

Interview Guide – Alternate Questions

Account Management Benchmark

Signature Profile

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Account Management Benchmark

Predictive Competencies:

- Drives Toward Success by Systematically Managing Accounts
- Increases Sales to Existing Accounts as a Means of Sales Excellence
- Fosters Collaboration to Achieve Shared Goals
- Engages Others in Learning to Maximize Benefit from Purchase
- Solicits and Acts on Customer Feedback
- Ensures Coverage and Responds to Customers

Applicant Name: _____

Interview Date: _____

Interviewed By: _____

Overall
Comments: _____

Drives Toward Success by Systematically Managing Accounts

<p>Question 1: Tell me about your approach to setting and achieving work objectives.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: When trying to achieve your goals, what obstacles have you encountered and how did you deal with them?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ preparation for dealing with a fairly regular presence of barriers or setbacks ▪ an anticipation of problems in order to prevent or compensate for them ▪ makes things happen without relying too heavily on outside assistance or guidance ▪ willingness to prioritize 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: What percent of the time do you achieve your goals? How do you measure your success?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ projects personal commitment and dedication ▪ pride in setting high personal expectations; unwillingness to settle for average performance ▪ sets a plan and works hard to achieve it; does not depend on fate or luck in meeting objectives ▪ makes the customer the center of focus; goals are not achieved at the expense of customer satisfaction 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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| <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 |
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Increases Sales to Existing Accounts as a Means of Sales Excellence

<p>Question 1: From your experience, describe the most promising opportunities for increasing revenue.</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ focuses on looking for additional business opportunities within existing accounts 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps did you take to grow sales?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ penetration of existing accounts via new product applications ▪ builds a repertoire of products/services beyond what is familiar or expected ▪ time spent maximizing business with existing accounts rather than cultivating new accounts 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: What percent of the time have you been able to generate additional business from the growth opportunities you have identified? What has contributed to your success rate?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ exploration of diverse product offerings to meet additional needs of existing customers ▪ broadened or varied selling approaches ▪ persistence in generating increased business from established accounts ▪ unwillingness to settle for modest growth or maintaining the status quo in generating revenue 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Fosters Collaboration to Achieve Shared Goals

<p>Question 1: Tell me about your experience with teamwork.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What approach do you like to take in a group effort?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ a collaborative effort rather than pushing their own agenda ▪ builds work relationships ▪ offers help, advice and support where possible ▪ likes to bounce ideas and solutions off others and is supportive of their contributions 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Would you consider yourself to be a strong team player? Why or why not?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ puts team goals ahead of individual goals ▪ believes a team contribution or solution is stronger than an individual contribution ▪ shares recognition ▪ assumes a role of equality rather than leadership ▪ remains objective about debate and disagreement and does not take differing opinions personally 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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- Poor | Did not match any of the points to look for

Engages Others in Learning to Maximize Benefit from Purchase

<p>Question 1: Tell me about your experience in educating customers on products, services, 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, service, 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 efforts by monitoring customer understanding 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Did not match any of the points to look for |
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Solicits and Acts on Customer Feedback

<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"> ▪ proactive and personal attention, even when there is nothing wrong ▪ solicits regular feedback and suggestions for improvement from the customer ▪ enquires to keep potential problems from escalating rather than assume 'no news is good news' 	<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"> ▪ listens without judgment or criticism ▪ keeps personal feelings in check in order to stay focused on satisfying the customer ▪ looks for opportunities to make the customer's experience even better 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Ensures Coverage and Responds to Customers

<p>Question 1: Describe the workload in your last job. Did it vary from week to week?</p> <p>Look for:</p> <ul style="list-style-type: none"> recognition that external demands drive the number of hours invested 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps did you take when you realized that there was too much work and not enough time to get everything done?</p> <p>Look for:</p> <ul style="list-style-type: none"> organized in controlling their to-do list resistance to outside distractions or commitments that will interfere with ongoing priorities willingness to interrupt leisure activity or respond after hours when there is a need a proactive approach in which they stepped up to the challenge of working through a difficult situation 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would internal or external customers rate your responsiveness and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> prepares a back-up system to cover overloads in their absence demonstrates going the extra mile at the expense of personal time when necessary a sense of duty that makes them responsive to off-hour needs 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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