

You like them, but...



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Recruit the Best™
FIELD MANUAL

For a Servicing Team Member

SalesManage Solutions, LLC

Recruit the Best System

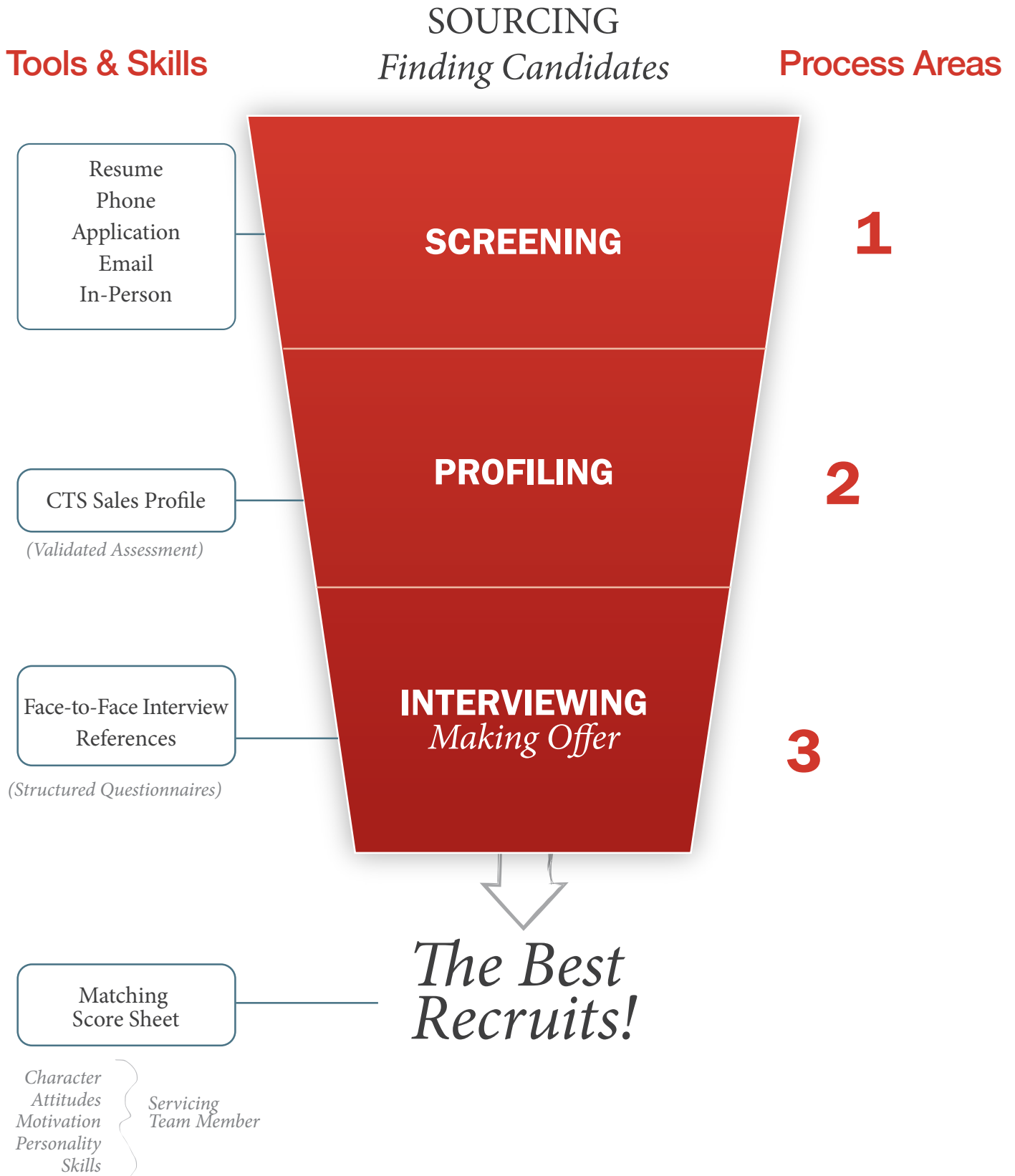


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Matching Score Sheet

Candidate Name: _____ Date: _____

Use the Matching Score Sheet throughout the selection process to document your assessment of the strength of each Attitude, Motivation, Character Trait and Service Competency as they are revealed to you. Using the checklist (page 5) along with the Matching Score Sheet will help you make a logical rather than an emotional recruiting decision.

