

Interview Guide

Relationship Product Sales Benchmark

Signature Profile

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Predictive Competencies:

- Overcomes Objections by Addressing Emotional Concerns
- Closes by Building Relationships
- Provides Service by Empathizing with Customer Concerns
- Effectively Communicates in an Informal Manner
- Drives Toward Success by Systematically Managing Accounts
- Expands Relationships and Networks Within Accounts

Applicant Name: _____

Interview Date: _____

Interviewed By: _____

Overall
Comments: _____

Overcomes Objections by Addressing Emotional Concerns

<p>Question 1: What are some of the common objections you have heard from customers in the past.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: When a customer brings these objections up (use any non-price objection as an example) how do you proceed?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ asks questions to fully understand the obstacles ▪ uncovers the full extent of the concern before offering solutions ▪ takes responsibility for removing the prospect's distress and shouldering the burden for finding a solution ▪ provides added value to and support of the customer's in-house talent or expertise ▪ knows the product line in order to offer alternatives 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your effectiveness in anticipating and diffusing customer objections? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ expects to find common ground and agreement if core concerns are explored and validated ▪ pays attention to how the customer feels about the objection and empathizes with the customer ▪ doesn't take customer resistance personally ▪ keeps the customer focused on what could be gained ▪ emphasizes personal support to make up for objections that could not be resolved 	<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

Closes by Building Relationships

<p>Question 1: 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>Question 2: How did you make your case?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ patience in making a personal investment in the relationship ▪ spends time trying to understand what motivates the individual to agree ▪ presents values or benefits that are meaningful to the individual; steers clear of a generic checklist ▪ establishes mutual loyalty and trust first 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Would you describe yourself as an effective closer? Why or why not?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ emphasizes emotional versus logical reasons for making the purchase decision ▪ does business with friends, not just customers ▪ conducts business through personal relationships ▪ puts themselves on the customer's 'team' 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Provides Service by Empathizing with Customer Concerns

<p>Question 1: In your experience, what have been some major complaints that you have heard from customers?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How would you help a dissatisfied customer? (Choose an example from those complaints given above.)</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ an immediate response that acknowledges the customer's concern ▪ resolution is a top priority ▪ doesn't hear the problem as a personal attack ▪ finds a solution that is convenient and nondisruptive to the customer 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How successful have you been at maintaining or saving accounts through your service efforts and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ empathy, loyalty, and identification with the customer's dissatisfaction ▪ a very personal commitment rather than mechanical commitment to service ▪ measure of success is the customer's satisfaction with the solution, not how well they handled the problem 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Effectively Communicates in an Informal Manner

<p>Question 1: Tell me about a situation in which you had the opportunity to interest someone in something you know.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What methods did you use to be sure that you were on the same wavelength with that individual?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ tailors the communication style and content to accommodate the audience ▪ encourages feedback or questions to be sure that they have been understood ▪ takes an interactive approach to sharing information 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your skill at making informal presentations and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ talks with the individual rather than direct a speech at the individual ▪ keeps the focus on content and not on performance ▪ refrains from presentations that are too staged; comfortable being themselves ▪ develops a personal rapport that persuades others to listen 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Drives Toward Success by Systematically Managing Accounts

<p>Question 1: Describe some of your past experiences with setting work objectives and achieving them.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What obstacles have you encountered and how did you overcome 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: How would you rate your progress in meeting your goals? What do you use to measure your success and why?</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 their 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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Expands Relationships and Networks Within Accounts

<p>Question 1: 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>Question 2: What steps were taken to generate or capture that increased business?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ networks through satisfied primary contacts to identify other potential users ▪ watches for changing industry trends that could impact customer needs ▪ monitors changes in customer specifications or focus ▪ develops a plan to monitor ordering patterns and possible deviations 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Would you consider your approach to penetrating existing accounts to be effective and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ expands relationships beyond the initial contact so that multiple sales funnels can be created within the customer organization ▪ does not take for granted that the customer will automatically generate repeat or increased business ▪ prepares to address and satisfy future needs, not just service immediate needs 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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