

BELLSOUTH

CUSTOMER-FACING PROFILE (BSCFP)

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 CUSTOMER-FACING PROFILE (BSCFP)

CANDIDATE'S INFORMATION

The BellSouth Customer-Facing Profile (BSCFP) was developed by Aon Consulting, and is administered online at authorized tests centers. There are 101 questions on the test, which should take approximately 45-60 minutes. On this test, you will be asked three types of questions:

1. One type of question asks about your experiences at work or in school.
2. The second type of question asks you to review generic information, analyze that information, and use that information to solve problems.
 - Note that the information described in these questions does not necessarily represent those of the organization to which you are applying.
3. The third type of question describes work situations and possible actions you could take.
 - First, you will be asked to indicate the action you would be MOST likely to take.
 - Then, the next question will describe the exact same work situation that you've just answered, BUT you will be asked to indicate the action you would be LEAST likely to take.

Here is an example of the third type of question:

You are about to leave your desk for a break. You get a phone call from a customer asking for your help with a problem.

What would you be MOST likely to do?

- Help the customer when I come back from break.
- Delay my break and help.
- Tell the customer that I can't help.
- Arrange another time when I can help the customer.
- Pretend that I did not understand the customer.
- Clear answer^{*}

Here is another example of the third type of question:

You are about to leave your desk for a break. You get a phone call from a customer asking for your help with a problem.

What would you be LEAST likely to do?

- Help the customer when I come back from break.
- Delay my break and help.
- Tell the customer that I can't help.
- Arrange another time when I can help the customer.
- Pretend that I did not understand the customer.
- Clear answer^{*}

^{*}If you do not wish to have an answer recorded for a given question, click on the "clear answer" button.

NOTE:

In order to take the Customer-Facing Profile, you must be able to:

- Read and absorb written information from a computer screen;
- Use a computer keyboard and mouse for data entry.

If you feel that you require some accommodation or assistance with these activities, or you do not feel well the day of testing, please notify the Test Administrator before beginning the Program. If you begin the Program and fail to complete it, you will be required to wait the appropriate retest interval as defined on the Non-Management Job Title/Test Matrix.

Your performance during the Customer-Facing Profile will be evaluated on seven competencies, which are necessary to be effective in customer-facing roles at BellSouth. The following information details the traits included in each of the seven competencies you are expected to exhibit on a regular basis.

CUSTOMER-FACING PROFILE:

ACHIEVEMENT ORIENTATION <ul style="list-style-type: none">• <i>Takes action</i>• <i>Persistent</i>• <i>Exceeds expectations</i>	MAINTAINING RELATIONSHIPS <ul style="list-style-type: none">• <i>Teamwork</i>• <i>Resolves conflicts among people</i>	ADAPTABILITY <ul style="list-style-type: none">• <i>Flexible</i>• <i>Innovative</i>	WORK ORIENTATION <ul style="list-style-type: none">• <i>Dependable</i>• <i>Productive</i>• <i>Professional</i>
SELF-MANAGEMENT <ul style="list-style-type: none">• <i>Maintains composure</i>• <i>Works well under pressure</i>	PRACTICAL PROBLEM SOLVING <ul style="list-style-type: none">• <i>Investigative</i>• <i>Logical</i>	INTERPERSONAL PRESENCE & PERSUASION <ul style="list-style-type: none">• <i>Persuasive</i>• <i>Friendly</i>	

CUSTOMER-FACING PROFILE (BSCFP)

Developmental Suggestions by Competency

Competency: Achievement Orientation

Training

- Attend a course on goal setting offered through your local high school or community college.
- Attend a course on assertiveness training offered through your local high school or community college.

Books

1. Covey, Stephen R. (1989). The Seven Habits of Highly Effective People. New York: Simon & Schuster.
2. Bellman, Geoffrey M. (1992). Getting Things Done When You Are Not in Charge. San Francisco: Berrett-Koehler.

On the Job Activities

- Only make promises if you can keep them.
- Behave in a way that is consistent with what you say – “walk the talk”.
- Take the initiative to go beyond what is expected.
- At the beginning of each day, make a “To Do List” of the important activities that must be completed. Prioritize activities that must be completed. Check each one off once it is completed, and forward unfinished items to the next day’s list.
- Carefully review company materials regarding your job responsibilities and how to carry them out (e.g., company manuals, policies, etc.).
- Take calculated risks to demonstrate your desire to be “action” oriented.

Personal Time Activities

- Develop a personal improvement plan for yourself where you determine the skills that you want to improve, and the steps you will take to do so.
- Design an individual educational plan for obtaining, updating, and/or maintaining your business computer skills, technical skills, etc.
- Focus on positive possibilities; try to always exhibit a “can-do” attitude.

CUSTOMER-FACING PROFILE (BSCFP)

Developmental Suggestions by Competency

Competency: Maintaining Relationships

Training

- Attend a course on teamwork offered through your local high school or community college.
- Attend a course on conflict resolution offered through your local high school or community college.
- **For current BellSouth Employees:** Attend the “Listen Up” (CT116) correspondence course offered through PARTNERSHIP.

