



Sales Interview Guide Chris Park



Professional

Styles

Contents

Introduction to the Sales Interview Guide	3
Sales Background and Focus Interview Scores Summaries	. 5
Sales Competency Interview Scores Summary	6
Sales Background Questions	7
Sales Focus Questions	. 8
Sales Competency Questions	9
Interview Summary	17

About this Report

This report is based upon the Wave® Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 7,000 individuals working in sales.

Since the questionnaire is a self-report measure, the results reflect the individual's selfperception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorized by Saville Assessment.

Introduction to the Sales Interview Guide

This Sales Interview Guide presents appropriate questions based on the results of the assessment completed by Chris Park. The questions are designed to gain evidence of the candidate's effectiveness and motivation at work.

Sales Background and Sales Focus Interview Scores Summaries

We recommend that information on both a candidate's sales experience and effectiveness is assessed using the questions provided.

In addition, scores are provided against the three sales focus indicators (New Business Focus, Account Management Focus and Sales Leadership Focus) which can also be assessed with interview questions. Select any relevant sales focus indicators for the role to interview against.

Sales Competency Interview Scores Summary

Scores are provided against the eight sales competencies. Select any relevant sales competencies for the role to interview against.

Questions for Chris Park

Firstly, general Sales Background Questions are provided to gather information about the candidate's sales experience and effectiveness.

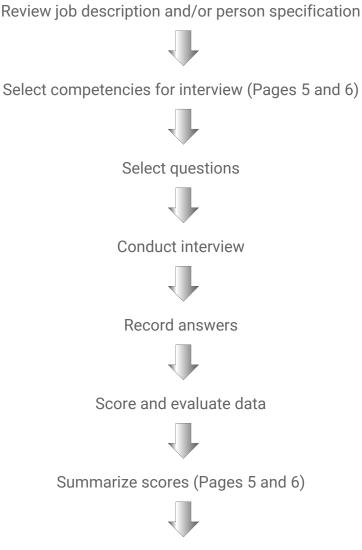
Secondly, in the Sales Focus Questions, one question is presented for each of the sales focus indicators. Additional questions that target the candidate's motivation for an area are marked by an asterisk.

Finally, in the Sales Competency Questions, between two and four questions are presented for each of the sales competencies, with fewer questions being given for areas where the candidate has rated themself as strongly effective. Additional questions that target the candidate's motivation for an area are marked by an asterisk.

For each area, information is provided on how Chris Park rated themself on the assessment when compared to others on a 1 to 10 scale. Please note that this is for the interviewer's information only and is not to be fed back to the candidate.

Introduction to the Sales Interview Guide

How to use this Interview Guide



Make recommendation (Final Page)

Interview Scoring Guidance

Following the interview, the candidate's responses to each of the areas which were selected to interview on should be scored. There is space to record these scores in the Interview Score column on the Sales Background and Focus Interview Scores Summaries and Sales Competency Interview Scores Summary. These scores should be based on how well the candidate has provided evidence of the indicators under each area (e.g. Meeting/Exceeding Targets and Consistency of Achievement for Effectiveness; Understanding Customer Needs and Analyzing Information for Identifying Needs). A suggested scale of scores from 1 to 5 is given below:

1	2	3	4	5
Meets Few	Meets Some	Meets	Exceeds Most	Exceeds All
Expectations	Expectations	Expectations	Expectations	Expectations

Sales Background Interview Scores Summary

Х	Page	Area Assessed	Interview Score
	7	Experience Amount of Sales Experience; Depth of Sales Experience; Relevance of Sales Experience	
	7	Effectiveness Meeting/Exceeding Targets; Consistency of Achievement	

Sales Focus Interview Scores Summary

Х	Page	Focus Indicator Assessed	Assessment Score	Interview Score
	8	New Business Focus e.g. Developing Leads; Negotiating Deals; Using Creative Strategies	7	
	8	Account Management Focus e.g. Managing Accounts; Maintaining Service Levels; Upselling to Existing Customers	1	
	8	Sales Leadership Focus e.g. Making Decisions; Giving Direction; Motivating Sales People	9	

Sales Competency Interview Scores Summary

Х	Page	Competency Assessed	Assessment Score	Interview Score
	9	Identifying Needs Understanding Customer Needs (6); Analyzing Information (7)	7	
	10	Developing Solutions Applying Expertise (8); Being Creative (10)	10	
	11	Developing Leads Developing Rapport (3); Building Relationships (7)	4	
	12	Closing Deals Presenting Information (4); Changing Views (7); Challenging Objections (10)	8	
	13	Staying Positive Handling Pressure (4); Being Resilient to Change (5); Maintaining Self-Belief (7)	6	
	14	Working Collaboratively Supporting People (3); Working Co- operatively (2)	2	
	15	Being Disciplined Being Organized (1); Maintaining Standards (1)	1	
	16	Results Focused Taking Action (8); Pursuing Targets (7)	8	

Sales Background Questions

Experience: Tell me about your sales experience to date.

