Dell Sales Group

Understanding Sales Success –
Creating an assessment and interview process that predicts professional and profitable sales behaviour

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Agenda

- Overview Of Dell & Our Organisation
- Past – Current – Future Strategy
- Why our sales group are so important
- Here is how we look to improve the hiring and performance of this group
- Initial project and findings
- Next Steps
Mission

• We are relentlessly focused on delivering technology solutions that work harder for our customers, and gives access to technology to people and organizations around the world. Our Purpose - ‘Delivering technology solutions that enable people everywhere to grow & thrive.’ – drives who we are and our commitment to all of our customers.
Overview Of Dell

Company facts
• Annual Revenue: $61B in FY 11
• # 41 on Fortune 500
• 108,000 Team Members Worldwide
• Operate in over 190 countries with strong collaboration across global teams
• 95% of Fortune 500 companies do business with Dell
• 10 Mil Small Business served by Dell
• 100% of G20 governments choose Dell
• 2 Bil conversations with our customers each year
Strategy Shift

• Move to services and solutions

• Migration to complex combinations of service and products

• Move to the cloud

• Acquisition of large and niche technology and consulting firms

• Focus on high value add and higher margin work
Why is our sales group so important

• Highly competitive and complex market place

• Dell transforming who and how it targets opportunities

• Consultative and enterprise based analysis and sales approach becoming central

• Need for near term - objectives focus at the same time
The Research

• Account Managers in Dell trial shapes questionnaire
• 61 initially complete Shapes questionnaires measuring key behaviours and motivations relevant to sales roles – now at 150 +
• Questionnaire data matched with performance data
• This analysis considers:
  – Common traits
  – Factors important in delivering high levels of performance
Common Traits:
What are the Account Managers like as a group?
Common Traits

Likely Strengths of the Group:

• **Driven by financial reward** – Overall the Account Managers are likely to seek out, and invest more effort in closing, deals with a high financial payoff.

• **Competitive** – The group enjoy competing with others, and this is likely to make them effective at identifying opportunities and closing deals.

• **Driven by Recognition** – Overall the Account Managers value the kudos of being seen as ‘the top performer’: seeking recognition from the customer is likely to ensure the later stages of the sales process are achieved, however an over-emphasis on recognition may hinder the early stages of building a client relationship because the Account Manager may be seen as narcissistic.
Common Traits

Potential Risk Areas:

• Professional Challenge – Overall the group is not strongly motivated to develop their own professional skills and knowledge: this is a key element of success for all stages of the sales process, and for keeping up-to-date with new products and market intelligence.

• Identification – The Account Managers generally do not have a strong need to feel proud of their role or Dell: this could impact upon the impression they give when contacting prospects, and on the quality of delivery of solutions.

• Systematic – The group does not appear to be highly organised or strong at planning: this is likely to impact how well they organize a pipeline of prospects and organize delivery of projects.
Common Traits

Other points of note:

• Overall the group is not concerned with having prestigious, attractive working premises

• The Account Managers describe themselves as showing good judgement, even when weighing up situations under time pressure
BUT! What actually makes the difference in Dell?
High Performance Traits

• Performance measures in two key areas for this initial review:
  – Revenue
  – Profitability

• What traits actually lead to high achievement in these two areas?
Revenue

- Account Managers who perform better against revenue targets tend to be:
  - **More Socially Confident**: formal presenting and meeting people for the first time (interestingly, this is an area where overall the group is not strong)
  - **More Conscientious**: They do what they say they will do
  - Motivated more by opportunities for development than by financial reward (curious about client needs? financial reward as a ‘hygiene factor’?)
  - **Motivated by job security** (take a long-term perspective? an ‘anxiety’ factor?)
  - More ‘detached’ and present themselves as impartial (this requires further examination in the data)
Profit

• Account Managers who perform better against profit targets tend to be:
  – More Socially Confident: formal presenting and meeting people for the first time
  – More Conscientious: They do what they say they will do
  – Motivated more by opportunities for development than by financial reward
  – Motivated by job security
  – More independent or ‘detached’
  – More organized and likely to plan (as with Socially Confident, this is an area where the group overall is not strong)
  – More driven to achieve difficult targets (requires more energy to meet profit targets than revenue targets?)
  – Motivated by recognition of high performance
  – More determined under pressure
Summary

• Achieving revenue and profit targets requires an Account Manager who:
  – Feels confident interacting with customers in meetings and presentations
  – Fulfils promises
  – Is motivated by more than financial reward
  – Presents himself/herself as impartial

• There is an ‘extra’ set of traits that facilitate the achievement of profit targets, that add to this ‘recipe’:
  – Motivated by difficult challenges, investing extra energy to achieve them and be recognised for it
  – Systematic and well organized, planning account activity
Financial Impact
Revenue

• Using a ‘job match’ score based on the traits identified as critical for success...

• Average Revenue Target Attainment of ‘High Job Match’ Group = 133%

• Average Revenue Target Attainment of ‘Low Job Match’ Group = 97%
Revenue

This difference worth €????? per salesperson
Profit

• Using a ‘job match’ score based on the traits identified as critical for success...

• Average Profit Target Attainment of ‘High Job Match’ Group = 136%

• Average Profit Target Attainment of ‘Low Job Match’ Group = 92%
Profit

This difference worth €???? per salesperson
Next Steps

• Assessment questionnaire be trialed and validated in UK and French Contexts

• Development of formats to train core talent acquisition teams at using reports for screening and interviewing and scalable simple way to train hiring managers across many countries

• Creation of report output to indicate areas of development and how to achieve this
Questions