Talentsift

Finding a New Business Development Manager for an Expanding Enterprise IT Services Company

A Talentsift Case Study

The client: Oriana

Oriana is a Budapest based, cutting edge enterprise software solutions provider. It was founded over 10 years ago and has been managed ever since by software engineering professionals with decades of experience in in-house enterprise IT management. This background enables Oriana to appreciate the specific needs of enterprise clients in a wide variety of industries and to offer bespoke solutions to concrete IT problems.

The position: Business Development Manager

With an ever-expanding product and solutions portfolio, Oriana identified the need for a dedicated Business Development Manager capable of autonomously finding new partners and distribution channels both in Hungary and globally.

The position requirements

Business Development Management at Oriana is a horizontal role with a diverse set of duties. These include not just identifying but developing and managing leads, supervising bidding processes and performing product management tasks as well.

Responsibilities		
Channel Management	Bid Management	Product Management

Identifying competencies

The first step in designing an effective selection method was to define the competencies necessary for the role. Talentsift's occupational psychologist experts consulted Oriana's HR responsible and a senior member of the business development department to gain a better understanding of the responsibilities and the daily tasks the future Business Development Manager would have to cope with. After a thorough analysis of the positon requirements and Oriana's organisational culture they identified the following sets of competencies to be critical for the role:

For the **channel management** tasks

○ action orientated
○ relationship building
○ negotiating and influencing

Action Orientated:
Proactively accepts responsibility for work, people and actions; Decisions made are timely and well-defined; Embraces considered risks or difficult decisions; Pushes for action and shows confidence in the decisions they make

For the **bid management** tasks

○ developing skills and knowledge
○ interpreting and analysing
○ commercial mind-set

Developing Skills and Knowledge:
Displays enthusiasm for learning new skills; Learns new tasks quickly; Utilises expert and technical skill; Strives to increase knowledge and expertise through continual professional development; Learns from past mistakes and achievements; Seeks feedback from others

For the **product management** tasks

○ innovation
○ setting vision and strategy
○ drive and determination

Innovation:
Creates novel methods, ideas or strategies; Covers a breadth of areas when formulating ideas; Continually explores ideas for organisational innovation and improvement

Extracts from the Talentsift Competency Framework

Choosing the ideal test suite

Based on these findings, Talentsift proposed the following test suite to assess the candidates' general and role specific competencies and their fit to Oriana's corporate culture:

○ **Numerical Reasoning Test (32 questions, 25 minutes)**

The numerical reasoning test enables the employer to measure the candidates' skills to interpret and analyse numerical data, diagrams and tables, their mathematical logic and their ability to work with numbers in general.

○ **Abstract Reasoning Test (31 questions, 25 minutes)**

The abstract reasoning test is used to determine the candidates' fluid intelligence, and to measure the otherwise elusive competency to perform well in and adapt to unfamiliar situations quickly and effectively.

○ **Workplace Personality Test (80 statements, untimed)**

The Talentsift Workspace Personality Test (TSWPT) is a self-assessment test that reports on how candidates judge themselves with regards to statements associated to various personality traits such as those identified in the previous phase.

	Most like me	Least like me
I help people to develop	○	○
I am confident speaking to others	○	◉
I take on reponsibilities	◉	○
I enjoy working with others	○	○

28%

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A sample statement from the Talentsift Workspace Personality Test

Delivering the test

After Oriana approved the proposed test package, the next step was to deliver the tests and make them accessible for the applicants. Oriana was offered two options: option one was to have Talentsift manage the entire invitation, testing and candidate tracking process, while with option two Oriana was able to continue using their own method for candidate management along with the tests running on Talentsift's own platform. As it was a high priority for Oriana to have a test solution that needed no IT integration so they could keep on using their own candidate tracking system, they chose option two.

After several weeks of intensive CV sifting Oriana finally pre-selected 4 candidates for testing and Talentsift delivered to Oriana the list of the unique access codes that the applicants would have to use to sign in to the online test platform.

Reporting: The results

In a week time, when the last candidate completed the tests, the reports were generated and were sent out to Oriana the same day.

All four candidates performed to an acceptable standard in the abstract reasoning and numerical reasoning tests and there were no distinctive differences between them. The only exception was candidate B who performed significantly better than the others on the numerical test, but showed an inverse pattern of performance on the abstract reasoning test (See Table 1.).
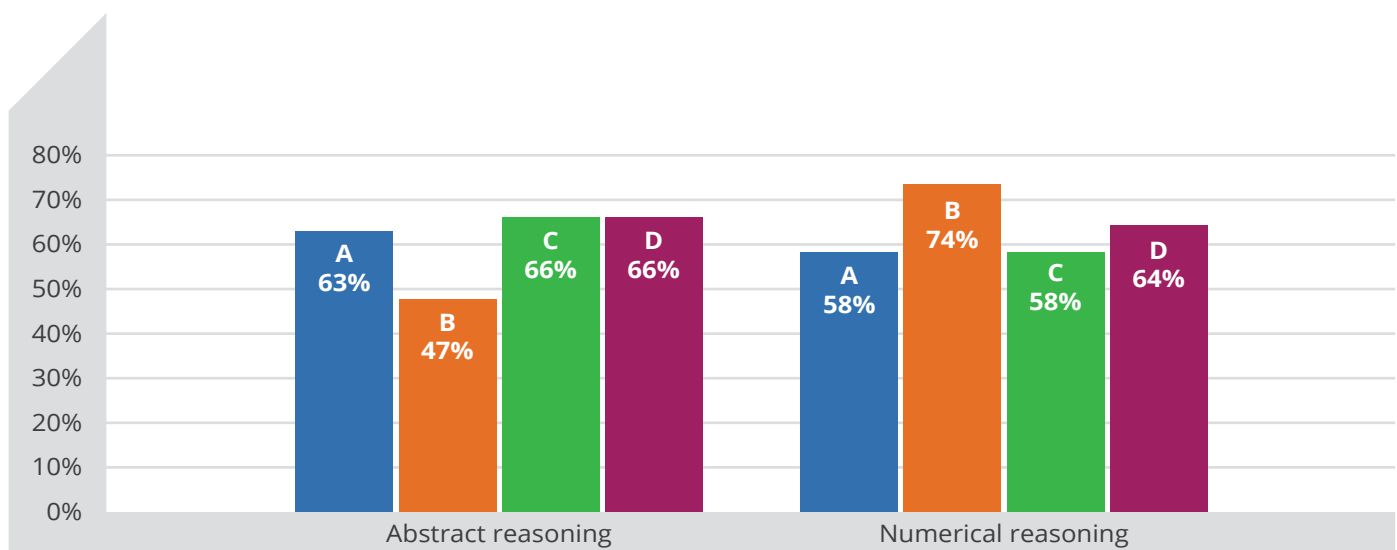

