



Sales Interview Guide User Guide



TABLE OF CONTENTS

About the Sales Interview Guide	01
<hr/>	
The Report	02
Introduction to the Sales Interview Guide	02
Scoring	03
Interview Scores Summaries	04
Sales Background Questions	08
Sales Focus Questions	09
Sales Competency Questions	10
Interview Summary	13
<hr/>	
Using the Sales Interview Guide	14

This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.

About the Sales Interview Guide

The Wave Sales Interview Guide provides recruiters and hiring managers with a consistent yet dynamic approach to candidate interviewing. It is specifically designed for use with those being interviewed for sales positions. The Interview Guide presents questions based on an individual's sales competency profile, generated from their completion of the Wave Professional Styles assessment. Interviewers can then use the profile and associated questions to probe thoroughly into the sales role-related areas that are of particular interest for that candidate.

The report is designed for use in telephone interview, virtual interview, selection interviews and panel interviews, and is accessible to recruiters and line managers without an in-depth understanding of psychometric assessments.

Benefits

- Hiring managers can access psychometric data.
- Provide candidates with a more personalized interview experience.
- Reduce interview preparation time.
- Better prediction of performance by focusing on most relevant sales competencies.
- Provide managers with guidance to improve interview objectivity and reduce opportunities for bias.
- Easy and standardized recording of interview information.

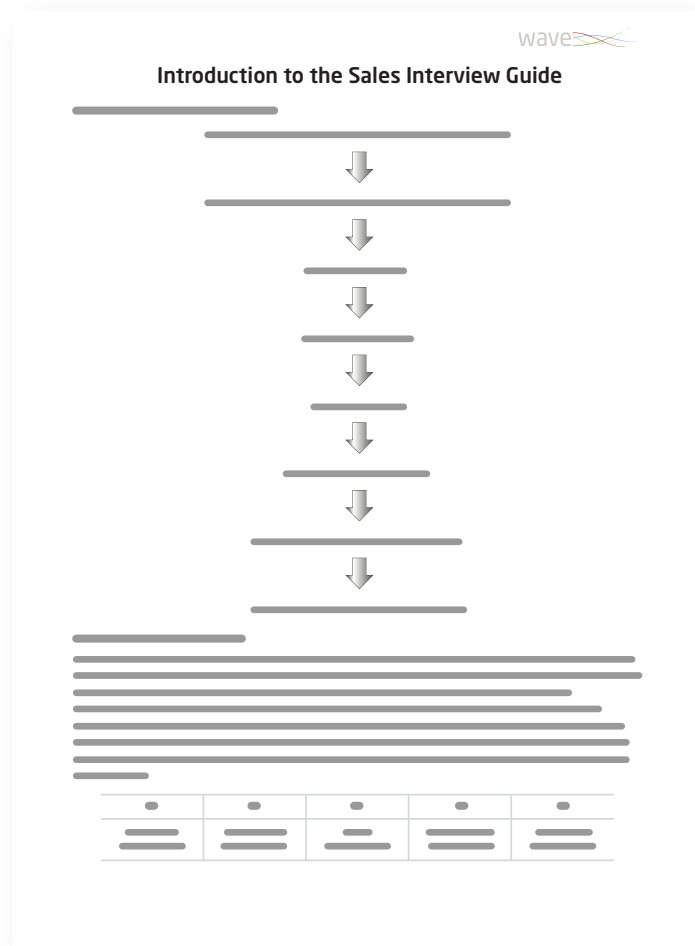
Prior to using the Sales Interview Guide it is imperative to understand the key requirements for the role and conduct a job analysis. This may include reviewing job descriptions or interviewing hiring managers.

