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Predicting High Performance in a High Value Retail Environment

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Steinhoff UK?



Steinhoff

- Part of Global Conglomerate – Steinhoff International
- Vertical Integration
- UK – Manufacture, Retail, Transport
- Some UK Brands you may recognise:





Harveys Furniture



- Steinhoff' biggest UK Brand
- 160 Stores Nationwide
- Proud Sponsor of Coronation Street
- Undergoing MAJOR transformation
- People at the heart of our success
- Great People Selling More Furniture!



Our objectives.....

- Manage efficiently the high volume of candidates applying for store-based roles
- Improve the 'fit' of successful candidates: increase job and sales performance
- Reduce risk by poor-fitting candidates never making the interview
- Engage candidates with a screening and selection process that reflects the brand and environment
- **Our Anticipated Outcome:**
- **A Bit of Planning + 10-12 Minute Questionnaire = lots of extra sales per sales advisor & better performing stores**



How did we do this?

- Trialled two potential screening tools:
 - A Situational Judgement Questionnaire (SJQ) that measures competencies through decision-making in typical job situations
 - A questionnaire – ‘Shapes’ – that measures competencies through aspects of personal style

- Across two role groups:

Managers & Assistant Managers

Sales Advisors



Approach – Trialled with 486 job holders

Trial Group	Measures					
	SJQ–Sales	SJQ–Managers	Shapes (Sales)	Shapes (Manager)	Individual Performance (Cumulative 6-month Total – Leagued)	Store Performance (Cumulative 6-month Total – Leagued)
Sales Advisors	✓		✓		✓	
Assistant Managers		✓		✓	✓	
Managers		✓		✓		✓



Example – Situational Judgment Questionnaire

Manager - Example

Please weight your preferred 'response' or 'responses':

You are due to have an audit tomorrow but the store is full of customers and you are not prepared for the audit.
What do you do?

Focus on the customers in store today and tomorrow you can explain that you have been busy with customers and have not been able to prepare for the audit.

Get your sales team organised as best you can and get them dealing with customers. You need to get the audit preparation completed.

Call the audit team and explain you are very busy on the sales side and ask whether they allow you a few extra days preparation.

Max. 4 points to distribute:

finish

instructions

next



Example Personality Questionnaire



start

1/48

end



How accurately do these statements describe your behavior?

I enjoy taking the lead

Progress bar for "I enjoy taking the lead" showing 3 orange circles and a slider with + and - buttons.

I take a broad perspective

Progress bar for "I take a broad perspective" showing 0 orange circles and a slider with + and - buttons.

I analyze information thoroughly

Progress bar for "I analyze information thoroughly" showing 1 orange circle and a slider with + and - buttons.

Please allocate points by using the round + and - buttons

Max. 2 points to distribute: Progress bar showing 2 orange circles and a slider with + and - buttons.





Two key questions:

- Examining the results of the trial alongside actual job performance data: Can we predict what someone's financial performance will be, based on their scores on the assessments?
- Using the same data, what are the key traits of Sales Advisors, Assistant Managers, & Managers that lead to strong financial performance?



What are the key traits of Sales Advisors?

- *Drive*: Enjoys difficult targets and competition with others. Driven by financial reward. Takes a planned, practical approach to meeting goals.
- *Interacting with Customers*: Confident and comfortable approaching customers and talking with them. Enjoys persuading customers to buy products.
- *Sales Professional*: Needs to feel proud of own work and the company to perform. Motivated by opportunities to develop own knowledge of products and the wider-business.

Key risk area:

- *Over-sociable*: Needs to be around others or constantly working with others in the team. N.B. Candidates who are strongly sociable may come across as very likeable at interview.

