

## Interview Guide

Indirect Sales Benchmark

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*Signature Profile*

## Interview Guide

### Indirect Sales Benchmark

#### Predictive Competencies:

- Ensures Coverage and Responds to Customers
- Expands Business Through Cross Selling
- Prepares and Delivers Effective Presentations
- Closes Through Personal Identification with the Product
- Engages Others in Learning and Assesses Understanding
- Coaches Others and Provides Timely Feedback
- Leverages Expertise to be Recognized as Subject Matter Expert

Applicant Name: \_\_\_\_\_

Interview Date: \_\_\_\_\_

Interviewed By: \_\_\_\_\_

Overall  
Comments: \_\_\_\_\_

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## Ensures Coverage and Responds to Customers

<p><b>Question 1:</b> Tell me about the time demands in your last job; how did they vary from week to week?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>recognition that external demands drive the number of hours invested</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> How did you cope with excessive demands on your time?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>organized in controlling their to-do list</li> <li>resistance to outside distractions or commitments that will interfere with ongoing priorities</li> <li>willingness to interrupt leisure activity or respond after hours when they are needed</li> <li>a proactive approach in which they step up to the challenge of working through a difficult situation</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> How did you cover customer requests when you were unavailable?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>prepares a back-up system to cover overloads in their absence</li> <li>demonstrates going the extra mile at the expense of personal time when necessary</li> <li>a sense of duty that makes them responsive to off-hour needs</li> </ul>	<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

## Expands Business Through Cross Selling

<p><b>Question 1:</b> Tell me about a customer that significantly increased its volume of business over time.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What steps were taken to generate or capture that increased business?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ develops a plan that addresses maintenance and growth of existing accounts</li> <li>▪ monitors purchases and consumption so that there is no delay or interruption in delivery of benefits</li> <li>▪ takes a proactive approach to facilitating the reorder process</li> <li>▪ expands on the current product line purchased</li> <li>▪ suggests additional products that naturally complement the existing purchases</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> Would you consider your approach to penetrating existing accounts to be effective and why?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ listens for clues to changes in the customer's organization that could be addressed by a different product offering</li> <li>▪ looks ahead to meeting future needs, not just satisfying current needs</li> <li>▪ stays attuned to the customer's business so that additional penetration avenues can be identified</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Prepares and Delivers Effective Presentations

<p><b>Question 1:</b> Tell me about a situation in which you had the opportunity to interest someone else in something you know.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What methods did you use to be sure that you were on the same wavelength with that individual?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ rehearses a presentation to be sure content is relevant and scripted to provide complete information</li> <li>▪ practices a polished and credible delivery</li> <li>▪ adjusts the presentation to fit the audience</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> How would you rate your skill at sharing information in a formal setting and why?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ creates a memorable presence</li> <li>▪ sensitive to audience feedback and adjusts the prepared presentation as it progresses</li> <li>▪ does not overwhelm with excessive or irrelevant detail</li> <li>▪ makes efficient use of the time allotted</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Closes Through Personal Identification with the Product

<p><b>Question 1:</b> Describe an instance when you had to convince someone to agree to an action or decision.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> How did you make your case?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ gets people fired up or excited about the benefits</li> <li>▪ moves others in stages toward the ultimate goal</li> <li>▪ keeps the pressure on to commit but does not push people into a negative position</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> Would you describe yourself as an effective closer? Why or why not?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ shares own enthusiasm about the benefits of the product or solution</li> <li>▪ if appropriate, collaborates with a distribution channel to gain commitment from the end user</li> <li>▪ presses without being too aggressive or heavy-handed</li> <li>▪ reinforces the benefits to assure comfort with the purchase decision</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Engages Others in Learning and Assesses Understanding

<p><b>Question 1:</b> Describe a situation in which you have functioned as a trainer in a group setting.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> How did you prepare for that experience?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ schedules organized and consistent sessions; avoids casual or 'off-the-cuff' training</li> <li>▪ develops measurable criteria for assessing progress</li> <li>▪ has an awareness of others' level of experience and expertise</li> <li>▪ develops own in-depth knowledge of subject matter</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> How would you evaluate your skill as a trainer and why?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ enjoyment of the training process</li> <li>▪ patience and persistence in reinforcing training through repetition</li> <li>▪ keeps training relevant</li> <li>▪ tracks effectiveness of their training efforts by monitoring progress of trainees</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Coaches Others and Provides Timely Feedback

<p><b>Question 1:</b> Tell me about a time when you served as a model or example for someone who was learning the ropes.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What are the benefits of working side by side with someone as a means of teaching or mentoring them?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ regular versus sporadic observation of salespeople in action</li> <li>▪ modeling of sales techniques and demonstration of more intuitive approaches</li> <li>▪ providing performance critiques and suggestions</li> <li>▪ lending credibility to the primary salesperson</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> Have you been successful at providing these benefits? Why or why not?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ stays out of the limelight and takes a supporting role when appropriate; is not there to show off to the client</li> <li>▪ provides backup but allows salesperson to learn from their mistakes</li> <li>▪ does not become distracted from this process by other requirements or pressures of their job</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Leverages Expertise to be Recognized as Subject Matter Expert

<p><b>Question 1:</b> How often did products or applications change in your last position?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What steps did you take to keep your product knowledge current?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ uses formal education opportunities to stay up-to-date on product developments</li> <li>▪ willingness to seek assistance from external resources</li> <li>▪ makes use of published resources as well as personal contacts to update knowledge</li> <li>▪ anticipates questions and takes steps to be prepared with a response</li> <li>▪ admits what they do not know and then pursues an answer</li> <li>▪ sees the time spent to enhance their product knowledge as a worthwhile investment</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> Did customers view you as a credible resource with a knowledge of products and applications? Why or why not?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ comfortable with the responsibility that comes with establishing themselves as an expert resource</li> <li>▪ believes there is always something new to learn</li> <li>▪ unwilling to slide by on past experience</li> <li>▪ goes beyond a superficial understanding to an in-depth knowledge of products and applications</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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