Availability



PS

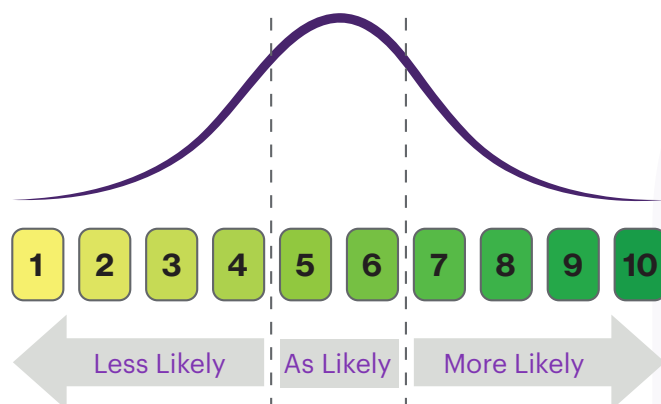
Professional
Styles



The Report

Introduction to the Sales Interview Guide

Pages 3 and 4 provides a useful overview of how to use the Sales Interview Guide and conduct an interview.



Scoring

The scoring within the report will depend on the individual's responses from their completion of the self-report questionnaire. Scores are benchmarked and provide an indication as to how the individual is likely to perform in comparison to the benchmark group.

✓ TOP TIPS

Profiles are scored using a benchmark to give them meaning. Where an individual scores a seven and above, their responses to the questionnaire suggest they see this area as a strength and it is likely that they have high potential in this behavior area. Where an individual scores a four and below, their responses to the questionnaire suggest that they don't see this area as an area of strength and they are likely to have lower potential in this area. Scores of five and six are considered average when compared with the benchmark group. There are a selection of benchmark groups available for the Sales Interview Guide, including a Sales benchmark group, consisting of individuals working in sales and commercial roles.

Interview Scores Summaries

Pages 5 and 6 of the report include the:

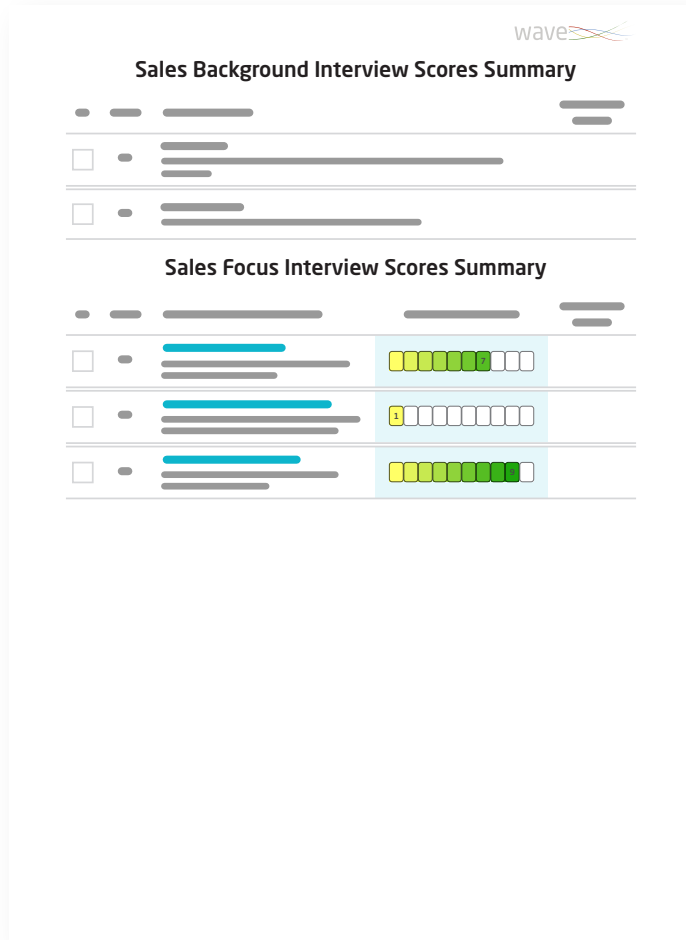
1. **Sales Background Interview Scores Summary**
2. **Sales Focus Interview Scores Summary**
3. **Sales Competency Interview Scores Summary.**

1 - Sales Background Interview Scores Summary

This section on page 5 provides the page number for two general interview questions exploring the candidate's sales experience and effectiveness along with space to record scores from these questions.