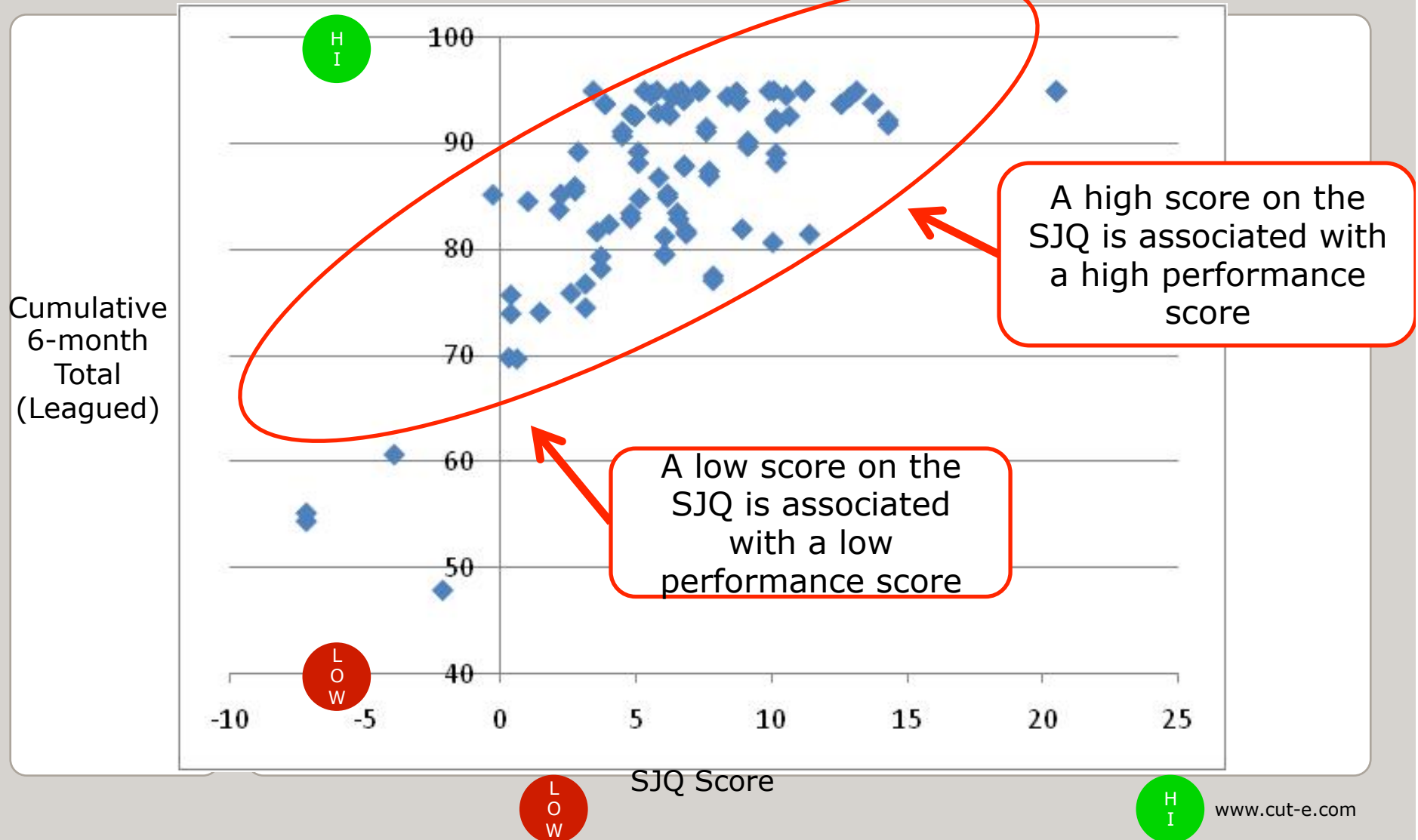


Results – Sales Advisors

- Both the SJQ and the Shapes questionnaire have a strong and significant relationship with job performance in the Sales Advisor group
- The SJQ shows higher validity than the Shapes questionnaire and has been designed with screening in-mind
- The data allow us to shorten the Sales SJQ to fifteen questions (down from thirty-one), reducing candidate completion time



Results – Sales Advisors





What are the key traits of Managers?

