



SUCCESS STORY

USING ASSESSMENT TO DEVELOP A BEST-IN-CLASS SALES FORCE

The Learning and Development function of Hewlett-Packard Company wanted to clearly identify the strengths and development needs for the sales organization and design a system for customizing individual development plans. The ultimate goal was to create a best-in-class sales force.

BUSINESS ISSUE

Hewlett-Packard had recently merged with a former competitor. As a result, the newly formed organization had two worldwide salesforces with inconsistent go-to-market strategies, development systems, and assessment processes. This led to a lack of linkages across various business groups, regions, and sales roles, and a duplication of effort in a number of areas. The Learning and Development function did not have information that would guide their prioritization and allocation of limited development resources. In addition, salespeople and management had little data to guide individual development planning.

The organization needed concrete, real-world data at the individual and organizational level to support the prioritization of limited workforce development resources as they created a Sales University. With assessment results, salespeople would have focused insight on their strengths and development needs and, consequently, would make better informed decisions when entering the University and planning their development.

Prior to the development of the University, Wilson Learning had been engaged by the organization to evaluate the skills of its salesforce. Wilson Learning delivered a global implementation of *Salesperson Navigator* (SPN), a multi-rater assessment instrument. The skill assessment involved use of both client-specific and Wilson Learning SPN competency models. With the development of University, Hewlett-Packard again engaged Wilson Learning to provide and deliver online assessments to its distributed salesforce.

SOLUTION

The solution consisted of individual multi-rater assessments, knowledge tests, individual reports, group reports, feedback sessions, and data analysis. More specifically, Wilson Learning:

- Partnered with other vendors to implement assessments, set target scores, and test participants on their product and technology knowledge

<i>Client:</i>	Hewlett-Packard Company
<i>Industry:</i>	High-Technology
<i>Focus:</i>	Sales Effectiveness
<i>Core program:</i>	Salesperson Navigator and Custom Testing
<i>Other deliverables:</i>	Analysis, reports and deployment processes
<i>Solution summary:</i>	Used Salesperson Navigator to assess knowledge
<i>Solution Benefits:</i>	<ul style="list-style-type: none"> ■ Very high acceptance and participation in the assessment program ■ Participants discuss the assessment results with their managers to create more focused development plans when entering the Sales University ■ The client's workforce development team is now using the results to guide curriculum design, development and resource utilization.

- Provided a mechanism for participants to view and download assessment surveys in ten different languages
- Developed a number of status reporting tools that client administrators could use to monitor participation rates
- Created multiple registration systems to meet the dynamic needs of the customer and its salespeople
- Developed multiple custom individual and group reports
- Created a data feed to the customer's development system

OUTCOME

Wilson Learning has delivered over 18,000 skill assessments and 10,000 knowledge tests to salespeople in approximately 200 different sales roles. Approximately one-half of these assessments have been delivered since the launch of the Sales University. The assessment process has had a very high (90+%) participation and acceptance rate. The client's workforce development organization has used the results to guide curriculum design, development, and resource utilization and create a much more effective and efficient organization. The assessment process has also become the mandatory point of entry into the organization's Sales University program. Salespeople review their assessment results with their managers to create development plans and select learning options in the University.

In addition to continuing to work closely with Wilson Learning to assess its salesforce on an ongoing basis, Hewlett-Packard is now collaborating with Wilson Learning to assess other functions such as presale technical roles, product designers and marketing.