2 - Sales Focus Interview Score Summary

This section on page 5 provides page numbers for interview questions on the Sales Focus areas along with an indication of an individual's likely potential across three Sales Focus indicators, identified as broader indicators of effectiveness in different types of sales roles: for Business Development, **New Business Focus**; for Account Management, **Account Management Focus**; and to identify future potential leaders, **Sales Leadership Focus**.






The screenshot shows a report titled "Sales Background Interview Scores Summary" and "Sales Focus Interview Scores Summary". The Sales Focus section includes a progress bar and a score indicator.







Section	Question	Score
Sales Background Interview Scores Summary	1	
	2	
Sales Focus Interview Scores Summary	1	5
	2	1
	3	5

wave 

Sales Background Interview Scores Summary

<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

Sales Focus Interview Scores Summary

<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

- **New Business Focus:** Looks to bring in new business by developing leads, negotiating deals through influence and persuasion and using creative strategies to capitalize on new opportunities.
- **Account Management Focus:** Manages existing accounts by being receptive and looking to quickly resolve any client issues, maintaining service levels through effective planning and looking for opportunities to upsell to existing customers.
- **Sales Leadership Focus:** More likely to take control in a sales team by making decisions, giving direction to others and looking to motivate the salespeople around them.

✓ TOP TIPS

- We recommend information on both a candidate's sales experience and effectiveness is assessed in the interview.
- Select the relevant sales focus indicators for the role to interview against. Indicate the areas you have selected by ticking the corresponding box in the left hand column.

3 - Sales Competency Interview Scores Summary

Sales Competency Interview Scores Summary on page 6 provides page numbers for interview questions on the eight Sales Competency sections.

Identifying Needs

Asks the customer questions, tries to understand their motivations and looks to improve things. Orientated to data analysis; good at finding facts and processing information.

Developing Solutions

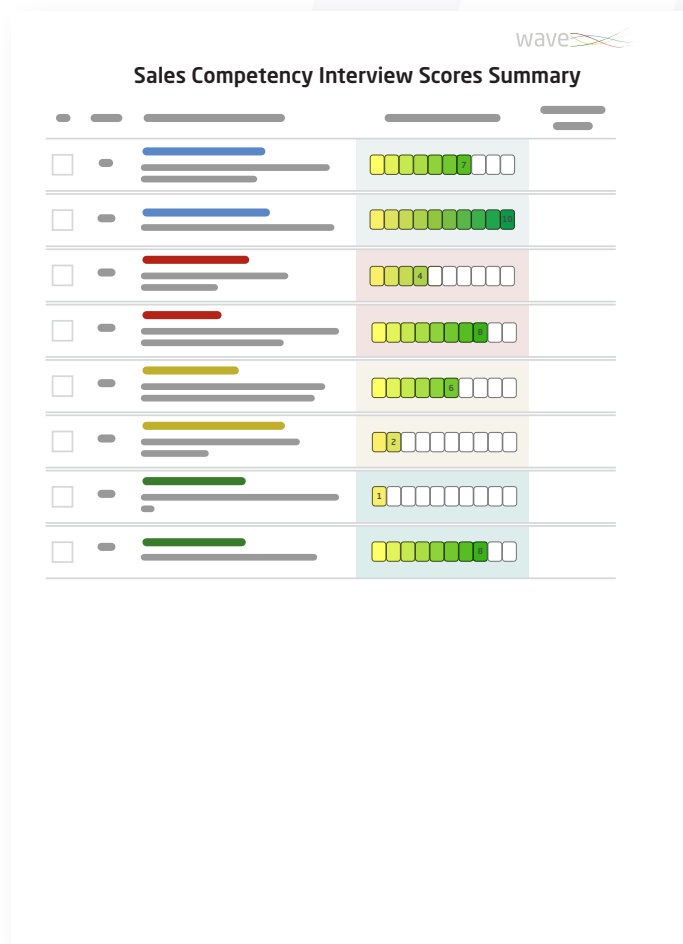
Utilizes the latest technology and invests time understanding theories and principles. Comes up with new and original ideas and focuses on the longer term.

Developing Leads

Friendly, puts people at ease and focused on networking. Builds client relationships by gaining recognition, promoting achievements and attracting attention.

