



# **Hiring Guide: Business Development Representative**

**Everything You Need to Hire Great Talent**



## What's Included in This Guide?

1. **The State of Hiring:** How behavioral interviews help address some of the challenges facing HR professionals as they recruit talent today
2. **Behavioral Interviews 101:** What are they? Why use them? Tips and tricks
3. **How to Evaluate:** Tips on evaluating behavioral interviews
4. **Summary Job Description:** A sample job description for the Business Development Representative role, including:
  - Job summary
  - Responsibilities
  - Competency names, levels, definitions
  - Knowledge Areas
  - Education
  - Certifications
5. **Interview Questions:** 5 Behavioral interview questions related to job requirements
6. **Interview Guide Rating Scale:** Description of each level of the rating scale
7. **Summary Interview Rating Sheet:** Summary sheet to pull all competency ratings together

# State of Hiring

Hiring has undergone a fundamental shift in recent years, as companies are finding it more difficult to fill key positions with the right people.

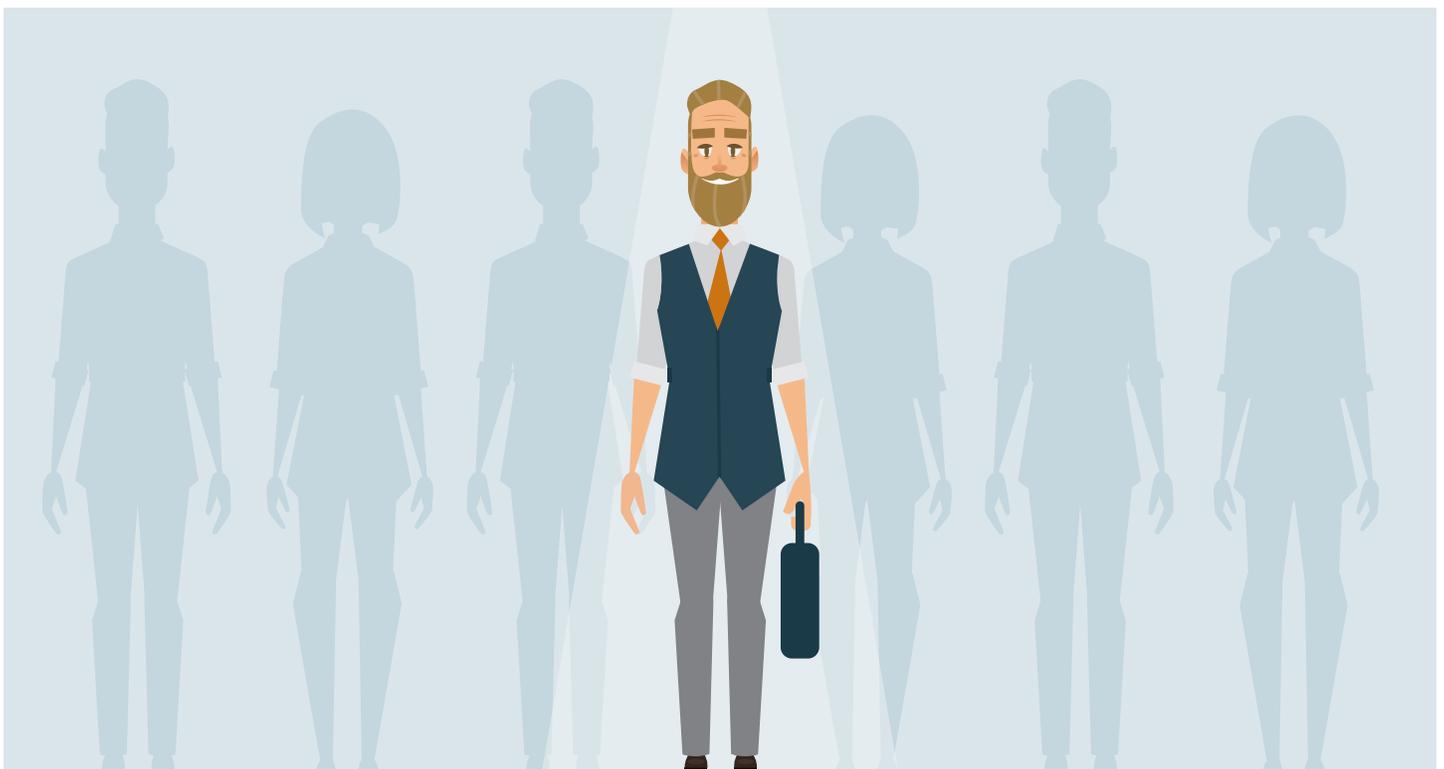
A number of trends have contributed to this shift. The modern workforce is far more transient than generations past, so organizations are putting more emphasis on recruiting their next great candidate than developing them from within.

