



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 self-perception. 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 authorised 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 themselves 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 themselves 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

Review job description and/or person specification



Select competencies for interview (Pages 5 and 6)



Select questions



Conduct interview



Record answers



Score and evaluate data



Summarise scores (Pages 5 and 6)



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 Analysing Information for Identifying Needs). A suggested scale of scores from 1 to 5 is given below:

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









Sales Background Interview Scores Summary

X	Page	Area Assessed	Interview Score
<input type="checkbox"/>	7	Experience Amount of Sales Experience; Depth of Sales Experience; Relevance of Sales Experience	
<input type="checkbox"/>	7	Effectiveness Meeting/Exceeding Targets; Consistency of Achievement	

Sales Focus Interview Scores Summary

X	Page	Focus Indicator Assessed	Assessment Score	Interview Score
<input type="checkbox"/>	8	New Business Focus e.g. Developing Leads; Negotiating Deals; Using Creative Strategies		
<input type="checkbox"/>	8	Account Management Focus e.g. Managing Accounts; Maintaining Service Levels; Upselling to Existing Customers		
<input type="checkbox"/>	8	Sales Leadership Focus e.g. Making Decisions; Giving Direction; Motivating Sales People		

Sales Competency Interview Scores Summary

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

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?

Account Management Focus: Give me an example of when you have really effectively managed existing 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??

Sales Competency Questions

Identifying Needs

Understanding Customer Needs (6); Analysing 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?

Sales Competency Questions

Developing Solutions

Applying Expertise (8); Being Creative (10)



Extremely High

higher potential than about 99% of the comparison group

When have you successfully implemented an innovative solution for a client?

- Why was the solution innovative?
 - Why were other approaches less appropriate?
 - How did you come up with the solution?
 - How successfully was it implemented?
- * What motivates you to think about creating innovative client solutions?

Give me an example of when you have had difficulty creating a workable solution for a client.

- Why was it difficult to find a workable solution?
 - What did you do to try to find an appropriate solution?
 - How workable was the solution in the end?
 - What more could you have done, with the benefit of hindsight?
- * How do you feel when it is difficult to find a solution that works?

Sales Competency Questions

Developing Leads

Developing Rapport (3); Building Relationships (7)



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 strong?
- What benefit has the relationship brought to your organisation?
- * What aspects of building client relationships have you most enjoyed?

When have you developed rapport extremely quickly with a 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?
- * When have you felt more awkward meeting new clients or contacts?

Sales Competency Questions

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?

Sales Competency Questions

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?

Sales Competency Questions

Working Collaboratively

Supporting People (3); Working Co-operatively (2)



Very Low

higher potential than about 5% of the comparison group

When have you found it more difficult to work collaboratively with others?

- Who were you working with?
- Why was it important to work collaboratively?
- What did you do to support them?
- What was the most difficult aspect of working together?
- * What do you least enjoy about working collaboratively?

When have you delivered a really effective client solution through working with others?

- What was the client solution?
- What part did you play?
- How did co-operating with others impact on the solution?
- What did not go so well?
- What was the outcome?
- * What do you find difficult about working with others?

Tell me about a time when you went out of your way to support another salesperson at work.

- What support did your colleague need?
- What did you do to help?
- What more could you have done to help with the benefit of hindsight?
- To what extent did helping inconvenience you?
- What was the outcome?
- * When are you most likely to go out of your way to support others?

Sales Competency Questions

Being Disciplined

Being Organised (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 organise 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?

Sales Competency Questions

Results Focused

Taking Action (8); Pursuing Targets (7)



High

higher potential than about 90% of the comparison group

Which of your recent achievements are you particularly proud of?

- Why does this example stand out?
 - What about the achievement makes you particularly proud?
 - What actions did you take that led to the achievement?
 - What would you do differently?
- * What do you think drives you to succeed?

When have you had to take decisive 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?
 - What would have happened otherwise?
- * When are you most likely to feel like giving up on something at work?

Interview Summary

Candidate Name Chris Park

Interviewer Name(s)

Interview Date

Role Applied For

Signed

Evidence

Key Evidence Against	Key Evidence For

Recommendation