

# Entry Level Sales 7.1 (International) Interview Report

**Candidate name:**

Sample Report  
Candidate



**Percentile: 7%**

 **Not Recommended**

**Disclaimer:**

Information enclosed on these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorised individuals.

You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions about any specific matter you should consult an appropriately qualified professional.

## Instructions

This guide provides interviewers with a standard set of questions that can be used to further evaluate important candidate competencies. Along with the interview questions, you will find instructions for how to best carry out the interview, question probes to help facilitate conversations, and a rating guide to help you score each response.

This report is confidential and its contents are intended to assist in the prediction of an applicant's work behaviour. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behaviour and some are more narrow. Competencies denoted by an asterisk (\*) are measures of narrow behaviours. While these behaviours are important to the overall score, they are not weighted as heavily when compared to other components in this solution. Our research indicates this weighting best predicts job performance. If you would like more information about this report (including scoring) or other products that SHL offers, please contact your account representative.

### **Prepare for the Interview:**

In order to conduct an effective interview, appropriate preparation needs to take place. It is important to complete the following before interviewing an applicant:

- Become familiar with the competencies associated with the job and choose one or two questions from each competency to ask the interviewee.
- Review the candidate's application or CV and make note of any issues that you need to follow-up on. Some examples of potential issues are gaps in employment or working at a job for less than a year.

### **Greeting and Introduction:**

Now you are ready to meet the applicant. When greeting the applicant, introduce yourself and provide him/her with some background information about yourself. Explain the purpose of the interview, for example, 'The purpose of the interview is to determine if there is a match between your interests and qualifications and the position.' Provide the interviewee with a brief overview of the interview structure so that he/she knows what to expect. Here are some tips for structuring the interview:

- Take notes. It will make it easier to evaluate the applicants afterwards without forgetting the specific details.
- Tell the applicant that there will be time at the end of the interview for any questions that he/she may have.
- At the end of the interview tell the applicant about the company and the specific job that he/she is applying for.

### **Ask Competency-based Interview Questions:**

Now you are ready to begin asking questions. Begin with questions that you have about the interviewee's application or CV. Ask questions about his/her previous work history or any potential issues that you noticed from the CV. When these are complete, transition into the structured part of the interview by asking questions associated with competencies for the job. Probe the applicant to give you a complete answer by asking Situation, Behaviour, Outcome probes.

### **Bring the Interview to a Close:**

When all of the questions are asked, you need to close the interview. Give the applicant specific details including the job duties, hours worked, compensation, and information about the company. Sell the position and company to the applicant by emphasising job fit, sources for job satisfaction, and opportunity for growth. Finally, close the interview by thanking the candidate for his/her time and by giving him/her a timeline for the application process.

### **Rate the Applicant:**

The last step is to evaluate the candidate. Some tips to help you complete a good evaluation are:

- Review your notes.
- Determine ratings for the applicant on each competency as well as an overall rating by using the anchor scales.
- Determine your final recommendation.

## Sales Focus



This is a measure of the attributes related to success in sales jobs. Sales Focus is characterised by: persistence for overcoming obstacles in order to close a sale, desire to pursue aggressive goals and achieve results, and high levels of energy and stamina even after a hard refusal/rejection.

Describe a time you were particularly successful in changing someone's mind. For example, you convinced them to buy something or agree to something that they were initially opposed to or not interested in.

- Situation:** What was the situation? What were you trying to sell or get them to agree to?
- Behaviour:** What exactly did you say or do to convince the other person? How much effort did this take on your part?
- Outcome:** How did the experience end up?

Tell me about the most difficult time you had selling another person on an idea of yours.

- Situation:** What was the situation? What were you trying to sell the person on?
- Behaviour:** How did the person respond? What objections did they voice? What did you do to overcome their objections? Were you successful?
- Outcome:** How did the situation end up?

Describe a time when you set a challenging goal for yourself at work.

- Situation:** What was the goal? Why was it important to you?
- Behaviour:** How did you work towards your goal? How did you track your progress?
- Outcome:** Did you achieve your goal?

<p><b>Below Average</b></p>	<p>1</p> <p>2</p>	<p>Has neither the skill nor the desire to sell to others.</p> <p>Does not set goals, or sets goals that are easy to achieve.</p> <p>Becomes discouraged in the face of challenges.</p> <p>Is unable to overcome the obstacles or objections the customer brings and leaves without any customer commitment.</p> <p>Any rejection makes him/her stop making cold calls and start making excuses.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Is able to sell products/services or ideas to others, but does not excel at it.</p> <p>Sets moderately difficult goals.</p> <p>Works to overcome challenges in most cases.</p> <p>Is able to overcome many obstacles, but may not close the sale every time.</p> <p>Continues to cold call in the face of rejection, but loses enthusiasm.</p>
<p><b>Above Average</b></p>	<p>4</p> <p>5</p>	<p>Thoroughly enjoys and excels at selling products, services, or ideas to others.</p> <p>Sets challenging stretch goals.</p> <p>Does whatever it takes to overcome challenges.</p> <p>Is adept at overcoming obstacles the customer presents in order to close the sale.</p> <p>Continues to enthusiastically make cold calls, even in the face of rejection.</p>

## Understands others\*



This measures the extent to which the candidate observes and analyses behaviour to understand others' reactions and perspectives.