It has gotten so out of control, that according to the Bureau of Labor Statistics, 95% of external hiring is done to fill existing positions due to people voluntarily leaving. And this shortage of candidates has left HR in a difficult situation.

Talent is likely to be the main driver of business success in the coming years, and HR needs to drive a strategic hiring process that actively seeks out candidates with the right competencies to support the achievement of business goals.

The best way to explore a candidate's skill-set and fit with a particular job is using behavioral interviewing techniques.

Read on to find out how behavioral interview questions can help you make better hiring decisions and get the tools you need to hire your next top candidate!



# Behavioral Interviews 101

Behavioral interview questions (also known as competency-based interview questions) are designed to elicit information about the candidate's past experience and accomplishments that relate to the competencies required in the target job.



## The Goal: Behavioral Examples



Knowing a candidate's actions is of little use if you do not understand the circumstances surrounding the actions and the results produced by those actions. To fully understand a candidate's past behavior, make sure to explore the following three components in order to make an informed judgement about whether the candidate has displayed the level and quality of behavior required:

- The **Situation or Task** in which the candidate was involved;
- The **Action** which the candidate took to complete the task or address the situation; and,
- The **Result** of the candidate's action.

When the information provided by a candidate addresses all three areas, then the information is called a **behavioral example**.

## Deciding What to Evaluate:

When selecting the competencies to evaluate during an interview, it is important to consider two factors:

- What competencies are included on the competency profile for the target job?
- What other assessments methods will be used during the selection process?

A competency profile – *the collection of competencies used together to represent the most critical aspects of a job* – typically contains seven to ten competencies covering both the behavioral (soft-skills) and the technical requirements of the job.

It can be overwhelming to ask questions addressing every associated competency, so we recommend asking no more than five questions during a standard interview. This means that you will need to select the five most critical competencies to focus on for the interview.

For this interview guide, we have included five questions that provide coverage across the soft skills and technical requirements for the job.

If you will be including other aspects in your interview process, like a simulation or work samples, you may find that technical competencies are more easily assessed by those means.

# What to Watch Out For

When interviewing candidates, be careful not to let candidates provide **false behavioral examples**, which can be misleading. There are three common types of false behavioral examples to look out for:

## Theoretical or Future-Oriented Statements:

These statements indicate what a candidate thinks they would do, not what they have done, and provide no information about past behavior.

### **False Behavioral Example:**

*"I would make sure the client received the support needed to ensure on-time delivery."*

### **Behavioral Example:**

*"The client needed extra support to ensure their shipment arrived on time. To help with this, I made sure I understood when the shipment was required, I coordinated with the production and shipping departments on my end, and as a result, everything was delivered on time."*

## Feelings or Opinions:

These statements are simply an individual's emotional reaction to a situation or event, and provide no insight into behavior.

### **False Behavioral Example:**

*"I am really good at teaching myself new software packages."*

### **Behavioral Example:**

*"When I joined ACME Corp, they used a CRM that I had never used before. With no internal resources available to train me, I was able to learn the tool using online tutorials and videos. I became so well versed in the product, I ended up the go-to internal expert."*

## Vague Statements:

These are typically summaries or descriptions of several past actions reported in a general way, requiring you to probe further.

### **False Behavioral Example:**

*"I always had the customer's best interest in mind and never got pushy or argumentative."*

### **Behavioral Example:**

*"As an Implementation Specialist, I always had the customer's best interests in mind. In one situation, a client was feeling pressured to purchase an upgrade. I stepped in to ensure our team understood the client's needs. Although the Sales Rep was angry with me for stepping in, I explained the client's perspective and got everyone on the same page. Three months later, the client upgraded anyway."*

# The Structure of Behavioral Interview Questions

The interview questions included in this guide are all structured in the same format. Each question applies to the specific competency being evaluated. Follow-up questions are included to help you probe further into a candidate's past experiences, and behavioral cues are provided to illustrate examples of what to look for in a candidate's answer.

## Question 1: Creativity and Innovation – Level 3

Generating viable, new approaches and solutions.

**Competency name and definition**

### Question:

**Describe the most complex problem that you were faced with and how you generated a new approach or explanation or solution.**

**Job specific question**

- What was the problem?
- What was complex about it?
- What new approach or explanation did you come up with?
- What was new about it?
- How did this benefit your work (or the work of others)?

