

Driving Productivity Through Assessment & Selection

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Why consider a new approach to selection?

- Dell's transformation agenda needed to be externally driven by the acquisition of I.P. and people with the necessary skills, especially in sales.
- Environment was one of slower economic growth in EMEA and our imperative was to outperform our competition in the market.
- We needed to ensure we had a more comprehensive, consistent, and 'predictive' approach to selecting sales talent
- External research indicated interview alone is only 30% predictive of candidate success. Our target was to increase that to 60%.
- Empower our Hiring Managers to make better decisions.
- Standardise approach to interviews ensuring a more consistent interviewing capability.
- Deliver usable selection data.
- Increase revenue & productivity.



Standardised approach – What was required?

- An assessment was introduced to the sales selection process, designed to assist managers in the decision-making process at the final interview stage
- The assessment has been **validated against sales revenue and profitability performance** within this employee group, to ensure it accurately identifies candidates who are likely to succeed on the job
- The assessment and report are configured through trialing with an internal top 10% sample of Dell's Commercial and Services sales group
- Role play and/or technical test for Internal Sales.
- Presentation/negotiation exercises for External Sales.
- Final stage interview using the assessment report as an aid.



What needed to happen?

Validation Process

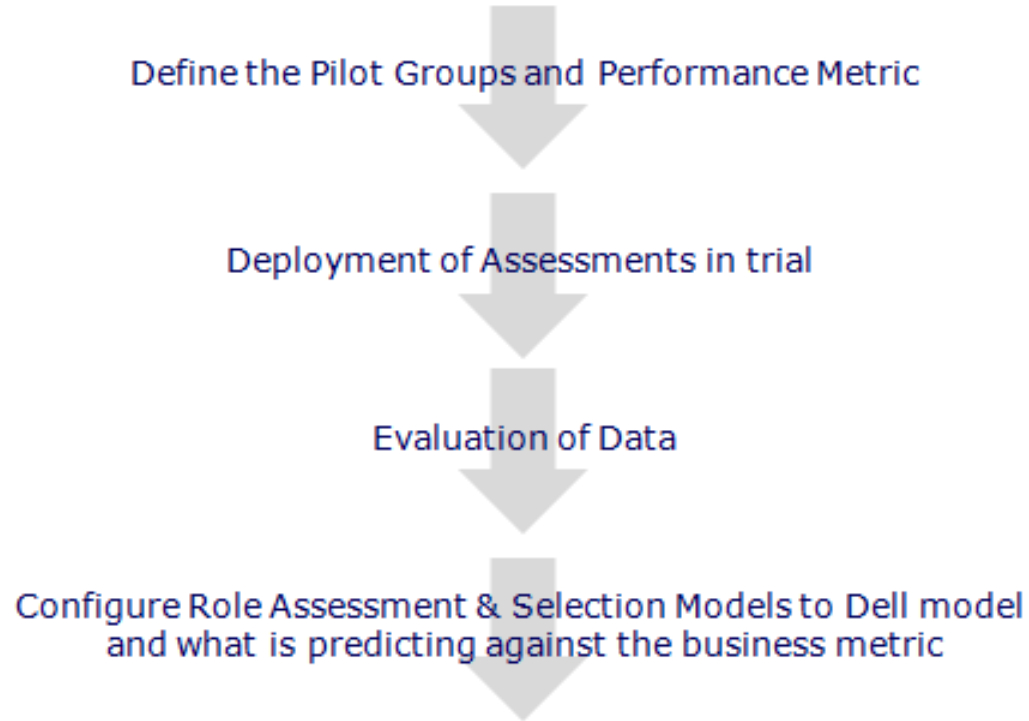
Trial > Analysis

Custom Report Assessment

Roll-out > Training



Validation Study: Process Outline



Validation Study ... what metrics could we measure?

Churn Rate

Sales generated

Profit

Productivity

Retention

Revenue

Manager Ratings



Proven Set
of
Questions



Work Relevant
Traits
(24 traits)

- Directing
- Persuasive
- Socially
Confident
- Sociable
- Agreeable
- Behavioural

etc....



