

BELLSOUTH

**SALES
REGIONAL SALES MANAGER
INTERVIEW (RSMI)**

STUDY GUIDE

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AN EQUAL OPPORTUNITY EMPLOYER

BellSouth will consider requests for testing accommodations from individuals covered by the Americans with Disabilities Act. Documentation of the need for the accommodation may be required.

BELLSOUTH

SALES REGIONAL SALES MANAGER INTERVIEW (RSMI)

The Sales RSMI is a behavioral interview designed to assess various sales-relevant skills.

WHAT IS A BEHAVIORAL INTERVIEW?

As part of BellSouth's hiring process, you will participate in what is called a behavioral interview. A behavioral interview is a structured interview that is used to collect information about past behavior. Because past performance is a predictor of future behavior, a behavioral interview attempts to uncover your past performance by asking open-ended questions. Each question helps the interviewer learn about your past performance in a key skill area that is critical to success in the position for which you are interviewing. The interview will be conducted face-to-face whenever possible.

USING THE STAR TECHNIQUE

In a behavioral interview, the interviewer will ask questions about your past experiences. A useful way to prepare for this style of questioning is to use the STAR technique. The STAR technique is a way to frame the answers to each question in an organized manner that will give the interviewer the most information about your past experience. As you prepare to answer each question, consider organizing your response by answering each of the following components of the STAR technique:

What was the **S**ituation in which you were involved?

What was the **T**ask you needed to accomplish?

What **A**ction(s) did you take?

What **R**esults did you achieve?

PREPARATION TIPS

What's the best way to stay relaxed and calm during an interview? *Be prepared.* Here are some tips:

- Research the business unit or department.
 - Become familiar with the products, services, structure, competitors, reputation, and any recent significant changes.
 - Review the job description to understand the skills required.
- Do "research" on yourself as well.
 - Know why you want the job.
 - Review your resume.
 - Identify transferable skills, key accomplishments, work style, and personal and professional strengths. Remind yourself of specific experiences that exemplify these skills and strengths.
 - Be able to express the unique marketable skills you have to offer.
- Prepare a list of four or five questions about the department or position.
- Get a good night's rest.
- Know the exact place and time of the meeting.
- Allow plenty of time to get to the interview and plan to arrive early.

INTERVIEW TIPS

- Listen carefully, and feel free to ask for clarification before answering a question.
- Take a moment to formulate your answers before you speak.
- Project energy and enthusiasm.
- Be honest while focusing on communicating your professional achievements.
- Bring extra resumes, a notepad, and a pen.
- Be polite to everyone you meet at the interview.
- Do not chew gum, swear, or use slang.
- Thank the interviewer for their time. Within a day, send a written thank you note via e-mail or regular mail.
- If the interview is face-to-face:
 - Look your professional best.
 - Be conservative in your use of fragrance, cosmetics, and jewelry.
 - Make eye contact with the interviewer.
 - Be aware of the interviewer's body language and other non-verbal cues.

SAMPLE BEHAVIORAL QUESTIONS

Need more help? Here's a list of some sample behavioral interview questions*:

- Please give me an example of a time when you had to come up with an alternative solution to a problem in a specific work situation.
- Describe a time when you had to use logic and good judgment to solve a problem.

Assessment Rating

You will be notified of your performance on the Sales RSMI shortly after interviewing. Sales RSMI ratings are good for two years, unless test standards change. Test standards are periodically updated to reflect current abilities and skills required for our jobs. Therefore, it may be necessary to meet new test standards, should they be introduced prior to your placement in the job.

Retesting

If you do not qualify on the Sales RSMI, you are eligible to be retested, at your request, in six months. Subsequent retest intervals are set for 12 month periods.

**Please note that questions included in this interview guide are not used in BellSouth's interview process. Doing well on the sample questions does not guarantee successful performance in any portion of BellSouth's interview process.*

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REQUIRED COMPETENCIES

There are several dimensions measured in the Sales RSMI. The successful sales representative will be proficient in most, if not all of these dimensions. The following is the profile of a successful candidate:

SALES RSMI DIMENSIONS	
<p>1. Business Experience:</p> <ul style="list-style-type: none"> - Demonstrates business insight - Shows professional behavior - Is interested in the company - Probes and identifies the company's needs 	<p>5. Decision-Making:</p> <ul style="list-style-type: none"> - Proficiency in developing and evaluating options and alternative courses of action - Takes into account: Logic, facts, resources, constraints, and organizational goals when weighing matters
<p>2. Leadership:</p> <ul style="list-style-type: none"> - Motivates and inspires others - Helps create a sense of purpose and shared vision - Communicates goals and objectives to others - Accepts personal responsibility for one's own and group's performance 	<p>6. Integrity:</p> <ul style="list-style-type: none"> - Acts in accordance with ethical principles and organizational values - Raises and addresses ethical concerns or issues when appropriate - Follows-through on commitments and implied agreements - Takes ownership - Abides by policies and procedures
<p>3. Goal orientation:</p> <ul style="list-style-type: none"> - Sets, pursues, and follows-through with achieving goals - Shows a sense of urgency - Persists despite obstacles - Is dissatisfied with average performance - Engages in problem-solving activities regularly and autonomously 	<p>7. Impact:</p> <ul style="list-style-type: none"> - Is well presented (good personal hygiene, dresses appropriately, etc.) - Speaks clearly and fluently - Demonstrates confidence and assertiveness in an interpersonal manner - Communicates appropriately via nonverbal behavior (i.e. eye contact, etc.)
<p>4. Motivation:</p> <ul style="list-style-type: none"> - Demonstrates a strong sense of purpose - Committed to achieving results - Displays a high energy level - Sets high standards of performance - Initiates work and patterns of excellence 	<p>8. Resilience:</p> <ul style="list-style-type: none"> - Shows persistence, perseverance, and determination - Demonstrates adaptability and flexibility in overcoming challenging situations - Shows resolve in searching for alternative solutions to problems - Demonstrates endurance and tolerance when dealing with dilemmas

