

INTERVIEW GUIDE

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Needs Analysis

Listen For

Circle One

- If you could design the perfect job for you, one that would enhance your strengths and down play your weaknesses-
 - What would it look like?
 - What would you expect from the company?

Specific areas we offer
(Capture their responses below.)

+ -

***Listen to the order of their responses. Their first response will be their top priority.**

Rank

Listen For

- | | | |
|----------------------------------|--|--|
| <input type="checkbox"/> | C hallenge...Explain your ideal job. | Specific areas we offer. |
| <input type="checkbox"/> | A dvancement...Where would you like to be in 5 years? | A defined career path. |
| <input type="checkbox"/> | R ecognition...How important is recognition to you? | I want to be recognized as an individual. I want my achievement recognized |
| <input type="checkbox"/> | E arnings...What would be a satisfactory income opportunity to you? | I want unlimited income. |
| <input type="checkbox"/>
work | E njoyment...What type of setting or situation would you find most enjoyable? | People I work with.
Type of work.
Specific areas we offer. |
| <input type="checkbox"/> | R esidence...What is your geographic preference? Why? | I want to live in _____ |
| <input type="checkbox"/> | S ecurity...Depict the job that would make you feel secure. | Benefits. Stable company. |

INTERVIEW QUESTIONS

Desire	Listen For	Circle One
1. Describe your most notable achievement through high school graduation.	A specific achievement that they personally achieved. (over achiever)	+ -
2. Tell me about your first job (outside of home) that you first earned income.	Early work ethic.	+ -
3. Describe other work you did through high school.	Early work ethic, being responsible.	+ -
4. What is your highest level of education?	Pride in their education, accomplishment. Didn't quit, over achiever.	+ -
5. What was your G.P.A? Were you satisfied with your G.P.A.?	Accountability about their grades. G.P.A. is not relevant; attitude towards it is, over achiever.	+ -
6. Tell me about the type of work you did during college (if applicable).	Work ethic, found jobs on their own.	+ -
7. How much of your college education did <i>you</i> pay for?	Pride in their contribution. Note: the fact they did not pay is not negative. No pride of accomplishment is negative.	+ -

INTERVIEW QUESTIONS

Desire	Listen For	Circle One
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- | | | |
|---|--|-------|
| 8. Tell me about your most notable achievement during college or high school. | A specific achievement that they personally achieved.
(listen for over achiever, no vagueness). | + - |
|---|--|-------|

Character	Listen For	Circle One
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- | | | |
|--|---|-------|
| 1. Tell me about your greatest disappointment in high school or college. | Accountability, specifics.
(Wait for answer) | + - |
|--|---|-------|

- | | | |
|--------------------------------------|--|-------|
| 2. Describe your present job for me. | Talks more about the positives than the negatives. | + - |
|--------------------------------------|--|-------|

- | | | |
|--|---|-------|
| 3. Tell me what you enjoy about your job (or last job/jobs). | Positive statements, items that relate to our career. | + - |
|--|---|-------|

- | | | |
|--|---|-------|
| 4. Describe for me areas related to your work that you would have changed to improve it. | Specific tangible areas, (not are they a complainer). | + - |
|--|---|-------|

- | | | |
|--|-------------------------------------|-------|
| 5. Elaborate on why you would consider making a change (if working). | Well thought-out career objectives. | + - |
|--|-------------------------------------|-------|

INTERVIEW QUESTIONS

Character	Listen For	Circle One
6. How do you define success?	Attaining goals rather than money or things.	+ -
7. What have you invested in to help you improve and develop your skills and abilities?	Books, seminars, classes, etc.	+ -
8. Describe for me your greatest achievement at XYZ.	Specifics. (Follow-up on details mentioned)	+ -
9. Tell me about your biggest disappointment at XYZ.	Accountability, specifics. (Wait for an answer.)	+ -
10. How would I know that you are resilient and can handle <i>pressure</i> ? (<i>Rejection</i> for Sales)	I don't take it personally.	+ -
11. What do you do in your spare time?	Establishing relationships, competitiveness, balance, etc.	+ -
Sales Ability	Listen For	Circle One
1. Tell me about your day yesterday.	A good selling day in your	+ -

company terms.

Note: Specific #'s – Phone Calls, Presentations and Closes

INTERVIEW QUESTIONS

Sales Ability	Listen For	Circle One
2. Was that a typical day?	A good selling day in your company terms.	+ -
3. Tell me how you go about generating business?	(+) initiates on own through cold calls, referrals. (-) company leads.	+ -
Note: Specific #'s – Phone Calls, Presentations and Closes		
4. Tell me how you decide how much to sell I a year.	(+) sets own quotas. (-) if company sets	+ -
5. Describe the type of person you call on.	High level decision maker or what level.	+ -
6. Tell me how many sales professional there are at your office. Are you in the top ten percent? If not, why?	Look for competitiveness and reasons.	+ -
7. What are you doing different from those that sell less than you?	I do more presentations.	+ -
8. Tell me about your strongest attributes in selling. Now, tell me about the areas you need to improve on.	Accountability and specifics. Willingness to admit weaknesses. Note: if service is a weakness, that is a knock out factor.	+ -

9. Tell me why you picked sales for a career?	Sales is a game, I love to get a yes. It's fun.	+ -
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INTERVIEW GUIDE

