

Sales Interview Scorecard - Intrinsic Skills

Grit (3x weight)

Does this person have the ability to be relentless in the pursuit of one goal over a sustained period of time? Or, do they try a bunch of different things, get halfway on some, fail at others, and never really make progress towards one thing? We want folks who have the ability to turn a dream into a reality. We want folks who can take failure & bounce back from it. We want folks who can stay engaged, for a long period of time.

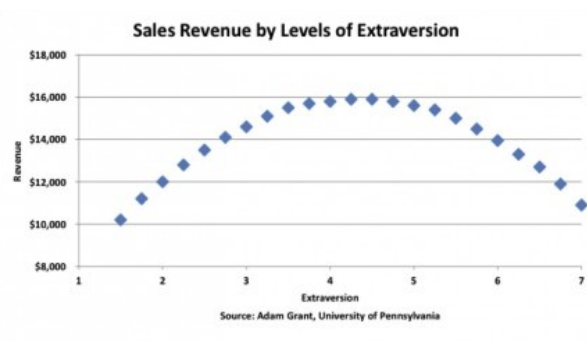
Scored 0 - 1: (short term engagement, long term engagement)

Example Questions:

1. When was the hardest you've ever worked?
2. What was the worst job you've ever had? Why did you stick it out?
3. Tell me about a time you spent a lot of time on something? What happened? Why?
4. You look up at the leaderboard, you are ranked 8 out 10, what do you do?
5. If you get the job at [The Company], what do you spend your first 30 days doing?

Communication Style (2x weight)

How does this person communicate? Are they introverted: soft-spoken & few words? Are they extroverted: boisterous, gregarious, nothing but smiles? Or, are they somewhere in between? We want folks who hit the exact middle point of the curve, while maintaining the ability to connect & think on their feet, aka "The Dynamic Ambivert".



Scored 0-1: (extro/intro, ambi)

Example Questions:

1. What is your opinion of me?
2. What is your opinion of [The Company]?
3. Why would you be a good fit for our team?
4. After 6 months, if it doesn't work out for you at [The Company], what do you think the reason would be?

*Here you are looking for the ability for them to articulate their answers clearly & with as few words as possible. On question #2 & #4 you are looking for the speed in which they adapt to the awkward question & the thoughtfulness of the response they give (i.e. can they think on their feet)

Locus of Control (2x weight)

Does this person have an internal or external locus of control? I.E. When something goes wrong, do they blame themselves or do they blame something else? We want people who internalize performance - both positive and negative. We want folks who believe they can control their own destiny. We want folks who look to no one but themselves for their positive or negative outcomes.

Scored 0-1 (external, internal)

Example Questions to ask:

1. Talk to me about a mistake you made recently? What caused the mistake?
2. Tell me about something that went really well for you recently? What made it go so well?
3. Do you think you had the respect of your peers in your last role? Why?
4. Tell me about an opportunity in your past that you didn't take advantage of? Why?
5. What do you think is the fastest way to get good at something?
6. Tell me about an experience where you took control of an outcome regardless of the situational blockers?

Perception of Ability (2x weight)

How does this person measure & think of themselves? Do they believe they have innate characteristics that make them good or bad or do they look at their outcomes & then work back? We want folks that tie their views of themselves to their outputs, not whether or not they believe they can achieve those outputs.

Scored 0-1 (Internal, external)

Example Questions to ask:

1. How did you define success in your last role?
2. How would you define success in this role?
3. Tell me about a deal that you lost & why?
4. Tell me about a time that you failed, what happened?

Coachability (2x weight)

Can this person take & implement feedback? Can they internalize that feedback & make changes? How quickly can they make the change? Will they be able to break bad habits & take the advice of more senior people that work at [The Company]? We want people who are in control, but we want folks who are driving that control to a better end state and are willing to utilize the people resources around them to get there.

Scored 0-1 (Not coachable, coachable)

Example Questions to ask:

1. Have you ever had a mentor before?
2. What was the best piece of advice your last manager gave you?
3. What was the best piece of constructive negative feedback you received in your last role?
4. How did you implement the feedback? Did you see the results? How quickly?
5. Have you ever been coached before? Did you enjoy it?

Past Decision-Making Frameworks

Has this person made deliberate choices and taken calculated actions in their past? Or, have they fallen into things & gone with the flow? We want people who have the ability to make **specific** decisions about what they want, and then take **specific** actions towards it. We want folks who have spent time practicing with purpose.

Scored: 0 -1 (non deliberate, deliberate)

Example Questions to ask:

1. Talk me through the decision-making process across your last 3 job changes?
 - a. If not enough experience, choose another activity they did, “why did you choose to play lacrosse, why did you choose neurobiology as a major”
2. What brings you to [The Company]? How do you think this fits into your long-term plan? What is your long-term plan?

Curiosity

Does this person want to just relentlessly learn new things and put themselves in new situations? Or, do they not really care about learning? We want folks with a strong desire to learn, the ability to use learnings to problem solve, and therefore adapt to a level of comfort when presented with new problems. Similar to coachability in the general scorecard.

Scored 0 -1: (low desire to learn, high desire to learn)

Example Questions:

*Test this through the questions they ask you.

Organization & Attention to Detail

Does this person have the ability to stay organized in a fast-paced environment? Or, do they quickly let their process slip and try to do a million things at once? We need folks who have organizational discipline - can manage a pipeline of 100 customers, leave notes on all of them, and effectively use that organization to guide their next behavior.

Scored 0 - 1 (has it or doesn't have it)

Example Questions to ask:

1. How do you go about prioritizing your work?
2. How do you balance multiple tasks at the same time?
3. What was the most amount of tasks/projects/commitments you ever worked on at the same time? How did you manage it?
4. How do you go about planning your day?
5. How do you review your day & plan for tomorrow?

Desire to Sell

We want people who want to commit to selling for at least 2 years.

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