**Probes to help elicit greater specificity from candidates**

What to look for:

Identifies new approaches.

- Creates new ideas, solutions or approaches to ongoing challenges.
- Uses unconventional areas as sources of inspiration and insight into new options and solutions.
- Solves complex problems through developing new explanations or applications.

**Behavioral indicators to look for the specific competency at the required level of proficiency**

1  
Well Below Standard

2  
Below Standard

3  
Meets Standard

4  
Above Standard

5  
Well Above Standard

**Rating scale (See Appendix A for details)**

# How to Evaluate the Interview



All of the energy and effort devoted to capturing good job-related information during the selection interview will be lost if this information is not evaluated consistently for all candidates. Use the following instructions to evaluate candidate information from a behavioral interview.

## Step 1: Classify All Behavioral Examples

Each behavioral question is designed to elicit information relevant to a **specific competency**.

However, candidates may provide information that goes beyond the specific competency, resulting in one of the following situations:

- A question will be asked focusing on one competency area, but the candidate provides a behavioral example that demonstrates another.
- Examples are provided that relate to more than one competency area.
- Examples that relate to the required competencies will be provided during the introductory phases of the interview, or during the close of the interview.

The whole interview should, therefore, be reviewed carefully for evidence of the competencies being assessed.



### Tip

When reviewing a behavioral example given by the candidate, make clear notes along-side the example the competency actually demonstrated.

This can then easily be cross referenced in the section of the Interview Guide devoted to that competency.

## Step 2: Weigh the Behavioral Examples

The next step is to weigh each example in terms of its overall contribution to the rating for each competency. This is not simply a process of averaging all of the positives and negatives to arrive at an overall rating. The following factors should be taken into account:

- **Significance:** The importance of the examples provided should be carefully considered. If the candidate provides two examples, one from a trivial situation, and one from a situation that had significant impact, the example with greater importance should be considered more significant.
- **Recency:** The more recent the behavior, the better it predicts future behavior. If the candidate provides a number of negative examples of a competency earlier in their career, but also provides several more recent positive examples, then the recent examples should be given more weight in the overall rating of the competency, other things being equal.

- **Trends:** Consistent with the concept of recency, examples which show a trend either positively or negatively should be taken into account. It is likely that a trend would continue if the candidate were selected for the target position.
- **Job-Relatedness:** How closely related is the behavioral example to the job that they are interviewing for? In cases where the candidate gives more than one example, the most relevant behavioral example to the job they're interviewing for should be considered most significant.



### Tip

When assessing relevance, carefully consider the situation.

A candidate may provide good examples of team building skills in volunteer situations involving children, but a number of negative examples with adults on the job.

Although volunteer experience is perfectly acceptable, the latter examples must be given more weight if the candidate is expected to demonstrate this skill with adults on the job.

## Step 3: Assign a Rating to Each Competency

The next step is to assign a rating to each competency based on the candidate's demonstration of the relevant behavioral indicators.



### Tip

When running a panel interview, have each interviewer complete a summary interview rating sheet to save time when reviewing results.

A summary rating scale is provided in [Appendix A](#).

# Job Description: Business Development Representative

## Job Summary

The Business Development Representative supports sales activities through qualifying leads generated from other teams, and committing to developing those leads into new business.

**Job level:** Individual Contributor



## Responsibilities

### Account Management & Business Development

- Identify and generate new sales opportunities
- Make joint sales visits with other sales professionals
- Solicit sales opportunities from each contact
- Follow up on sales leads from various sales support teams
- Maintain sales records and prepare sales reports as required
- Qualify leads from marketing campaigns as sales opportunities
- Develop new business and maintain impactful relationships with customers
- Generate new opportunities for the sales team through in-depth market research and lead qualification across all sales verticals
- Manage the entire new customer sales pipeline from prospecting to closing
- Evaluate sales tools against the current sales approach and make recommendations for improvement



## Competencies

### Achievement Orientation (Level 3)

Focusing efforts on achieving high quality results consistent with the organization's standards.

### Business Development (Level 3)

Researching and approaching new clients and markets in order to acquire new customers for the company.

### Digital Literacy (Level 3)

Engaging with digital technologies to accomplish goals and solve challenges in the workplace.

### Fostering Communication (Level 3)

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

### Managing the Sales Process (Level 3)

Following the organization's sales methodology in applying skills and resources to achieve sales targets.