- Who have you worked for? How long did you work for them?
- What training did you receive?
- · What did you find more difficult to sell?
- What do you have the most experience of selling?
- What in your sales background is most relevant to this role?

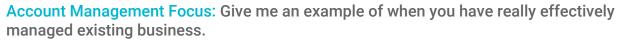
Effectiveness: Tell me about the targets you have had to achieve over the last three years.

- What exactly were the targets?
- · How did you perform against the targets each year?
- · What growth was there?
- · What specific actions did you take that made a difference?

Sales Focus Questions

New Business Focus: Tell me about a time when you have brought in profitable new business.

- · What was so profitable about the business?
- What did you do to win the business?
- What obstacles did you face?
- How did you overcome them?
- · What were the long-term implications of this business?
- * What drives you to go after new business?



- Why have you chosen this example?
- What did you do?
- Why was this important?
- · How did you exceed the client's expectations?
- · What impact did this have on the profitability of the client account?
- * What do you like least about managing existing accounts?

Sales Leadership Focus: When have you had to provide motivational leadership to a team?

- · What was the team?
- How did you motivate them?
- What were the challenges?
- · How did you deal with these?
- · How effective were the team?
- * What do you enjoy about motivating others??

Identifying Needs
Understanding Customer Needs (6); Analyzing
Information (7)



Fairly High higher potential than about 75% of the comparison group

When have you had to find an improved solution for a client?

- What was the existing solution?
- · How did you identify what needed to be improved?
- What improvements did you suggest?
- Why did these better suit the client's needs?

* What improvements have you identified for customers which you have found particularly satisfying?

Give me an example of when you have had to evaluate a client's complex set of needs?

- · What was complex about the client's needs?
- How did you assess their needs?
- How did you weigh up what was most important?
- How accurate was your overall assessment of their needs?
- How did you establish how accurate your assessment was?

* How do you feel about dealing with customer needs when they are highly complex?

Developing Solutions Applying Expertise (8); Being Creative (10)	Extremely High higher potential than about 99% of the comparison group
When have you successfully im	plemented an innovative solution for a client?
 Why was the solution innovative? Why were other approaches less appropriate the solution? How did you come up with the solution? How successfully was it implemented? 	?
* What motivates you to think about crea	ting innovative client solutions?
Give me an example of when ye client.	ou have had difficulty creating a workable solution for a
 client. Why was it difficult to find a workable s What did you do to try to find an approp How workable was the solution in the e 	volution? priate solution? nd?
 Client. Why was it difficult to find a workable s What did you do to try to find an appropriate 	priate solution? nd? he benefit of hindsight?

Developing Rapport (3); Building Relationships (7)	4	Fairly Low higher potential than about 25% of the comparison group
Tell me about an especially strong	client relationship which	you have built.
 What did you do initially to build it? How have you maintained the relationship? What made the relationship particularly stro. What benefit has the relationship brought to 	ong?	
* What aspects of building client relationship	s have you most enjoyed?	
When have you developed rapport	extremely quickly with a r	new client?
• How did you first make contact?	extremely quickly with a r	new client?
 How did you first make contact? How quickly did you develop a good rapport 		new client?
 How did you first make contact? How quickly did you develop a good rapport What did you do to establish rapport? What worked less well? 		new client?
 How did you first make contact? How quickly did you develop a good rapport What did you do to establish rapport? What worked less well? How good was your level of rapport? 	t?	new client?
 How did you first make contact? How quickly did you develop a good rapport What did you do to establish rapport? What worked less well? 	t?	new client?
 How did you first make contact? How quickly did you develop a good rapport What did you do to establish rapport? What worked less well? How good was your level of rapport? 	t?	new client?
 How did you first make contact? How quickly did you develop a good rapport What did you do to establish rapport? What worked less well? How good was your level of rapport? 	t?	new client?

Closing Deals

Presenting Information (4); Changing Views (7); Challenging Objections (10)



High higher potential than about 90% of the comparison group

When have you been personally responsible for closing an important deal?

- What was the deal?
- What specifically did you do?
- How did you persuade them?
- What objections did you have to challenge?
- How did you close the deal?
- * What work have you won that you have found most satisfying?

Tell me about a time when you have presented to an important client.

- · Why was the client important?
- What were the key points that you made?
- · How did you adapt your style to the audience?
- · How successfully did you communicate?
- What feedback did you get?
- * How do you feel about giving presentations?