Books

1. Kayser, Thomas A. (1989). Building Team Power: How to Unleash the Collaborative Genius of Work Teams. Carlsbad, California: Irwin Professional Publishing.
2. Baroff, M. (2000). The Inner Work of Work: Getting Along With Others. San Francisco: Berrett-Koehler.
3. Mariotti, J.L. (2000). Collaborative Leader: Collaborating For Success. San Francisco: Berrett-Koehler.
4. Saint, Steven & Lawson, James R. (1994). Rules for Reaching Consensus: A Modern Approach to Decision Making. San Francisco: Jossey-Bass/Pfeiffer.

On the Job Activities

- Use active-listening skills to acknowledge, summarize, and reinforce the ideas of your customers and coworkers.
- Give positive feedback to others regularly.
- Be consistent in your words and actions.
- Communicate relevant information to others.
- When disagreements between coworkers occur, try to take emotions out of the situation and focus on the facts.
- Talk about your ideas in group conversations.

Personal Time Activities

- Volunteer for group activities/projects in your neighborhood/community.
- Try to put yourself in other people’s shoes to understand their perspective on issues.
- Ask yourself, "Do I always have to get my way, or can I compromise for the good of a larger goal?"

CUSTOMER-FACING PROFILE (BSCFP)

Developmental Suggestions by Competency

Competency: Adaptability

Training

- Attend a course on problem solving offered through your local high school or community college.
- Attend a course on creativity and innovation offered through your local high school or community college.

Books

1. Goman, Carol K. (1993). Adapting to Change: Making it Work for You. Crisp Publication.
2. Rivers, Frank (1997). The Way of the Owl: Succeeding with Integrity in a Conflicted World. San Francisco: Harper.
3. Reck, R. (2001). X-Factor: Getting Extraordinary Results from Ordinary People. Wiley Publishing.
4. Scott, Cynthia & Jaffe, Dennis (2004). Managing Change at Work: Leading People Through Organizational Transitions. Crisp Publication.
5. Maurer, Scott. (1996). Beyond the Wall of Resistance: Unconventional Strategies That Build Support for Change. Texas: Bard Press.
6. Stacey, Ralph D. (1992). Managing the Unknowable. San Francisco: Jossey-Bass.

On the Job Activities

- Welcome obstacles into your everyday activities and think of different, or creative ways to get around them.
- Work with your manager to adjust department plans due to changing circumstances and conditions.
- Think of one new way to change a business process that will maintain (or improve) quality, yet cut cost or add to increased efficiency.
- Develop detailed contingency plans for major elements of your project plan.
- Go out of your way to meet and interact with individuals from different groups.
- Frequently meet with your internal and external contacts to keep the lines of communication open.
- During meetings, ask others to share their points of view and seek to understand their perspective.
- 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.

Personal Time Activities

- Consider how often you say, "We already tried that," in putting aside another person's idea.
- Be open to readjusting goals if those goals prove to be unattainable.
- Talk with others regarding new, innovative ideas that would contribute to work productivity or quality.
- Try to engage in social activities with different people in your community - get together for lunch or take a few minutes for a coffee break.

CUSTOMER-FACING PROFILE (BSCFP) Developmental Suggestions by Competency

Competency: Work Orientation

Training

- Attend a proofreading course offered through your local high school or community college.
- Attend a reading comprehension course offered through your local high school or community college.
- **For current BellSouth Employees:** Attend the “Reading Comprehension” (CT113) correspondence course offered through PARTNERSHIP.

Books

1. Ross-Larson, Bruce (1996). Edit Yourself: A Manual for Everyone Who Works with Words. W.W. Norton & Company.
2. Petty, James (2001). Priorities: Mastering Time Management. P&R Publishing.
3. Fisher, Roger & Sharp, Alan (1998). Getting It Done: How to Lead When You're Not in Charge. Harper Business.

On the Job Activities

- Keep track of the data entry and spelling mistakes that you make when preparing written material. Use this information to identify where you typically make mistakes and the steps you need to take to improve (e.g., a proofreading/editing course, study to improve your knowledge of specific codes, etc.).
- Always set challenging, yet realistic goals.
- Set both short-term and long-term goals for yourself at work.
- Think of a co-worker who works well without close supervision. Ask him/her for suggestions on how to complete assignments independently.
- Before asking for assistance, take some time to evaluate the situation. Can you handle the issues/questions yourself, or do you need someone's assistance? Try to resolve the issues yourself instead of relying on others.
- Refrain from telling the customer that “it can't be done”. Focus on how you can make it happen.
- Ask for various information seeking responsibilities for the department. For example, you could be given an assignment to make a presentation that requires in-depth research of a complex subject about which information is not readily available to others.

Personal Time Activities

- When preparing personal correspondence (e.g., e-mails, letters, etc.) take time to check for misspellings, typographical errors, grammatical mistakes, etc.
- When faced with multiple priorities to accomplish, involve others and get their opinions.
- Obtain all available information from a variety of different sources before making a decision.

