

Sales Manager

Candidate: _____

Date: _____

1. Tell me about your responsibilities in your previous jobs. Which did you like most and why? Also, which did you like the least and why? *(Listen for likes and dislikes that may or may not fit this job.)*
2. Have you ever worked in a retail management role? How many employees did you supervise? How well did you do? What was most challenging for you as a manager? *(Probe for level of success in retail sales and management experience.)*
3. Tell me about the goals you set for your team in your last job. What actions did you take to meet those goals? How did you measure your team's success? How did your team's goals relate to the broader organizational goals? *(Listen for ability to set goals and hold others accountable.)*
4. Tell me about a time when you had to train others to sell a product or service. What was the situation? What did you emphasize? *(Listen for ability to train and sales knowledge.)*
5. Tell me about a time when you were working on something and everything you tried seemed to be resisted or blocked. What things blocked your way? How did you get around them? *(Listen for persistence and an ability to accomplish difficult things.)*
6. Describe an experience in the past when you found it appropriate to ignore a company policy or procedure. What did you do and why? *(Did he show good judgment? Willingness to follow policy?)*
7. Tell me about a major task or project that you were responsible for where you delegated work to others. How did you decide which tasks to do yourself and which to delegate? How did you make sure the work was completed? *(Listen for a balance between willingness to do the work himself and an ability to ask others to do the work.)*

8. Tell me about a time when you were responsible for hiring new employees in your past job(s)? What do you (would you) look for when hiring someone? *(Listen for a practical, sensible approach and good judgment about people.)*
9. Describe a time when you had to tell someone they were performing poorly? What happened and what was the outcome? *(Listen for the courage to supervise and good judgment about people.)*
10. What would be sufficient reason to fire an associate? What would you say to him/her? How difficult would it be for you to do? *(Listen for good judgment.)*

Think about the last time that you received a customer complaint. What was the feedback and how did you respond? *(Listen for openness, tact and the ability to handle the customer.)*