	GREAT			GOOD				MARGINAL		
SCORE	10	9	8	7	6	5	4	3	2	1
Attitude - Product/Service										
Motivation - Current/Future										

	GREAT			GOOD				MARGINAL		
SCORE	10	9	8	7	6	5	4	3	2	1
Character Traits										
Honesty										
Concern for Others										
Hard Work Ethic										
Personal Responsibility										

Score below based on the candidate's CTS Sales Profile Report scores in relation to the ideal ranges.

	GREAT			GOOD				MARGINAL		
SCORE	10	9	8	7	6	5	4	3	2	1
Personality Traits										
Deadline Motivation										
Recognition Drive										
Assertiveness										

Matching Score Sheet

Independent Spirit										
Analytical										
Compassion										
Self-Promotion										
Belief in Others										
Optimism										

CTS Sales Profile Report Score (Service Team Member) _____

	<i>GREAT</i>			<i>GOOD</i>			<i>MARGINAL</i>			
SCORE	10	9	8	7	6	5	4	3	2	1
Competencies Required										
Customer Focused										
Written Communication										
Verbal Communication										
Time Management										
Multi-task										
Takes Initiative										
Team Player										
Problem Solver										

**Intelligence = Wonderlic score (from Career Plug) _____ - Grades in HS _____
College _____**

Recruit the Best Checklist

Candidate Name: _____

Date: _____

- 1. Review Resume**
- 2. Screen by Phone** – Use *Phone Screen Questionnaire*. If successful, go to next step.
- 3. Screen by Email** – send “Thank you” email with these questions:

<i>What do you think this job involves?</i>	
<i>What do you think it will take to be successful here?</i>	SENT DATE
<i>Tell me why I should consider you for this position?</i>	
<i>What specifically in your life do you want to change?</i>	RESPOND DATE
<i>How will being successful in this job help you with this change?</i>	
- 4. Administer the CTS Sales Profile** www.ctssalesprofile.com

If the CTS is strong, schedule Face-to-Face Interview.	
	CTS ORDERED
	INTERVIEW DATE
- 5. Email Face-to-Face Interview Homework** - Prior to the interview, email the candidate instructing them to go to the following Web sites and review the information:

To learn about our products, go to: (Web URL that links to your products)	
Prior to Face-to-Face Interview, email the candidate to confirm the interview and make sure they have reviewed the Web pages.	EMAILED DATE
	CONFIRM DATE
- 6. Conduct Face-to-Face Interview** – Use *Face-to-Face Interview Questionnaire*
- 7. Ask for 6 References** – 2 previous bosses, 2 coworkers, 2 business people/former customers.
- 8. Call References** using *Reference Check Questionnaire*
- 9. Interview By Current Team** – Use *Team Interview Questionnaire*

INTERVIEW DATE
- 10. Fill Out** *Matching/Score Sheet*

Phone or In-Person Screening Questionnaire

Call those candidates whose resumes contain important qualifications and traits. Once you decide the candidate is not a fit, politely stop asking questions. If you decide to move to the next step, tell the candidate what to do next. If you are not interested in the candidate, tell them, "Thank you for your time. I am considering many candidates. As I move forward, I will take your information into consideration." Do not tell the candidate you will be in touch unless you plan to contact them later.

Screen out quickly!! Only 20-30% of candidates will pass this stage.