Tell me about a situation where you changed your plans in consideration of other people's views.

**Situation:** What were your original plans? Why was it important to consider other people's views?

**Behaviour:** What did you do to consider other people's views? How did you change your plans?

**Outcome:** How did everyone feel about the modified plan?

Tell me about a time when you had to think about a situation from someone else's perspective.

**Situation:** What was the situation? Who was the other person?

**Behaviour:** How did you approach changing your perspective?

**Outcome:** What happened after you had considered the situation from the other person's perspective?

<p><b>Below Average</b></p>	<p>1 2</p>	<p>Found it difficult to understand why someone behaved a certain way; was not able to see a situation from someone else's perspective.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Had some insight into why someone behaved a certain way; could mostly see the situation as someone else saw it.</p>
<p><b>Above Average</b></p>	<p>4 5</p>	<p>Understood why someone behaved a certain way; could accurately see the situation from another point of view.</p>

## Listens effectively\*



This measures the extent to which the candidate listens patiently and attentively.

Tell me about a time when you listened to someone without interrupting them.

**Situation:** Who was the other person? What was that person telling you?

**Behaviour:** How did you let the person know you were paying attention?

**Outcome:** How is your relationship with this person now?

Tell me about a time when you avoided forming your response until the other person had finished asking for advice.

**Situation:** What was the other person asking advice about?

**Behaviour:** How did you keep from forming your opinion until you heard everything the other person had to say?

**Outcome:** How was your opinion received?

<p><b>Below Average</b></p>	<p>1 2</p>	<p>Expressed opinions before hearing all that others had to say, preferred to be the one talking.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Started to offer an opinion before hearing all of the facts, enjoyed doing most of the talking.</p>
<p><b>Above Average</b></p>	<p>4 5</p>	<p>Refrained from offering an opinion until hearing all the facts; enjoyed listening as much as or more than speaking.</p>

## Maintains good working relationships\*



This measures the extent to which the candidate puts effort into developing good relationships with others.

**Tell me about a time when you established a connection with an individual who was hard to get along with.**

**Situation:** What was the situation? In what way was the person difficult to get along with?

**Behaviour:** What did you do to try to build a relationship with the person?

**Outcome:** What was the outcome? Were you successful in building a relationship with the person?

**Tell me about a time when it was important for you to develop a good working relationship with a peer or a co-worker.**

**Situation:** What was the situation? Why was it important for you to develop the relationship?

**Behaviour:** What did you do to maintain the working relationship?

**Outcome:** How did the relationship benefit you?

<b>Below Average</b>	<p>1</p> <p>2</p>	Did not seek to improve or maintain strong relationships with others at work.
<b>Average</b>	<p>3</p>	Maintained strong relationships with others in immediate work group.
<b>Above Average</b>	<p>4</p> <p>5</p>	Built strong work relationships both within and outside of immediate work group.

## Creates a positive impression\*



This measures the extent to which the candidate manages own behaviour to create a positive impression.

**Describe a time when you displayed poise and professionalism when interacting with someone who was unhappy.**

**Situation:** What was the situation, and who were you interacting with?

**Behaviour:** How did you display poise and professionalism?

**Outcome:** What was the outcome?

**Tell me about the best compliment or recognition that you received at work or school that demonstrates your professionalism.**

**Situation:** What was the compliment or recognition you received? What was your accomplishment that earned you the recognition?

**Behaviour:** What did you do that helped you win the compliment, reward or recognition?

**Outcome:** What impact did this recognition have on your work?

<b>Below Average</b>	<p>1</p> <p>2</p>	Had trouble maintaining professionalism in a challenging situation.
<b>Average</b>	<p>3</p>	Performed adequately when challenged, but may have struggled to stay composed when placed into a more challenging situation.
<b>Above Average</b>	<p>4</p> <p>5</p>	Maintained professionalism and poise, even when in a situation that was greatly challenging.

## Persuades others\*



This measures the extent to which the candidate considers, adapts and applies different strategies in order to convince others to change their opinion or behaviour.

Tell me about the most positive experience you have had in selling an idea to others.

**Situation:** What was the situation? What were you trying to sell?

**Behaviour:** What did you do to make sure you were persuasive? How did the other people respond?

**Outcome:** How did the experience turn out?

Tell me about a time when you had to alter your strategy for persuading someone.

