

10:00 Arrive, Register, Collect name badges, food

10:05 Opening speech

10:15 BEHAVIORAL ASSESSMENT – Speed interviews

11:00 ROLE PLAY – Persona simulation – Group 1

12:30 Presentation

1:00 Panel calibration

Assessment Day – overview

CANDIDATES



Kickoff



- Registration & Welcome
- Quick presentation about IQOS

Speed Interviews



- 3 competencies assessed
- 10 minute Interview/ 2 candidates
- 2 minutes turnaround time
- 9 Assessors
- 35min exercise

Role-Play



- 2 scenarios
- 10 min. prep time for scenario 1 only
- No additional time for scenario 2
- Assessors will play role of consumer
- 7 minutes per scenario

Calibration



Final Selection

COMPETENCIES ASSESSED:

THINKING ON THEIR FEET

SELF MOTIVATION

PERSEVERANCE

MECHANICS:

- Each Candidate is evaluated on the 3 competencies
- 10mn speed interview on each competency + 2 mn turnover
- 1 questions per candidate

Competency 1 Thinking on Their Feet

Candidate Candidate



Assessor

10 mins.

Competency 2 Self-Motivation

Candidate Candidate



Assessor

10 mins.

Competency 3 Perseverance

Candidate Candidate



Assessor

10 mins.



Thinking on Their Feet

QUESTION 1

- Convince us to buy ice cream in Alaska?

QUESTION 2

- Describe the color red to two blind people?

SELF MOTIVATION

QUESTION 1

- It is a Wednesday afternoon, you have closed your sales targets for the week and your manager has asked you to take Thursday off owing to your great performance. However, you have the opportunity to earn an extra \$100 by meeting 5 additional clients on Thursday – which one would you choose and why? (There is no right or wrong answer).

QUESTION 2

- What motivates you to get to work every day?

PERSEVERENCE

QUESTION 1

- You applied to your dream university but somebody else took the last spot. The backup school you have will take you down a very different path. What would you do?

QUESTION 2

- You are finally in your dream job which requires you to move to Alaska. How would you convince us (your immediate family) to relocate with you?

1. Give Each Candidate 1 Question
2. If you finish in less than 10 minutes -> Utilize time to further assess competency
3. It's not about the answer! It's about the way it's delivered!
4. After candidate 1 has answered, engage candidate 2 in the conversation. (ask about their opinion, if let them ask questions if they want, etc..)

Thinking on Their Feet

SAMPLE POSITIVE INDICATORS

- ✓ Clear and concise responses
- ✓ Nonverbal communication cues, ie. Eye contact
- ✓ Confidence
- ✓ Two-way communication, ie. asks for clarification

Need help with

SAMPLE NEGATIVE INDICATORS

- Repeats same message
- Unable to clearly articulate/ gets stuck
- Appears stressed/ uncomfortable

SELF MOTIVATION

SAMPLE POSITIVE INDICATORS

- ✓ Passion
- ✓ Initiative & self start
- ✓ Clear goal setting
- ✓ Personal motivation
- ✓ Positive attitude

SAMPLE NEGATIVE INDICATORS

- No plans/ haven't thought about it
- Compromised in life
- Not ready to get out of comfort zone

PERSEVERANCE

SAMPLE POSITIVE INDICATORS

- ✓ Resilience and capacity to bounce back
- ✓ Courage
- ✓ Confidence
- ✓ Determination
- ✓ Commitment

SAMPLE NEGATIVE INDICATORS

- Easily gives up
- Afraid to confront

RATING SCALE (PLEASE CIRCLE RATING GIVEN)

1

No evidence of competency – significant negative behaviors demonstrated

2

Some evidence of competency – majority of behaviors demonstrated are negative even if 1 or 2 positive behaviors demonstrated

3

Clear evidence of competency – majority of behaviors demonstrated are positive even if 1 or 2 negative behaviors demonstrated

4

Significant evidence of positive behaviors – no negative behaviors noted

5

Excellent level of competency – all positive behaviors noted – a high level of competence

Form

Communication- You promote open and honest conversation to facilitate understanding, engagement and alignment. You eagerly and openly share with others, exchanging ideas, information and suggestions to achieve better outcomes.

Using the list of negative and positive indicators (below) for this competency, consider which of these the candidate demonstrated during the interview and assign a rating.