What do you know about us? What do you like about what we do? (*Motivation to Serve - Looking for words like – strong company/products, industry leader, serve others. Have they researched your company?*)

What caused you to have an interest in this job with us? (*Attitude toward Products - Looking for words like – Used your product, like your product and the problems it solves, likes to serve, industry experience...*)

What do you think this position requires for success? (*Image as Service Person - Looking for words like – hard worker, responsible, productive, organized, caring, team player, good listener, taking good care of customer...*)

What skills do you have that will help you be successful if you come to work for us? (*Skills - Looking for computer skills, verbal and written communication skills, customer service skills, multi-tasking skills...*)

What do you hope to find if you come to work with us? (*Motivation to Improve Situation - Looking for words like – strong company, be part of a team, a place where I can have a long-term career, serve others, earn in proportion to my skills...*)

What are some current and long-term needs that will be satisfied if you do this job well? (*Motivation to Improve Situation - Looking for specific things – provide for others, long-term career, pay off debt, save for retirement/college education, advance career, clear description of needs...*)

What has been your experience with purchasing products like we sell or dealing with service and sales people from our industry? (*Attitude Toward Your Product - Do they speak positively of your products, industry and sales/service people? Negative words indicate negative attitudes toward product and service and sales people.*)

Why did you leave each job, and why are you leaving what you're currently doing? (likes/dislikes?) (*Work Ethic - Looking for words like – advancement, more compensation, desire for a stronger team, stronger company, stronger/more competitive products, moved to the area...*)

What is the minimum amount of money you need to earn?

Phone or In-Person Screening Questionnaire

What in your background has prepared you for a successful career in this industry? *(Motivation to Earn Money - Looking for specific examples – training, specific achievements, academic achievements, achievements in extracurricular activities, influence by a parent, coach, mentor...)*

What customer service training have you had? What did you learn in this training? *(Skills - How much training will they require from you? Do you have time to give them this training?)*

In order of priority, what are the 3 most important things in your life? *(Values - Strong candidates focus on working/providing to take care of someone and on improving themselves. Do their values match your values?)*

Background

(These questions may not be necessary for every industry)

- 1. To what extent have you ever been convicted?** *(Felony, misdemeanor, etc.)*
- 2. If I were to pull a credit report what would I find?** *(Bankruptcy, etc.)*

After a successful screening call

- (1) Screen by email** *(see page 5)*
- (2) Order a CTS Sales Profile** *(www.ctssalesprofile.com)*
- (3) Schedule the Face-to-Face Interview** *(see next page)*
- (4) Email the Face-to-Face Interview homework** *(see page 5)*

Face-to-Face Interview Questionnaire

Conducted by: _____ Date: _____

Conduct this interview only after the candidate has viewed the Web sites assigned in the homework:

(Remember, words attract/repel candidates - Strong candidates are attracted to things they read about the career and the company, and they work to prove themselves in the interview process.)

Purpose of the Interview: Screening for positive Attitude toward product and service people, Motivation to make their life better, Character and Personality Traits, Training/Development Needs, and Cultural Fit.

How to Conduct the Interview: Ask each question as written, and then listen. Do not lead the candidate by rephrasing the question or elaborating on the question. Usually, their first answer gives you the most insight. **Stop the interview at any point when you decide “Do Not Hire”!**

Use Follow up Questions when appropriate: How? Tell me more. What do you mean? How so? What is a good example of that? What else? How did that go?

The purpose of the interview questions is to measure the level to which a person was exposed, obeyed and was bonded to the traits. Did the candidate grow up in a listening and obeying environment?

Did they work along side a mentor and learn to work and obey, and then echo patterns of caring for others, productivity, responsibility and honesty? Can they now go out into the world and use what was learned?

Build Rapport - Look for Things Important to the Candidate

Tell me about yourself. *(Do not elaborate on this question!!! Look for focus on others, work desires, achievements, goals, motivations... Do not ask specific questions about the things you hear at this point.)*

Company Knowledge

(Did they research the company prior to the interview?)

