

A Structured Interview¹

Name of Candidate _____

Position: Media Telephone Sales Consultant

Date ____ / ____ / ____

Name of Interviewer _____

The Performance Skills to be evaluated include:

1. GOAL SETTING AND ACHIEVEMENT
2. RELATIONSHIP MANAGEMENT
3. PRODUCTIVE ADAPTATION
4. SELF MANAGEMENT / PLANNING / ORGANIZATION

The Applied Knowledge and Skills to be evaluated include:

1. APPLICATION OF SALES TECHNIQUES
2. INFORMATION PROCESSING
3. APPLICATION OF HUMAN RESOURCES KNOWLEDGE

Recommendation: Hire/Promote _____ Not Hire/Promote _____

Reason for Recommendation: _____

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PERFORMANCE SKILLS:

GOAL SETTING AND ACHIEVEMENT: Able to set realistic, challenging goals in light of economic / industry forecasts; persist to achieve goals; convert complex goals into smaller learning objectives; manage multiple details without losing overall perspective on the work to be done.

1. Tell me about a time when you set a realistic, challenging work goal. What did you do?
2. When have you been effective in using economic / industry forecasts to help you develop a realistic goal?
3. Describe a situation when you had to persist in order to reach a goal.
4. Give me an example of how you used goal setting to manage a complex problem.

RELATIONSHIP MANAGEMENT: Able to build and maintain high rapport / warm relationships; create a reliable flow of positive and negative information; give respect to all people, regardless of their position or status; adapt one's communications style to the needs of others; develop network of relationships with people in profession / industry.

1. When did you develop high rapport with a person who was different from you?
2. Describe a time when you were able to facilitate an exchange of unpleasant information.
3. Giving respect is sometimes a real challenge. When did you find it difficult to give respect to a person in a high position and what did you do?
4. When did you adapt your communications style in order to build your professional network?

PRODUCTIVE ADAPTATION: Able to rebound from rejection and conflict; treat a negative experience as a learning opportunity; respond to time pressures and interpersonal differences with problem-solving actions; respectful of others, even when under pressure; maintain problem solving behavior despite conflict or pressure; adapt to ambiguity, shifting priorities and change without noticeable distress.

1. Describe a time when you were able to be objective even when you felt rejection.

2. Tell me about a negative experience at work which you converted to new learning.

3. When were you able to be a respectful problem solver when under pressure?

4. What did you do to remain productive in an ambiguous situation?

SELF MANAGEMENT / PLANNING / ORGANIZATION: Able to direct one's own actions in the absence of supervision; reliably follow procedures and work guidelines to reach work objectives; develop plans to achieve standing and new work objectives; set daily priorities and schedule accordingly; maintain organized work space and a filing / customer management system.

1. This job will require you to spend a large amount of time on the telephone. Describe a time when you had to manage yourself in the absence of supervision.
2. When did you follow procedures even when it was difficult for you?
3. Describe a particular time on your last job when your plans helped you achieve a challenging goal.
4. Tell me about your approach to managing your workspace.

APPLIED KNOWLEDGE AND SKILLS:

APPLICATION OF SALES TECHNIQUES: Able to systematically prospect for new business with qualified leads; present product / services accurately, with clear speech; earn trust by being honest / credible; distinguish between features and benefits; use objections as an opportunity to explain benefits; ask questions to identify needs and problems; adapt efforts to persuade in light of objections / resistance; earn the right to close business.

1. Describe a time when you were systematic in developing a sales strategy for a very desirable customer.
2. Tell me about a time when you were able to earn trust by making an especially honest product presentation.
3. Give me an example of a time when you used a customer's objections to expand your sales presentation.
4. What specific things did you do to earn the right to close business with a cautious customer?

INFORMATION PROCESSING: Able to use customer contact management software; use word processing to communicate through letters, memos, and reports; review and edit written work for grammar, punctuation, and style; maintain database and records of customer contacts; use databases to acquire customer information and develop sales plans.

1. Summarize your experience with any customer contact software program.
2. Describe your skills in using a word processor to manage customer information.
3. What is your experience in working with a customer database?
4. What have you done to help build a customer database?

APPLICATION OF HUMAN RESOURCES KNOWLEDGE: Able to apply knowledge of standard human resource information including EEO law, the ADA, interviewing, performance management and assessment; demonstrate knowledge of basic instructional design and training techniques; apply understanding of organizational climate, learning, and core competencies to training products.

1. Describe a time when you used your knowledge of EEO law, the ADA, interviewing, performance management or assessment on the job.
2. When did you use your knowledge of instructional design to solve a training problem? What did you do?
3. How have you used your knowledge of interviewing and the law to develop a defensible selection program?
4. When have you applied your understanding of core competencies to help improve organizational performance?