

Interview Guide – Alternate Questions

Strategic Account Director Benchmark

Signature Profile

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Predictive Competencies:

- Champions Initiatives and Leads Change
- Commits Extra Effort to Ensure Success
- Proactively Mentors and Supports Others
- Demonstrates Learning Orientation
- Engages Others in Learning to Maximize Benefit from Purchase

Applicant Name: _____

Interview Date: _____

Interviewed By: _____

Overall
Comments: _____

Champions Initiatives and Leads Change

<p>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.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps did you take?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your effectiveness at championing new initiatives or approaches and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 the group ▪ willingness to push original or creative thinking when organizational goals are at risk 	<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

Commits Extra Effort to Ensure Success

<p>Question 1: How many hours did a typical day (or a typical week) involve in your last position?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you accommodate this commitment?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ personal satisfaction taken in career accomplishments ▪ willingness to adapt personal life to accommodate professional demands on their time ▪ acceptance that long hours are part of the job 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Did you successfully meet the demands of your job? Why or why not?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Proactively Mentors and Supports Others

<p>Question 1: What experience have you had as a mentor or personal coach?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What did you gain from this experience?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 their own wisdom and expertise 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Were you effective in your effort to serve as a personal coach? Why or why not?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Demonstrates Learning Orientation

<p>Question 1: Tell me about the technical demands of your last position.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What approaches do you find most useful when developing your technical expertise?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ formal training opportunities ▪ review of professional publications, newsletters, and other current information in their own and related fields ▪ routine collection and review of key data and information to track progress on important functions 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: On a scale of 1-10 (10=high), how would colleagues or customers rate your ability to understand their technical needs? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ intellectually curious and believes that education never ends ▪ awareness of technical developments in their field and related fields ▪ anticipation of rather than reaction to changing technologies ▪ incorporates professional expertise into projects and new initiatives 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Engages Others in Learning to Maximize Benefit from Purchase

<p>Question 1: Tell me about your experience in educating customers or clients on products, services, and applications.</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 customers/clients to get the maximum benefit from the product, service, or application? What is the basis for your rating?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ enjoys the teaching process ▪ patience and persistence in reinforcing information through repetition ▪ keeps information relevant ▪ tracks effectiveness of the teaching effort by monitoring customer understanding 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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