Closing Deals

Presents information eloquently and clearly. Inspires and motivates to persuade others to change their views. Argues their perspective and stands by their views when faced with objections.



Staying Positive

Remains relaxed under pressure and calms angry or upset individuals. Copes well with change and new challenges and responds well to feedback. Optimistic and cheerful, even when recovering from setbacks.

Working Collaboratively

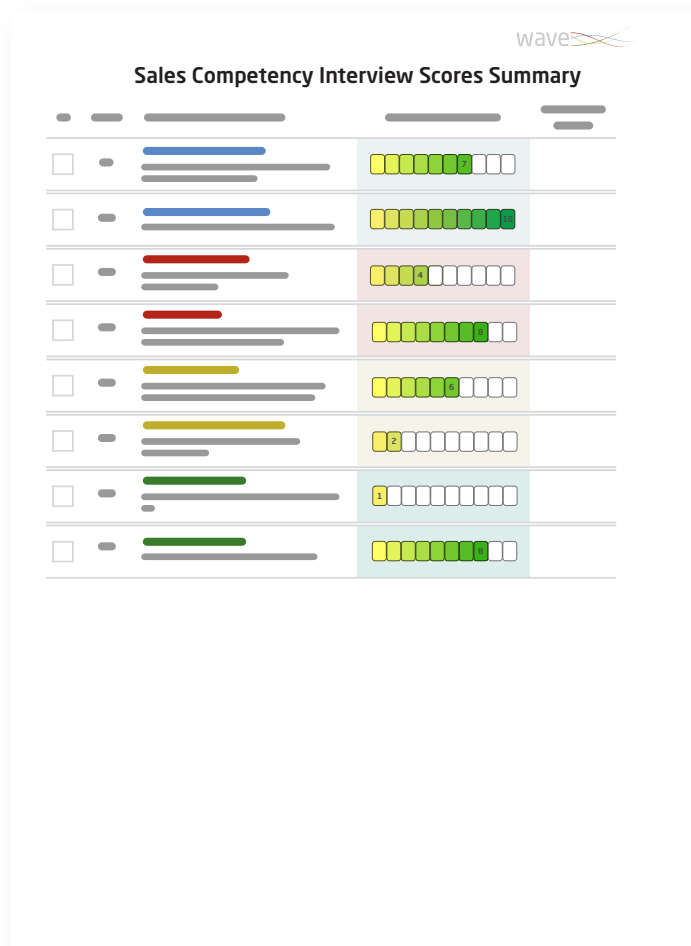
Is considerate and tolerant of others and tries to understand their feelings. Focuses on team working by encouraging and involving others in processes and decisions.

Being Disciplined

Keeps organized by making plans and adhering to deadlines. Ensures accuracy and pays close attention to details and adhering to rules.

Results Focused

Takes decisive action and uses their initiative to make sure things happen. Ambitious, focused on sales and able to spot new business opportunities.



Scores in the Sales Competency Interview Score Summary are presented on a one-to-ten scale and space is provided to record the interview scores.

✓ TOP TIPS

- Whilst all eight sections are presented to provide a comprehensive picture of an individual, you should prioritize sales competencies that are most relevant to the role.
- Highs and lows are likely to be presented for each individual due to the nature of the questionnaire, forcing candidates to make decisions between different behavioral styles.



wave 

Sales Background Questions

• _____
• _____
• _____
• _____

• _____
• _____
• _____
• _____

Sales Background Questions

Two Sales Background Questions are provided to gather information about the candidate's experience and effectiveness at the start of the interview.

These two questions are fixed and therefore will appear in each candidate's report.

✓ TOP TIPS

- Encourage the candidate to be specific with their responses.
- Use the probes provided alongside any additional questions you may think of to ensure you fully understand the candidate's experience and effectiveness.

wave 

Sales Focus Profile


.....
.....
.....
.....
.....
.....


.....
.....
.....
.....
.....
.....


.....
.....
.....
.....
.....
.....


Sales Focus Questions

One fixed question is presented for each of the sales focus indicators. Additional questions that target the candidate's motivation for the area are marked by an asterisk.

