



BEHAVIORAL EVENT INTERVIEW (BEI): SALES ASSOCIATE (SMALL BUSINESS) TEST GUIDE

WHY DO AT&T AND ITS AFFILIATES TEST?

At AT&T, we pride ourselves on matching the best jobs with the best people. To do this, we need to better understand your skills and abilities to make sure that you are indeed the right match for the job. Our ultimate goal is to set you up for success in your career at AT&T (that is, if AT&T is the right match for you). Research has shown that tests provide accurate measures of people's skills and abilities and, therefore, we use tests to identify people who are the best match for the job. Our philosophy is simple...if you succeed in your role, then we succeed as a company.

WHAT IS THE BEHAVIORAL EVENT INTERVIEW (BEI)?

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.

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?

WHAT CAN I EXPECT TO SEE ON THE INTERVIEW?

SAMPLE BEHAVIORAL INTERVIEW QUESTIONS

Here is a list of some sample behavioral interview questions. Please note that questions included in this test guide are not used in AT&T's interview process. Doing well on the sample questions does not guarantee successful performance in any portion of the interview process.

- ❖ 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.



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DIMENSIONS MEASURED

There are three dimensions measured by this interview. The successful sales associate will be proficient in most, if not all of these dimensions. The following is the profile of a successful candidate:

Sales Ability:

- ❖ Promote ideas and shape opinions while overcoming resistance
- ❖ Show confidence even after a hard refusal/rejection
- ❖ Focus on achieving goals
- ❖ Present compelling rationale to gain acceptance for ideas and plans

Communication:

- ❖ Convey information in a manner that is understandable and persuasive
- ❖ Be able to identify and remedy situations when the audience has not understood the message
- ❖ Be willing and able to repeat or rephrase explanations
- ❖ Question and probe others to obtain information or to identify their underlying needs

Flexibility/Multitasking:

- ❖ Recognize priorities and balance conflicting demands
- ❖ Identify desired outcomes and determine steps needed to achieve them
- ❖ Structure work activities to ensure that work is done efficiently and effectively
- ❖ Organize their work activities to meet the requirements of the job
- ❖ Possess the ability to perform multiple activities at the same time

At the end of this test guide, developmental suggestions for each competency are provided.

WHAT CAN I DO TO PREPARE FOR THE INTERVIEW?

At AT&T, our goal in testing/interviewing is not to cause you to fail; rather, our intent is to set our employees up for success. Remember, we succeed when you succeed. 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.



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- ❖ Get a good nights' rest.
- ❖ Know the exact place and time of the meeting.
- ❖ Allow plenty of time to get to the interview and plan to arrive early.

HOW WILL THIS INTERVIEW BE ADMINISTERED?

A member of our Staffing team will provide you with the time and location for your testing session. Try to arrive at the location at least 15 minutes before your scheduled test time to give yourself time to relax before the test begins. You may want to bring a jacket or a sweater in case the temperature in the testing location is not to your liking. Feel free to ask questions before the test begins, and be sure you understand the format of the interview.

WHAT CAN I DO TO PERFORM MY BEST ON THE INTERVIEW?

- ✓ 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.



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RETEST INTERVALS

If you do not qualify on the BEI, do not be discouraged. Perhaps, this would indicate that this position is really not the best match for you. Who knows – perhaps a better, more closely matched opportunity awaits you. If you feel strongly that this is the right position for you, then you may retest after one year. However, please note that 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 on the job.

SUMMARY

When you succeed in your job, AT&T succeeds as a company! Successful completion of the BEI qualifies you for possible placement into jobs requiring this test. Additional testing may be required for certain positions. See job briefs in your area for additional testing requirements for titles you are interested in.

Thank you for your interest in starting (or expanding) your career at AT&T!

AT&T and its affiliates support and comply with the provisions of the Americans with Disabilities Act (ADA) and other Federal and State laws that specifically assist individuals with disabilities. If you have a limiting disability and need special testing arrangements, please ask your local Employment Office or Placement Bureau personnel for information about the testing accommodation process.