What do you know about our industry, our company and what you would be doing as a service person on our team here? *(Looking for – Did they prepare for the interview by going to the Web sites? Can they describe your products? Can they describe the job as a servicing team member?)*

Face-to-Face Interview Questionnaire

Learning Style/Speed

1. **What were your grades in high school?**
2. **What was your favorite subject? What were your grades in that subject?**
3. **What were your grades in the college work you have completed?**
4. **What was your favorite subject in college?**
5. **What were your grades in that subject?**
6. **What are the names of the last 2 books you have read?**
7. **How do you keep up with current events?**
8. **What is the most interesting current event you are following?**
9. **What is 10% of 472.50?**
10. **If you are traveling 50 mph how far will you travel in 60 minutes?**

(Fast learners typically make A's and B's and have favorite subjects that include math, science, finance and economics. They keep up with current events and read business/self improvement books. A score above 65 on a math/verbal assessment is also a sign of a smart person. Even though a person has scores below 50 on a math/verbal assessment, if they have great answers to the above questions, this may be a better indicator of a fast learner than the score on a 10 minute timed test.)

Attitude Toward Your Product and Servicing Team Members

1. **What do you like about what we do and how we serve our customers?** *(Looking for words like: serving customers using your product, helping people, building relationships, working as part of a team, industry leader, competitive products, professional salespeople, strong company behind products, strong customer service...)*
2. **What do you think this position requires for success?** *(Looking for words like – hard worker, responsible, productive, organized, caring, team player, good listener, taking good care of customer...)*

Face-to-Face Interview Questionnaire

3. **Of these requirements, what would you be good at?** *(Do they list the specific skills that you are looking for?)*

4. **Of these requirements, what would you not be good at or not want to do?** *(Get them to tell you their greatest area of challenge related to skills needed for the job. This question helps you determine the area where they need the most training.)*

5. **What did you like about your last job?** *(Looking for words like: helping solve customer problems, making customer feel appreciated, people worked together as a team, boss was good to work for, liked to be challenged, likes solving problems...)*

6. **What did you not like about your last (service) job?** *(Looking for words like: no opportunity for advancement, culture against my values, products were not competitive...Red Flag words – speaks extremely negative about boss and coworkers – remember there is always two sides to every story...)*

Personal Experience, Values Around the Industry & Servicing Customers

1. **Who has influenced your thinking the most about our products/services?** *(Looking for words like personal experience as a customer, website, other customer testimonies. Does the candidate share the same values as you?)*

Face-to-Face Interview Questionnaire

Motivation to Meet Immediate Needs and Make the Future Better

What are some current and long-term needs that will be satisfied if you do this job well? *(Looking for specific things – provide for others, long-term career, pay off debt, save for retirement/college education, advance career, clear description of immediate and long-term needs that will be satisfied if they do the job well...)*

Money Motivation

- 1. What is the minimum amount of money you want to earn?** *(How does their answer relate to the minimum amount for this position? Do they talk in terms of minimums just to pay bills, or a minimum amount above and beyond their bills?)*
- 2. What is the top end amount of money you want to earn?** *(Are their income expectations in line with what you are willing to pay?)*
- 3. What amount did you earn last calendar year?**
- 4. What is the most you have earned in a calendar year?** *(If they are experienced in your industry, how does their best year compare to your expectations?)*

Character Traits

- 1. Who has had the most influence on you in shaping your character?**

Face-to-Face Interview Questionnaire

2. **What are some of the most important life lessons _____ taught you?** *(Strong candidates will have one or more significant stories about a huge impact a parent, teacher, coach, etc. had on the development of a specific character trait.)*

Honesty: *(Looking for words like – truth, never lie, lying doesn't work, always do the right thing...)*

1. **What did _____ teach you about honesty?**

2. **How has _____ teaching you about honesty benefited you?**

3. **Tell me about a time in your life when you might not have lived up to _____ expectations.**