These three questions are fixed and therefore will appear in each candidate's report regardless of their Sales Focus assessment score.

✓ TOP TIPS

- Only ask questions aligned to the Sales Focus indicators you have identified as important for the sales role you are interviewing for.
- Refer back to the Sales Focus Interview Scores Summary to provide you with more information on how much to probe. (For example, you may wish to spend more time probing and gathering evidence for lower assessment scores versus higher assessment scores).




Sales Competency Questions

Sales Competency Questions present between two and four questions for each of the sales competencies, with one competency presented per page. The questions contained in each Interview Guide vary depending on the responses that the candidate has provided when completing their Wave online assessment. The interview questions are designed to verify strengths and probe potential areas of limitation.

✓ TOP TIPS

- Prior to the interview, review suggested questions for the competencies that you have identified as most important to the role.
- Decide which of the suggested questions you wish to ask during the interview, use the tick boxes to mark your selections.



wave 

Sales Competency Questions

[Redacted question text]

- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]

[Redacted answer box]

[Redacted question text]

- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]
- [Redacted probe text]

[Redacted answer box]

The Interview Guide is clearly laid out with the competency-based question listed first and the probes for the question listed underneath. The questions provided are open questions that encourage the individuals to talk about examples of specific behavior. Initial questions generally start with “Give me an example of...”, “Tell me about...”, “Describe a situation when...”.

Suggested probes are then provided underneath this main question to help you elicit specific examples and understand what the candidate’s contribution was, how they did it and what impact they had.

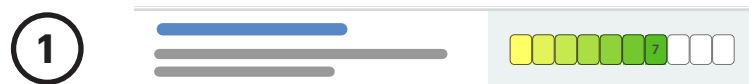
There is one additional probe, indicated by an asterix, provided for each question to help you explore an individual’s motivation and engagement.

TOP TIPS

- Utilize the probes to drill down and explore in detail how effective the candidate has been.
- Ask the motive probes to gain an appreciation of whether the behaviors are likely to be seen regularly as they are driven by the candidate’s core motives.
- Take thorough notes throughout on everything the candidate says and does - include specific quotes and non-verbal communications.

The number of questions presented for each competency will depend on the individual's scores from the Wave online assessment.

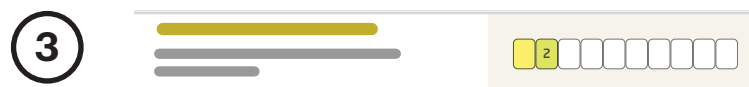
This allows verification of strengths and exploration of potential areas of concern.



Where an individual scores six and above across all of the specific dimensions in a sales competency section, two broad section level questions are presented to verify the candidate's strengths.