## Knowledge Areas

- Adobe Illustrator (Intermediate)
- Adobe Photoshop (Intermediate)
- Customer Relationship Management (CRM) Software (Intermediate)
- Microsoft Office Suite (Intermediate)
- Salesforce (Intermediate)



## Education

- Business Administration (College diploma) **or**
- Business and Commerce (University certificate below bachelor level) **or**
- Marketing and Sales (College diploma)



## Certification

- Certified Professional Sales Person **or**
- Certified Sales Professional (CSP)

# Business Development Representative Interview Guide

Candidate: \_\_\_\_\_

Interviewer: \_\_\_\_\_

Date of interview: \_\_\_\_\_

# Question 1: Achievement Orientation – Level 3

Focusing efforts on achieving high quality results consistent with the organization's standards.

## Question:

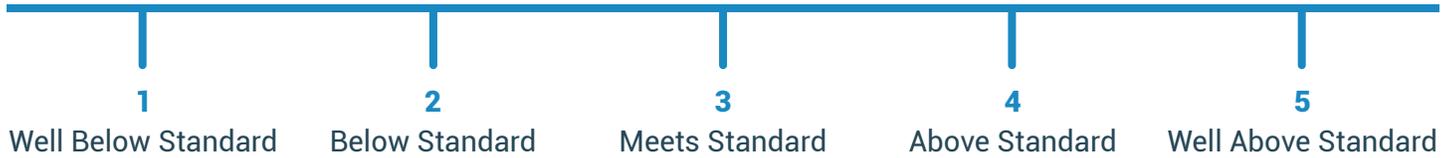
**Tell me about a time when you contributed ideas that helped to improve the work that was being done.**

- What work was involved?
- What were your ideas?
- How did they improve work methods and outcome?
- How did others receive your ideas?

What to look for:

Helps others meet and exceed standards.

- Assists others to improve efficiency.
- Coaches others to follow own example of excellence.
- Contributes ideas for improvements in work methods, systems, processes, and procedures.
- Encourages responsible risk taking to achieve high quality results.



## Notes (Situation, Action, Results):

## Question 2: Business Development – Level 3

Researching and approaching new clients and markets in order to acquire new customers for the company.

### Question:

**Describe a meeting that you conducted on a customer's premises.**

- What was the situation?
- What were your goals?
- How did you conduct the meeting?
- What were the results?

What to look for:

Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.

- Represents the organization in face-to-face meetings with customers.
- Connects with multiple contacts within the prospective customer's buying process.
- Qualifies the right product/services solution to fit the customer's needs.
- Uses differing sources of information to develop quotes and proposals.



### Notes (Situation, Action, Results):

## Question 3: Digital Literacy – Level 3

Engaging with digital technologies to accomplish goals and solve challenges in the workplace.

### Question:

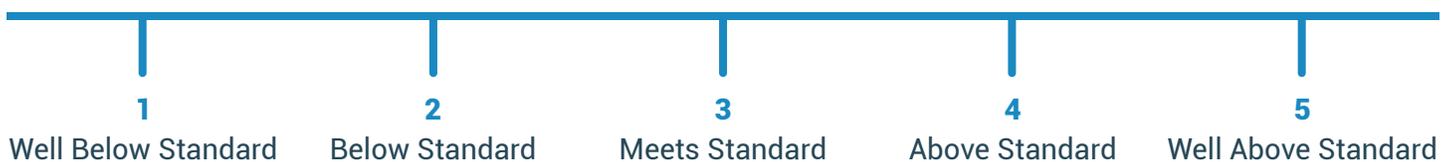
**Describe a situation where you used a digital tool to facilitate collaboration with others.**

- What was the situation?
- What did you need to achieve?
- What did you do?
- What was the result?

What to look for:

Uses digital technologies in a wide range of standard and non-standard activities.

- Evaluates the quality of information obtained through online searches.
- Uses digital technologies (e.g. cloud-based platforms) to facilitate collaboration and accomplish goals.
- Produces reports from the organization's digital assets to inform decision-making.
- Identifies security concerns that could adversely affect the organization, such as a lack of back-ups or virus protection.
- Experiments with multiple software solutions to determine the most appropriate option for producing the desired effect.
- Utilizes standard features available to regular users in industry specific software.



