**Promoter Profile**

Preliminary Statements:

• Thank you for your time.

• We have a list of questions we have prepared and will ask every applicant the same questions.

• We will go through each question, then give you the opportunity to ask a few questions.

• If you are ready to get started, let’s begin.

1) Can you compare our industry to another one that you have knowledge of? What are the similarities and differences? Asking the interviewee to compare two industries will assess their depth of knowledge of the industry. Check to see if they have at least a basic understanding of the major points of the industry they are working in or joining. You may want to design a test or assessment if a specific level of knowledge is required for the position.

2) Could you compare and contrast the markets of your previous two employers? What were some strengths and weaknesses of both? This question will give you more information as to whether their knowledge of your market is transferable.  The question is also likely to bring up things that the applicant liked and disliked about past jobs.

3) How have you acquired knowledge about our products and services? A well-prepared applicant will take the initiative to research your products, services, competitive advantage, management team, and other details about your organization. Consider how in-depth their knowledge is and try to assess how much research they did for the interview. If it seems that the interviewee knows a lot about the organization they’re interviewing for, it could indicate their determination to get a job there.

4) What is the best example you can provide of how you have been customer focused? Customers can be internal or external, so look for an answer that demonstrates knowing the customers' expectations, communicating effectively, offering options and collaborating for an appropriate outcome.

5) Could you give me an example of how you had to resolve a customer complaint? What was the outcome? Internal or external customer examples will work to demonstrate how the applicant resolved a customer issue appropriately.

6) What are three key terms your clients would use to describe your work style? There are all types of salespeople and not one set of attributes that make them effective.  But terms like supportive, responsive, or helpful, would be better than tenacious, determined, or assertive which are all important in the sales process, but you would not want those to be the only characteristics a customer would attribute to the sales person.

7) In your last position, how much time did you spend developing relationships with new customers versus maintaining current relationships? Prospecting requires a lot of insight, energy, and determination.  But keeping customers is equally important.  Look for an understanding that maintaining a customer base is essential for sales.

8) Could you give me an example of a time when you made a commitment and were unable to follow through? Were you able to fix the problem in the end? What did you learn from the situation? Sometimes, we are unable to follow-through on the things we've committed to for a variety of reasons, be they personal, medical, or professional. Look for whether the interviewee still had the initiative to do their best to help despite complications. Even if they were unable to contribute much at all, oftentimes the attempt to help and continue working even while struggling with an adversity says volumes about a person's character. Be aware of mental health issues, medical issues, and personal issues.

9) Could you give me an example of a time where you were unable to meet customer expectations? How did you resolve the issue, and what did you learn from it? It is natural to fail at times, no matter how unfortunate it is. What is more important is to learn from mistake and to make sure it doesn't happen again. The interviewer will hopefully learn about the character of the interviewee. Was it necessarily their fault they were unable to meet customer expectations, or was it the customer? It is also important to learn about how the interviewee was able to resolve the situation, as that can give insight into their personality (for example, did they personally confront the customer or did they have a supervisor assist them?)

10) Could you give me an example of a partnership that did not go well? What did you learn, if anything, from the situation? Partnerships require flexibility and adaptability so that all partners get their needs met. Look for examples of listening to the partner, considering their viewpoint, and coming up with a mutually beneficial solution.

11) Could you tell me about a situation when you had to be candid with a customer or team mate. How did you communicate your perspective? Look for an answer that demonstrates an appropriate and courteous example. Constructive candor is helpful, blunt commentary is not.

12) What about your past experiences makes you confident that you will be a good fit at this organization? The interviewer should pay attention to how confident the interviewee is when answering. The interviewer should have the interviewee's resume, and they will be able to see what they've done in the past to see whether or not they are honest and forthcoming.

13) When working independently, how do you ensure you have the information and resources you need to get the task accomplished? Look for answers that demonstrate an understanding of their own skill level and an ability to "manage up" and manage themselves to get the job done.

Points to Wrap Up:

• What questions do you have for me?

• Next steps…

• Thank you for your time. We appreciate it very much.