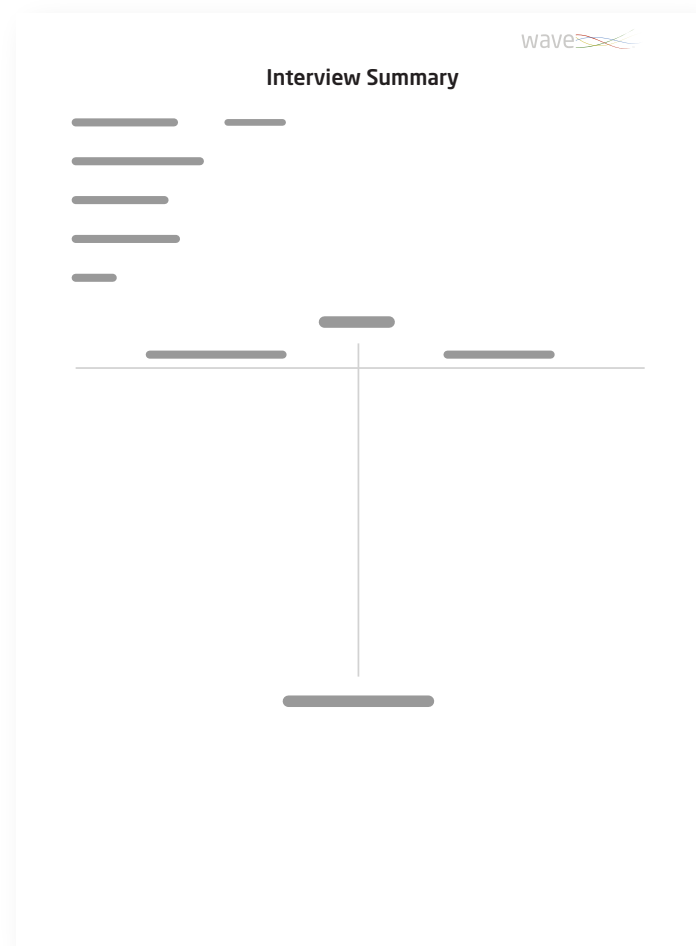


Where a candidate has scored five or below on one aspect of the sales competency, one generic question is presented, followed by a question that probes into the lower dimension specifically.



If a candidate has scored five or below on two aspects of the competency, one generic question is followed by two specific questions probing into the lower dimensions.

Some sales competencies contain three aspects; where this is the case and a candidate has scored five or below on all three dimensions within a sales competency, one generic question is followed by three specific questions.



Interview Summary

The final page of the report provides a place to summarize important information from the Interview.

✓ TOP TIPS

- Evaluate and review the evidence in your notes.
- When summarizing the key positive and negative evidence, ensure you are clear and specific.
- Having reviewed all the evidence, you can then record a recommendation that follows the evidence (e.g. Reject, Possible Candidate, Strong Candidate).

Using the Sales Interview Guide



Before the Interview

- Conduct your job analysis, review job information and have a clear understanding of the job and the requirements.
- Identify one or two of the Sales Focus Areas to assess at interview
- Identify up to five of the Sales Competencies
- Ensure the candidate has completed Wave Professional Styles
- Review the Sales Interview Guide
- Select your interview questions
- Communicate with your interviewee so they have everything they need
- Make a schedule for your interview
 - Allow 45-90 minutes per interview dependent on the level, complexity of the role and number of questions you intend to ask.
 - Leave time for introductions, reviewing candidate CVs, coverage of competency questions and for the candidate to ask questions.
 - Allow approximately 7-10 minutes per question.
 - If scheduling more than one interview on the same day, it is helpful to allow 15-30 minutes between interviews.
- Prepare for your interview
 - Ensure you have prepared the interview room (either virtual or face to face).
 - Ensure you have all the documentation you need for the interview.
 - If there are two or more interviewers in the same interview, then agree on who opens and closes, who asks which questions and who will take notes.



Conducting the Interview

- Start with a short introduction to welcome the candidate and put them at ease, explaining how the interview is going to work. Some of the things you may wish to cover include:
 - Welcome to the interview
 - Introduce the interviewer(s)
 - Explain housekeeping arrangements (e.g. if a virtual interview what to do if you lose connection)
 - Explain the structure of the interview – timing, type of questions, the probes that will be used
- Avoid closed, leading, multiple and hypothetical questions.
- Keep an open mind and suspend your judgment.
- Avoid providing unsubstantiated opinions e.g. ‘a useless attempt to solve a problem’, gut reactions e.g. ‘a good candidate’ and irrelevant observations e.g. ‘went to the same university as me’.
- Stay alert throughout the interview and make sure you are respectful.
- Take clear notes on the candidate’s answers to questions; try to write as much information as possible (including quotes).



After the Interview

- After the interview, review notes for the candidate’s answers to each question. Review the evidence in your notes and then assign the key points/quotes to each area.
- Use page 17 of the Interview Guide to summarize key positive and negative evidence for the candidate.
- Having reviewed all the evidence and summarized the key points, record a recommendation e.g. reject, possible candidate, strong candidate.
- You may wish to provide candidates with feedback after the recruitment process. We provide a complimentary Sales Environment Fit report with the Sales Interview Guide that can be sent to candidates as feedback.



About Saville Assessment, a WTW Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead talent globally.



[savilleassessment.com](https://www.savilleassessment.com)

info@savilleassessment.com

Copyright © 2022 Saville Assessment, a WTW Company.
All rights reserved.

Saville Assessment
A WTW Company