Account Manager interview questions

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What to expect

Account Manager interviews mix behavioural questions about how you've handled real client relationships with scenario questions that test commercial judgement under pressure, since the role sits at the intersection of relationship management and revenue responsibility.

- **Behavioural:** Draws on past experience managing accounts, resolving conflicts, and growing client relationships over time.
- **Scenario/judgement:** Presents a hypothetical client or internal conflict to see how you'd prioritise and negotiate a resolution.
- **Commercial/technical:** Checks your comfort with forecasting, pricing, contract terms, and reading account performance data.
- **Client-facing:** Assesses how you communicate, negotiate, and build trust directly with clients.

Expect an opening chat about your current portfolio and career background, followed by a run of behavioural and scenario questions, then a deeper dive into your commercial and tools experience (CRM systems, forecasting, contract negotiation), before you're given space to ask questions about the client base and team structure.

1. Tell me about a time you turned around a client relationship that was at risk of churning.

Why they ask

Retention is central to the role, and interviewers want evidence you can read early warning signs and act on them.

How to structure your answer

Use STAR: describe the situation and what put the account at risk, your specific actions, and the measurable outcome for the relationship.

Example answer

“One of my accounts had gone quiet after a delivery delay, and their usual engagement dropped off. I booked a call within the week, listened to their frustration without getting defensive, and came back with a revised delivery plan plus a small goodwill concession on their next order. I followed up weekly for a month to rebuild trust. The account renewed at the end of that quarter and later became one of my larger accounts for cross-sell revenue.”

2. Walk me through how you identify an upsell or cross-sell opportunity within an existing account.

Why they ask

This tests whether you have a repeatable process for growing revenue rather than relying on luck or client requests.

How to structure your answer

Walk through your process step by step: how you gather information, how you assess fit, and how you validate the opportunity before pitching it.

Example answer

“I start with the account's stated business goals from our last strategic review and look for gaps between what they're using and what would actually move those goals forward. I check usage and performance data in Salesforce to confirm the gap is real, not assumed. Then I put together a short proposal framed around their goal rather than our product, and I test it in conversation before

formalising a quote. That order, understanding the goal first, kept my proposals relevant rather than pushy."

3. A client asks for a discount you're not authorised to give, and the deal is due to close this week. What do you do?

Why they ask

Tests negotiation judgement and how you balance client pressure against internal commercial boundaries.

How to structure your answer

Talk through the immediate decision, who you'd involve, and how you'd protect both the relationship and the deal terms.

Example answer

"I'd avoid giving an on-the-spot answer either way. I'd tell the client I need to check the numbers properly and get back to them within a day, then go to my manager with the account's value and history to make the case for or against the discount. If we can't move on price, I'd look for a non-price lever, extended payment terms or an added service, that still meets their underlying need. Clients generally respect a considered answer more than a rushed yes."

4. How do you build a revenue forecast for your account portfolio, and how accurate has it typically been?

Why they ask

Forecasting and pipeline reporting are explicit parts of the role, and interviewers want to know you can produce numbers management can rely on.

How to structure your answer

Explain your method clearly: what inputs you use, how you weight probability, and how you check your forecast against actual results.

Example answer

"I build my forecast in Excel and Salesforce off each account's renewal date, known upsell conversations, and a probability weighting based on where the deal sits in the pipeline. I update it weekly rather than leaving it stale before the monthly report. Where I've been off, it's usually been on timing rather than total value, a deal slipping a month rather than falling through, so I've started building a buffer into my near-term numbers to reflect that."

5. Tell me about a time you had to coordinate with an internal team to fix a problem a client raised.

Why they ask

The role depends on working across delivery, support, and product teams, so this checks your ability to get results without direct authority over those teams.

How to structure your answer

Use STAR: set out the client issue, the internal coordination you did, and the resolution and client outcome.

Example answer

"A client flagged that their orders kept arriving a day late against the agreed schedule. I raised it with the logistics team lead directly rather than routing it through a ticket queue, and we worked out the delay was a warehouse handoff issue on our end. I kept the client updated with a clear timeline while we fixed it, and I checked in two weeks later to confirm the fix had held. The client mentioned that follow-up specifically when we renewed their contract."

6. What CRM and reporting tools have you used, and how do you keep account data accurate and current?

Why they ask

Salesforce and HubSpot proficiency are explicitly part of the role, and messy data undermines forecasting and account reviews.

How to structure your answer

Give a direct, practical answer covering the tools you've used and your habits for data hygiene.

Example answer

“I've worked in Salesforce day to day for account and opportunity tracking, and I've used HubSpot for a portfolio that ran alongside marketing campaigns. I update account notes straight after client calls rather than batching them at week's end, because details get lost otherwise. I also do a monthly pass on my pipeline to close out stale opportunities and correct probability weightings, which keeps my forecasts closer to what management actually sees land.”