HIRING & ONBOARDING SYSTEM

IDCFA Innovation Webinar, June 30, 2017

Dale Carnegie India

If you want to go far, go together

Hiring Right

Hiring

Resource Mapping

- Business need forecasting

- Internal talent scans: promotions, role changes, relocations

- Attrition forecasting

- Recruitment requirement

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Selection

- Recruitment:

  - Hiring right : role based, domain-skills and attitude assessment

  - Sources : Company Website/ Job Portal/ Recruitment Agencies/ Employee Referral

  - 3 level of interviews
    HR screening $\longrightarrow$ Functional Interview $\longrightarrow$ Behavioral Interview

  - Designed standard interview evaluation form for each level

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Level 1: HR Screening

Competency Check

Qualifications & Experience Check

Role explanation

Expectation Setting

- Communication ability
- Language proficiency
- Enthusiasm and energy
- Genuine interest
- Compensation expectations

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Level 2: Functional Interview

By Supervisor

Role Understanding & Fitment	Past Performance
Scenario-based Questions	**Cold Calling Demo**

Competency Check

- Business acumen
- Selling / Stand up skills
- Planning & Organizing
- Resilience / Resourcefulness
- Customer orientation

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Level 3:Behavioural Interview

By Management

Personality related questions	Relationship orientation
Learnability / Coachability	Work environment

Competency Check

- Inter-personal skills
- Self-management
- Goal orientation
- Ambition / Aspirations
- Values / Culture fit

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Offer Process & Pre - Joining

- Multiple HR touchpoints to maintain interest & create enthusiasm
- Buddy contact

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Joining Kit

- Welcome kit

- Team Introductions

- Structured Induction

WOW from the word go

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Induction

Group Induction

2 days Orientation:

- Corporate History
  - Vision, Mission, Values

- Industry Overview

- Product & Services
  - Engagement Formats

- Marketing

- Operations

- HR policies

- IT

- Half day Sales Academy

- 3-day DCC Exposure

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Onboarding

The Goals of Onboarding

Reduce time to productivity

Increase retention

Improved Engagement

Provide consistent info on the organization

Understand expectations

Provides relevant info to ALL employees

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Onboarding Approach

KNOW

DO

USE

- Core Products
- Exposure
- Methodology

- Processes
- Sales Academy
- Endorsements

- Shadow meetings
- Tandems
- Independent operation

Learning Experience

DCTI's Sales Academy took me through all the aspects of solution selling step by step covering all the relevant websites, product library, real-time scenarios and expected obstacles, that geared me up face the real life selling scenarios head on. The session on Fact, Benefit and Application (FBA) of LTM facilitated me with a better understanding of the program. I was able to advice the client with confidence and share key insights of the program with impact. This led me to seal the deal with an infrastructure and power company within two weeks of going through the Academy and boosted my capability to get more business results.

Shika Sachdeva

Business Consultant

Work 1+1

Classroom Training

Self Study

Sales Call Coaching

Videos, webinars, events, books, guides, white papers, apps

3 Months Onboarding Plan

Onboarding

Corporate Solutions Sales

Sales – 30 days

Week 1

- HTWF Book

- PRD explanation

- Elevators speech, USPs, Cycle of Development, Triangle of Learning

- Core Programs

- Websites & Resources

Week 2

- Database assignment

- Prospecting Strategies

- Credentials presentation

- New Account Development Plan

- Demo: Elevator speech, credentials presentation, explanation of 4 Core Programs

Week 3

- Shadow meetings

- Sales Agenda Call/ Questioning process

- Prepare Cold call list

- Live DM calls/ Set up meetings for next we

Week 4

- Tandem meetings with managers/ senior salesperson

- Dormant Accounts & Reactivation Strategies

- Handling in-bound leads, CRM training

- Sign-off PRD/ Sales Plan/ Sales Target

- Program experience (HIP / DCC)

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Sales - 30 Day

Competency Check :

- Elevator Speech

- USP's

- Credentials presentation

- Explain 4 core programs

- iMap

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Sales - 60 Day

- Sector-wise strategies

- Sector-wise client credibility presentation

- Customized Solutioning

- Approach Note / Proposals

- Pricing Negotiation & Closing

- Legacy account strategies

- Program Experience (DCC / HIP)

Competency Check

- Sales Agenda Call

- Account strategies/ sales development plan

- Solutioning

- Produce an Approach Note

- CRM facility

- Can conduct meetings independently

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Sales - 90 Days

- Employee Engagement – White Papers

- Engagement Academy

Competency Check

- EE credentials & Solution Creation

- Initial pipeline development

- Closed at least 1 in-house program

- Can operate independently

- Pre/during/post sales activity

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Onboarding

Trainers

Trainers – 30 days

Week 1

- HTWF Book Assignment

- Elevators speech, USPs, Cycle of Development, Triangle of Learning

- Trainer Resources/ Websites/Videos

- Core Programs orientation

Week 2

- Art of Dale Carnegie

- Dale Exposure

Week 3

- Pre-Certification Workshops

- Observe live program

Week 4

- E-learning

- Grad Assist

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Trainers - 60 Days

- Pre DNA / DNA

- Tandems

- Practice / Coaching by Master Trainer / Senior Trainer

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Trainers - 90 Days

- Completion of all Tandems

- Practice / Coaching by Master Trainer / Senior Trainer

- Solo delivery

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Onboarding

Public Programs

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Public Programs – 30 days

Week 1

- HTWF Book
- PRD explanation
- Pre memorized language, Elevators speech, USPs, Cycle of Development, Triangle of Learning
- Core Programs
- Websites & Resources

Week 2

- Credentials presentation
- Call Script – General & Objection Handling
- Dialer & CRM

Week 3

- Calendar and Title discussion
- Account & Sector Understanding
- Process Orientation
- Shadow Calls
- Mock Calls
- Tandem calls

Week 4

- Independent Calling to Sector
- MIS report understanding
- 1st Lead Allocation
- Sign-off PRD

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Public Programs - 60 Days

- Independent Calling as per calling plan

- Book Report to be collated and learnings to be presented

- Close sale in week 7 or before

- Program Experience (DCC / HIP)

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Public Programs - 90 Days

- Independent calling as per calling plan to full database

- Generate enrolments as per the targets

- Can operate independently

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Best Practices Feedback from New Hires

WHAT WORKS

Knowledge of offerings & company

Group induction. Team focus training takes the pressure off and allows team to collaborate

Work on sales process

Introductory conversations with various practice leads

Reoccurring coaching helped in dealing with atypical situations on the phone

Memorization of the Dale Carnegie language is essential and helps with learn key phrases

Calls with other team members provides a sense of being "plugged in" to the network

Onboarding from different people provided a wide range of views of the company

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Organization Results

- Respect for the organization – big company feel

- Cultural integration - instant team belonging

- Better trained sales people

- First sale closure time reduced
  - Corporate solutions : now 9-12 weeks, down from 5-6 months
  - Public programs : now 6-7 weeks, down from 3-4 months

- More confident trainers post endorsement

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Thank You