SALES REGIONAL SALES MANAGER INTERVIEW (RSMI)

Developmental Suggestions by Competency

Competency: Business Experience

On the Job Activities

- Review information on products/services associated with your present position to ensure you have an accurate understanding of those products/services.
- Organize your resources so that you can locate information about products/services quickly.
- For each product or service associated with your present position, determine the most important pieces of information to convey about that product/service. Ensure that each time you describe that service you convey that information. Make “cheat sheets” on specific products, listing the information that is critical to provide. Refer to these “cheat sheets” to ensure you have provided the important details.

Training

- Take a business course offered through your local high school or community college.
- Take a current events course offered through your local high school or community college.

Books

1. Zaltman, G. (2003). How Customers Think: Essential Insights Into the Mind of the Market. Harvard Business School Press.
2. Davenport, T.H., Laurence, P., & Wilson, H.J. (2003). What’s the Big Idea? Creating and Capitalizing on the Best New Management Thinking. Harvard Business School Press.

SALES REGIONAL SALES MANAGER INTERVIEW (RSMI)

Developmental Suggestions by Competency

Competency: Leadership

On the Job Activities

- Adopt a can-do-attitude and approach to challenges.
- Work to create a shared sense of goal-driven thought and behavior.
- Refrain from being negative to oneself and co-workers. Focus on how you can make it happen.
- Talk to co-workers about their vision and see what you can do as a team to make it real.
- Make it a practice to accept personal responsibility for your own performance.

Training

- Attend a course on assertiveness training offered through your local high school or community college.
- Attend a course on dealing with difficult people offered through your local high school or community college.

Books

1. George, B. (2003). Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value. John Wiley and Sons.
2. Kouzes, J.M. & Posner, B.Z. (2002). The Leadership Challenge, Third Edition. Jossey-Bass.
3. Lencioni, P.M. (2000) The Four Obsessions of an Extraordinary Executive. Jossey-Bass.

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Developmental Suggestions by Competency

Competency: Goal Orientation

On the Job Activities

- Adopt a can-do-attitude and approach to challenges.
- Work to eliminate the need to seek unnecessary permission or approval.
- Refrain from telling the customer that “it can’t be done”. Focus on how you can make it happen.
- Take the initiative to go beyond what is expected.
- Seek assignments that give you an opportunity to accomplish a goal or be responsible for an outcome.
- Observe people in your organization who are highly successful, and try out the techniques that seem to work for them.
- Take the initiative to go beyond what is expected.

Training

- Attend a time-management course offered through your local high school or community college. This will help you create a realistic, but achievable schedule for achieving your goals.

Books

1. Fisher, Roger & Ury, William (1981). Getting to yes: Negotiating agreement without giving in. New York: Penguin Books.
2. Nirenberg, J. S. (1989). How to sell your idea. New York: McGraw-Hill.
3. Bellman, G. M. (1992). Getting things done when you are not in charge. San Francisco: Berrett-Koehler.
4. Snyder, E. Persuasive Business Speaking. (1990). New York. AMACOM.

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Developmental Suggestions by Competency

Competency: Motivation

On the Job Activities

- When trying to orally communicate an idea, think through the main idea you are trying to express, then state the idea in a clear, concise statement, and try to demonstrate a strong sense of purpose.
- Before speaking to others about a topic, take a moment to list possible points that may come up during the conversation and decide how you will respond to each, with a focus on achieving results.
- If you tend to be soft-spoken, work on speaking in a confident, energetic voice.

Training

- Attend a course on oral communication offered through your local high school or community college.
- Attend a course on identifying common barriers to communication offered through your local high school or community college.

Books

1. Thomas, K.W. (2003). Intrinsic Motivation at Work: Building Energy and Commitment. Berrett-Koehler Publishers.
2. Deci, E.L. & Flaste, R. (1996). Why We Do What We Do: Understanding Self-Motivation. Penguin USA.
3. Sloane, V. & Jackson, T.A. (1996). Telephone Sales Management and Motivation Made Easy. Business by Phone.

