Acct. Mgr. - Interview Checklist Name: _____ (Review OF,5:15, Nudge, etc)

#	Traits:		Questions:	Score 1-5
1	Primary	**Integrity** - Personal Integrity & intellectual honesty	• Tell me about a time when you felt pressure to exaggerate the features or functionality of a product or service? • How did you respond?	
2	Primary	**Professionalism** (Sales Process & Follow-thru) - Professional manner and demeanor	• How do you describe the word professionalism as it relates to your work? • Who is the most professional sales person you have ever met…and why? • How do you handle difficult price negotiations with prospects? *(Looking for ability to get customers to see beyond price by communicating non-price unique value add. Also looking for negotiation style: "wrecking ball" vs. "martini glass").*	2X
3	Knowledge & Skills	**Sales Skills** - Sales skills / People skills / Account skills 1) Deliver WOW through Service (did the candidate WOW you in the interview?)	• Some people are good at Sales. Others not so much. What makes you a good cybersecurity salesperson? • Tell me about a salesperson you have worked with in the past that was not good at their job? What sales skills were they lacking? • How do you usually open a sales conversation with a Prospect? *(Looking for opening with Challenger Sale-like Insight opening vs. standard vendor / product opening).* • Tell me about a time a customer asked you for something and agreed only if they gave you something in return? *(Looking for "give to get" mindset, and "constructive tension").* • Describe a time when your offering did match the customer's needs? (Looking for early "qualify out" skills and / or sales innovation skills). • Describe how you bought your last TV? *(looking for analysis vs. impulse)*	

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4	**Communications skills** - Public speaking ability / communication skills 6) Build open & honest relationships with communication	• A lot of presentations seem to miss the mark with their audience. Where are they going wrong? • What's the largest group you have ever presented to? How did it go?	
5	**Technology skills** – Computer / IT Savvy (SFDC, Excel, Word, PPT)	• In what ways do you use Productivity Tools to help you run your business? • Tell me about the various components of your SFDC dashboard? *(Looking for Experience & Willingness to use CRM Tools).*	
6	**Knowledgeable** - Industry / product knowledge	• What podcasts, blogs, journals, magazines or books do you read to help you stay current in the Industry? • Describe the Gartner Magic Quadrant for your industry? • Do your peers consider you an expert on the cybersecurity industry? Why? (Looking for credibility in a consultative sales process).	
7	**Organized** - Good work organization	• Describe your daily/weekly Calendar / Planner / To Do Checklist? • Describe to me the system you use to track the progress you are making with sales opportunities?	2X
8	**Disciplined** – Self-discipline; understands self-responsibility 8) Do more with less	• Describe your typical workday…and then typical workweek? (*Looking for routines that show self-discipline*). • How do you prioritize your daily activities? (*Looking for a list here*).	2X
9	**Follow-thru** - Effective follow-through	• How do you prepare for a customer meeting? *(Looking for EIM End-in-Mind approach tied to sales process and appropriate agenda to customer).* • Describe you follow-up process after a customer meeting? *(Looking for timeliness, good questions, appropriate persistence, and the potential "qualify out" courtesy call).*	

#	Traits:		Questions:	Score 1-5
10	Attitude & Style	**Goal driven** - Goal oriented; motivated to earn above average income 9) Be passionate & determined	• Describe your best year financially? • How did that year happen? • What goals are you excited about for this year?	
11		**Urgency** - Sense of urgency 2) Embrace & drive change	• Describe some of the techniques you use to overcome customer-delaying tactics? *(Looking for link to how the customer is losing real value from solution as time goes by).* • Describe an opportunity where "patience" with the prospect helped or hurt you when attempting to close the business? • Give me an example of a time when a customer asked you for something extra related to the opportunity, and you agreed to provide it in return for something from the prospect? *(Looking for a willingness to "push" the customer into a "give to get" relationship. Also a comfortableness to create a little "constructive tension" with the customer in order to qualify and / or move the opportunity along).*	
12		**Positive** - Positive outlook & attitude 4) Be adventurous, creative & open minded	• Describe a time in your career when the "Company" let you down? What was the outcome and how did you feel? • What does happiness mean to you?	
13		**High self-esteem though humble** 10) Be humble	• Describe your biggest failure? *(Looking for learning / growth mindset).* • What's your greatest work achievement? *(Looking for pride with humility and team acknowledgement).*	
14		**Social** - Assertive social style 3) Create fun & a little weirdness	• How do you handle gatekeepers to gain access to busy executives? *(Looking for ability to leverage customer's pain points / "the Challenge" to open doors vs. just relationship selling. Also ability to leverage cross-functional referrals).* • Describe the last conference you attended? • What types of people did you meet?	
15		**Team player** - Independent yet supportive of team	• Describe the roles of the team that helped you close your biggest sale?	

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		7) Build a positive team & family spirit	• Has a "sales team" ever let you down? How? What happened next? *(Looking for "team learning" outcome).*	
16		**Willingness to learn** - Continuing educational achievements (Coachable) 5) Pursue growth & learning	• Is there anything new you have learned from a work standpoint in the last few months? *(Looking for a Growth Mindset).* • Who's the best work-related "Coach" in your career? Why were they successful? (*looking for a willingness to be coached*)	2X
17		**Generosity & Feedback** - Generous with thanks and appreciation (capable of giving coaching / feedback to others)	• Who have you "coached" or mentored during the last year? • Describe the coaching? • Tell me about a time you had to give a coworker some difficult feedback in your career? *(Looking for ability to give and receive feedback).*	