Work Ethic: *(This trait contributes to self discipline, time management, multi-tasking, and productivity.)*

1. **What is your definition of work ethic?** *(Looking for words like – hard work, productive, time management, multi-tasking, driven, focused, and disciplined...)*

2. **What did _____ teach you about work ethic?**

Face-to-Face Interview Questionnaire

- 3. What are some specific experiences in your life that have built your work ethic?** *(Looking for a great story of being taught over a long period of time.)*
- 4. How has your work ethic impacted your life?** *(Looking for specific example of achievements, sticking with things through hard times, not quitting, sacrificing...)*

Concern for Others:

- 1. What about work fulfills you?** *(Looking for words like – helping others, making a difference, solving problems for people...)*
- 2. When you are not working, what are some things that are important to you that you spend time doing?** *(Look for involvement in things that benefit other people – family, charity, church. Not looking for hobbies, working out, etc.)*
- 3. What did _____ teach you about concern for others?**

Personal Responsibility: *(Strong candidates take responsibility for their own actions. Weaker candidates blame others for outcomes that were his/her own fault. Strong candidates use words like, “I made the mistake of _____”, “I wish I had done...”, “I chose to...” Weak candidates use words like, “If they had not done _____, I would have not done _____.” “It was all their fault.”)*

Face-to-Face Interview Questionnaire

- 1. Tell me about a time in your life when you were given an important task to do and you did not meet the expectations of the person who gave you the task.**

- 2. What went wrong?**

- 3. What should you have done differently? (Mature candidates spend more time admitting their mistakes and talking about the wrong choices they made vs. blaming others' actions for their mistakes.)**

- 4. What did _____ teach you about accepting responsibility for the consequences of your decisions?**

Look for evidence of taking responsibility to grow personally and professionally

(People who desire to accept responsibility for the outcomes of their choices are working hard to grow morally and professionally)

- 1. What are you currently doing, or have done, to improve your skills and increase your knowledge?**

- 2. What are you currently doing, or have done to help you grow and mature to become a better person?**

Face-to-Face Interview Questionnaire

- 3. (Mature candidates realize they must take responsibility for their own moral and professional growth. They are regularly growing by reading, studying and attending training.)**

Test for Personality Traits

Deadline-Motivation *(Ideal range is moderate. A good mix of focus on systems and moderate deadline orientation is needed.)*

- 1. If I were to ask your last boss to describe you, would they say you are more organized, systematic, a planner, a rule follower, or someone with a high sense of urgency, restless, makes quick decisions without hesitation, sets your own deadlines?**

- 2. What are some best examples of how you have set a goal and achieved something that was important to you?**

Assertiveness – *(Ideal range is high-moderate. Assertive people make decisions without hesitation.)*

- 1. Are you more comfortable telling people what you are about to do or more comfortable asking permission?**

- 2. What are some examples of how your social confidence has helped you in dealing with people, and in getting something that you wanted and felt was important?** *(People with high social confidence will give several specific examples of situations where they have exerted their confidence in dealing with people. People with lower social confidence will talk more about confidence in doing a task.)*

Face-to-Face Interview Questionnaire

- 3. What are some examples of when you were not as confident as you wished you had been in dealing with a difficult situation?** *(People with high social confidence will have a hard time coming up with specific examples. People with lower social confidence will easily and readily admit their struggles with confidently dealing with people.)*

Recognition Drive – *(Ideal range is moderate. Service people must have emotional energy to deal with people.)*

- 1. On a scale of 1-10, what is your desire to be famous or be seen with a famous person?** *(High social drive people want to be famous.)*

- 2. When you go to a party, do you prefer to spend time with a close friend or mingle and meet new people?** *(Low social drive people prefer close friends.)*

Independent Spirit – *(Ideal range is moderate. Service people must control conversations but also be a team player.)*

