


SalesPersona

DRIVE

Interview Guide



We are not always realistic when it comes to setting personal goals. When was the last time that you set an overly ambitious goal for yourself that you did not achieve? When you could not achieve it, how did you react?

Describe a situation in which competition caused you to try to improve your performance. What was the outcome? How did you feel about competing with others?

Sometimes we find ourselves in a position where there are several competing demands on our time -- for example, at work or at school, several important projects may be going on at the same time. Tell me about a time when you were in such a situation. How did it make you feel? How did you deal with so many demands on your time?

Tell me about a time when you had to work quickly to get something accomplished. How did you feel about working under pressure?

Some work or school environments are slow-paced and leisurely. Others are fast-paced and hectic. What is the fastest-paced environment that you have ever been in? How did you feel about being in such a fast-paced environment?

Sometimes when we are in a hurry, we tend to rush through things, perhaps not taking as much care as we should. As a result, we might end up having to do it all over again, or we live with an outcome that we are not proud of. Tell me about a time this happened to you. What could you have done differently?

Tell me about the most recent time you worked on your own without direct supervision -- for example, on the job or as a volunteer. How did you feel about working on your own?

Have you ever worked harder than usual to accomplish something you really wanted? How did it work out? Were you successful?

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OPENNESS Interview Guide



You have been informed that your company is changing to a new computer system within the next six months. There will be little training offered on the new system, and employees are expected to learn the information mostly on their own. What steps would you take to learn how to use the new system? What would you find most challenging about the changeover to the new computer system?

Describe a time when you had to change your plans at work abruptly to take care of a critical situation. What precipitated the change in plans? To what extent did the change affect your work? How difficult was it to "switch gears" so quickly? How did you feel about having to make the change?

Tell me about a time when you came up with an unusual solution to a problem. What was the problem? What was your solution? What steps did you go through to develop this solution?

Describe a new method or approach you have developed to make your work more efficient. What area of your work needed improvement? What method or approach did you implement? How did you get the idea for the new approach/method? How successful has the new method been?

Some difficult problems can seem impossible to solve. Tell me about a situation in which you tried to solve a problem but had to give up. How did that make you feel?

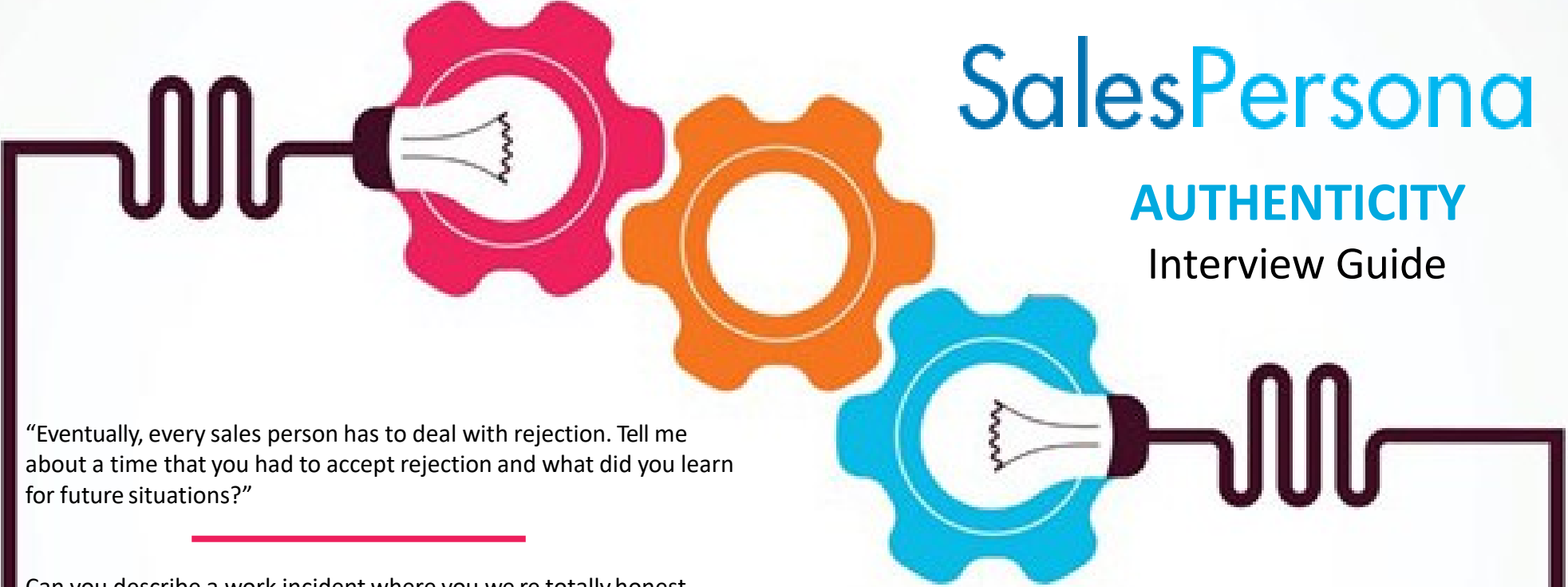
Sometimes it is easier to "sit tight" and do nothing instead of tackling a difficult problem or situation. Can you tell me about a difficult situation in which you took action, even though the best response was unclear? Would you do anything differently the next time?