Staying Positive

Handling Pressure (4); Being Resilient to Change (5); Maintaining Self-Belief (7)



Average higher potential than about 60% of the comparison group

Tell me about a time when you have been under pressure on an important piece of work?

- Why was it important?
- What, in particular, created the pressure?
- What did you do to handle the pressure?
- · Overall, how well do you think you handled the pressure?
- · How successful was the final outcome?
- * What impact do periods of pressure have on you?

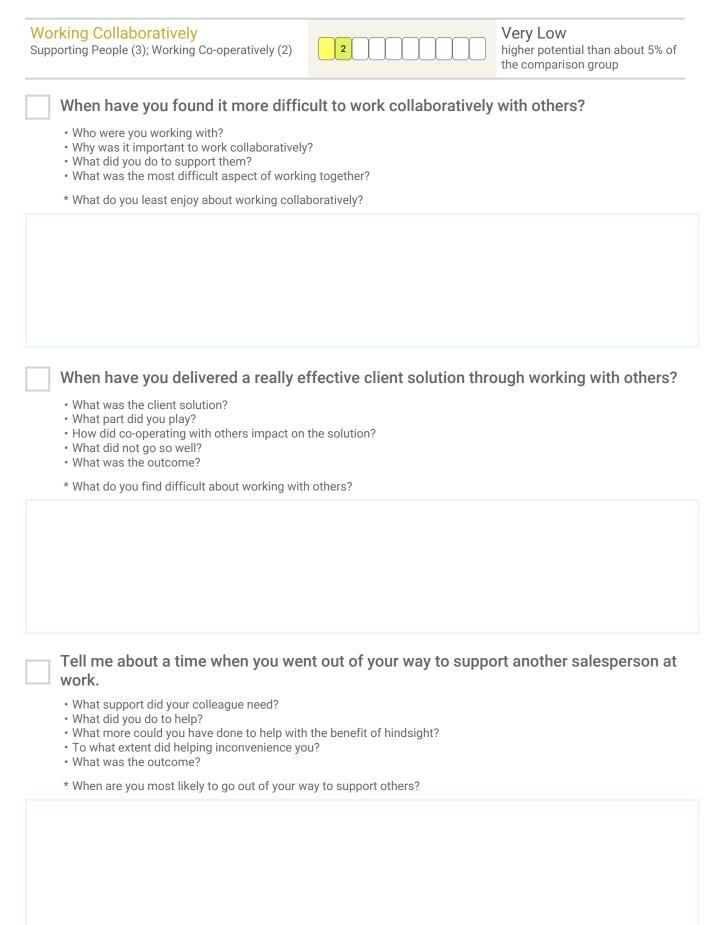
Tell me about a time when you have had to resolve a difficult issue with an unhappy customer or colleague.

- What was the situation?
- · What were they most unhappy about?
- · What exactly did you do?
- · How well did this resolve the issue?
- · How did they react in the end?

* How do you feel about having to deal with customers or colleagues to resolve problems?

When have you done work which has pushed you to do something challenging?

- · How did you get involved in the work?
- Why specifically was it challenging?
- · How did you deal with the challenges?
- What went less well?
- * What do you most enjoy about new challenges?





Being Organized (1); Maintaining Standards (1)

1

Extremely Low higher potential than about 1% of the comparison group

When have you delivered high quality work for a client within a fixed timeline?

- · What exactly did you have to do?
- · How did you achieve the quality level?
- How did you organize the work?
- What quality issues did you identify?
- How close to the deadline were you?
- * How do you feel about having to do work in one particular way to ensure compliance?

When have you been really effective in getting a crucial piece of work completed?

- · What was so effective?
- What did you do to plan your work?
- · How much time did you have to invest?
- What feedback did you get?
- * How do you feel when you have an important set of deadlines?

Tell me about a situation where it has been difficult for you to act with integrity at work.

- · What were the challenges you faced?
- What did you do?
- · To what extent did you feel you acted with integrity?
- What was the outcome?
- * When are you not prepared to compromise on your principles?

Taking Action (8); Pursuing Targets (7)		High higher potential than about 90% of the comparison group
Which of your recent achievement	ts are you particularly proud	l of?
 Why does this example stand out? What about the achievement makes you pa What actions did you take that led to the ac What would you do differently? 	rticularly proud? hievement?	
* What do you think drives you to succeed?		
When have you had to take decisi	ve action to ensure a good	outcome?
• When have you had to take decising	ve action to ensure a good	outcome?
 What was the situation? Why did you have to take action? 	ve action to ensure a good	outcome?
 What was the situation? Why did you have to take action? What action did you take? What difference did it make? 	ve action to ensure a good	outcome?
 What was the situation? Why did you have to take action? What action did you take? 	-	outcome?

Interview Summary

Recommendation