

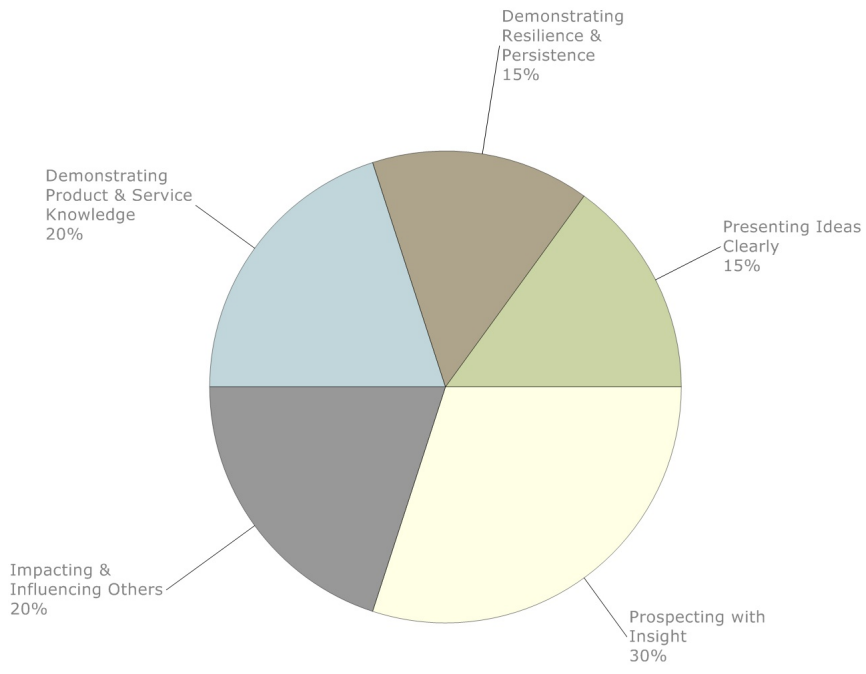
Talent Technology Competency-Focused Interview Guide

Job:	Account Executive	Interviewer:	
Candidate:			

Shown below are results of the competency requirements analysis conducted for this job. Based on a thorough review of the job's duties and responsibilities, the pie chart shows the relative importance of the 5 competencies selected as most critical to success in this job.

Your interview of the candidate will focus in these areas, as well as areas related to the candidate's background, training and experience. Please consider the relative importance of each competency area as you move through the interview, collect information from the candidate, and form your judgements regarding the candidate's qualifications.

Account Executive Key Competencies & Their Relative Importance



Note: This job might pose requirements additional to the competencies shown above, including educational, training, work experience, certification, licensing, technical skills, or other prerequisites. The above profile should be viewed as complementary to such additional requirements, which also can be explored during the interview.

Interview Opening Checklist

Building Rapport Checklist

- Greet the candidate, explain your role, and express appreciation for the candidate's interest and time.
- Put the candidate at ease. Engage the candidate in conversation, commenting on common areas of interest, weather, travel experience, etc.
- Ask whether there is any reason the candidate might not perform at his or her best today; sickness, fatigue, stress, etc. Decide whether the interview should be rescheduled.
- Transition to the interview by explaining the dual purpose of the interview; gathering information and providing information. Overview the interview process and ask for candidate questions before beginning.

Information to Share with Candidate

- Review the reporting relationship, work hours, location, other information. Ask whether any of these will pose a problem for the candidate. Notes:
- Review the essential functions, ask the candidate if there are any reasons why they could not perform the functions, with or without accommodation. Notes:

Work History Review

Review the candidate's resume or application and ask questions to verify:

- Gaps in Employment:
- Frequency of Job Changes:
- Reasons for Leaving Previous Employers:
- Past Responsibilities:
- Other:

Education History Review

Review the candidate's resume or application and ask questions to verify:

- Educational Degrees:
- Certificates:
- Courses taken:
- Extra-curricular activities:
- Licenses:

Competency-Focused Interview Guide

Where to Focus... Prospecting with Insight - 30%

Follows a disciplined approach to targeting potential business, using outreach and networking where appropriate. Listens to prospective clients. Identifies the decision maker, likelihood of closing, and the scope of the opportunity. Follows through to recommend products and services to match the potential client, moving the sales opportunity to a relationship-building level.

Skill Level 3 - Consistently exceeds goals while delighting customers. Able to represent a wide array of services or products. Can prospect or grow accounts with equal outstanding effectiveness.

What to Ask... Competency-Focused Interview Questions

- Building trust is important to a successful selling relationship. Tell me about a customer who was particularly skeptical. What steps did you take to earn this customer's trust?
- Sometimes customers can agree to a sale initially but waver about their decision at the last minute. Describe the most indecisive customer you have ever dealt with. What approach did you use to try to close the sale?

Interview Notes...

