

THE BACKWARDS BUILD FRAMEWORK

How to Build a Sales Engine That Actually
Keeps the People Running It.

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We're Building It Backwards.

Most furniture dealers are working hard to attract and keep great people. The problem isn't effort. It's direction. We're giving each side the other's wishlist. Sales gets flexibility and compensation packages when what they actually want is structure, support, and someone in their corner. Support gets stability when what they want is growth, real compensation, and recognition tied to outcomes they can actually see. We keep trying to solve a retention problem with a recruiting solution -- and a recruiting problem with a comp solution. Neither works. The issue isn't the people. It's the infrastructure we're asking them to work inside of.

You don't have a talent problem. You have a build problem.

Fix the build and the talent follows.

What They Actually Said.

We surveyed sales reps, designers, project managers, and admins across commercial interiors. Same four questions for everyone. Simple questions. The answers were not.

75
%

of sales reps prioritize a supportive environment over compensation. They're not asking for a bigger check. They're asking for a system that lets them win.

83
%

of support staff want compensation and growth -- not just stability. Better comp. And recognition tied to what they actually drive.

100
%

of people who left their last job cited the environment -- not the money. And 100% chose their next job for culture, process, or growth. Not a bigger check.

We are out here trying to attract people with better packages -- and what they actually want is a better place to work.

What They're Actually Asking For.

What sales actually wants:

Not a bigger number. A framework. A real path. Someone in their corner when a deal gets hard. They want to know: where do I get business, what does my first six months actually look like, and is someone going to help me get there -- or am I figuring it out alone?

"I received raise after raise. And no amount of money in the world could make me stay. Because I was frustrated, micromanaged, and the environment was toxic."

What support actually wants:

Better comp. To matter. To be seen for what they actually drive -- not just what sales closed. Compensation tied to outcomes they control. A real path forward. Recognition that doesn't come in the form of a thank you email while someone else gets the trip.

"We watch sales win awards and bonuses. But we worked just as hard. With zero recognition."

These aren't unreasonable asks. And they're not expensive ones. What's expensive is replacing everyone when they leave.

Five Steps. Thirty Days.

- 01 Write down how a new rep gets their first deal.**
Every step. A to Z. If you can't explain it clearly, they can't execute it. If it only lives in someone's head, it doesn't exist.
- 02 Have a real conversation with your top support person.**
Not about workload. About what recognition actually looks like to them. Then listen. Actually listen.
- 03 Sit sales and support down together.**
Walk through one real deal from start to finish. Find where it slowed down and who owned fixing it. That conversation alone will tell you everything.
- 04 Define what success actually looks like for every role.**
Not a job description. A real outcome. What does a great 90 days look like? Make it specific, measurable, and make sure they had a say in it.
- 05 Before your next hire -- get clear on your environment first.**
Build it right, then hire into it. The right person in the right build changes everything. Don't hire into a broken environment and expect the person to fix it.

Five things. Thirty days. That's the start.

Pick one this week. The rest follows.

Recruiting Is Your Brand. The Interview Is the Product Demo.

When you walk into a client meeting for the first time, you're prepared. You research the company. You develop questions before you get there to make efficient use of their time. The goal is a smooth experience. That's your brand.

Recruiting, hiring, and onboarding works the same way. It's an experience. And right now, most dealers are delivering one that's costing them candidates they don't even know they lost.

72
%

of candidates say the smoothness of the interview process affects their decision to accept the job. Not the offer. The process itself.

54
%

have abandoned a process due to poor communication alone. You didn't even get to make an offer.

"The number one reason candidates withdraw: "My time was disrespected during the interview process.""

An engaging interview process will determine the success of the employee for their entire career at your company. Onboarding is your product rollout. Training is your install. A bad interview doesn't just lose the candidate -- they tell people. In this industry, that travels.

Let's Actually Do Something About It.

If you read this and want to actually do something about it, let's get on a call. Not a sales call -- a working session. We'll pick one piece of your build and map it together.

30 minutes.

\$300 value, free for the first 10 dealers from the High Performing Dealers Assembly.

To book your session, scan the QR code on the last slide of today's presentation or reach out directly at emily@conciergetalentservices.com.

Let's build it right.

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