- 1. Think of a time in school, at work or at a retreat when you were put into a group. Describe your desires to get the group organized and moving forward.** *(High need for control candidates will describe themselves as eager to take charge and get things moving ahead. Low need for control people will speak of letting someone else take control and lead. They want to be part of a team.)*

- 2. Long-term, in your career, do you prefer to continue to work under a supervisor or eventually lead people?** *(People who want to lead are less inclined to be a team player.)*

Face-to-Face Interview Questionnaire

Personal Development

- 1. What is the single issue that is keeping you from achieving your maximum potential in your career?**

- 2. What are you doing, or what do you plan to do, to develop past this?**

- 3. How will this development benefit you?**

- 4. What are two other areas in which you need more development for career advancement?**
(Strong candidates understand their weaknesses and are working toward improvement.)

Time Management

How do you keep track of personal things to do and of your personal appointments? What tools do you use? What benefits do you get from using these tools? *(Team members who manage personal time well usually manage work time well.)*

Former Boss's Perspective on the Candidate

Tell the candidate, "I am about to ask you some questions related to your last positions.

Use Follow up Questions when appropriate. What? How? Tell me more. What do you mean? How so? What is a good example of that? How did you do that? What happened? What else? How did that go? How did you feel? How did you deal with that?

Face-to-Face Interview Questionnaire

- 8. What was your boss's name, and how do you spell that?**

- 9. What was it like working with him/her?** *(Candidates who speak negatively about their last boss, will most likely eventually speak negatively about you. Discern closely the validity of their statements.)*

- 10. How will your former boss rate your performance on a scale of 1-10?** *(If they give a rating of 8 or less, ask, "Why would he/she not rate you a 9 or 10?")*

- 11. What will he/she tell me were your biggest strengths?**

Career Search Process

- 1. How are you going about making a decision regarding your career?** *(This question helps you understand if the strong candidates you want are strongly considering working for you.)*

What questions do you have for me today? *(Strong candidates ask for the job, and/or they ask about next steps.)*

After the interview, say, “Thank you for your time today. I will consider your information as I continue my process.” *(Do not tell the candidate how they did. If you want the candidate to move to the next step, tell them the next step. Do not over-sell the career with your company. Do not give the candidate career advice.)*

After a successful Face-to-Face Interview:

- 1. Ask for a list of 6 references – 2 previous bosses, 2 co-workers, 2 business people/ former customers.**
- 2. Call References using the Reference Check Questionnaire.**
- 3. After a successful Reference Check, fill out the Matching/Score Sheet.**

Reference Check Questionnaire

Candidate Name: _____ Date: _____

Former Employer/Boss #1

This is _____ with _____. _____ is interviewing with us as a servicing team member. They listed you as a reference. Is this a good time to allow me to ask you a few questions about them?

1. I understand that they worked for you beginning on _____ and ending on _____. Is that correct?
2. What were they hired to do?
3. Why did they leave?
4. How well did they do in getting to work on time and not missing work?
5. How well did _____ manage his/her time?
6. How would you describe _____ work ethic? How disciplined is he/she?
7. How well did _____ get along with other employees?
8. How well did they handle situations when other employees behaved inappropriately?
9. Can you trust everything _____ tells you? Does he/she ever exaggerate?
10. In what areas do they need the most development?
11. How ambitious and driven is _____? What about them makes you say that?
12. How confident were they in making decisions? What about them makes you say that?
13. Is _____ quick at learning new information?
14. Would you rehire them?

Reference Check Questionnaire

Former Employer/Boss #2

This is _____ with _____. _____ is interviewing with us as a servicing team member. They listed you as a reference. Is this a good time to allow me to ask you a few questions about them?

