

## Interview Evaluation Report for Sales positions

<b>Date</b>	<b>Name interviewer</b>
2011	

### PERSONAL INFORMATION CANDIDATE

<b>Name</b>	
<b>Date of Birth</b>	
<b>Nationality</b>	
<b>Home location</b>	
<b>Highest Education</b>	

### APPLIED FOR

<b>Position</b>	
<b>Manager</b>	
<b>Department</b>	
<b>Work location</b>	

### PROFILE CANDIDATE

If the candidate presents the following qualities ➡ cross the corresponding box & motivate !

<b>Rational</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
<b>Procedural</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
<b>Practical</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
<b>Analytic</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
<b>Relational</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
<b>Process orientated</b>	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :

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|---|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Client service</li> <li><input type="checkbox"/> Evidence of loyalty to a company</li> <li><input type="checkbox"/> Listening skills</li> <li><input type="checkbox"/> Continuous learning</li> <li><input type="checkbox"/> Adaptability</li> <li><input type="checkbox"/> Result orientated</li> <li><input type="checkbox"/> Business development</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Strategic skills</li> <li><input type="checkbox"/> Sensitivity and confidence</li> <li><input type="checkbox"/> Ability to find solutions</li> <li><input type="checkbox"/> Management skills</li> <li><input type="checkbox"/> Innovation and knowledge sharing</li> <li><input type="checkbox"/> Team player</li> <li><input type="checkbox"/> Technical expertise</li> </ul> |
|---|---|

### SOCIAL ABILITIES & CHARACTERISTICS

<b>Personality &amp; Presentation</b>	
<b>Verbal capabilities</b>	
<b>Aspects of behaviour &amp; Attitude</b>	
<b>Flexibility</b>	

**INTERVIEW REPORT**

<b>Relevant experience</b>	
<b>Management experience</b>	
<b>Advantages for the job</b>	
<b>Disadvantages for the job</b>	
<b>Professional Training</b>	
<b>Language skills</b>	

**SALARY & BENEFITS**

<b>Current Salary</b>	
<b>Salary Expectations</b>	
<b>Secondary Labour Conditions</b>	
<b>Benefits</b>	
<b>Notice Period</b>	

**NOTES & CONCLUSION**

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<input type="checkbox"/> Reference 1 check	<input type="checkbox"/> Reference 2 check	<input type="checkbox"/> Diploma check
<input type="checkbox"/> Below expectations	<input type="checkbox"/> Benefit to Position	<input type="checkbox"/> Very Good Candidate
<b>GENERAL CONCLUSION</b>		
<input type="checkbox"/> CANCEL	<input type="checkbox"/> ON HOLD	<input type="checkbox"/> CONTINUE

## SALES INTERVIEW QUESTIONS

This is a suggested format for your interviewing session. In an attempt to be sure we gain all of the required information from each candidate, and yet insure the individual isn't asked the same question three times, we are providing this guideline. Please structure your sessions in the manner most comfortable for you. The expert interviewing questions are helpful for HR staff to conduct an initial screening. For better results we advise to tailor these questions with the hiring manager.

### **Junior sales role (eg sales executive)**

#### **How do you recognise a buying signal?**

**Why:** We'd ask this question to establish the candidate's level of training and their understanding of sales psychology and terminology.

Example of a good answer: Would point out several if not all of the following: an objection, a question, leaning forward, note-taking, asking the cost, asking if the product or service is available in a different colour or different way.

Example of a bad answer: "What's a buying signal?"

#### **How do you manage and plan your sales territory?**

**Why:** We want to see how organised and structured they are in their approach to selling.

Example of a good answer: Is one that shows an organised, methodical mind, eg "I plan geographically, and make sure I make x number of cold calls, speak to x key accounts, and work on x pipeline projects."

Example of a bad answer: "I tend to go out when they ask." In other words, an answer that shows a reactive approach to sales.

#### **Why sales?**

**Why:** We'd ask this of a prospective entrant to sales to establish their understanding of what sales entails, and see whether they've really thought about it.