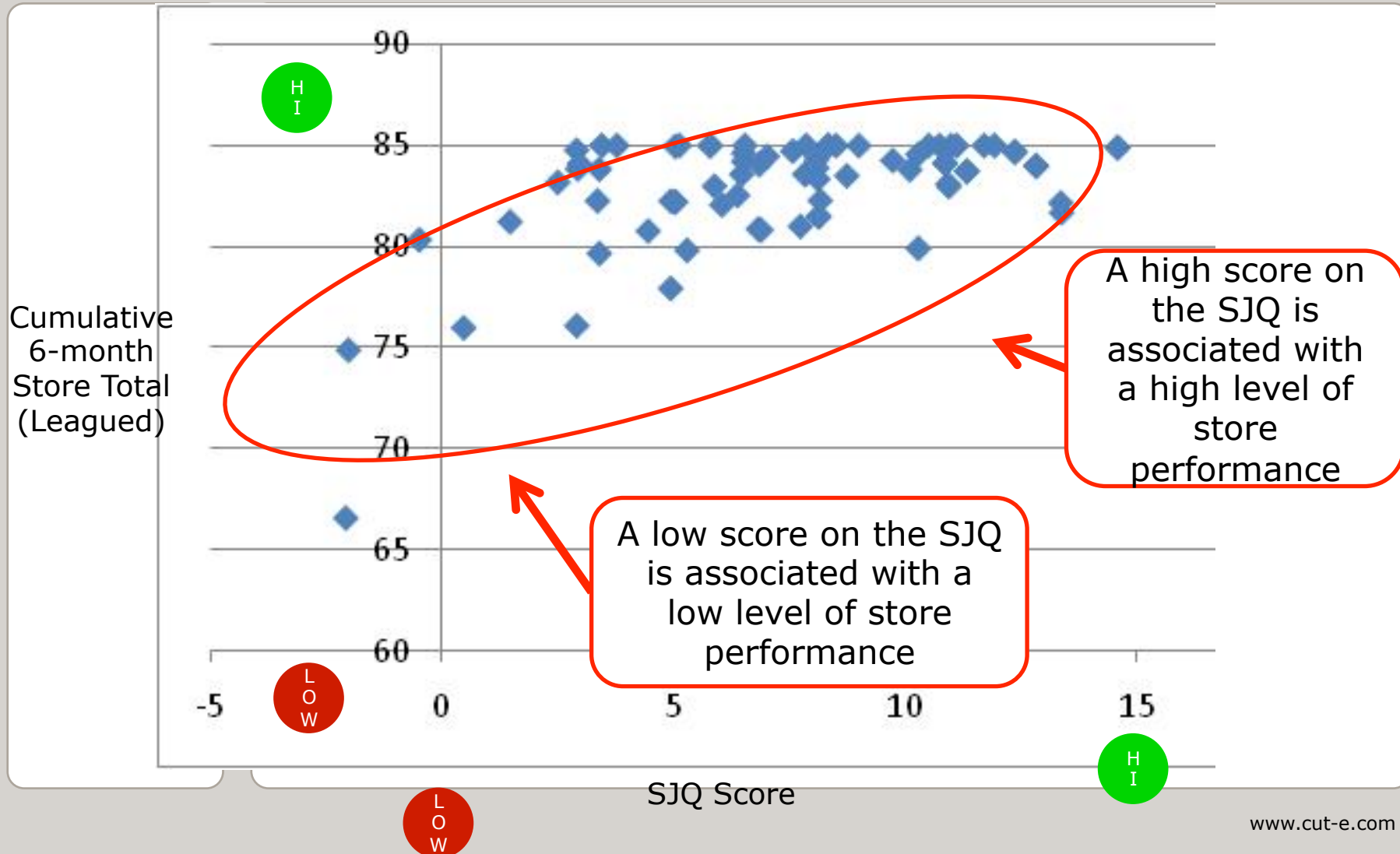
- *Communication*: Confident and comfortable interacting with both customers and colleagues. Uses an understanding of others' motives and behaviour to influence and direct them.
- *Managing the Business*: Sets direction for the store based on both a broad perspective of the business and a thorough evaluation of the details where necessary.

Key risk area:

- *Experimental*: Constantly changing processes and ways of working without fixing the things that actually work.



Results – Managers





Results – Managers

- The performance of stores managed by high scorers on the **SJQ** is on average **almost three points higher** than that of stores managed by low scorers

Score Band	Average 6 month Cumulative Total (Leagued)
High (top third)	84.0
Low (bottom third)	81.3



Tips & Tricks

■ **Impact On Candidates ?**

- How long can the assessments be ?
- Should I get the candidates to do this at the very beginning of the application process

■ **What should I measure ?**

- Skill V Personality V Situational Judgment ...

■ **How should I use results ?**

- Hi Vol- externals....screen out
- Supervisory management – screen out and support interviews
- Internal Development – support interviews and assessment only



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Questions?

