

Interview Guide – Alternate Questions

Sales Management Benchmark

Signature Profile

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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: _____

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/>

- 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

Question 1: Describe an opportunity you had to teach someone by example.

Notes:

Question 2: What role would you play in working alongside someone who can learn from your experience or expertise?

Notes:

Look for:

- 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

Question 3: How would you rate your effectiveness at using demonstration, then observation, as a developmental tool and why?

Notes:

Look for:

- 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

- | | |
|---|--|
| <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 |
|---|--|

Directs and Manages in a Team Setting

Question 1: Tell me about your experience with directing the work of others.

Notes:

Question 2: What criteria do you use to make work assignments?

Look for:

- recognizes that they cannot do it all themselves
- assigns critical but lower level priorities
- willingness to coach less experienced individuals rather than give assignments only to those more seasoned or skilled

Notes:

Question 3: How would you rate your ability to successfully delegate to others and why?

Look for:

- gives sufficient explanation of what is expected, how the result is measured, and timelines for completion
- reiterates guidelines as needed throughout the project
- regularly checks progress and identifies potential problem areas before they become significant
- stays personally involved as a resource and motivator
- accounts for skill and maturity level of delegates

Notes:

- | | |
|---|--|
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|---|--|

Leads with a Profitable and Efficient Approach

<p>Question 1: How would you describe the top business concern or objective of your most recent employer?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ production of profit 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How would you determine if an activity or approach successfully contributed to that objective?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your effectiveness at contributing to the company's bottom-line? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Champions Initiatives and Leads Change

Question 1: Tell me about a past situation in which you thought the current approach to meeting an organizational objective was not as effective as it once was.

Notes:

Question 2: What steps did you take?

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:

Question 3: How would you rate your effectiveness at championing new initiatives or approaches 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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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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Focuses on Measurable Outputs

<p>Question 1: What distinguishes an average workday from a really great workday?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ high level of activity and a full use of time 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What could you change to increase the number of 'great' workdays?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ relaxation only after increased output ▪ measures accomplishments in quantitative units ▪ consistency in task completion 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How strong are your time management skills? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ keeps an organized to-do list ▪ persistence ▪ increased output whether tasks are repetitious or varied ▪ pride in the quantity they are able to accomplish within a given timeframe 	<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