

# Interview Guide

for Interviewer

Estimated length: 50 minutes (Expert)

## **AVP of Sales**

Western Division

Assistant Vice President

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Interviewer Name

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Candidate Name

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Interview Date

# *Interview Guide-Assistant Vice President*

## **Preparation Checklist**

1. Review application materials, including resume (curriculum vitae) and any application forms.
2. Prepare to conduct the Key Background Review, if included.
  - Note any jobs/experiences on which you are unclear or would like more information.
  - Note any gaps in employment.
3. Prepare the Planned Behavioral Questions section.
  - Review the dimension definitions and key actions.
  - Modify questions to better fit the candidate's experience.
  - Decide if the order of the questions should be changed; develop additional questions if necessary.
4. Prepare the Motivational Fit question page(s), if included.
  - Review the Job Fit definition and significant facets.
  - Review the Location Fit definition and characteristics.
  - Compare the location characteristics to the candidate's information and mark which ones you will explore during the interview.
  - Modify the questions to find out possible matches/mismatches between job facets and location characteristics and the candidate's preferences.
5. Estimate the time needed to cover each section of the Interview Guide.

## **Outline for Opening the Interview**

1. Greet the candidate, giving your name and position.
2. Explain the interview's purpose:
  - To acquaint interviewer and candidate.
  - To learn more about the candidate's background and experience.
  - To help the candidate understand the position and organization.
3. Describe the interview plan:
  - Briefly review jobs/experiences.
  - Ask questions to get specific information about those jobs/experiences.
  - Provide information about position and organization.
  - Answer candidate's questions about the position and organization.
  - Point out that you both will get information needed to make good decisions.
  - Indicate that you will be taking notes.
4. Explain the job's essential functions and ask if the candidate can perform the essential functions. (Required in the United States.)
5. Make the transition to the Key Background Review.

## *Key Background Review*

### **Work Background**

1. Job/Experience \_\_\_\_\_ Dates \_\_\_\_\_

2. What were your major responsibilities/duties? Any change in responsibilities? Why were there changes? Was there an outcome to these changes?

3. What did/do you like best about the position? What did/do you like least?

4. Why did you (or why are you planning to) leave?

*Communicating With Impact:*

## Establishing Strategic Direction

Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values.

### Planned Behavioral Questions



1. Describe the methods you have used to ensure that business plan goals are integrated into the sales plan objectives to deliver intended results.
2. Give me an example of a time in which you had to implement a project, program, or business plan. Were all the steps of the plan accurately and efficiently completed? How did you know? If there was a gap, what corrective action did you take and how was it implemented to satisfaction?
3. Tell me about one of the most innovative strategies or methods that you have used in implementing the strategic directives of senior management.

### Key Actions

- *Gathers Information*
- *Organizes Information*
- *Performs Data Analysis*
- *Evaluates/Selects Strategies*
- *Develops Timelines*
- *Executes Plan*

★ **Situation/Task**

**Action**

**Result**

## Team Development

Using appropriate methods and interpersonal styles to develop, motivate, and guide a team toward successful outcomes and attainment of business objectives.

## Key Actions

- Builds Team
- Clarifies Roles, Responsibilities, and Objectives
- Encourages Team
- Monitors Team Performance
- Provides Team Support



## Planned Behavioral Questions

1. Describe a situation in which a team you were responsible for was successful. What actions did you take to help achieve this success? What actions, if any, did you take to reinforce their performance?
2. Describe a time when the team you were responsible for was experiencing difficulties. How did you address this?
3. Talk through how in previous sales management positions, you have planned for team performance measures, monitoring and evaluation?



Situation/Task

Action

Result

## Mobilizing Resources

Managing staff and resources consistent with organizational goals.

## Key Actions

- *Prioritizes*
- *Develops and Considers Alternatives*
- *Deploys Resources*

## Planned Behavioral Questions

1. What have you done to make your department/business unit more efficient or organized?
2. Tell me about a time when you were faced with conflicting priorities for resources? How did you determine priorities? What other steps did you take to meet requirements?

★ **Situation/Task**

**Action**

**Result**

*Communicating With Impact:*

*Mobilizing Resources Rating:* \_\_\_\_\_

## Operational Decision Making

Relating and comparing; securing relevant information and identifying key issues; committing to an action after developing alternative courses of action that take into consideration resources, constraints, and organizational values.

### Key Actions

- *Seeks Information*
- *Organizes Information*
- *Performs Data Analysis*
- *Develops and Considers Alternatives*
- *Gains Commitments*
- *Demonstrates Decisiveness/Action*



### Planned Behavioral Questions

1. Tell me about a decision you deliberated for a long time. How did you eventually decide what to do?
2. Tell me about one of the riskiest decisions you ever made. Why was it risky?

★ **Situation/Task**

**Action**

**Result**

*Communicating With Impact:*

*Operational Decision Making Rating:* \_\_\_\_\_

## *Interview Close*

### **Final Checklist**

1. Introduce the buy-time question.
  - "I'm going to ask a question that I'd like you to think about for a few minutes before answering. While you're thinking, I'll review my notes to see if there is other information that I need. The question is:  
Considering the responsibilities of this position, where do you see your greatest potential contributions?"
2. Review notes
  - While the candidate is thinking about the question, review your notes to identify any area where more information is needed, or information needs clarification.
3. Buy-time answer
  - Ask for the candidate's answer to the buy-time question.
4. Additional questions
  - Ask any additional questions based on the review of your notes.

## **Interview Close (continued)**

### 5. Simulation (if used)

- Introduce simulation.
  - "The next part of the interview will give you an opportunity to demonstrate your skills."
  - Give an overview of the simulation process.
- Conduct simulation.

### 6. Position/Organization/Location

- Provide information on position, organization, or location. If you are the last interviewer, check the candidate's understanding of these areas. (Note anything that appears to match or conflict with the candidate's stated motivations and preferences.)
- Give candidate the opportunity to ask questions. (Note the questions asked here.)

### 7. End the interview.

- Explain next steps in selection process
- Thank the candidate for a productive interview.

**Complete each step after the interview.**

1. Identify complete STARS throughout the Interview Guide.
2. Categorize STARS into appropriate dimensions.
3. Indicate whether each STAR is effective (+) or ineffective (-).
4. Consider the weight of each STAR according to its recency, impact, and similarity to the target job.
5. Determine the rating for each dimension. Record it on the line in the lower right corner of each page.

**Use the following scale:**

- 1** Much less than Acceptable
- 2** Less than Acceptable
- 3** Acceptable
- 4** More than Acceptable
- 5** Much more than Acceptable

**Additional Ratings:**

- N** No opportunity to observe or assess
- W** Weak/Want more data (for example, 4W)
- 5H** Too High

6. Evaluate the applicant's behavior in the following observable dimension(s).

Review your notes and determine whether the applicant's behavior in each dimension's key actions was effective (+), neutral (/), or ineffective/absent (-).

Then, use the scale from step 5 above to rate the applicant's behavior in the dimension(s). Write the rating on the line provided.

**Communicating With Impact**—Expressing thoughts, feelings, and ideas in a clear, succinct, and compelling manner in both individual and group situations; adjusting language to capture the attention of the audience.

- \_\_\_\_\_ Delivers Clear Messages
- \_\_\_\_\_ Presents with Impact
- \_\_\_\_\_ Creates Clear Written Communications

*Communicating With Impact Rating:* \_\_\_\_\_