

Interview Guide – Alternate Questions

Indirect Sales Benchmark

Signature Profile

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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: _____

Ensures Coverage and Responds to Customers

Question 1: Describe the workload in your last job. Did it vary from week to week?

Look for:

- recognition that external demands drive the number of hours invested

Notes:

Question 2: What steps did you take when you realized that there was too much work and not enough time to get everything done?

Look for:

- 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 they are needed
- a proactive approach in which they step up to the challenge of working through a difficult situation

Notes:

Question 3: How would internal or external customers rate your responsiveness and why?

Look for:

- 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

Notes:

Expands Business Through Cross Selling

<p>Question 1: Describe a past account which, over time, showed measurable increases in sales.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What tactics have you used to generate additional volume?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ develops a plan that addresses maintenance and growth of existing accounts ▪ monitors purchases and consumption so that there is no delay or interruption in delivery of benefits ▪ takes a proactive approach to facilitating the reorder process ▪ expands on the current product line purchased ▪ suggests additional products that naturally complement the existing purchases 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Have your efforts at generating additional business from an existing customer base been successful and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ listens for clues to changes in the customer's organization that could be addressed by a different product offering ▪ looks ahead to meeting future needs, not just satisfying current needs ▪ stays attuned to the customer's business so that additional penetration avenues can be identified 	<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

Prepares and Delivers Effective Presentations

<p>Question 1: Describe a time when you presented a new idea to someone who wasn't familiar with what you were talking about.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps did you take to be sure that the other person understood what you were saying?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ rehearses a presentation to be sure content is relevant and scripted to provide complete information ▪ practices a polished and credible delivery ▪ adjusts the presentation to fit the audience 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would an audience rate your ability to communicate information in a formal presentation and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ creates a memorable presence ▪ sensitive to audience feedback and adjusts the prepared presentation as it progresses ▪ does not overwhelm with excessive or irrelevant detail ▪ makes efficient use of the time allotted 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Closes Through Personal Identification with the Product

<p>Question 1: Tell me about a time when you had to persuade someone to agree with you.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you make your point?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ gets people fired up or excited about the benefits ▪ moves others in stages toward the ultimate goal ▪ keeps the pressure on to commit but does not push people into a negative position 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your closing skills? What is the basis for your rating?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ shares own enthusiasm about the benefits of the product or solution ▪ if appropriate, collaborates with a distribution channel to gain commitment from the end user ▪ presses without being too aggressive or heavy-handed ▪ reinforces the benefits to assure comfort with the purchase decision 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Engages Others in Learning and Assesses Understanding

<p>Question 1: Tell me about your experience in training a group of co-workers.</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 associates to become more proficient and productive? What is the basis for your rating?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ enjoyment of the training process ▪ patience and persistence in reinforcing training through repetition ▪ keeps training relevant ▪ tracks effectiveness of their training efforts by monitoring progress of trainees 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Coaches Others and Provides Timely Feedback

<p>Question 1: Describe an opportunity you had to teach someone by example.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What role would you play in working alongside someone who can learn from your experience or expertise?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ regular versus sporadic observation of salespeople in action ▪ modeling of sales techniques and demonstration of more intuitive approaches ▪ providing performance critiques and suggestions ▪ lending credibility to the primary salesperson 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your effectiveness at using demonstration, then observation, as a developmental tool and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ stays out of the limelight and takes a supporting role when appropriate; is not there to show off to the client ▪ provides backup but allows salesperson to learn from their mistakes ▪ does not become distracted from this process by other requirements or pressures of their job 	<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>Question 1: Describe the frequency with which product or applications knowledge became outdated in your last position.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you keep current on product modifications?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ uses formal education opportunities to stay up-to-date on product developments ▪ willingness to seek assistance from external resources ▪ makes use of published resources as well as personal contacts to update knowledge ▪ anticipates questions and takes steps to be prepared with a response ▪ admits what they do not know and then pursues an answer ▪ sees the time spent to enhance their product knowledge as a worthwhile investment 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would your customers rate your effectiveness as a source of product and applications knowledge and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ comfortable with the responsibility that comes with establishing themselves as an expert resource ▪ believes there is always something new to learn ▪ unwilling to slide by on past experience ▪ goes beyond a superficial understanding to an in-depth knowledge of products and applications 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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937.259.1200 | 800.254.5995

ChallyAssessment@chally.com | www.chally.com