



# Sales Model Recruitment Report

## Sova Sample

05/05/2022

# Introduction

This report is to be used for Recruitment and Selection purposes, to help aid in the interview process.

## Personality and Performance

Work performance can be influenced by many factors including cognitive ability, personality, motivation, technical skills, and experience. We therefore recommend that personality information is used in conjunction with other data sources, including an interview, when used in the screening and selection of candidates.

The Sova Personality Questionnaire focuses on behavioural preferences at work, recognising that an individual's preferences influence, but do not dictate, their behaviour. It is possible to work outside of our natural preferences, but this requires self-awareness, conscious effort and energy. Lack of fit between an individual's preferred or typical behaviour and the requirements of a particular role can mean they find it challenging or draining to sustain performance over time.

## The Sova Sales Model

The Sova Sales model reflected in this report has been developed to ensure broad coverage of a wide variety of sales-oriented roles. Not all competencies will be relevant to all roles, and some will be more important than others in different environments. It is important to consider which competencies are most relevant to the role in question and to focus the interview on those.

We recommend that a one-hour interview should focus on around six to eight competencies. This will ensure good coverage as well as time to probe each question.

## The report is split into four sections:

**Sales Cycle Profile:** This section provides a summary of the candidate's scores in relation to eight competencies that are aligned to a typical sales cycle.

**Sales Fundamentals Profile:** This section provides a summary of the candidate's scores in relation to four competencies that are regarded as sales fundamentals.

**Interview Guide:** In this section you are provided with interview questions and probes that are generated based on the candidate's score on each of the twelve competencies within the Sova Sales model.

**Interview Feedback Sheet:** A table is provided for capturing the candidate's score on each competency and their overall rating/recommendation.

By using this report, you can gain objective and scientific insight into how the individual is likely to behave in relation to competencies which are deemed important for the role. This will allow you to make informed, defensible and equitable selection decisions.

It is important to note that whilst personality is relatively stable over time individuals can change over time as a function of factors such as age, maturity, exposure to different experiences and so on. Hence the candidate's assessment and this report can be regarded as being valid for a period of up to 24 months.

# Sales Cycle Profile

The Sova Sales model incorporates eight different competencies across four quadrants that are aligned to a typical sales cycle. The chart below provides a graphical summary of the individual's results in relation to each of the eight sales cycle competencies. The strength of the individual's self-reported preference is indicated by the extent to which the coloured bands extend to the outside of the circle. When reviewing the individual's results, consider their pattern of outputs and how this impacts how they are likely to operate in a sales-based role.



# Sales Fundamentals Profile

The Sova Sales model also assesses four competencies that are likely to be required to at least some degree in all sales roles, and are therefore seen to be fundamental to sales-related success. The individual's results in relation to each of these sales fundamentals are presented below.

## Striving for Success

Tackles new goals and challenges with energy and enthusiasm, and relentlessly strives for ongoing success.



## Staying the Course

Works well under pressure and deals with obstacles and setbacks in a positive and constructive manner.



## Collaborating Internally

Works collaboratively across business functions and silos to facilitate optimal outcomes and achieve collective success.



## Learning and Developing

Demonstrates a desire to develop as a person and a professional and actively seeks opportunities to enhance their skills and capabilities.



# Interview Guide

In this section you are provided with interview questions and probes. We advise that you select six to eight questions in an hour-long interview.

A competency-based interview will provide rich and valuable evidence as to how a candidate is likely to behave in a role which is crucial to the interviewer when making a hiring decision.

The STAR model is a well-known model for conducting interviews as it provides a tried and tested structure to get the most out of your interview and create consistency across interviewers.

STAR METHOD	
Situation	Has the candidate provided the background or context?
Task	Has the candidate explained the task or challenge they're faced with?
Action	Is it clear what action the candidate took? Do you know what they did (rather than what others did)? What exactly was the candidate's role, and what exactly did they do personally?
Results	Are you clear on the candidate's answer about their results or the outcome? What reflection do they have about this?

During the interview, use the questions provided in the Interview Guide on the next page. These questions will help you to gather a wealth of useful, structured information about the candidate's sales style and experiences.

You should take notes during the meeting, which can later be used to complete the interview feedback sheet at the end of this report.

# Interview Guide

## Prospecting and Networking with Purpose

Proactively and planfully prospects and networks to facilitate successful business outcomes.