1. I understand that they worked for you beginning on _____ and ending on _____. Is that correct?
2. What were they hired to do?
3. What positive words of reference do you have?
4. Why did they leave?
5. How well did they do in getting to work on time and not missing work?
6. How well did _____ manage his/her time?
7. How would you describe _____ work ethic? How disciplined is he/she?
8. How well did _____ get along with other employees?
9. How well did they handle situations when other employees behaved inappropriately?
10. Can you trust everything _____ tells you? Does he/she ever exaggerate?
11. In what areas do they need the most development?
12. How ambitious and driven is _____? What about them makes you say that?
13. How confident were they in making decisions? What about them makes you say that?
14. Is _____ quick at learning new information?
15. Would you rehire them?

Reference Check Questionnaire

Former Coworker #1

This is _____ with _____. _____ is interviewing with us as a servicing team member. They listed you as a reference. Is this a good time to allow me to ask you a few questions?

1. In what capacity did you work with _____?
2. When did you work with them _____?
3. What is _____ really good at?
4. What did they really not like to do?
5. Why did they leave?
6. How well did they do in getting to work on time and not missing work?
7. How well did _____ manage his/her time?
8. How would you describe _____ work ethic? How disciplined is he/she?
9. How well did _____ get along with other employees?
10. Can you trust everything _____ tells you? Does he/she ever exaggerate?
11. Is _____ quick at learning new information?
12. Would you look forward to working with them again?

Reference Check Questionnaire

Former Coworker #2

This is _____ with _____. _____ is interviewing with us as a servicing team member. They listed you as a reference. Is this a good time to allow me to ask you a few questions?

1. In what capacity did you work with _____?
2. When did you work with them _____?
3. What is _____ really good at?
4. What did they really not like to do?
5. Why did they leave?
6. How well did they do in getting to work on time and not missing work?
7. How well did _____ manage his/her time?
8. How would you describe _____ work ethic? How disciplined is he/she?
9. How well did _____ get along with other employees?
10. Can you trust everything _____ tells you? Does he/she ever exaggerate?
11. Is _____ quick at learning new information?
12. Would you look forward to working with them again?

Reference Check Questionnaire

Business Person/Former Customer #1

This is _____ with _____. _____ is interviewing with us as a servicing team member. They listed you as a reference. Is this a good time to allow me to ask you a few questions about them?

1. How do you know _____, and how well do you know them?
2. How would you rate them as a customer service person on a 1-10 scale? Why?
3. As a potential team member for me, what do you see as their strengths?
4. As their new manager, in what areas do you think I will need to train them the most?
5. How focused is _____ on serving others? What about them makes you say that?
6. Is _____ good at follow-up and servicing customer needs?

Business Person/Former Customer #2

1. How do you know _____, and how well do you know them?
2. How would you rate them as a customer service person on a 1-10 scale? Why?
3. As a potential team member for me, what do you see as their strengths?
4. As their new manager, in what areas do you think I will need to train them the most?
5. How focused is _____ on serving others? What about them makes you say that?
6. Is _____ good at follow-up and servicing customer needs?

Fill out Matching Score Sheet

Additional Interview Questions to Ask References

Based upon your areas of concern, ask each reference one or more of the questions listed under that topic. For example, if you are concerned about the candidate's "Receptivity to Coaching", ask the questions under the heading "Accepts Responsibility/Receptivity to Coaching".

Honesty

Can you trust everything _____ tells you?

Would you describe _____ as ...

_____ a very transparent person who always speaks with clarity and accuracy?

_____ a pleaser who attempts to tell you what you want to hear so they don't disappoint you?

_____ a person who tells you what you want to hear by embellishing to make him/herself look better?

Work Ethic

Describe the work ethic of _____.

What is an example of his/her hard work ethic?

Concern for Others

How well does _____ get along with others?

What is an example of a conflict _____ had with you or another employee?

How did he/she react when you attempted to coach him/her past the conflict?

Additional Interview Questions to Ask References

Accepts Responsibility/Receptivity to Coaching

How receptive to coaching is _____?

What are some areas where you have had to coach him/her?

How long did it take _____ to respond?

Time Management

How well does _____ manage his/her time?

What struggles does _____ have with getting too bogged down in details?

