

Interview Guide – Alternate Questions

Consultant Benchmark

Signature Profile

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Predictive Competencies:

- Identifies and Addresses Customer Needs
- Commits to Continued Professional Development
- Maintains and Shares Market Trend Awareness
- Makes Persuasive Presentations
- Engages Others in Learning to Maximize Benefit from Purchase
- Develops Solid Relationships by Making Client Needs a Priority
- Adapts Sales Approach to Match Buyer Motivations

Applicant Name: _____

Interview Date: _____

Interviewed By: _____

Overall
Comments: _____

Identifies and Addresses Customer Needs

<p>Question 1: How would you describe the customer base of your more recent employer?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you become aware that a customer's requirements had changed?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ consistent questioning through a needs analysis that addresses customer processes and challenges ▪ giving priority to the customer's agenda ▪ taking time to listen to customer responses and input 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Were you able to successfully provide options or solutions that met specific customer needs? Why or why not?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ tailors business plan or solutions to the customer's needs rather than force a standard solution ▪ willingness to accept modification or rejection of their suggestions in order to accommodate the customer ▪ spends time analyzing the customer's objectives versus rush an existing solution ▪ explores alternatives that better fit the customer's methods or goals 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

- Excellent | Always matched the points to look for
- Average | Matched some of the points to look for
- Poor | Did not match any of the points to look for

Commits to Continued Professional Development

<p>Question 1: Tell me about your recent career planning and development activities.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How does planning your career progression fit with the daily demands of your responsibilities?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ willingness to take responsibility for their own career ▪ devotes extra hours for development so current responsibilities don't suffer ▪ keeps high standards even at some personal sacrifice 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How much time do you typically invest in your developmental activities? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ acknowledgment that specific time needs to be allocated to skill building to prepare for advancement ▪ willingness to give up social time in order to get ahead ▪ job is a high priority and source of pride as well as livelihood 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

- | | |
|---|--|
| <input type="checkbox"/> Excellent
<input type="checkbox"/> Average
<input type="checkbox"/> Poor | Always matched the points to look for
Matched some of the points to look for
Did not match any of the points to look for |
|---|--|

Maintains and Shares Market Trend Awareness

<p>Question 1: What changes did you see take place in the market in your previous position?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you familiarize yourself those changes?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ develops an in-depth awareness of market issues versus a cursory understanding of changing trends ▪ invests the time needed to acquire a base of knowledge that will benefit others 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Did your customers benefit from your understanding of changing market issues? How?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ adds to knowledge base for the purpose of educating or advising others ▪ watches for information that may not be readily available to colleagues or customers ▪ proactive in sharing market developments 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Makes Persuasive Presentations

<p>Question 1: What type of formal presentations have you made in the past?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ at ease with the concept of formal presentations 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How do you get the audience to pay attention and listen to what you have to say?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ excites the audience and grabs its attention by adding sizzle to the content ▪ creates an impact while communicating information ▪ practices and polishes their presentation ▪ varies the presentation style and content to fit the audience ▪ charismatic and projects enthusiasm about reaching the audience 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How successful are you at swaying an audience with your presentation and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ comfortable with being in control and working the crowd ▪ monitors audience response and adjusts presentation to stay on target ▪ rehearsed but willing to make a departure from the script ▪ enthusiasm about the opportunity to woo an audience versus just pass on information ▪ builds credibility by presenting relevant information 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Engages Others in Learning to Maximize Benefit from Purchase

<p>Question 1: Tell me about your experience in educating customers on products and applications.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps did you take to prepare for that process?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ schedules organized and consistent sessions; avoids casual or 'off-the-cuff' training ▪ develops measurable criteria for assessing progress ▪ has an awareness of others' level of experience and expertise ▪ develops own in-depth knowledge of subject matter 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How successful have you been in helping customers to get the maximum benefit from the product or application? What is the basis for your rating?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ enjoys the teaching process ▪ patience and persistence in reinforcing information through repetition ▪ keeps information relevant ▪ tracks effectiveness of their teaching effort by monitoring customer understanding 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Develops Solid Relationships by Making Client Needs a Priority

<p>Question 1: Tell me about the relationship you have built with a long-term customer.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What has contributed to the longevity of this relationship?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ makes customer needs a priority ▪ creates customer satisfaction by helping the customer become more effective in their operations ▪ adjusts business plans and their implementation to address changing customer needs 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you evaluate your success in consistently building lasting relationships with your customers? What has helped or hindered that effort?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ has a thorough understanding of how the customer does business ▪ makes own issues secondary to ensuring customer satisfaction ▪ adapts business strategies to accommodate individual customer needs 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Adapts Sales Approach to Match Buyer Motivations

<p>Question 1: Describe the initial contact with a prospect.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps do you take to identify the prospect's specific needs?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ seeks information to determine the priority of needs and associated benefits for each prospect ▪ chooses appropriate features and applications to target the prospect's hot buttons 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How frequently do you change your sales approach and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ understands that different people can have very different motivations for buying the same thing ▪ focuses on key benefits to the buyer and doesn't distract with less relevant benefits ▪ sees each sales situation as unique rather than use tight variations on the same theme ▪ sees the proposed offering or solution through the eyes of the prospect 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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