The following traits are the desired traits for the next Sales Manager:

1. High level organizational skills.
2. The ability to manage complexity.
3. Takes responsibility for actions and results.
4. An image builder with community involvement.
5. Good sales skills (external).
6. Strong follow through on execution.
7. Good internal selling skills.
8. Understands and manage packaging and branding.
9. Leadership skills.
10. Coaching skills.
11. Communication skills (speaking, internal communications, etc.)

The questions we will ask are experienced based so we can hear what the candidate has done, not just what they would like to do. We should begin with the R Factor DOS questions to get to know the candidate a little before digging in with the formal questions.

**Current Model** – “Tell us a little about yourself and who you are as an employee”.

**R FACTOR** – If we were sitting here three years from today, looking back over that three-year period, what would have to have happened for you to be happy with your progress?

**D** – What dangers do you see that would have to be eliminated for you to accomplish these things in the next three years?

**O** – What opportunities do you want to take advantage of during that same three year period that would help you to be happy with your progress?

**S** – What strengths do you currently have that you would like to maximize and reinforce to help you during that three-year period?

1. When you started your last career, what did you do to get yourself organized?
2. What system do you use to organize yourself today?
3. In the last project you managed what did you do to get the project organized?
4. In your current career have you had to manage complex items/tasks? What did you do to make sure you accomplished all the tasks? Were you successful? How did you communicate to people associated with those tasks if you were going to be delayed or miss deadlines?
5. Tell me about a time in your life that you failed at something? What was your role? What did you do about it? What have you done to make sure it doesn’t happen again?
6. Tell me about the organizations/committees/boards/etc. that you have been on in the last couple of years.
7. What do you do to promote yourself and your company in the market place?
8. How do you network currently?
9. Tell me about a success story of how you met someone in a unique situation and then created a business opportunity from it.
10. What has been the key to your sales success in your past jobs?
11. What are the basic principles of selling that you believe in?
12. Do you have a sales system? Explain.
13. If you had to sell insurance what technique do you believe would be most effective?
14. Tell me about some of the things you have started/created at your past employment and what you did to make sure they were maintained and followed through.
15. Have you had items that fell apart after you created them?
16. Give me an example of how you have had to sell something internally to an organization? What happened and what was the result?
17. What is the most difficult thing you have ever had to sell internally to an organization? What happened and what was the result?
18. Define the term packaging and the term branding. What experience have you had with these two items?
19. Tell me how you went about packaging or branding in your previous jobs.
20. Define leadership. Explain your leadership style in your current position.
21. What do you do to maintain your leadership style?
22. What is the most successful thing you have done as a leader?
23. What is your biggest failure as a leader?
24. What is your method of coaching employees?
25. Give me a recent example of a success you have had in coaching an employee.
26. What would you change about your coaching style if you received this opportunity?
27. Grade yourself as a communicator in your current job. Why?
28. What is your most effective means of communication (written, verbal, non-verbal, other)? Why?
29. Tell me about your strengths and weaknesses in each of these areas of communication (written, verbal, non-verbal).
30. What value do you believe you would add to our brokerage if you were chosen as a Sales Manager?
31. What niche development have you done in the past? What was your process in developing those niche areas?
32. Give me an example of how you have positioned a sale with a prospect in the past? How did your positioning impact the sale?
33. What are the best techniques of recruiting talent? How have you recruited talent in the past?
34. Tell me a success story you have in recruiting a sales person?