**Situation:** What was the situation? Why did you need to alter your strategy?

**Behaviour:** How did you go about altering your strategy? What was the process?

**Outcome:** How did it actually turn out?

<b>Below Average</b>	<p>1</p> <p>2</p>	Failed to sell ideas or persuade other people to change their minds.
<b>Average</b>	<p>3</p>	Made an effort to persuade others, but lacked confidence and/or skill.
<b>Above Average</b>	<p>4</p> <p>5</p>	Seemed to enjoy selling products, services, or ideas to others and did so with confidence and skill.

## Generates new ideas\*



This measures the extent to which the candidate creates innovative approaches.

Tell me about a time when you used a creative approach to solve a problem or issue.

- Situation:** What was the problem or issue?
- Behaviour:** How did you generate this new approach?
- Outcome:** What were the results of your actions?

Tell me about a time you offered a novel idea or viewpoint to a co-worker or group.

- Situation:** What prompted you to share the idea?
- Behaviour:** What idea or viewpoint did you offer and what made it novel?
- Outcome:** How was your idea received?

<p><b>Below Average</b></p>	<p>1 2</p>	<p>Proposed out of date ideas or methods that lack creativity.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Recognised when long standing methods or procedures were no longer effective and came up with new options.</p>
<p><b>Above Average</b></p>	<p>4 5</p>	<p>Shared a fresh viewpoint and easily came up with innovative and creative methods or approaches.</p>

## Copes with uncertainty\*



This measures the extent to which the candidate is productive when roles and situations are not clearly defined.

**When was the last time you learned a new skill that you were unsure about?**

- Situation:** What was the situation? Why did you have to learn the new skill?
- Behaviour:** What did you do to learn the new skill?
- Outcome:** What was the outcome?

**Tell me about a situation in which you had to cope with a particularly difficult or demanding task.**

- Situation:** What was the situation and the task?
- Behaviour:** What did you do to cope?
- Outcome:** What was the outcome?

<b>Below Average</b>	<p>1</p> <p>2</p>	Was uncomfortable when there was a lack of clear information.
<b>Average</b>	<p>3</p>	Was comfortable when there was a lack of unclear information; viewed uncertainty in a positive light.
<b>Above Average</b>	<p>4</p> <p>5</p>	Viewed uncertainty in the workplace as exciting; saw opportunities in times of ambiguity.

## Thrives under pressure\*



This measures the extent to which the candidate keeps things in perspective and stays calm and focused when under pressure.

Tell me about time you worked most effectively under pressure.

- Situation:** What made the situation high pressure?
- Behaviour:** What did you do to cope with the pressure?
- Outcome:** What were the results of the project/assignment?

Please describe a risk you took that did not turn out the way you expected.

- Situation:** What was the situation? What prompted you to take this risk? How did you expect the situation to turn out?
- Behaviour:** What steps did you take to correct it?
- Outcome:** How did it actually turn out?

<p><b>Below Average</b></p>	<p>1 2</p>	<p>Found it difficult to produce quality work or make decisions under pressure.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Maintained levels of productivity at work when under pressure.</p>
<p><b>Above Average</b></p>	<p>4 5</p>	<p>Maintained productivity at work when under pressure, with no impact on work quality.</p>

## Controls emotions\*



This measures the extent to which the candidate keeps negative emotions under control.

**Tell me about a stressful time when you maintained your composure when an obstacle was placed in your way.**

**Situation:** What was stressful about the situation?

**Behaviour:** What specific actions did you take to deal with the obstacle or constraint?

**Outcome:** How has this experience helped you in other stressful situations?

**Describe an occasion when something at work was causing you to feel frustrated.**

**Situation:** What was the situation? Who or what was causing you to feel frustrated?

**Behaviour:** How did you approach your work at the time?

**Outcome:** What was the outcome?

<b>Below Average</b>	 	Was not able to effectively control emotions in stressful situations.
<b>Average</b>		Controlled emotions when under stress but struggled to maintain the same level of productivity or focus.
<b>Above Average</b>	 	Reacted calmly and confidently when faced with a crisis; did not let emotions affect productivity or focus.

## Strives to achieve\*



This measures the extent to which the candidate sets demanding goals and makes a determined effort to meet or exceed them.

Tell me about your most important career objective.

- Situation:** When did you set this goal? Why is it so important to you?
- Behaviour:** What you have done to try to achieve this objective?
- Outcome:** What progress have you made?

Give me an example of the most challenging goal you set for yourself and how you went about trying to achieve it.

- Situation:** What was the situation? What was the goal?
- Behaviour:** What did you do to achieve them?
- Outcome:** What was the outcome?

<p><b>Below Average</b></p>	<p>1 2</p>	<p>Showed little evidence of a drive to succeed; may have expended only minimal energy or time to complete work.</p>
<p><b>Average</b></p>	<p>3</p>	<p>Put forth enough effort to accomplish goals.</p>
<p><b>Above Average</b></p>	<p>4 5</p>	<p>Set and achieved challenging goals and persisted with extra effort.</p>