Ineffective Behaviours	1	2	3	3	5	Effective Behaviours
Interrupts the conversation with opinions rather than questions						Listens sincerely to what others have to say
Asks questions based on what others are saying without further clarification						Asks questions to better understand others
Able to maneuver around questions to avoid remaining blocked around topic						Loses composure and gets stuck on questions.
Makes eye contact and behaves positively in terms of body language.						Avoids eye contact, or does not mirror body language. Behaves defensively when unable to deliver on expectations
Uses language that is relevant and familiar to others						Uses complex terminology that is only understood by a few
OVERALL RATING						

Need a screen shot of updated form

Exercise 2

Role-Play

COMPETENCIES ASSESSED:

COMMUNICATION

PERSEVERANCE

SERVICE ORIENTATION

MECHANICS:

- A case study involving a fictional company, and product.
- 10mn reading and preparation of the case.

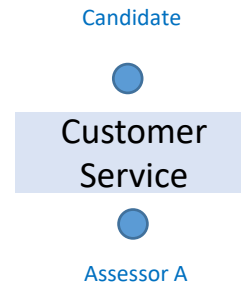
2 subsequent tasks:

1. Communicate to Customer (prepared) – 7mn
2. Communicate to unhappy Customer (unprepared) – 7mn

1



2



THE CASE

The Company:

- ABC Bank is a newly bank set-up in Dubai. They mainly focus on credit cards and their flagship product is a newly introduced customized credit card – their famous Diamond Flexi Card

The Product:

- The Diamond Flexi card is fully customized credit card that allows personalization of benefits.

Why was this product developed:

- The Diamond Flexi card comes as a result of different consumer interviews around the world who prefer different & personalized benefits depending on their lifestyle choices. Customers are nowadays ready to pay more for a personalized service that best suits their individual needs.

What is unique about this product:

- The Diamond Flexi card is a fully customizable credit card. Among 16 different benefits, each customer can pick his top 5 from the list

Competitors:

In the market, there is a variety of banks offering different credit card with similar benefits at lower prices or with no annual fee.

The Price:

The Diamond Flexi card is AED 500.

THE Benefits List

Life Style

- Cinema tickets: buy 1 get 1 free
- Early bird access to F1 premium tickets
- Food & Beverage offers and discounts
- Event tickets discounts (from platinumlist.ae like Dubai Opera, Dubai Jazz Festival)
- Amusement and water parks access for kids
- Reward point exchangeable for SPA vouchers
- Access to Premium Golf Courses
- Discounts for high fashion brands
- Cash back offers (on selected categories)

Convenience

- Emaar malls valet parking
- Airport lounge access
- Emirates/ Fly Dubai air miles
- Airport Chauffer services
- Free money Transfer to other countries
- Free Concierge service in malls (Drop off your shopping bags, and have them delivered to your home)
- Free Wi-Fi Worldwide (unlimited Wi-Fi at more than a million hotspots worldwide)

PREPARED 1st TIME
INTERACTION WITH
CUSTOMER A

- Ability to build rapport
- Ability to understand persona's needs
- Ability to communicate relevant product features to encourage trial



UNPREPARED 2nd TIME
INTERACTION WITH ANGRY
CUSTOMER B

- Ability to build rapport
- Ability to listen to personas empathically
- Ability to keep calm and composure while reassuring unsatisfied personas
- Ability to provide solutions to unsatisfied personas

PREPARED 1st TIME INTERACTION WITH CUSTOMER A



UNPREPARED 2nd TIME INTERACTION WITH ANGRY CUSTOMER B

YES	NO
1	2
1	2
1	2
1	2
1	2
1	2

- Easily and smoothly opens up the conversation
- Listens, gives an empathetic ear and asks questions based on customer brief given
- Provides the right messages/ benefits based on the customer type
- Able to adapt message and switch the discussion based on the customer type
- Positively handles the unhappy customer with relevant information/ style
- Provides potential solution to make sure customer leaves with positive impression

- Easily and smoothly opens up the conversation
- Listens, gives an empathetic ear and asks questions based on customer brief given
- Provides the right messages/ benefits based on the customer type
- Able to adapt message and switch the discussion based on the customer type
- Positively handles the unhappy customer with relevant information/ style
- Provides potential solution to make sure customer leaves with positive impression

PREPARED 1st TIME INTERACTION WITH CUSTOMER A

BRIEF TO CANDIDATE

It's 7pm, you are in one of coffee shops in Dubai Mall, your customer is sitting on a table on his/her own, enjoying a cup of coffee.

You need to approach her/him, introduce yourself, and talk about the product and convince her to sign up.

It's important that you:

Introduce yourself properly and build rapport with your customer

Understand what your customer lifestyle is and what exactly might he/she be looking for in a credit card

Provide your customer with the relevant information about the product and choose 5 benefits that would suit his/her needs

The objective is to convince the customer to sign up as a result of providing necessary and relevant information for them to make an informed decision.