### Notes (Situation, Action, Results):

## Question 4: Fostering Communication – Level 3

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

### Question:

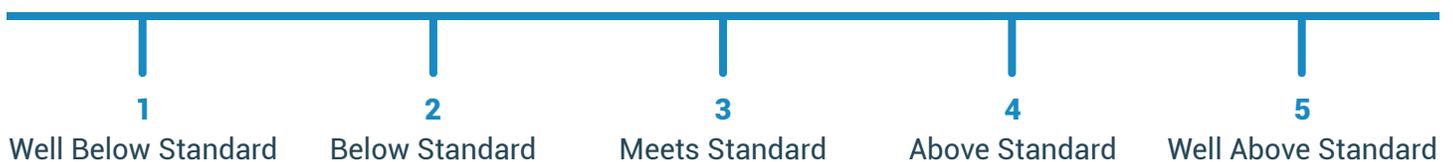
**Describe a time when you had to adjust your communication for a diverse audience to produce the desired effect.**

- What was the purpose of your communication?
- In what way(s) was the audience diverse?
- How did you try to tailor your communication to achieve its purpose?
- How did you ensure that people had gotten the information they were looking for?
- What was the outcome?

What to look for:

Adapts communication.

- Tailors communication (e.g., content, style and medium) to diverse audiences.
- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates with all organizational levels.
- Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.



### Notes (Situation, Action, Results):

## Question 5: Managing the Sales Process – Level 3

Following the organization's sales methodology in applying skills and resources to achieve sales targets.

### Question:

**Tell me about a situation when you recommended improvements to an existing sales process.**

- What was the situation?
- What needed to be changed?
- What did you do?
- What was the outcome?

What to look for:

Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.

- Evaluates the effectiveness of the sales process to recommend improvement.
- Facilitates/leads the sales process by mapping it to customer responses.
- Adapts the organization's sales process to the size, type and style of customer.
- Utilizes customer profile information to develop account strategy and relationships.
- Deploys all available resources to maximize both organization return-on-investment and customers' desired financial results.



### Notes (Situation, Action, Results):

# Appendix A: Interview Guide Rating Scale

Level	Description	Weight
Well Below Standard	Falls significantly below requirements. Evidence of candidate's demonstration of the competency is far from adequate in all or most respects.	1
Below Standard	Below expected requirements. Evidence of candidate's demonstration of the competency is inadequate in key respects.	2
Meets Standard	Meets requirements. Evidence of candidate's demonstration of the competency meets expectations and reflects an adequate ability to perform; candidate may have demonstrated minor weaknesses in some aspects of the competency, but non of major significance.	3
Above Standard	Exceeds requirements. Evidence of candidate's demonstration of the competency is above average and reflects more than an adequate ability to perform; all or most aspects of the competency are demonstrated at an above average level.	4
Well Above Standard	Significantly exceeds requirements. Evidence of candidate's demonstration of the competency is exceptional and reflects superior ability to perform; all aspects of the competency are demonstrated to a high degree.	5

# Appendix B: Summary of Interview Ratings

Candidate:

Position:

Date of interview:

Interviewer:

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Competency	1 Well Below Standard	2 Below Standard	3 Meets Standard	4 Above Standard	5 Well Above Standard
Achievement Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fostering Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing the Sales Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Recommendation:

Continued Consideration

Reject

## General Comments:

# About HRSG

For three decades, HRSG has delivered products and services to define talent needs, address skill deficiencies and improve individual and organizational performance.

Our Products division has distilled that 30 years of expertise into a competency, job description and career management software solution. Leveraging the power of AI, CompetencyCore™ is unlike any other product on the market, bringing together the power of competencies and the utility of job descriptions.

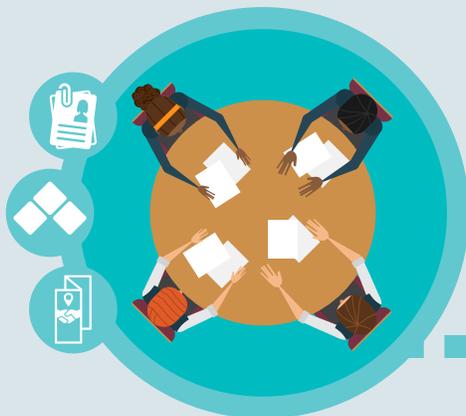
Our Talent Management Solutions division delivers best practice professional services in competency-based management, testing and assessment. In addition, we train HR professionals worldwide in our competency-based management methodologies.



**CompetencyCore** by HRSG makes use of our exclusive **Smart Job Description Technology** to power every stage of the employee lifecycle through competencies.

Start with *Mapping* to map your jobs and competencies, then add *Navigating* to engage your employees.

## MAPPING



## NAVIGATING



Use Smart Job Description Technology to unify your company's **job descriptions**, **competencies** and **interview guides**.

Empower your talent with career management software that offers competency-driven **career pathing**, **assessment**, **development** and **insights**.

## See it in Action

**Schedule a live demo to see the easiest way to start using behavioral interviewing across your organization.**