credibly with senior executives

- Solid keyboard skills and experience using SFA/CRM software

- Demonstrated ability to achieve telebusiness goals

- Success in highly automated telebusiness environment

- Knowledge of call center environment

- Proven lead qualification skills with a strong sales aptitude

- Lead generation/selling skills training from a previous employment situation

- Dynamic and engaging written communication style

- Excellent interpersonal and business communications skills — verbal and written

- Demonstrated self-motivation and results-orientation

- A minimum of three excellent professional references

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Candidate Profile

In addition to the prerequisites, the ideal candidate will possess competencies that are indicative of telebusiness Representatives who tend to be high performers with long tenure.

Competencies

Have the ability to:

- Use written and verbal skills to establish rapport

- Use questioning skills to easily explore customer needs and concerns

- Develop and nurture prospect relationships

- Use non-threatening questioning skills to collect prospect profile information

- Quickly and easily read others through verbal and written cues

- Follow a logical, analytical approach to business conversations and chat dialogue and sales processes

- Efficiently organize, plan, schedule and execute telebusiness activities

LivePerson Agent Tasks

- Establish and nurture prospect relationships to sell products and services.

- Consistently use LivePerson and SFA/CRM software to keep accurate records of all completed and scheduled prospect activity.

- Make every effort to use effective lead qualification skills to improve personal performance.

- Strive to meet and exceed assigned performance goals (individual).

- Coordinate, as needed, with other service/sales personnel to ensure the most expeditious completion of the service/sales process.

- Actively participate in scheduled training sessions at pre-announced times.

- Actively participate in scheduled coaching, mentoring and training meetings.

- Fully cooperate with all monitoring and coaching activities to improve personal skills and performance results.

Candidate Interview Guide

The following is an example of a Candidate Interview Guide to be modified as appropriate. The point rating system will need to be determined and weighted for your environment. The Candidate Interview Guide questions assume the candidate has successfully passed the online interview. Sample questions include the following

Business Knowledge		
1	You have received a copy of our eBusiness Strategy roadmap. Tell me what you believe our strategy is and how a LivePerson rep fits into this strategy.	# of Points (TBD)
2	The perception in the marketplace is that (company name) is a (description of market position). If you were a prospect, why would you want to do business with us?	
Logic & Problem Solving		
3	Describe a recent problem you experienced and explain how you resolved the issue.	
4	Tell me about your most challenging job that required you to be a problem solver.	
5	Some people like to plan their day in advance. How do you do this? (Look for orderliness, ability to strategize/plan)	
6	Tell me about instances when you have had to work under pressure to complete a task on time.	
Innovation		
7	Identify a situation where you brought an innovative idea to your job. Describe the steps you took to get it accepted, including obstacles you needed to overcome.	
8	There is a lot of rejection and stress associated with Live Chat and with Sales. What do you do to relieve the tension and stress?	
Technology Literacy		
9	Identify the software applications you are familiar with and how they have been of benefit to you. How proficient are you in these applications?	
10	What do you use the Internet for? Tell me about your experiences looking for information on the net.	

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11	What is e-Commerce? Have you ever used it? Give examples.	
12	Have you ever used on-line chat? Describe how and your opinion of the tool you used.	
Competitive Team Environment		
13	In your opinion, what are the major characteristics of a successful work team? Which characteristic do you feel is most important? How have you displayed it?	
14	When have you had to work with a team of people? What didn't you like about it? How did you resolve differences of opinion?	
Sales Experience		
15	Tell me about your work experience. How much of it has been sales oriented?	
16	Being proactive in a sales environment is key to success. Give three examples that demonstrate your ability to be proactive.	
17	What personal characteristics do you have that would make you successful in web chat and telephone sales?	
18	What type of goals do you set for yourself? What has been your track record in sales achievement?	
19	Which is more important in selling — listening or a good presentation? (Listening) How would these skills translate into web chat?	
20	What skill or behavior will your manager need to spend the most time coaching you on?	
21	What's the biggest challenge your foresee in lead generation/sales in a web chat channel?	
22	In your previous sales jobs, how often have you achieved established sales goals?	
23	What was it about the advertisement that enticed you to apply? Why did you think you were qualified?	
24	What personal characteristics are needed for successful eSales? Which ones do you possess?	

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Career Orientation

25	What would be your key decision-making criteria if you had two job offers?	
26	What's been your most successful endeavor in your personal or professional life?	
27	What strengths do you possess that would make the company want to hire you?	
28	What's the longest period you've been employed by the same company? Why did you stay that long?	
29	What is the shortest period you've been employed by the same company? Why did you leave so soon?	
30	What personal or professional goals have you set for yourself?	

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