Driving Productivity Through Assessment & Selection

Ronan O’Reilly, Dell Talent Acquisition, EMEA
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

1. Define the Pilot Groups and Performance Metric
2. Deployment of Assessments in trial
3. Evaluation of Data
4. Configure Role Assessment & Selection Models to Dell model and what is predicting against the business metric
Validation Study ... what metrics could we measure?

- Churn Rate
- Profit
- Retention
- Productivity
- Revenue
- Sales generated
- Manager Ratings
Our research informed us which of the measured traits are the most important for success in sales in Dell.
Proven Set of Questions

Shapes Questionnaire

Work Relevant Traits (24 traits)
- Directing
- Persuasive
- Socially Confident
- Sociable
- Agreeable
- Behavioural
- etc....

Report Output

Dell Behaviours
- Interacting with Customers
- Conscientiousness
- Professionalism
- Organisation
- Drive for Results

This, in turn, drives the Dell customised output report.
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:
The Assessment Report

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.

<table>
<thead>
<tr>
<th>Area</th>
<th>Definition</th>
<th>1 High Fit</th>
<th>2 Some Risk</th>
<th>3 Typical Fit</th>
<th>4 Good Fit</th>
<th>5 Excellent Fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interacting with Customers</td>
<td>Constantly communicating with others and building a network of contacts, issues with customers in a confident and self-assured manner, especially in a formal professional environment</td>
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<tr>
<td>Conscientiousness</td>
<td>Takes care to follow procedures, respects roles and organizational norms, shows proper attention to detail, especially in a way that comes across as important and sets an example for others</td>
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<tr>
<td>Professionalism</td>
<td>Acts professionally, avoids neglect, faulty or unethical, and upholds ethical standards, shows awareness of potential ethical issues, and takes the necessary action to address them</td>
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<tr>
<td>Organisation</td>
<td>Acts in an organized and professional manner, defines action plans, goals and objectives with outside terminals, reduces to action, engages a determined approach to tasks, and exceeding targets, less effort to be recognised, focused under pressure</td>
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<tr>
<td>Drive for Results</td>
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</table>
Timeline

**Day 1**
Dell issues invitation email to candidate

**+48 hours**
Candidate completes assessment

**When complete**
Candidate report emailed to Dell

**At least 24 hours before**
Report used to assist Hiring Manager at Final Interview stage
<table>
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<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>Find</td>
<td>Talent Acquisition Team</td>
</tr>
<tr>
<td>Prequalify</td>
<td>Talent Acquisition Team</td>
</tr>
</tbody>
</table>
| 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.