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DEVELOPMENTAL SUGGESTIONS BY COMPETENCY

Competency: Sales Ability

On the Job Activities

- ❖ Observe people in your organization who are good in sales, and try out techniques that seem to work for them.
- ❖ Ask your supervisor or co-workers for feedback on your ability to present compelling rationale to convince others. Ask them for suggestions on what you can do to be more influential.
- ❖ Use various resources – books, observing others, the internet - to learn about different approaches to making a sale. Try out different approaches when talking with customers.
- ❖ Consciously think about how to match customer requirement with product features.
- ❖ Learn how to restate your position clearly to ensure that others understand your perspective. Don't back down immediately when challenged.
- ❖ Role play with colleagues or other friends/family about how you would talk to a tough customer.

Training

- ❖ Attend a course on being an effective salesperson 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

- ❖ Richardson, L. (1997). Stop Telling, Start Selling: How to use customer focused dialogue to close calls. McGraw Hill.
- ❖ Gitomer, J. (2004). The Little Red Book of Selling: 12.5 Principles of Sales Greatness. Bard Press.
- ❖ Zaltman, G. (2003). How Customers Think: Essential Insights Into the Mind of the Market. Harvard Business School Press.
- ❖ Nirenberg, Jesse S. (1989). How to sell your idea. New York: McGraw-Hill.

Personal Time Activities

- ❖ Observe sales people you deal with during your daily activities. Note what they do to convince you to purchase.
- ❖ Convince yourself that taking your advice/suggestions will actually benefit the person you are trying to influence. Be able to clearly envision how the person will realize these benefits.
- ❖ Volunteer for a position with a community group that requires you to influence or “sell” (e.g., a fundraiser, soliciting advertisers, etc.).



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Competency: Communication

On the Job Activities

- ❖ When trying to orally communicate an idea, think through the main idea you are trying to express, and 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 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.
- ❖ **For current AT&T Employees:** Attend the “Listen Up” (CT116) correspondence course offered through PARTNERSHIP.

Books

- ❖ O’Conner, P. T. (2004). Woe Is I: The Grammarphobe’s Guide to Better English in Plain English. Penguin Group.
- ❖ McKay, M., Davis, M., & Fanning, P. (1995). Messages: The Communication Skills Book. Oakland, CA: New Harbinger Press.
- ❖ Garner, Alan (1991). Con conversationally speaking: Tested new ways to increase your personal and social effectiveness. New York: McGraw Hill.
- ❖ Woodhall, M. K. (1993). How to Think on Your Feet. New York: Warner Books.

Personal Time Activities

- ❖ Eliminate speech habits that may annoy others, such as talking too slowly, too rapidly, or too hesitantly. Also work to eliminate slang phrases.
- ❖ 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.
- ❖ Pursue speaking opportunities with community groups, service organizations, and church/school-related groups.
- ❖ Join Toastmasters, the world’s largest organization devoted to communication excellence.



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Competency: Flexibility and Multitasking

On the Job Activities

- ❖ When you are in a situation in which you are multitasking, using phones, computer and other technology, try to identify strategies that make you more effective.
- ❖ Observe people who are able to multitask easily, look at what strategies they use and how they are effective at multitasking.
- ❖ Refrain from telling the customer that “it can’t be done”. Focus on how you can make it happen.
- ❖ 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.

Training

- ❖ Take a course on dealing with stress offered through your local high school or college.

Books

- ❖ Petty, James (2001). Priorities: Mastering Time Management. P&R Publishing.
- ❖ Covey, S. (1990). The Seven Habits of Highly Effective People. Free Press.
- ❖ Goman, C. K. (1993). Adapting to Change: Making it Work for You. Crisp Publication.

Personal Time Activities

- ❖ Try to remember the ‘tricks’ that you use to balance and prioritize tasks, errands, projects, etc. in your personal time.
- ❖ Work on projects/tasks that require you to do multiple things at the same time.