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Developmental Suggestions by Competency

Competency: Decision-Making

On the Job Activities

- Gain confidence in dealing with unstructured, unpredictable situations. For example, seek out opportunities like participation on task forces or ask to handle calls in several different areas of the company.
- Solve routine problems using several different means – relying on different resources or support networks to get results.
- Carefully examine situations for potential opportunities and make detailed plans for seizing opportunities that arise – planning for several different turns that the situation could take.
- Determine how the products/services associated with your present position are helpful to your customers: (1) What needs do they fulfill? (2) How do the different situations of your customer/clients affect their needs? (3) How can your products/services fulfill these needs?
- Volunteer to serve on task forces or teams that require you to make decisions and explain those decisions to others.

Training

- Attend a course on problem-solving/decision-making offered through your local high school or community college.
- Attend a course on creativity offered through your local high school or community college. This will help you engage in divergent thinking; thinking of alternative solutions to problems as they present themselves.

Books

1. Sanders, Alan (1994). Customers for life. San Diego: Pfeiffer & Company.
2. Von Oech, Roger (1993). A whack on the side of the head. New York: Warner Books.
3. Dawson, Roger. The confident decision maker. (1992). New York. William Morrow & Company.

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Developmental Suggestions by Competency

Competency: Integrity

On the Job Activities

- Seek assignments that give you an opportunity to work with persons who have a reputation for being admired and trusted by others. Watch what they do and listen to what they say while interacting with others.
- Determine how customers perceive your actions. If their perceptions are not what you desire, determine how you can act differently.
- Adopt a can-do-attitude and approach to challenges.
- Abide by policies and procedures, and obtain permission or approval when necessary.

Training

- Attend a communication course offered through your local high school or community college. This will help you communicate ethical concerns and issues with others when called for.

Books

1. Watson, Charles E. (1991). Managing with Integrity: Insights from America's CEOs. Praeger Publishers.
2. Covey, Stephen R., The seven habits of highly effective people. (1989). New York. Simon & Shuster.
3. Willingham, R. (2003). Integrity Selling for the 21st Century: How to Sell the Way People Want to Buy. Doubleday.

SALES REGIONAL SALES MANAGER INTERVIEW (RSMI) Developmental Suggestions by Competency

Competency: Impact

On the Job Activities

- When trying to orally communicate an idea, think through the main idea you are trying to express, then state the idea in a clear, concise statement.
- Seek opportunities for presentations or interactions in which oral communication skills are important – ask for feedback on your performance.
- Before speaking to others about a topic, take a moment to list possible points that may come up during the conversation and decide how you will respond to each.
- If you tend to be soft-spoken, work on speaking in a more forceful and confident tone.
- Rehearse presentations in front of a mirror or on video. Work at varying your volume and pace for emphasis.

Training

- Attend a course on oral communication offered through your local high school or community college.
- Attend a course on identifying common barriers to communication offered through your local high school or community college.

Books

4. Bedrosian, M. M. (1987). Speak like a pro in business and public speaking. New York: John Wiley & Sons.
5. Garner, Alan (1991). Conversationally speaking: Tested new ways to increase your personal and social effectiveness. New York: McGraw-Hill.
6. McKay, Matthew, Davis, Martha, & Fanning, Patrick (1983). Messages: The communication skills book. Oakland, CA: New Harbinger Press.
7. Woodhall, Marian K. (1993). How to think on your feet. New York: Warner Books.

Personal Time Activities

1. Eliminate speech habits that may annoy others, such as talking too slowly, too rapidly, or too hesitantly. Also work to eliminate slang phrases.
2. Have a friend count the number of times you say “uh,” “um,” and “you know,” in a conversation and make a conscious effort to lower this number.
3. Pursue speaking opportunities with community groups, service organizations, and church/school-related groups.
4. Join Toastmasters, the world’s largest organization devoted to communication excellence.
5. Record a presenter such as a television newscaster, a political leader, or a motivational speaker. Review and critique them later for clarity, organization, grammar, voice quality and enthusiasm.

SALES REGIONAL SALES MANAGER INTERVIEW (RSMI)
Developmental Suggestions by Competency

Competency: Resilience

On the Job Activities

- Adopt a can-do-attitude and approach to challenges.
- Work to eliminate the need to seek unnecessary permission or approval.
- Refrain from telling the customer that “it can’t be done”. Focus on how you can make it happen.
- Instead of choosing the first solution that presents itself, consider alternative solutions to a problem. Weigh the consequences of alternative solutions before making a decision.
- Talk to co-workers about their approaches to professional judgment. See what you can learn from their methods.
- Take the initiative to keep trying different approaches to a situation until you find one or a few that are right for you.
- Only make promises if you can keep them.
- Behave in a way that is consistent with what you say – “walk the talk.”

Training

- Attend a course on assertiveness training offered through your local high school or community college.
- Attend a course on dealing with difficult people offered through your local high school or community college.

Books

5. Fletcher, Jerr L. Patterns of high performance. (1993). San Francisco. Berrett-Koehler.
6. Covey, Stephen R., The seven habits of highly effective people. (1989). New York. Simon & Shuster.
7. Fisher, Roger, and Ury, William. (1991) Getting to yes: Negotiating agreement without giving in. New York. Penguin Books.