Sales Ability	Listen For	Circle One
10. Tell me how would I know that you can read a customer's buying signs.	Knowledge of body language, statements of interest, etc.	+ -
11. Tell me how you overcome objections. (Role play.)	Need analysis and answer objections before they come up.	+ -

Stability	Listen For	Circle One
1. Did you make more last year than any other year? Why or why not?	(Yes, or specific reason, not excuses)	+ -
2. Describe for me your compensation plan.	Incentive opportunities. Note: how much bonus, commissions, expenses.	+ -
3. How much do you need before taxes to meet your monthly obligations?		+ -
4. How would you describe your life style?	Stability	+ -

Leadership	Listen For	Circle One
1. Describe any leadership roles you have held.	(+) If they have held any (-) none	+ -

2. Have you ever had any difficulty with anyone under your leadership? (+) If they have and handled it (-) if everything is rosy

INTERVIEW GUIDE

Leadership	Listen For	Circle One
3. Tell me about the leadership style of your present manager.	(+) complimentary (-) negative	+ -
4. What would you do different if you were in their shoes?	(+) specifies/no complaints (-) complainer/whiner	+ -

SELECTION MODEL

Count the number of pluses (+) in each category and score the candidate.

Desire

1 2 3 4 5 6 7 8

Character

1 2 3 4 5 6 7 8 9 10 11

Sales Ability

1 2 3 4 5 6 7 8 9 10 11

Stability

1 2 3 4

Leadership

1 2 3 4

REFERENCE CHECK

Date:_____ Candidate: _____

Reference Name: _____ Phone# _____

Reference's Employment _____ Checked by: _____

The important thing to note about checking references is to listen, to what the person says but how they say it.

REFERENCE CALL DIALOGUE

Hello, my name is: _____

I am a manager for the _____ Co. I have interviewed a former employee of yours and would like to verify some information.

1. I show they were there from _____ to _____.
2. They said their duties were to...
3. Please define how much they were selling yearly.
4. How would you rate their work performance on a scale of 1-10, with 10 being the highest?
5. Please comment on their strengths and areas that could be improved.
6. Did he/she demonstrate leadership abilities?
7. How did they get along with others in the company?
8. Would you re-hire them?
9. If you were going to give some advice to a manager in our company on how to help them, what would your advice be?
10. Comment on their sales ability (if applicable).
 - ☐ Prospecting ☐ Securing Appointments ☐ Sales Presentations
 - ☐ Overcoming Objections ☐ Reading the customers ☐ Closing
 - ☐ Resiliency ☐ Service after the sale
11. How did their sales rank with the other salespeople?

If You Hear Them Hesitate, Ask:
What Causes You to Hesitate?

ADDITIONAL INTERVIEW QUESTIONS

- Tell me about yourself.
- What were the circumstances that caused you to leave your last position?
- What will your references say about you?
- If I asked your former boss about you, what strengths or areas of development would he mention?
- What are your strength and weaknesses?
- What qualifications do you have related to this job?
- What style of management do you prefer?
- Are you a good manager? Give example. What do your subordinates think of you?
- How do you handle conflict?
- What kind of compensation would you require?
- How do you like to make decisions?
- Where would you like to be five years from now?
- What are you looking for in a job?
- How did you get along with your former boss?
- What do you like to read? How do you spend your leisure time?
- What did you like most in your last job? Least? Why?
- How do you work when deadlines are imposed?
- What kind of peers do you work best with?
- Describe a typical day for you on your last job.
- How do you start a day?
- Do you typically put-off certain activities or job related tasks? What are they?
- Describe your idea of an ideal job?
- What was your opinion of your last boss?
- What do you think of your present/last company?
- How was your work rated at your present/former company?
- Why do you have time gaps in your resume?
- What type of position are you looking for?
- Describe for me your five biggest successes in any job or combination of jobs.
- What questions do you have of me? (of the interviewer)

TELEPHONE SCREENING PROCESS

Name: _____ Date: _____

Current Job: _____

Phone: _____

Mailing Address: _____

E-Mail Address: _____

Hello. This is _____ from _____.

We are in the process of adding to our _____ team, and we received your resume. I'm doing some initial screening, and would like to ask you a few questions. Is now a good time or is there a better time later?

Let me tell you about our interviewing process: We have a number of candidates to interview and you are probably interviewing with a number of companies. Our process may take two-to-three weeks because we feel we need to be very selective in our interviewing. We believe there needs to be a good fit for both of us. Agree?

From our perspective, we will check your references, and administer a temperament profile. We **will not** jeopardize your current job, but we do want to make sure we have a good fit because we have a sizable training experience with the person we hire.

Is that okay with you? _____

1. What kind of time-table are you on at this point?

2. What is your current job?

TELEPHONE SCREENING PROCESS

3. Describe your job performance.

4. Why are you looking to change jobs?

5. What are three or four things you are looking for in a career?

6. This is a _____ position; that requires some specific work (i.e. physical, etc.). Would you be able to meet these job requirements?

7. How do you deal with time crunches and deadlines? Multi-task?

8. What type of compensation are you looking for? Benefits requirements?

9. The position requires specific attire; will this be a problem for you?

10. Spelling/Data-entry/Computer skills/Specific skills/etc.

11. Reliable transportation?

12. NON-SMOKER?

TELEPHONE SCREENING PROCESS

13. Next step...These are all the questions I have right now. Thank you very much for this initial interview. What is the best way to reach you? Thanks again. We will notify you of the status of your candidacy soon.