

## Interview Guide – Alternate Questions

Sales Team Lead Benchmark

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*Signature Profile*

## Interview Guide – Alternate Questions

### Sales Team Lead Benchmark

#### Predictive Competencies:

- Continuously Develops Sales Leads
- Uses Standard Discovery Questions to Quality Prospects
- Makes Persuasive Presentations
- Commits Extra Effort to Ensure Success
- Advocates for Customers to Drive Results
- Adapts Sales Approach to Match Buyer Motivations
- Proactively Mentors and Supports Others
- Coaches Others and Provides Timely Feedback

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

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

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

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

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## Continuously Develops Sales Leads

<p><b>Question 1:</b> Tell me about your experience with developing a prospect list.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What steps did you take to identify new sales opportunities?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ finds opportunities to be visible</li> <li>▪ establishes a presence in organizations or activities that attract potential prospects</li> <li>▪ monitors the competition and market conditions to find prospects with a need for their products or services</li> <li>▪ organizes contact information to be systematic and thorough in following up on leads</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> What was your goal for the number of new leads per month? Were you successful in meeting that goal? Why or why not?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ understands the need to be consistent and methodical in developing a contact stream</li> <li>▪ disciplined in increasing contacts, regardless of existing leads in the sales funnel</li> <li>▪ sees prospecting as a numbers game to be worked until there is a payoff</li> <li>▪ networks beyond the people they know or enjoy to uncover less obvious prospects</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

## Uses Standard Discovery Questions to Qualify Prospects

**Question 1:** Describe the process you have used to qualify prospects.

**Look for:**

- uses a standard set of questions or a formula to determine prospect's fit with the product

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**Question 2:** How much time would you typically invest in this step of the sales process?

**Look for:**

- makes a quick decision to disqualify or proceed based on responses to questions
- purchase decision is made in the short term or the prospect is deferred

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**Question 3:** How would you rate your overall effectiveness at qualifying? Why?

**Look for:**

- remains objective and doesn't use personal preference as a guide to evaluating a prospect
- expects to sell to the majority but recognizes that not every lead can be or should be sold
- evaluates the quality of the business to be had rather than simply push for volume
- willingness to cut loose potential business that would not be profitably serviced

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

## Makes Persuasive Presentations

**Question 1:** What type of formal presentations have you made in the past?

**Look for:**

- at ease with the concept of formal presentations

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**Question 2:** How do you get the audience to pay attention and listen to what you have to say?

**Look for:**

- excites the audience and grabs its attention by adding sizzle to the content
- creates an impact while communicating information
- practices and polishes the presentation
- varies the presentation style and content to fit the audience
- charismatic and projects enthusiasm about reaching the audience

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**Question 3:** How successful are you at swaying an audience with your presentation and why?

**Look for:**

- comfortable with being in control and working the crowd
- monitors audience response and adjusts presentation to stay on target
- rehearsed but willing to make a departure from the script
- enthusiasm about the opportunity to woo an audience versus just pass on information
- builds credibility by presenting relevant information

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## Commits Extra Effort to Ensure Success

**Question 1:** How many hours did a typical day (or a typical week) involve in your last position?

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**Question 2:** How did you accommodate this commitment?

**Look for:**

- personal satisfaction taken in career accomplishments
- willingness to adapt personal life to accommodate professional demands on time
- acceptance that long hours are part of the job

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**Question 3:** Did you successfully meet the demands of your job? Why or why not?

**Look for:**

- someone who thrives on hard work and long hours; who looks up and can't believe where the time went
- builds time into their schedule to plan and prepare for results achievement
- commits resources based on the objective, not by the clock
- ability to stay focused when threatened by distractions

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|---|--|

## Advocates for Customers to Drive Results

<p><b>Question 1:</b> Tell me about the goals you set for yourself in a previous position.</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ desire to be a top producer</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> How did you integrate meeting customer requirements with meeting your goals?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ results are achieved by knowing the customer's business and meeting their needs</li> <li>▪ effort to partner with the customer</li> <li>▪ goes to bat for the customer when faced with obstacles</li> <li>▪ a collaborative effort with internal resources to satisfy the customer</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> What percent of the time do you achieve your goals? What contributes to your success?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ acts as the voice of the customer within their organization</li> <li>▪ sees customers as partners in building a livelihood</li> <li>▪ dedication to sustaining a trusting relationship with the customer</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Adapts Sales Approach to Match Buyer Motivations

<p><b>Question 1:</b> Describe the initial contact with a prospect.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What steps do you take to identify the prospect's specific needs?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ seeks information to determine the priority of needs and associated benefits for each prospect</li> <li>▪ chooses appropriate features and applications to target the prospect's hot buttons</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 3:</b> How frequently do you change your sales approach and why?</p> <p><b>Look for:</b></p> <ul style="list-style-type: none"> <li>▪ understands that different people can have very different motivations for buying the same thing</li> <li>▪ focuses on key benefits to the buyer and doesn't distract with less relevant benefits</li> <li>▪ sees each sales situation as unique rather than use tight variations on the same theme</li> <li>▪ sees the proposed offering or solution through the eyes of the prospect</li> </ul>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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## Proactively Mentors and Supports Others

**Question 1:** What experience have you had as a mentor or personal coach?

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**Question 2:** What did you gain from this experience?

**Look for:**

- personal satisfaction from opportunities to encourage or support others
- pride in being a role model and seeing a protégé blossom
- enjoyment from seeing others grow
- opportunity to demonstrate own wisdom and expertise

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**Question 3:** Were you effective in your effort to serve as a personal coach? Why or why not?

**Look for:**

- patience with inexperienced individuals
- willingness to review or repeat what may seem to them to be rudimentary issues
- initiates advice; does not wait to be asked

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## Coaches Others and Provides Timely Feedback

<p><b>Question 1:</b> Describe an opportunity you had to teach someone by example.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>Question 2:</b> What role would you play in working alongside someone who can learn from your experience or expertise?</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> How would you rate your effectiveness at using demonstration, then observation, as a developmental tool and why?</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 the job</li> </ul>	<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](http://www.chally.com)