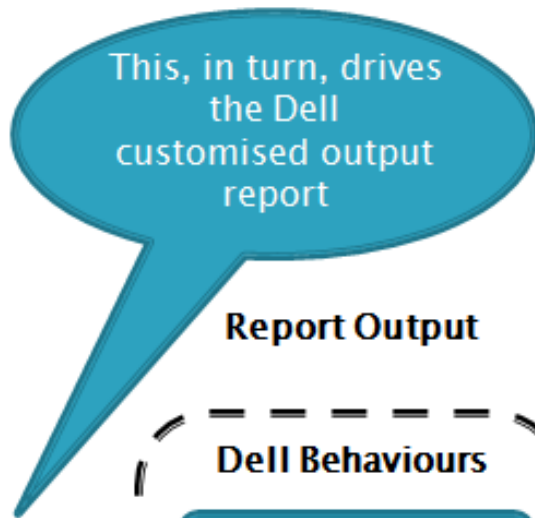
**Proven Set
of
Questions**



**Work Relevant
Traits
(24 traits)**



etc....



Report Output



shapes Personality Questionnaire



Measurement of competencies - Example

How accurately do these statements describe your behaviour?

Please allocate points by using the + and - buttons.

I identify the core of a problem



I set ambitious targets for myself



I cooperate well with others



Max. 2 points to distribute:



finish

help

next



The Assessment Report



Sales Group Assessment Report

Participant: Alex Smith
Overall match score: 4
Administration of shapes: 20.11.2012
Report generated on: 18.09.2013

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Overall Match Score

The Overall Match Score on the cover page of this report is based on the match of Ms Smith's online assessment data and the criteria for effective performance. A high Match Score is an indication that Ms Smith is likely to exhibit many of the behaviours that are key to effective performance in the role.

The Match Score ranges from 1 to 9:

7-9 = Candidate shows **high potential** for the role; reduced risk in hiring

4-6 = Candidate shows typical potential for the role

1-3 = Candidate has many potential areas for development; **high risk** in hiring

Profile

This profile shows Ms Smith's overall potential for fit or risk in each of the five key areas covered by the report:

Area	Definition	Score				
		1 High Risk	2 Some Risk	3 Typical Fit	4 Good Fit	5 Excellent Fit
Interacting with Customers	comfortable communicating with others and builds a network of contacts; deals with customers in a confident and self-assured manner; feels at ease in a formal professional environment			●		
Conscientiousness	takes care to follow procedures; respects rules and regulations; sees jobs through to the end and pays attention to quality issues		●			
Professionalism	sells in a way that comes across as impartial; seen as an independent advisor; driven by opportunities for personal and professional development				●	
Organisation	is systematic and well organised; defines clear priorities; plans well ahead and with realistic time-scales		●			
Drive for Results	motivated to achieve; energetic & determined approach to work; sets self-demanding targets; likes efforts to be recognised; focused under pressure				●	

Norm group: Sales Representatives

Assessment Report: Alex Smith

Interacting with Customers Typical Fit
comfortable communicating with others and builds a network of contacts; deals with customers in a confident and self-assured manner; feels at ease in a formal professional environment

- Ms Smith indicates that she is moderately confident in formal business situations. She is likely to be as comfortable as most people when making presentations or when meeting/speaking with customers for the first time.
- Ms Smith describes herself as less lively and talkative than most people. She may therefore be less likely than her peers to enjoy the process of building relationships with other people and developing networks of contacts. This could make it difficult for her to progress sales by leveraging relationships with stakeholders.

Interview Questions

Tell me about a time when you had to develop a working relationship with somebody new – a customer or colleague.

- How did you go about it?
- Why was it important to build the relationship?
- What were the challenges?
- How did you deal with these?
- How good was the relationship you developed? How did you know this?

How do you interact with others to ensure you achieve your goals? Can you give an example?

- What was the situation?
- How did you ensure you got what you wanted from the interaction?
- What were the needs of the other person or people in the interaction? How did you know?
- How successful were you in meeting everyone's needs?
- What advice would you give to someone about building and effectively using networks of contacts?

Conscientiousness Some Risk

takes care to follow procedures; respects rules and regulations; sees jobs through to the end and pays attention to quality issues

- Ms Smith clearly indicates that she does not see rules and procedures as highly important. Her strong tendency to see rules as feasible may mean that she does not pay close attention to the quality of deliverables, which in turn may lead to customer dissatisfaction.
- Ms Smith is highly likely to see deadlines as feasible. This means she is much less likely than most people to deliver commitments made to customers and colleagues, and this could be frustrating for them.

