

## Instructions

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This document contains all the information you will need to properly conduct a structured interview. Please read all the information below carefully.

The interview protocol contains behavior-based questions consistent with the responsibilities and skill sets required for the Sales Manager position. They are based on the role profiles that describe capabilities in each of the following key areas:

- Managing Relationships
- Communicating with Impact

It is recommended that each interviewer become familiar with all of the interview questions. Please turn off your cell phone, there should be no interruptions.

### ***Conducting the Interview***

Read the prepared 'introductory remarks' to describe the interview process. Ask candidate if he/she has any questions. Once you have answered any questions asked by the candidate, begin the interview by asking all the questions in each category. **Do not inform the candidate which capabilities are being measured by the questions you are posing.**

Read the question aloud to the candidate. Repeat the question if the candidate asks you to do so. Allow the candidate time for reflection to identify an appropriate situation. A slight delay in response is acceptable. When you sense that candidates have completed their responses, move on to the next question. After interview questions are completed, thank the candidate for their time.

### ***During the Interview***

As candidates respond to each question, record their remarks in the space immediately following the questions on the interview form. Be sure to document the candidate's responses as accurately as possible, not simply your overall impressions of his/her answers.

Try to keep the candidate focused on the task at hand; stick to the specifics of the question/situation. If candidates request additional information about a particular scenario, tell them that additional information is unavailable and that they will need to interpret the situation by filling in holes and providing details as they see fit.

### ***Evaluating Candidate Performance Following the Interview***

Following your documentation or note taking during the interview, you will be required to evaluate (i.e., rate) as a team, the candidate's performance on *each* of the interview questions. *It is recommended that you complete the candidate evaluation immediately after the interview.*

Evaluation refers to the process of reviewing the candidate's documented responses and assigning a numerical value to the candidate's performance. Please use the **5-point rating scale** described in the following pages.

## Instructions and Reminders

- There are two separate teams rating the candidates. You have been either assigned to **Team 1** or to **Team 2**. Be consistent in asking the questions for the team you have been assigned to.
- Alternate between the roles (Leading Interview and Taking Notes/Follow-up) from interview to interview.
- Take notes during the interview and assign ratings *after* completing the interview *and* discussing with your team member the responses given by the candidates.
- Provide a score for each question first and then average these scores to obtain a preliminary rating for the category in question.
- At the end of this protocol, use the worksheet to combine the preliminary category scores to obtain an Overall Performance Rating.

## Introductions

### *Beginning the Interview*

Record the candidate's name, your name, and the date of the interview.

Candidate: _____ Interviewer: _____ Date: _____
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Put the candidate at ease. Explain to the candidate that the interview should last approximately 60 minutes and then open the interview by making the following statement:

"During the interview, I will describe for you a number of job-related situations or scenarios. I would like you to listen carefully to the situation being described and provide me, in as much detail as you can, with your approach or solution to the situation in question. In other words, tell me how you have in the past or would in the future, handle each scenario I relay to you. At any time, feel free to ask me to repeat a question. Also, feel free to take a few moments to gather your thoughts before responding to each question. Do you have any questions before we begin? Okay then, let's get started."

# Sales Manager Structured Interview Protocol

## ***Managing Relationships***

Building & Maintaining Internal/External Relationships

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1. What efforts have you undertaken to build upon and expand your internal relationship network? How have you helped others within your organization build upon and expand their internal relationship networks?
2. Describe strategies you have taken to ensure that teams across business units/regions share the best practices and lessons learned with each other.

**Preliminary Rating for Questions 1\_\_\_\_\_ 2\_\_\_\_\_**

## ***Communicating with Impact***

Communication Skills within Teams and Organization

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**Sum \_\_\_\_\_ /2 This is the Preliminary Rating for the Managing Relationships Skills: \_\_\_\_\_**

1. Give me an example of when you had to explain technical/complex ideas or concepts to someone? What approach did you use? What do you feel works best when explaining technical matters to non-technical people?
2. Tell me about a time when you planned meetings, workshops, or conferences. Describe the steps involved in planning one of these. What actions did you take to ensure the productivity of the meeting? What methods have you used in trying to keep meetings on track?

**Preliminary Rating for Questions 1\_\_\_\_\_ 2\_\_\_\_\_**

**Sum \_\_\_\_\_ /2 This is the Preliminary Rating for Communicating With Impact \_\_\_\_\_**

**Overall Performance Rating**

**Overall Performance Rating Form**

The **Overall Performance Rating** represents the candidate’s performance throughout the entire interview. Make sure that you are able to support your ratings citing behavioral (response) data from your documentation (notes).

**Steps for Calculating the Overall Performance Rating:**

1. Review the behavioral documentation for each question and the preliminary rating you assigned.
2. Once you are satisfied with the rating for each question, combine into your overall rating for that capability (the sum of the rating for the 2 questions divided by the number of questions). This is called the “preliminary rating” for that capability.
3. Transfer the preliminary ratings for the five categories to this page.
4. Add the ratings and divide by the number of capabilities.
5. This is your Overall Performance Rating.

Note: The highest possible overall performance score would be a 5.00, and the lowest possible score would be a 1.00.

Category	Rating (Scores 1 – 5)
Managing Relationships	
Communicating With Impact	
Sub-Total (Add all category performance ratings)	
	Divide by # of Capabilities
Overall Performance Rating	

**Keeping Records**

Once the evaluation is complete, place all documentation, along with a copy of the Final Evaluation form into a folder marked with the candidate’s name. Store the folder in a secure location.