What to Look For... Success Behaviors

- Prioritizes prospects
- Asks questions to clarify explicit needs
- Makes linkages between features and benefits
- Determines customer buying criteria
- Maintains frequent contact with customers
- Studies and builds into his or her approach the learning from business that has been won, lost, or left unresolved
- Identifies additional possible product or service offerings
- Reads potential clients accurately after little contact time

What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

Where to Focus... Impacting & Influencing Others - 20%

Recognizes situations where it is necessary and appropriate to have a specific, tangible effect on either the thinking or behavior of others, whether an individual or a group. Shows skill in creating excitement or commitment around an objective, or in persuading others of the proper thing to do. Adopts an approach of being appropriately assertive, adjusting tactics to the specific topic or party involved or mood of the situation.

Skill Level 3 - Effectively uses a full range of influence strategies to persuade individuals and groups. Is considered a "thought leader".

What to Ask... Competency-Focused Interview Questions

- Successful negotiations often end with a number of concessions made on both sides. Tell me about a time you made substantial concessions, and yet the overall outcome was successful. How did you decide what to concede?
- To persuade someone, you usually need to know what that person values. Think about the most critical time that you had to persuade someone. How did you find out what that person valued? How did you use this information to shape their decision?

Interview Notes...

What to Look For... Success Behaviors

- Champions new ways to conduct business
- Recognizes how new business procedures will impact others
- Helps others accept and implement new processes
- Deals with differences of position objectively not emotionally
- Reaches win-win agreements
- Makes appropriate compromises to reach agreement
- Influences others by making appeals to values, sentiments, or emotions

What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

Where to Focus... Demonstrating Product & Service Knowledge - 20%

Maintains current detailed knowledge on products and services offered. Shows a sound grasp of objectives, performance characteristics, and how each meets various needs. Communicates clearly in presentations and face-to-face client meetings. Keeps current with new company offerings and with those of industry competitors. Advises management where new, creative offerings might represent opportunity areas for the company.

Skill Level 2 - Demonstrates an advanced understanding of products and services. Can answer most client questions without reference to support materials.

What to Ask... Competency-Focused Interview Questions

- Describe a customer problem you solved where you utilized your technical expertise or product knowledge.
- Tell me about a time when your knowledge of the competition was used to help make a sale.

Interview Notes...

What to Look For... Success Behaviors

- Adopts an effective learning strategy to acquire technical knowledge
- Applies technical expertise to solve problems or create opportunities for the organization
- Masters a particular subject matter, becoming an expert in one's specialty area(s)
- Provides coaching and training on specific technical areas, trends or business issues
- Gathers and interprets "technical intelligence" on the competition
- Uses job knowledge to create opportunities, prevent errors, and minimize problems for other groups
- Researches answers to client questions not immediately available

What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

Where to Focus... Demonstrating Resilience & Persistence - 15%

Believes in own ability to identify opportunity, take action, and accomplish the objective. Is willing to take on difficult objectives, and "own" the results. Shows self-confidence in the face of frequent rejection or challenge, and persists in the effort. Takes individual failures in stride and starts each new opportunity with renewed energy. Balances persistence with realism; knows when to pull back and try elsewhere.

Skill Level 2 - Remains appropriately optimistic and self-confident. Does not take rejection personally.

What to Ask... Competency-Focused Interview Questions

- Describe a recent setback you faced in which you had to decide whether the setback was due to your actions or unavoidable external causes. How did this decision influence your confidence to handle similar tasks in the future?
- Setbacks and disappointments happen to all of us. Describe the biggest sales-related setback that you have successfully endured. How did you cope with the adversity?

Interview Notes...

What to Look For... Success Behaviors

- Renews efforts to succeed after a serious disappointment or set-back
- Looks at problems as opportunities to be successful
- Continues to actively investigate solutions to formidable obstacles and problems after initial failures
- Accepts personal control over success or failure
- Maintains a positive disposition and outlook in difficult or trying times
- Keeps a positive attitude when faced with challenging client contacts
- Does not take rude or abrasive behavior from others personally

What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

Where to Focus... Presenting Ideas Clearly - 15%

Effectively delivers information. Writes clearly and concisely. Communicates well to different size groups, at different levels and in different formats. Has strong presentation skills. Listens well and responds effectively to questions.

Skill Level 3 - Communicates in a wide variety of situations involving different kinds of messages and people. Effectively communicates complex ideas in and achieves audience understanding. Has made frequent presentations to large groups with positive reactions.

What to Ask... Competency-Focused Interview Questions

- Describe a specific situation where you had to communicate a complex message and make sure that it was fully understood. What approach did you take? How did you make sure that the message was understood? What was the result?
- Describe your most successful experience communicating to someone whose knowledge level was very different from your own. How did you ensure that this person understood you? What were the results?

Interview Notes...

What to Look For... Success Behaviors

- Prepares an outline prior to crafting a written communication
- Uses changes in inflection or pace to draw attention to major points
- Listens attentively to others before responding
- Logically organizes communications to facilitate understanding
- Maintains eye contact and avoids distracting mannerisms
- Uses humor and enthusiasm to maintain audience attention
- Makes effective use of audio-visual tools
- Organizes presentation in a logical flow
- Tailors language and examples to the audience
- Uses appropriate gestures and movements to animate the presentation and draw attention to major points

What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

Strengths	Concerns

Closing the Interview

- Answer any remaining candidate questions concerning the open position.

- Explain next steps in the hiring process.

- Express appreciation for participating in the interview and direct the candidate to the next location.