Interview Questions

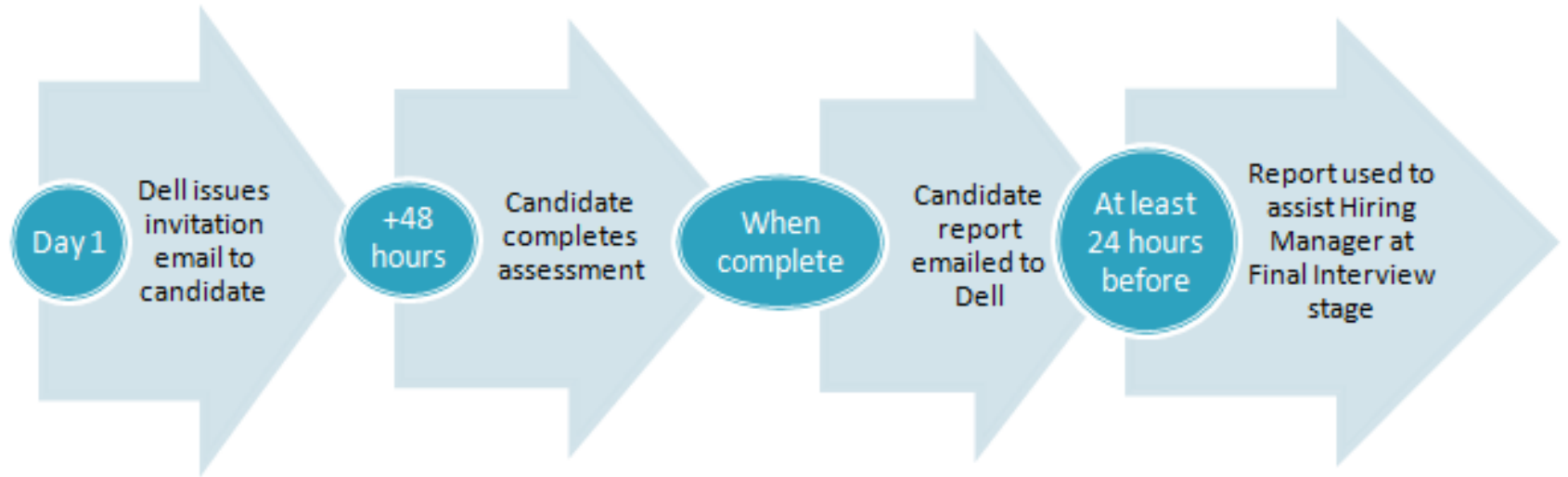
Give me an example of a time when you were required to deliver a solution under strict guidelines.

- What were the guidelines? Why was it important to follow them?
- How did you approach delivering the solution?
- What was the outcome?
- To what extent did you have to deviate from the guidelines?
- What would you do differently if required to work in the same way again?

Give me an example of a time when you were fully accountable for the quality of a deliverable for a customer (internal or external).

- What was the deliverable?
- How difficult was it to achieve a high quality result?
- What was the customer's feedback?
- How would you increase the quality of the outcome if you were in this situation again?

Timeline



Find

- Talent Acquisition Team

Prequalify

- Talent Acquisition Team

Face to face

- Site Team/ Manager
- Interview plus
 - Role Play or
 - Presentation or
 - Tech Test or
 - Other exercise relevant to role

Psychometric Test

- Benchmarked against the top 10% of performers.

Final Interview

- Senior Manager/BU Leader – interview with outputs from previous interviews, the exercise and the psychometric test

Output

- Decision to hire – input into IDP/Training/Onboarding candidate SWOT
- Decision not to hire – Structured feedback

Benefits/Outputs

- Significant percentage shift in performance of our sales makers across EMEA.
- Very positive feedback from Hiring Leaders.
- Data gathered at point of selection is being used to help develop an IDP for each successful candidate.
- Improved quality of hire.
- Improved candidate interview experience.
- Delivering on providing a more solutions oriented approach to selling in line with Dell's overall transformation.
- We have now extended bespoke programs in respect of Tech Support and Graduate hiring and we are currently in the process of creating a program for Finance hiring in our Financial Shared Services Centre in Bratislava.