What struggles does _____ have with spending too much time on the phone either providing too much information or nurturing others too much?

Would you describe _____ as too chatty, or someone who quickly gets to the point and moves the conversation along?

What sales activity tracking tools did _____ use to help him/her be more productive?

Additional Interview Questions to Ask References

Motivations

How competitive is _____?

How money motivated is _____?

Belief in Others

How long did it take for you/others to feel that _____ trusted you/others?

When _____ disagrees with something you say, does he/she...

_____ *become argumentative?*

_____ *diplomatically discuss his/her disagreements?*

When selling, does _____ respond to objections with a

_____ *diplomatic tone that causes the prospect/customer to feel respected?*

_____ *argumentative tone that causes the prospect to continue to argue and object?*

Additional Interview Questions to Ask References

Optimism

Would you describe _____ as ...

_____ *the positive person that others go to in order to be encouraged and lifted up, and who would attempt to stop negative talk among the team?*

_____ *the person who would join in when others were talking negatively and complaining?*

How would you describe _____'s outlook on life?

_____ *positive and optimistic?*

_____ *mostly seeing the negative side of situations?*

_____ *someone who was on top of the world one day and down on the world the next day?*

Describe _____'s self esteem. Did he/she see him/herself as ...

_____ *rising to success and deserving of success?*

_____ *unworthy of success?*

Additional Interview Questions to Ask References

Sales Production

_____ told me that he/she was ranked # ___ on the sales team. What level do you rank them?

_____ told me that their sales were _____ (dollars/applications/sales) per month. How many (dollars/applications/sales) per month do you think he/she produced? Is this information recorded somewhere, or is your answer based on your best guess?

What percentage of quota did _____ average every month?

Describe _____'s skills in pivoting to other products and closing the sale.

How many applications/sales per month did _____ make from pivoting to other products? Is this information recorded somewhere, or is your answer based on your best guess?

What sales training or areas of coaching do you think _____ needs to be more successful?

_____ *Closing the sale?*

_____ *Rebounding from rejection?*

_____ *Having more sales activities/time management?*

_____ *Making an effective presentation?*

_____ *Getting more referrals?*

What advice would you give _____ in order to help him/her succeed in this new position?

Additional Interview Questions to Ask References

Learning Speed/Style:

How smart is _____?

How quickly does _____ learn new information and new tasks?

Is _____ a...

____ *quick starter?*

____ *medium starter?*

____ *slow starter?*

Additional Questions:

What about _____ drives you crazy?

Interview by Team Member Questionnaire

Candidate Name: _____ Date: _____

Team Member Name: _____

Ask all of the following questions:

1. What do you hope to find if you come to work here?
2. What about our company do you like the most?
3. What do you think it would take to do this job?
4. What are you really good at that would help you in a service position with us?
5. What type of people do you get along with the best?
6. What type of people do you have trouble getting along with?
7. Tell me about a time in a previous job that you had trouble getting along with someone.
8. What would you do differently now?

Evaluation by Team Member

Please rate on a scale of 1-10 the following questions:

1. How do you think clients will enjoy working with this candidate? 1 _____ 5 _____ 10
Reason for your rating –
2. How proud would you be to introduce this person to your best customer? 1 _____ 5 _____ 10
Reason for your rating –
3. How likely would you be to take this person with you on a day-long trip boating, hiking, golfing, etc.? 1 _____ 5 _____ 10
Reason for your rating –

1 _____ 5 _____ 10 OVER ALL RATING

Illegal Interview Questions

Employers should not ask about any of the following. Do not make hiring decisions based on any subject listed below, as that decision would be discriminatory.

1. Race
2. Color
3. Sex
4. Religion
5. National Origin
6. Birthplace
7. Age
8. Disability
9. Marital/family status

Recruiters and managers acting for and as a representative of the employer should not ask ANY questions not related to the qualifications required in the job for which a candidate is interviewing.