



## ACCOUNT EXECUTIVE INTERVIEW

**Applicant** \_\_\_\_\_ **Date** \_\_\_\_\_

**Interviewer** \_\_\_\_\_

**COMPETITIVENESS:** A willing striving vs. other applicants participants to win the same prize, object or position.

<p><b>How do you feel about activities that result in winners and losers, in some people doing well, some average and some quite poorly? Have you ever “won” not because you had more talent but because you competed harder? Tell me about it.</b></p>	<p><i>Did candidate indicate willingness and inclination to go all out and take risks to win? Being on a sports team does not indicate competitiveness or lack of it.</i></p>
---	---

<p><b>What is the most competitive endeavor in which you have been involved and what were the results? How did you make a personal difference in achieving those results?</b></p>	<p><i>Did candidate tell about doing “extra” in competitive situations? Did candidate convey an insane hatred of losing?</i></p>
---	--

**GOAL SETTING:** Able to define realistic, specific goals and objectives, to prioritize objectives.

<p><b>What important target dates did you set to reach objectives on your last job? How did you set the dates? Exactly what were they, and what were your results?</b></p>	<p><i>Did the candidate show initiative in systematically setting target dates, perhaps with communication of them? Was there little involvement in, or superficial compliance to, setting target dates?</i></p>
--	--

<p><b>Goal statements are often made to meet the expectations of others. Tell me about a time when you took the initiative to set goals and objectives, even though you were not prompted or directed by others to do so.</b></p>	<p><i>Did the candidate show initiative and self-direction in setting a realistic goal? Was there little interest in, or resistance to, goal setting?</i></p>
---	---

**SPOKEN COMMUNICATIONS:** Able to clearly present information through the spoken word, influence or persuade others through oral presentation in positive or negative circumstances, listen well.

<p><b>Tell me about a specific experience of yours that illustrates your ability to influence another person verbally. Feel free to use an example that involves changing an attitude, selling a product/idea or being persuasive.</b></p>	<p><i>Did the candidate successfully develop a persuasive approach for a specific individual? Was there a one-way communication, failure to listen and/or a lack of willingness/confidence/skill in presentation?</i></p>
--	---

<p><b>Careful listening and effective communications go hand in hand. Tell me about a specific time when your ability to listen helped you communicate better.</b></p>	<p><i>Did the candidate attend to the facts and feelings in a message, and respond in a way that related to the other person's needs/style? Were there errors in listening, perhaps paying little attention to the speaker?</i></p>
--	---

**COMMITMENT TO TASK:** Able to start and persist with specific courses of action while exhibiting high motivation and a sense of urgency, willing to commit to long hours of work and make personal sacrifice in order to reach goals.

<p><b>Some individuals have a strong sense of urgency about getting short term results – others are more ‘laid back’ and less driven in their approach to work. Give me an example of a time when you were more ‘laid back’ or more ‘urgent’.</b></p>	<p><i>Did the candidate take immediate action directed toward a specific objective, so that non-task activities and interests were given low priority while productivity and efficiency were of prime importance? Was there little emphasis on effectiveness/speed/efficiency?</i></p>
---	--

<p><b>We both recognize that being successful takes more than luck. Hard work is necessary in order to achieve. Tell me about a time when you have to work very hard to reach your goals and be specific about what you achieved.</b></p>	<p><i>Did the candidate make an unusual commitment in order to reach an objective, reflecting both high effort and accomplishment? Was there a routing response to work demands, rather than self-directed effort?</i></p>
---	--

**PERCEPTIVITY:** Able to interpret verbal and non-verbal behavior, to develop accurate perception and understanding of others' feelings, needs, values and opinions; to be sensitive to and aware of personality differences and conflicts.

<p><b>Tell me about a time during negotiations when your perceptiveness helped you to make sense out of another person's behavior.</b></p>	<p><i>Did the candidate recognize/act based on another person's behavior, perhaps referring to the match of non-verbal to verbal content? Were there snap judgments or stereotypes based on the other person's clothing or appearance?</i></p>
--	--

<p><b>Reading people can be an important skill. At work, when has your analysis of another's motives and feelings paid off for you?</b></p>	<p><i>Did the candidate use behavioral observation to assess motives and/or feelings? Was there use of stereotypes/labels to make quick judgments?</i></p>
---	--

**READING THE SYSTEM:** Able to recognize and use information about organizational climate and key individuals to accomplish legitimate organizational goals, be aware of the importance of timing, politics and group processes in managing change.

<p><b>Many times, getting results requires a full understanding of the organizational climate or culture. Tell me about a time when your astuteness or 'street smarts' in an organization helped you to get results.</b></p>	<p><i>Did the candidate productively use knowledge about the styles of decision makers and/or acceptable/desirable behavior in the organizational culture? Was there downplay of reading the system because of naiveté and/or rejection of political influence in organizations?</i></p>
--	--

<p><b>Organization change is often guided by friendships and relationships which can influence how things happen. Tell me a time when you used your interpersonal skills to build a network of contracts to reach goals.</b></p>	<p><i>Did the candidate take initiative in meeting people and maintaining genuine relationships to achieve productive goals? Was there aloofness or coldness, even with a person who had practical impact on the achievement of a work objective?</i></p>
--	---

**LEADERSHIP:** Able to influence the actions and opinions of others in a desired direction; to exhibit judgment in leading others to worthwhile objectives.

<p><b>Individuals vary in their abilities to use power or persuasion to influence others. Give me an example of a time when you used either power or persuasion to guide another person to a worthwhile objective. Be specific.</b></p>	<p><i>Did the candidate base his/her use of either power or persuasion on the requirements of the situation? Was there use of either power or persuasion to an extreme?</i></p>
---	---

<p><b>Communications and leadership go hand in hand. Give me an example of a time when your communication skills were powerful enough to enable you to influence the way others thought or acted, even in a very difficult situation.</b></p>	<p><i>Did the candidate prepare a message, with careful choice of words, in order to be effective in light of individual/situational needs? Was there some reluctance to communicate an absence of preparation and/or an overuse of authority?</i></p>
---	--



# INTERVIEW RATING SHEET

POSITION: \_\_\_\_\_ NAME OF CANDIDATE: \_\_\_\_\_

DATE: \_\_\_\_\_ NAME OF INTERVIEWER: \_\_\_\_\_

## ANCHORS

The Performance Skills to be evaluated include:

Very strong evidence skill not present	Strong evidence skill not present	Strong evidence skill is present	Very strong evidence skill is present	Insufficient evidence for or against skill
--	-----------------------------------	----------------------------------	---------------------------------------	--

1) Competitiveness					
2) Goal Setting					
3) Spoken Communications					
4) Commitment To Task					
5) Perceptivity					
6) Reading The System					
7) Leadership					

**RECOMMENDATION**

**HIRE** \_\_\_\_\_

**NOT HIRE** \_\_\_\_\_

**REASON FOR RECOMMENDATION**

---



---



---



---