When have you had sales success as a direct result of doing some proactive prospecting or networking?

- What proactive prospecting or networking did you do and why did you do it?
- What was the sales success you had?
- What role did your prospecting/networking play in your success?
- What did you learn about prospecting/networking from this situation?

Tell me about a time when you have adopted a very planned and purposeful approach to prospecting, lead generation or growing your network.

- What were your overall objectives?
- What approach did you take?
- What were the benefits of taking the approach that you did?
- What have you learnt from this situation?

Notes

Overall Rating

# Establishing Connections

Readily engages with others and relates to customers in a manner that helps to establish positive working relationships.



Tell me about a situation where you could have done more to build a good connection with a prospect or new customer.

- What approach did you take and the time?
- What were the consequences of the approach you took?
- At what point did you realise you could have done things differently?
- With the benefit of hindsight, what specifically should you have done differently?

Tell me about a time when you found it difficult to establish a good working relationship with a prospect or customer.

- What was it that made it difficult for you to establish a relationship with them?
- How did you try to overcome this?
- What was the end result?
- What did you learn about connecting with customers as a result of this?

Notes

Overall Rating

# Uncovering Needs and Expectations

Forms an accurate understanding of customer needs and expectations via the gathering and analysis of relevant information.



Tell me about a time when you could have done more to understand the needs and business drivers of a prospective customer before offering a solution.

- What was the solution you offered?
- Why do you think you would have benefited from developing a better understanding of the customer's needs and business value drivers?
- How could you have used this information to achieve a different outcome?
- Next time you find yourself in a similar situation, how will you go about understanding of the needs and business value drivers of a prospective customer?

Can you recall a time when you misunderstood a customer's needs or expectations?

- What did you think their needs or expectations were at the time?
- What did they turn out to be instead?
- Looking back, how did this misunderstanding arise?
- What steps do you typically take now to help prevent this sort of misunderstanding from happening with other customers?

Notes

Overall Rating

# Tailoring Solutions

Looks beyond the conventional and traditional and tailors solutions as needed to meet the unique needs of different customers.



Can you recall a situation where you had to 'think outside the box' to solve an issue a customer was experiencing?

- What was the customer issue?
- What was the 'outside the box' thinking that you applied in this situation?
- What did you find most difficult about this experience?
- With the benefit of hindsight, how would you have approached it differently?

Describe a time when you could have done more to adapt a solution in order to better meet the needs of a customer.

- What was the customer solution you proposed or offered?
- In what way did it fall short of meeting the customer's needs?
- What were the repercussions of not offering a more tailored solution?
- What will you do differently next time?

Notes

Overall Rating

# Creating Impactful Messages

Presents information in a compelling and impactful manner, overcoming objections and adapting delivery style and messaging as required.



Tell me about a situation where you struggled to deliver a presentation or message that was impactful and met the needs of your audience.

- What did you do to try and ensure that your presentation or message was impactful and aligned to the needs of your audience?
- What seemed to work and what didn't?
- What did you do at the time once you realised you weren't achieving what you wanted to achieve?
- In retrospect, what should you have done differently and why?

Describe a time when you tried to gain a customer's support and buy-in to your point of view or proposed solution.

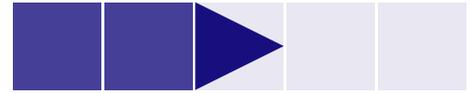
- What was your point of view or proposed solution?
- Why were you trying to gain the buy-in and support of the stakeholder?
- What strategies did you use to try and exert some influence?
- What did you find most difficult or challenging about this experience, and why?

Notes

Overall Rating

# Delivering on Commitments

Consistently follows through on promises and commitments and is committed to the delivery of high quality outcomes.



Describe a time when you made sure that you followed through on a commitment you had made to a customer.

- What was the commitment you had made?
- Why were you so keen to follow through on your commitment?
- What action did you take?
- What was the end result?

Tell me about a time when your focus on quality prevented a potential problem during a sale.

- What was the sales problem that you prevented?
- How did your approach reflect a focus on quality?
- What more could you have done at the time?
- What would the end result have been had you been less quality focused?

Notes

Overall Rating

# Post-Sales Servicing

Provides the ongoing care and support required to maintain long-term customer satisfaction.



Tell me about a time when you tried to maintain the long-term satisfaction of a particular customer.

