

SALES PERFORMANCE INSIGHTS QUESTIONNAIRE (SPI-Q)

INTERVIEW GUIDE QUESTIONS FOR EXPLORATORY ATTRIBUTES

There are five sales attributes within the SPI-Q questionnaire that are undergoing some additional research before they are finalised and incorporated into the primary profile. These attributes have been reported against in an Exploratory Profile, whereby insights regarding an individual’s preferences and style with regard to these attributes is summarised.

However, Performance Insights recommends that users interpret these attributes with caution. A number of Interview Questions have been provided on a complimentary basis to help users explore these five attributes in further detail.

Below is a suggested rating scale to support the interpretation of responses to the interview questions.

Key Development Area	Development Area	Moderate Strength	Strength	Key Strength
Responses to most questions lacked depth or substance. Examples were low-level and indicated some definite challenges regarding the demonstration of this attribute. Significant improvements to approach were identified through responses.	Responses to a number of questions were lacking in depth or substance. Examples were low-level or indicated some challenges in demonstrating this attribute across a range of scenarios. A number of improvements could be identified in responses.	Responses to most questions were solid. Some examples indicated an ability to demonstrate this attributes in some situations. Responses suggested some variability across the attributes—with a mix of strengths and development opportunities.	Responses to most questions were high quality. Examples had a reasonable level of substance and indicated an ability to demonstrate this attribute in most situations. Some relatively minor improvements to approach could be identified.	Responses to all questions and probes were high quality. Examples had substance and clearly indicated an ability to demonstrate this attribute across a range of situations. Very little improvement across responses could be identified.

CREDIBILITY

- 1. In what situations have you been most successful in promoting your capability to clients?**
 - *What is your approach to promoting yourself in these scenarios?*
 - *What factors and experiences do you refer to in order to convince the client of your capability/expertise?*
 - *How do you know that your credibility or authority has been successfully conveyed to the client?*
- 2. In what scenarios have you been less effective at conveying your credibility?**
 - *What are the factors that tend to reduce your credibility (different clients, products, etc.)?*
 - *What tactics do you use to try and enhance your credibility in these scenarios?*
- 3. Share one of your key success stories that you use to help illustrate or establish your credibility or authority with a new client.**
 - *Describe the scenario and how it showcases your capability/knowledge/expertise.*
 - *What reaction have you had from clients when you share this success story with them?*
 - *What insights does this story provide clients about you and your style/capability?*

CLIENT ENGAGEMENT

- 1. Describe an especially strong client relationship that you have developed.**
 - *How did you go about establishing this relationship?*
 - *What steps did you take to ensure the relationship continued to develop over time?*
 - *What aspects of the relationship do you believe the client values the most, and why?*
 - *What aspects of the relationship do you most value, and why?*
- 2. Describe one of the most challenging client relationships with which you have had to deal.**
 - *What made the relationship so challenging?*
 - *What strategies did you employ to enhance the client relationship?*
 - *How effective were your strategies (which ones worked and which ones didn't)?*
 - *What were the key learnings for you from this encounter (what would you do differently)?*
- 3. How do you go about staying in touch with clients who have moved to other organisations/locations?**
 - *Can you provide a specific example of when you have done this?*
 - *How receptive are your clients when you try to stay in contact?*
 - *What benefits have been derived from this approach?*

EXPLORATION

1. Describe your approach to finding out about the client's requirements/needs.

- *Give me a specific example of when you have done this.*
- *What sort of information did you discover as a result of your questioning?*
- *What is one of the more powerful questions to use to explore your client's situation/need?*
- *In hindsight, was there any other useful information that you learnt later that could have been uncovered during the initial exploration stage?*

2. Tell me about a time when you identified a broader or different need to the one the client initially explained.

- *What was the initial client need?*
- *What questions did you ask to uncover other issues or opportunities?*
- *How did the client react to your questions?*
- *What was the final outcome from this broader discussion?*

3. Describe a time when you uncovered some valuable insights through discussions with a client.

- *What were the insights?*
- *How did you obtain these insights?*
- *How did you use this information to help shape your proposal or recommendation?*

PURSUES LEARNING

1. What professional development activity have you undertaken in the past 12–18 months?

- *How did you identify the development need/s?*
- *What options did you explore when considering how best to develop in this area?*
- *How have you applied your learnings/new skills in your day-to-day role?*
- *What has been the impact on your sales results (or career)?*

2. When was the last time you actively sought feedback on your approach or style?

- *Who did you ask for the feedback (and why)?*
- *What was the feedback?*
- *How did you respond to the feedback (emotional reaction and action steps)?*

3. How do you ensure you stay abreast of current thinking in your field (sales or product)?

- *What is your preferred way of acquiring new skills or knowledge?*
- *How do you ensure you find the time to invest in your own development?*
- *What is the most important lesson you have learnt in your career?*

JUDGEMENT

- 1. How do you ensure that you are covering all bases when you have a complex problem to solve?**
 - *What process do you undertake when engaging in problem-solving?*
 - *With whom do you consult to discuss complex issues?*
 - *How do you check that your recommended solution is the best option?*

- 2. Describe a complex issue that you helped a client to solve.**
 - *Why was the issue so complex?*
 - *What steps did you take to identify all of the factors and possible options?*
 - *What solution did you propose, and why?*
 - *What was the outcome?*

- 3. When was the last time a colleague consulted you to help them solve a particular issue/problem?**
 - *Describe the presenting issue.*
 - *Why did they consult with you?*
 - *What suggestions did you make, and why?*
 - *What was the outcome of your recommended approach?*