Example of a good answer: One that shows they understand that sales is a highly complex, competitive environment, which requires a rigorous selling process, and an understanding of buying psychology.

Example of a bad answer: "My friends tell me that I've got the gift of the gab, and I'm good with people." This shows no understanding of what the sales process involves. You wouldn't believe how often we get this answer.

## **Mid-level sales role (eg key account manager)**

### **Name three ways to close a sale**

**Why:** With this question we're looking to ascertain their knowledge of subject, flexibility, and (again) level of sales training.

Example of a good answer: Would pinpoint all or most of the following: alternative close, puppy dog close, sharp-angled close, assumptive close, list the positives and the negatives, ask for the order.

Bad answer: "You just ask for the order, ask for objections, leave it with them and wait for their call."

### **What do you do in order to incentivise accounts to buy more products from you?**

**Why:** We want to see if they understand selling by objectives and targets, as opposed to just selling 'from a catalogue'. We also want to see how well they know their target market, and what the key levers are for clients in their market, which will influence the sale. For example, selling a JCB digger is a rather more complex sale than selling BIC pens.

Example of a good answer: Demonstrates how they do it by using case studies of particular clients, showing clearly what their objectives were, and how they increased their percentage share in their client's business.

Example of a bad answer: One that isn't able to nail figures, objectives and growth strategies. For example, "I had this client once, and I established a good relationship with the key decision maker to boost our share of their business. When I left, I think it was about 10%."

### **What is your sales strategy and why?**

**Why:** With this question we want to see their understanding of how the sales role fits into the business as a whole. The best answer - and the best strategy - will be one that shows they know the business dynamics and cycles in their sales environment.

Example of a good answer: Is one that clearly shows an understanding of the sales 'mix' - cold to key to pipeline - and the sales timelines, the typical sticking points in the sales process and the influences in their clients' markets.

Example of a bad answer: "People buy from people" or "I always do my utmost to provide them with the cheapest".

**Senior sales role (eg sales manager)****Can you tell me four ways to measure the sales performance of your team?**

Why: We want to establish breadth of knowledge, and see whether the answer is backed up by examples. And if they can actually give us four examples. Most can only give two.

Good answer: Would include four of the following: key performance indicators; daily, weekly or monthly reports; activity report; sales level; conversion of appointments to order; conversion of miles travelled to orders taken; percentage of sales achieved for the year to date; retention (orders not cancelled); and average order.

Bad answer: One that just talks about sales turnover, league table or commission earnings.

**How did you increase sales in your area?**

Why: The answer to this question will show us their understanding of the wider context of sales strategy.

Example of a good answer: One that shows the candidate had a clear business plan in place, with key targets, and an understanding of the dynamics of the customer market that gave rise to their sales strategy.

Example of a bad answer: "We weren't really working off targets."

**Can you give me an example of a multi-level sale that you made?**

Why: We're looking to see top-end experience - their account of the most complicated sale they've made will show the level at which they have worked.

Example of a good answer: Is one where the candidate can talk through an example of a high-value, multi-level sale, which demonstrate a clear strategy that shows their understanding of the client's internal politics and the key decision-makers' concerns and business drivers.

Example of a bad answer: Is one where the candidate talks purely about the sale rather than the business drivers for that sale.



## SITUATIONAL INTERVIEW QUESTIONS

1. Describe a typical project you have managed, or were a team member on.
2. Describe a possible “first meeting” scenario with a potential client. What tools/techniques would you use to assess the situation and diagnose the client’s needs.
3. Tell me about an idea/project you have presented to upper management or client and “sold.” What was your approach? Why do you think you were successful?
4. What has been your greatest/most satisfying professional accomplishment- Why was it and what did you learn from it?
5. What are the most significant business decisions you have made? What was your decision making process? Why?
6. What kind of company culture/environment do you work best in?
7. What is your availability to travel?
8. Give me an example of a difficult client/situation and how you handled it?

