



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) 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 REGIONAL SALES MANAGER INTERVIEW – SALES (RSMI-SALES)?**

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



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## **DIMENSIONS MEASURED**

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

### **Business Experience:**

- ❖ Demonstrates business insight
- ❖ Shows professional behavior
- ❖ Is interested in the company
- ❖ Probes and identifies the company's needs

### **Leadership:**

- ❖ 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

### **Goal orientation:**

- ❖ 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

### **Motivation:**

- ❖ 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

### **Decision-Making:**

- ❖ Proficiency in developing and evaluating options and alternative courses of action
- ❖ Takes into account: Logic, facts, resources, constraints, and organizational goals when weighing matters

### **Integrity:**

- ❖ 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

### **Impact:**



## REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

- ❖ 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.)

### **Resilience:**

- ❖ 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

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 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.
- ✓ 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.



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## HOW WILL THIS INTERVIEW BE ADMINISTERED?

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

## 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.

## RETEST INTERVALS

If you do not qualify on the RSMI-SALES, 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 initially retest after six months. Subsequent retests are at one-year intervals. 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.



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## SUMMARY

When you succeed in your job, AT&T succeeds as a company! Successful completion of the RSMI-SALES 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.**



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## 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**

- Zaltman, G. (2003). How Customers Think: Essential Insights Into the Mind of the Market. Harvard Business School Press.
- 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.

### 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**

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

### Competency: Goal Orientation



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## **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**

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

## **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.



# REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

## **Books**

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

## **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**

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

## **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





## REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

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**

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

### **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**

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



## REGIONAL SALES MANAGER INTERVIEW–SALES (RSMI-SALES) TEST GUIDE

- 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.
- 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.

### **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**

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