Table 1: **Comparing candidates' performance on the reasoning tests**

While the reasoning tests did not show major contrast among the candidates, the Workplace Personality Questionnaire revealed interesting differences in how candidates viewed themselves and how strong a fit they appeared to the requirements. Of special interest was the case of Candidate A & D who were also the two most promising candidates based on their CVs. While Candidate A seemed to have more traits both with strong (3) and poor (2) fits to the role, Candidate D appeared somewhat more mysterious with results less on the extremes, as on 7 out of the 9 assessed competencies he was scored as a moderate fit. (See Table 2. for a comparison and Figure 1. for an extract from the report.)
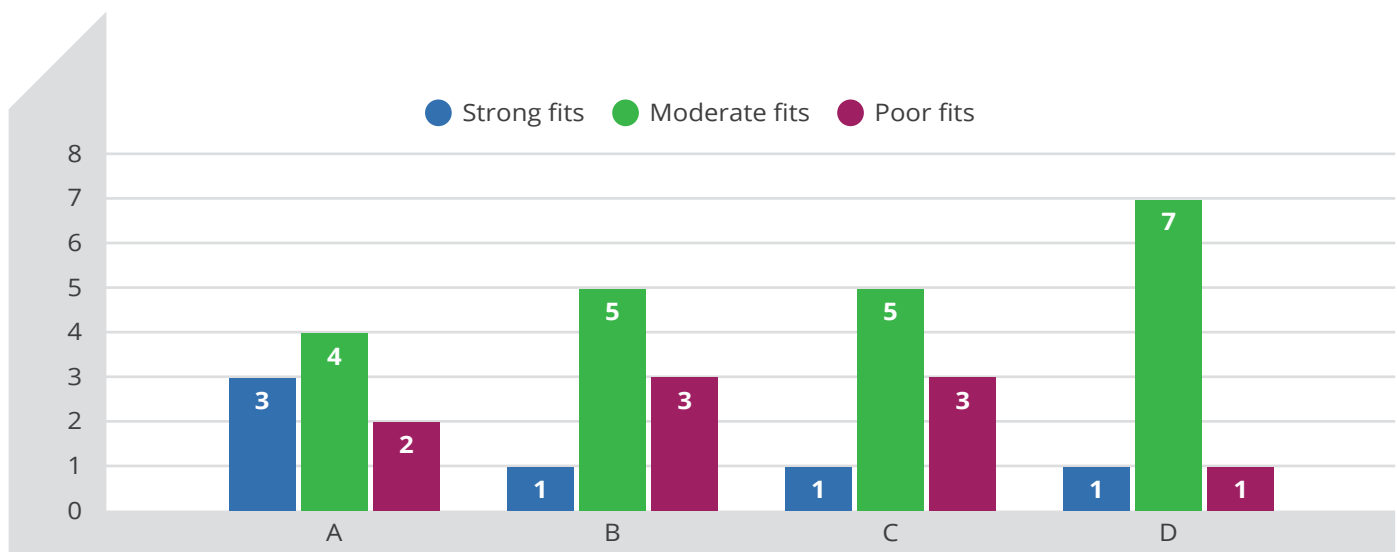
Table 2: Comparing candidates' scores on the Workspace Personality Test

The report not only contained quantitative data including the overall grades, speed and accuracy measures and the corresponding verbal comments. Based on the Workspace Personality Test results Talentsift also proposed concrete questions for the personal interviews to help Oriana double-check and follow up with candidates about their strengths and weaknesses.

The decision

Oriana invited all four candidates for a final interview. As it was expected Candidate A and D were the top performers, with Candidate A showing slightly more experience relevant for the position. The interviewers used the proposed interview question guide to further probe the candidates, and despite he was less experienced, they felt that his personality and the way he approached the role made Candidate D a better fit for the position and for the team.

Finally, Oriana proceeded to make an offer to this candidate, who had no hesitation in accepting it, and started in his new role as Oriana's new Business Development Manager in a month.

Follow-up

Oriana and Talentsift will continue working together in following the candidate's performance in his new position. In six months' time the candidate will be evaluated against job performance measures to control how well the tests predicted his workplace performance. Additionally, in order to further improve Talentsift's test design procedure, structured interviews will be conducted with both the candidate and his manager to evaluate whether the 9 competencies originally identified are truly the top priorities for the role.