- Why did you feel it was important to maintain their long-term satisfaction?
- How did you go about doing this ?
- How successful were you?
- With hindsight, what more could you have done?

Being a trusted advisor to customers is important for maintaining successful working relationships over time. Can you recall a time when you needed to retain the trust of a customer?

- What did you do to try and retain their trust?
- Why did you take this approach?
- What was the end result?
- What did this situation teach you about customer trust?

Notes

Overall Rating

# Resolving Issues

Manages and resolves conflict and disagreement amongst stakeholders with tact and sensitivity.



When have you been in a difficult conversation with a customer?

- What was the conversation about and why was it difficult?
- What impact did it have on you?
- What did you do to deal with the situation?
- What impact do you think your actions ultimately had on the situation?

Can you recall a time when you found it challenging to maintain your composure as a result of a difficult customer conversation?

- Why had the conversation arisen and what made it difficult?
- How did you respond at the time?
- What do you wish you had done instead?
- What strategies did you use to regain your composure once the difficult conversation had ended?

Notes

Overall Rating

# Striving for Success

Tackles new goals and challenges with energy and enthusiasm, and relentlessly strives for ongoing success.



Tell me about a time when you might have achieved a better result had you been more competitively minded and focused on your end goals.

- What was the result that did you achieve?
- In what way could you have been more competitively minded and goal focused?
- What stopped you from being more competitively minded and goal focused at the time?
- If you faced a similar situation again, what would you do differently and why?

Can you share an example of a time when, with hindsight, you could have pushed yourself to tackle a much more challenging goal or target?

- What was the goal or target that you did pursue?
- At the time, what stopped you from taking on a greater level of stretch or challenge?
- What regrets do you have about not pushing yourself harder at the time?
- What did you learn about yourself from this experience?

Notes

Overall Rating

# Staying the Course

Works well under pressure and deals with obstacles and setbacks in a positive and constructive manner.



Tell me about a time when you were faced with a setback (or setbacks) that you found difficult to cope with.

- What was the setback(s)?
- What impact did the setback(s) have on you personally?
- What did you do to try and keep yourself on track?
- With hindsight, what could you have done to improve the outcome?

Dealing with difficult customers is often stressful. Can you describe a time when you felt under pressure and this impacted your ability to deliver a good outcome?

- What was causing the pressure?
- What impact did the pressure have on you?
- What did you do to look after your own needs and well-being during this time?
- How could you improve in your approach for next time?

Notes

Overall Rating

# Collaborating Internally

Works collaboratively across business functions and silos to facilitate optimal outcomes and achieve collective success.



Describe a time when you tried to collaborate with colleagues and work together as a team to meet a shared goal?

- What was the shared goal?
- How did you go about trying to collaborate and promote teamwork?
- What was the final outcome?
- What did you learn from this situation?

Can you recall a time when you would have achieved a better outcome for a customer had you done more to collaborate internally with colleagues?

- In what ways would collaboration have led to a better outcome?
- What stopped you from collaborating more at the time?
- What was the impact of the approach you took?
- What did you learn from this situation?

Notes

Overall Rating

# Learning and Developing

Demonstrates a desire to develop as a person and a professional and actively seeks opportunities to enhance their skills and capabilities.



Tell me about a situation when you missed an opportunity to extend your sales skills and capabilities.

- What was the opportunity you missed?
- What led you to missing this opportunity?
- What was the impact of this?
- What was your biggest realisation as a result of this experience?

In what way would you most benefit from extending your skills and capabilities right now?

- How do you foresee that developing in this way will help you moving forward?
- What plans do you have for acting on this development opportunity?
- What difficulties do you expect that you will face along the way?
- How do you intend to deal with these difficulties when they arise?

Notes

Overall Rating

CANDIDATE NAME		DATE	
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INTERVIEWER NAME(S)		ROLE	
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COMPETENCIES	RATINGS
Prospecting and Networking with Purpose	
Establishing Connections	
Uncovering Needs and Expectations	
Tailoring Solutions	
Creating Impactful Messages	
Delivering on Commitments	
Post-Sales Servicing	
Resolving Issues	
Striving for Success	
Staying the Course	
Collaborating Internally	
Learning and Developing	

Good fit with role		Proceed with some concerns		Not recommended	
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Overall Summary Notes