

Interviewing: Behavioral Questions

Problem	Question	What to listen for
Makes Excuses	What is your goal for new sales over the next 12 months? What keeps you from increasing that number by say 50 to 100%?	Anything that starts with “I”
	In your current sales situation when you don’t get a sale, how come?	I didn’t - - - -
	What’s the worst year you’ve had in sales? What happened?	Listen for excuses.
Lack of Commitment	Explain to me how you are committed to success in sales. Why should I hire you?	The answer you are looking for is, “Maybe you shouldn’t”. Watch how they behave. Do they become flustered with this tough question? Do they get defensive?
	Help me understand something. Tell me about something that you committed to do and failed. How did that make you feel?	You want to find someone that doesn’t get emotionally involved. If they can stay cool here they can stay cool in a tough phone sales situation.
Problem	Question	What to listen for
Killer instinct	If I were watching you in a closing interview, how would I describe your approach in presenting and closing?	I make sure that when I finish I get a firm commitment to do business by a certain point in time. (What you don’t want to hear is, I am very thorough, I make sure I answer all their questions, I TRY to close)
Killer instinct	What do you do at the end of the call and the prospect says to you “I need to think it over.’ You attempt to find out what they are thinking it over. No matter what you try, eventually they say I just have to think this over and look at it, surely you understand this is an important decision. What do you do?	I hang in there. I go for the no.

Behavioral Questions (con't)

Killer instinct (con't)	Suppose I told you that from now on you were not allowed to take “think it overs” at the close. Think it overs kill us. We have to go for the no. If they won't tell us yes, get them to tell you no. If someone says I have to think it over, 'it doesn't sound like you want to solve your problem and end the call.' Company policy. How would you feel?	Well, I guess if it were company policy, I wouldn't feel too good but I'd do it anyway.
	What would you do?	I'd do it.
Problem	Question	What you are looking for
Uncomfortable about money	What do you do when a prospect says at the close –Your price is too high.	I would work with them to uncover how to find the money.
	Ask them how much money something cost, ie: new car, new suit, vacation, etc.	Look for discomfort in discussing costs, if you see that, we have a problem getting them to uncover budgets.
Outlook	What gets you down? How long does it take you to feel you've shaken off the effects of something negative in your life?	I turn it off as soon as I get back to work. I don't let things get to me. I adjust and move on.
Recovery from rejection	Give me an example of the last time you dealt with a significant rejection that really bothered you. (Personal or professional) How did you deal with it?	Watch the body language. You're looking for someone that doesn't get thrown off by this. 'life goes on', looking for short recovery time.
Desire	Why do you believe you will be successful for us? What is it about how you go about your job that would demonstrate you are passionate about being successful in selling?	Look for something that ties to money and what they would do with it. Look for things like, looking for the next deal, looking for ways to get the business. I've got big things I have to get done. I have a spouse, a big house, a dog and kids to feed.
	What happens if you don't get to your goal of xyz in selling this year – what would you do?	Look for behavior that describes action vs. planning or thinking.
Too Trusting	Give them 3 scenarios to role play: 1.Ask them to ask you-how do you make a decision to do this? 2.Ask them to ask you-Will you show the competition my numbers? 3.Ask them to ask you for a referral and you respond with I don't know anyone	1.No one else has to fall in love with this-don't get hung up on the exact answer again look for the behavior of getting beyond the lie. 2.Look for them to ask the question a different way to see if you are lying. 3.Look for them to find another way to get you to give them a referral. The key here is to address the issue of prospects lying. Ask them how they know if prospects are lying to them.