Candidate:

Interviewer:

Job Title: Head of Sales

Date:

Time:

Other Interviewers:

Agenda

- Introduction & Thanks for Coming (set the tone and style of the meeting)
- We have received your CV, and this demonstrates you have the criteria required to qualify for interview.
- The purpose of this meeting is to gather as much evidence as we possibly can to ascertain your suitability for the role.
- The interview must last no more than forty-five minutes, and there will be the opportunity to ask questions at the end.
- However, we would prefer this to be a 'two-way conversation', so please do ask questions throughout the meeting
- Are you comfortable with everything so far?
- Great, let us continue

1) First off, why are you specifically interested in working for our Company?

Notes on research undertaken.

1. Great! Now let me fill in the gaps as to why we're recruiting, our current challenges and what we're looking for.

2. Excellent. Before we go any further, do you have one single question that you're bursting to ask?

3. Brilliant. Now we will go into the core of the interview where we will ask set questions designed to highlight examples of where you have displayed our required competencies at stages in your career. This is a competency-based interview format where we will collect information from your answers that enable us to score based on the evidence you provide. The more detail that you can provide to us the better and the higher you will score. If you have brought any supporting evidence with you to substantiate any claims that would also be useful.

To provide some context, can you choose a particular company where you have been a Sales Leader in the last couple of years. And talk me through the role. Please can we answer all questions from the perspective of being in this role.

Company:

What do they do?

Size of team?

Why did you leave/are you looking to leave?

Competency	Evidence	Weighting	Score
Performance against Targets (Action oriented)	How do you set priorities and goals in your current or past position? Give me a concrete example? What was/is your most recent target? What initiatives have you deployed to ensure that your team meets all their objectives and targets to reach this number? How do you measure your team to ensure they meet these objectives and targets? How do you record this data? How do you use this data? How do you communicate this data to your staff and managers? What happens if team members, or your team, do not meet these objectives?	1.5	

Competency	Evidence	Weighting	Score
Strategic Sales Development	In this role, how did/do you go about developing business and increasing sales? What was your strategy – how did you perform against this strategy? How did you use data to achieve your strategic aims? Looking back, what didn't go to plan?	2	
Delivering Training and Upskilling the Team	Tell us about a training session you have designed and delivered. What preparation did you do? How did you decide on the content? How did you deliver the training? What was the result? How did you measure the impact of your training?	1	

Competency	Evidence	Weighting	Score
Team Development, Mentoring and Coaching	Describe your management style in a single phrase? Tell us about a time when you have been a role model to the team. How did you set an example for others? What impact did you have on others as a result of setting the example? What was others perception of you as a role model? Talk me through some of the outcomes and successes? Give me one example where you feel you failed as a sales mentor?	1	
Conflict Management	Have you ever received criticism from one of your team members? How did you handle this? What happened? What did you do? Did this develop into conflict? How did this escalate? Would you encourage this behaviour in the future?	1	

Competency	Evidence	Weighting	Score
Change Management	Talk me through the biggest change management challenge that you have faced in your current/past role? And how did you handle it? What happened? What was the required change? How did you go about it? What was the outcome? How do you react to the standard "this is how we do things here" response to a request for change? Looking back, what would you do differently?	1	
Leading from the Front?	According to you, what characteristics does a great sales leader possess? Which of these do you feel you possess? Which of these do you feel requires improvement in your sales leadership style? Tell us about a time when you have been a role model to the team. How did you set an example for others? What impact did you have on others as a result of setting the example?	1.5	

Competency	Evidence	Weighting	Score
Measuring and Controlling Progress	How do you know exactly what your employees are doing? How do you evaluate the quality of their work? Could you give a few concrete examples? How do you ensure that your team(s) are on target each day, each week? How do you prioritise your people and pipeline?	1.5	
Resilience, Persistence and Tenacity	What has been your biggest disappointment at work recently? What happened and how did you deal with it? Describe a time when someone else put pressure on you – how did you handle it? What is your biggest pet peeve, or annoyance, at work? Talk me through when you have given up on a company/role/strategy/plan – what happened?	1	

General Notes:

Scoring Mechanism

Competency	Did not meet min. requirement (1)	Met Required Level of Competency (3)	Above Required Competency (4)	Mastery at Competency (5)	Weighting	TOTAL
Performance against Targets	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	1.5	
Strategic Sales Development	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	2	
Delivering Training/Upskilling	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	0	
Team Development/Mentoring	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	0	
Conflict Management	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	0	
Change Management	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	0	
Leading from the Front?	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	1.5	
Measuring/Controlling Progress	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	1.5	
Resilience/Tenacity	Notes/Reason	Notes/Reason	Notes/Reason	Notes/Reason	0	
					TOTAL	

NB Weighting x Score = TOTAL

General Notes:

Moving Forward?   YES   NO   **MAYBE/PROBE FURTHER**

Reason for Decision?