Describe the last time when, on your own, you sought training to improve your skills. Why did you want to improve your skills? What did the training process involve? Has the training helped you? In what ways?

Give me an example of a time when you had to learn a difficult new task. What type of task were you asked to learn? How much did you know about the task prior to learning it? How quickly did you learn the new task? Did you enjoy learning something new?

SalesPersona

AUTHENTICITY Interview Guide



“Eventually, every sales person has to deal with rejection. Tell me about a time that you had to accept rejection and what did you learn for future situations?”

Can you describe a work incident where you were totally honest, despite a potential risk or downside for your honesty?

Describe a time when you were dealing with a person at work (either a customer or fellow employee) who was upset about the service you had provided. What were the circumstances surrounding the situation? What was your reaction to the person? What were the steps you took to resolve the situation? How would you handle the situation differently today?

Think of a time when you observed someone making a mistake. What did you do? Did you tell the person they were making the mistake? If yes, when? If no, why not? How did you inform the person of the problem? How did the person respond?

What would you do if you were given criticism for something a coworker was actually responsible for? How would you handle the situation?

Describe a time when you had to own up to a mistake you made at work. Were you honest? Why or why not? What was/would have been the consequence if you had been dishonest? Describe how you think your peers would have handled the situation.

We have all put off telling the truth on occasion because it was difficult. Tell me about a time you were reluctant to tell a truth to someone even though you knew you should. What was the situation you didn't want to talk about? Did you ever talk about it? Why or why not? What did you learn from this experience? Describe any consequences you faced by deciding to wait.

Occasionally, we all make mistakes. Tell me about a recent mistake that you made on the job (or in school). What was the mistake? How did it happen? Did you need to inform anyone about the mistake? What steps did you take to rectify the problem? What did you do after that time to be sure the mistake wouldn't happen again?

SalesPersona

DRIVE

Coaching and Training Guide

Generally, candidates with low drive underperform in closing sales and provide low return on the investment of management time. Schedule frequent updates that require the candidate to give details on how he or she is attempting to reach goals. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high amount of drive needed to be a successful representative.

Commonly, candidates with moderate drive underperform in closing sales. Actively engage this candidate in the goal-setting process so that he or she will truly "adopt" objectives. Maintain consistent communication and ensure that goals become progressively more difficult. Provide clear expectations on sales practices, compliance, and product suitability. It is important to remember that he or she will often perform best when managers set clear expectations for his or her performance.

Generally speaking, candidates who score high on drive can succeed in sales if other critical competencies are present. They perform best when provided with the freedom to pursue their goals. The following items should be considered if you continue with the candidate: Adopt a hands-off approach to goal setting, as this candidate will likely set challenging personal goals. Make sure the candidate has the necessary resources to realize his or her potential to succeed at a high level.

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OPENNESS

Coaching and Training Guide

In general, candidates with low openness have difficulty succeeding in sales positions that require adaptability and resourcefulness. Clearly discuss why certain actions need to be taken and direct those behaviors that are necessary for this candidate to perform at a satisfactory level by outlining, step by step, what objective must be met to reach goals. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high level of openness required of successful representatives.

Commonly, candidates with moderate openness perform best when they know the expectations of the job. The following should be taken into consideration if you continue with this candidate: Conduct regular meetings for the candidate to discuss problems they may have dealt with and to update you on their progress, as procrastination may be an issue if not confronted early. Demonstrate for the candidate how seeking out different viewpoints can improve the quality of a proposed solution.

Generally speaking, candidates high on openness can succeed in sales positions. The following should be taken into consideration if you proceed with this candidate: Empower the candidate to set personal objectives, as he or she may resent unnecessary restrictions. Allow the candidate to be somewhat flexible regarding selling style, even if it is different from conventional approaches. Do not over-script him or her. Assign a wide variety of tasks/cases with increasingly challenging deadlines.

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AUTHENTICITY

Coaching and Training Guide

In general, candidates with low authenticity have difficulty succeeding in sales positions that require an honest, trustworthy approach. Clearly discuss why certain parameters need to be followed and direct those behaviors that are necessary for this candidate to perform at a satisfactory level. The candidate may run the risk of pressuring people to buy or stretching the truth to get a sale. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high degree of scrutiny the candidate's behavior will be subject to.

Commonly, candidates with moderate authenticity perform best when their behavior is explicitly evaluated against the standards of the job. The following should be taken into consideration if you continue with this candidate: Conduct regular meetings to provide clear expectations on sales practices, compliance, and product suitability. Monitor prospect follow-through and assess realistic perception of activity level required for success.

Generally speaking, candidates with high authenticity can succeed in sales positions. They tend to perform best when they believe in the value of the product or service they are providing. Provide in-depth product training. It is important that the candidate fully believe in a product before he or she is able to successfully market it. Allow the candidate the independence to use the skills he or she brings to the table.