

## Interview Guide

Sales Management Benchmark

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*Signature Profile*

## Interview Guide

### Sales Management Benchmark

#### Predictive Competencies:

- Engages Others in Learning and Assesses Understanding
- Coaches Others and Provides Timely Feedback
- Directs and Manages in a Team Setting
- Leads with a Profitable and Efficient Approach
- Champions Initiatives and Leads Change
- Prepares and Delivers Effective Presentations
- Focuses on Measurable Outputs

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

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

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

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

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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/> <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/> <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 effort by monitoring progress of trainees</li> </ul>	<p>Notes:</p> <hr/> <hr/> <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

## 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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## Directs and Manages in a Team Setting

<p><b>Question 1:</b> Tell me about a situation in which you've had people look to you for direction.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> How do you decide what to delegate and who would receive the assignment?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ recognizes that they cannot do it all themselves</li> <li>▪ assigns critical but lower level priorities</li> <li>▪ willingness to coach less experienced individuals rather than give assignments only to those more seasoned or skilled</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> How would those individuals rate your delegation skills and why?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ gives sufficient explanation of what is expected, how the result is measured, and timelines for completion</li> <li>▪ reiterates guidelines as needed throughout the project</li> <li>▪ regularly checks progress and identifies potential problem areas before they become significant</li> <li>▪ stays personally involved as a resource and motivator</li> <li>▪ accounts for skill and maturity level of delegates</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Leads with a Profitable and Efficient Approach

**Question 1:** What would you consider to be the primary business objective of your last employer?

**Look for:**

- production of profit

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**Question 2:** What criteria determined if a process or function supported that objective?

**Look for:**

- impact on overall organizational profitability
- a financial overview that goes beyond the impact of a single function or activity
- judges success by the result, not the effort or method in getting there
- continued monitoring of financial data
- ignores unnecessary issues that fail to impact the bottom-line

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**Question 3:** How successfully have you managed resources to maximize the bottom-line and why?

**Look for:**

- places other business concerns secondary to profit generation
- has a realistic grasp of the financial aspects of the organization
- sees the big picture; is not distracted by trivial issues or compartmentalized concerns
- profitability is valued over effort or style

Notes:

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

## Champions Initiatives and Leads Change

**Question 1:** Describe a past situation in which you believed the existing approach to achieving a group goal was just not working any longer.

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**Question 2:** What were your options?

**Look for:**

- willingness to explore alternatives without prompting or clear-cut directives
- focuses on selective changes that provide real added value; does not seek change for the sake of change

Notes:

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**Question 3:** How effectively do you champion new ideas or directions and why?

**Look for:**

- takes the lead in initiating constructive changes
- willingness to stretch beyond what is safe or comfortable to meet expected results
- provides the voice and resources to integrate needed changes within their group
- willingness to push original or creative thinking when organizational goals are at risk

Notes:

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|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Excellent<br><input type="checkbox"/> Average<br><input type="checkbox"/> Poor | Always matched the points to look for<br>Matched some of the points to look for<br>Did not match any of the points to look for |
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## Prepares and Delivers Effective Presentations

**Question 1:** Tell me about a situation in which you had the opportunity to interest someone else in something you know.

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**Question 2:** What methods did you use to be sure that you were on the same wavelength with that individual?

**Look for:**

- 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

Notes:

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**Question 3:** How would you rate your skill at sharing information in a formal setting and why?

**Look for:**

- 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

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

<p><b>Question 1:</b> Describe the difference between what you consider to be an average workday and a great workday.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ high level of activity and a full use of time</li> </ul>	
<p><b>Question 2:</b> What could you do differently (or do more of) to increase the frequency of 'great' days?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ relaxation only after increased output</li> <li>▪ measures accomplishments in quantitative units</li> <li>▪ consistency in task completion</li> </ul>	
<p><b>Question 3:</b> How would you rate yourself on time management? Why?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ keeps an organized to-do list</li> <li>▪ persistence</li> <li>▪ increased output whether tasks are repetitious or varied</li> <li>▪ pride in the quantity they are able to accomplish within a given timeframe</li> </ul>	

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