

Interview Guide

Sales Manager



This interview guide will help you to quickly identify which candidates should be on your shortlist. By asking these questions and assessing answers against the indicators provided will help you determine better which are the high performing candidates. This guide was prepared by our Head of Assessment Design, Claire Crisp (BSc, MSc, C.Psychol)

Responsibilities

- Manages performance of sales executives
- Owns delivery of team sales targets
- Oversees key client accounts
- Prepares sales and forecasting reports

Key Competencies Required

Primary

- Managing and Developing others
- Negotiation
- Commercial Acumen

Secondary

- Resilience
- Client Development
- Creativity and Innovation

Interview Questions

Below are two questions which will help you identify and eliminate those candidates who do not possess the managing and developing others and negotiation skills. To support these questions, we've prepared a rating system to help you evaluate a candidates' answer – you'll find these on page two.

1 To assess Managing and Developing Others

” Give me an example of a person you have managed who was underperforming. How did you address this?

”

2 To assess Negotiation

” Tell me about a time when you have had to negotiate heavily with a client in order to close a large sale. What approach did you take?

”

How to assess: Managing and Developing Others

A suitable candidate will empower and motivate others to reach their full potential. They will give constructive feedback and coach and develop others to improve their performance.

Positive Behaviours	5	4	3	2	1	Negative Behaviours
Addresses poor performance with team members head on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Skirts around performance issues with team members
Provides constructive feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides minimal/unconstructive feedback
Asks questions and listens to others to ensure full understanding of the situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Talks at team members; fails to listen actively and openly
Offers sources of training and development to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fails to identify or offer training and development opportunities
Coaches others in areas of poor performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Tells others what to do; does not help others' address poor performance

How to assess: Negotiation

A suitable candidate will take their time to negotiate and reach an effective outcome. They will identify and remove barriers and ensure they reach an outcome which is satisfactory to both parties

Positive Behaviours	5	4	3	2	1	Negative Behaviours
Identifies and removes barriers to agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Allows barriers to affect negotiations
Maintains a firm position within negotiations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gives in easily when in negotiations e.g. offers heavily discounts quickly
Focuses on achieving a result which works for both parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seeks to win; disregards the need for future relationships
Takes the time required to reach an effective outcome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Rushes negotiations; moves too quickly