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Developmental Suggestions by Competency

Competency: Self-Management

Training

- Take a stress tolerance course offered through your local high school or community college.

Books

1. Carlson, Richard (1999). Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others. Hyperion.
2. Gatto, Rex P. (1993). Controlling Stress in the Workplace. San Diego: Pfeiffer & Company.
3. Barner, Robert W. (1994). Crossing the Minefield. New York: AMACOM.

On the Job Activities

- Solicit feedback from those most involved with an issue or problem. Then talk to people who are not connected with the issue or problem to get a "fresh" perspective.
- 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.
- Prioritize your work and develop an action plan to complete the assignments.
- Identify situations that cause you stress and prepare a plan for handling those situations.
- Stay organized and manage your time effectively.

Personal Time Activities

1. In addition to the standard resources you review for information about being successful, search through some non-traditional sources to gather unique information.
2. Take a "how can it be done", as opposed to an "it cannot be done" perspective to challenging activities/goals.
3. Express your frustration without blaming others.

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Developmental Suggestions by Competency

Competency: Practical Problem Solving

Training

- Attend a course on problem solving offered through your local high school or community college.
- **For current BellSouth Employees:** Attend the “Reasoning Skills” (CT216) correspondence course offered through PARTNERSHIP.
- **For current BellSouth Employees:** Attend the “Critical Thinking for the Working Student” (CT217) correspondence course offered through PARTNERSHIP.

Books

1. Sanders, Alan (1994). Customers for Life. San Diego: Pfeiffer & Company.
4. Von Oech, Roger (1993). A Whack on the Side of the Head. New York: Warner Books.
5. Russo, Edward J. (2001). Winning Decisions: Getting it Right the First Time. Currency.

On the Job Activities

- 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.
- Ask someone you trust to give you his/her observations regarding times that you have analyzed a problem very well and also very poorly. Ask him/her to provide you with specific ideas about what made it a poor or successful effort. Then, ask him/her to offer you some suggestions on how to improve the poor efforts.
- Ask your manager to appoint you to a team activity that will require extensive problem solving. Make notes of how others in the group solve problems effectively.
- Ask your manager for an opportunity to work on a complex problem. Do your research and list all possible options. Then present your conclusions to your manager and be prepared to defend your decision. Ask your manager to give you constructive feedback.

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- Solve routine problems using several different means – relying on different resources or support networks to get results.

Personal Time Activities

1. Volunteer for decision-making positions in community groups – positions that will require you to draw on your skills to solve problems not encountered in your work.
2. When faced with an important decision, carefully review all available information to determine if you have a sufficient amount to make a decision.

CUSTOMER-FACING PROFILE (BSCFP)

Developmental Suggestions by Competency

Competency: Interpersonal Presence and Persuasion

Training

- Attend a course on communication offered through your local high school or community college.
- **For current BellSouth Employees:** Attend the “Listen Up” (CT116) correspondence course offered through PARTNERSHIP.
- **For current BellSouth Employees:** Attend the “Office Etiquette & Protocol” (CT212) correspondence course offered through PARTNERSHIP.

Books

1. Whiteley, Richard (1993). Customer Driven Company. Perseus Books Group.
2. McGonagle, John (1993). Outsmarting the Competition. McGraw-Hill.
3. McKay, Matthew, Davis, Martha, & Fanning, Patrick (1995). Messages: The Communication Skills Book. Oakland, CA: New Harbinger Press.
4. Woodhall, Marian K. (1993). How to Think on Your Feet. New York: Warner Books.

On the Job Activities

- When trying to communicate an idea, think through the main idea you are trying to express, then state the idea in a clear, concise statement.
- Develop and implement a plan for frequent contact with your internal customers.
- Make customer focus a part of the agenda for every meeting.
- Think through all the effects of changes in processes or policies on both internal and external clients.
- Observe other people in your organization who are highly influential, and try out the techniques that seem to work for them.
- Ask your manager or co-workers for feedback on how persuasive and influential you are. Ask them for suggestions on how you can be more influential.
- Do not back down quickly when challenged. Instead, restate your position clearly to ensure that others understand your perspective.
- Informally talk with your peers and your manager about their goals and concerns. Use this information when you need to link your ideas to theirs.
- If you need support or backing from several people, think about the best way to present your position so that others will view it as mutually beneficial.

Personal Time Activities

1. Adopt a "can-do" attitude by approaching challenges from a problem-solving perspective. Look for alternative solutions rather than focusing on why things cannot be done. Seek common ground---the first step to a win-win outcome.
2. When in a situation where you are the customer (e.g., store), evaluate how others treat you as a customer and make a list of "do's" and "don'ts."

PREPARATION SUGGESTIONS

In order to prepare for this assessment, the following suggestions are provided which, if followed, may enable you to perform well on the assessment:

- **Be Yourself**

Answer questions the way you feel you would answer them naturally.

- **Read carefully**

Read the questions carefully so that you understand what is being asked of you, so that you can respond accurately.

- **Work Quickly**

During the assessment, work quickly without sacrificing accuracy and thoroughness.

Good luck!