Scenario 1

Effective Behaviours	3		2		1	Ineffective Behaviours
Listens sincerely to what others have to say						Interrupts the conversation with opinions rather than questions
Shows genuine interest in the opinion of the Consumer						Fails to ask questions to better understand what the consumer is saying
Able to Understand Consumer’s Needs						Did not capture Consumer’s needs
Uses empathy, and adapts his/her approach, when providing Consumer with difficult news						Stiff / Direct with Consumer. Does not use empathy, behaves defensively.
Positive Body Language giving comfort to the consumer						Avoids eye contact, or does not mirror body language
Ability to build rapport and emotional connection with consumers						Ability to build rapport and emotional connection with consumers
Easily and smoothly opens up the conversation						Is not comfortable opening conversation
Uses language that is relevant and familiar to others						Uses complex terminology that is only understood by a few
Understands the consequences of decisions. (e.g. clearly describes the benefits and drawbacks of a course of action). Takes accountability						Does not understand the implications of decisions, and avoids being solely accountable.
Able to communicate relevant product features to encourage trial						Did not convey product attributes which resulted in the consumer rejection
OVERALL RATING						
Objectives not achieved	Objectives partially met			Objectives fully met		
1	2			3		

UNPREPARED 2nd TIME INTERACTION WITH UNHAPPY CUSTOMER B

BRIEF TO CANDIDATE

You are still part of the customer service team at Akkila. (Customer B) whom you spoke to earlier, has texted you. She/He went with some friends to an AK Burger store where they had lunch before going back to work. She/He says he is 'disappointed'.

It's important to understand the customer's perspective and address their concerns. Here are some key points to consider:

1. Recognize the customer's frustration and apologize for the inconvenience.
2. Provide a clear explanation of what went wrong and offer a solution that can turn her/him back into a happy customer.

Update

(You have 2 minutes to prepare)

BRIEF TO CUSTOMER B (ASSESSOR)

You will be required to know your profile to be able to make the conversation with the participant and answer any questions they might give you regarding your (CUSTOMER B) preferences. All your answers need to fit with the CUSTOMER B profile.

- Let the participant lead the discussion at first and introduce himself.
- Allow him time to ask you questions about your disappointment and answer as CUSTOMER B, not as yourself.
- When asked about your disappointment, answer:
 - 'I am very disappointed. I had the worst experience ever and I will not visit your store again. We had to wait a long time before our order came. We had a meeting later on and had to leave without finishing our food.'
 - 'I am disappointed. Our burgers were not hot and the burger buns were actually cold. You said that the buns are baked daily. I frankly don't think so. I don't think I will come back again..'

Scenario 3

Update

Effective Behaviours	3	2	1	Ineffective Behaviours
Listens sincerely to what others have to say				Interrupts the conversation with opinions rather than questions
Shows genuine interest in the opinion of the Consumer				Fails to ask questions to better understand what the consumer is saying
Uses empathy, and adapts his/her approach, when providing Consumer with difficult news				Stiff / Direct with Consumer. Does not use empathy, behaves defensively.
Positive Body Language giving comfort to the consumer (if applicable)				Avoids eye contact, or does not mirror body language (if applicable)
Ability to build rapport and emotional connection with consumers				Ability to build rapport and emotional connection with consumers
Does not smoothly opens up the conversation				Is not comfortable opening conversation
Uses language that is relevant and familiar to others				Uses complex terminology that is only understood by a few
Understands the consequences of decisions. (e.g. clearly describes the benefits and drawbacks of a course of action). Takes accountability				Does not understand the implications of decisions, and avoids being solely accountable.
Able to communicate relevant product features to encourage trial				Did not convey product attributes which resulted in the consumer rejection
Positively handles the unhappy consumer with relevant information / style				Nagatively handles the unhappy consumer with relevant information / style
Able to provide solutions to the unsatisfied consumer				Did not come up with solutions for the consumer
OVERALL RATING				
Boooooo!!! 1		So-So 2		OK 3

Remember

- Ensure you remain neutral during the exercise
- Show that you are paying attention, but do so unobtrusively
- Do NOT engage in non-verbal interactions with either the candidates or the other assessors
- If you candidates move position such that you cannot observe them, it is acceptable to reposition yourself during the exercise

General Assessor Guidance

Check if need to update

The role of the Assessor

- Objective evaluation of competencies using pre-defined questions and assessment criteria
 - ORCE i.e. Observation, Recording, Classification, Evaluation.
 - Assess a variety of methods —Analysis role-play, Speed Interviews
- Help create a professional, objective but supportive environment
- Act as a role model for PMI values and behaviors
- Participate in the final selection of IQOS Coaches



Integration and calibration

Purpose of the integration session is to:

- Provide a fair and objective review of the evidence gathered
- Gain agreement and consensus amongst assessors
- Focus on the participant's overall performance against the competency model rather than in individual exercises
- Identify a pattern or profile of strengths and development areas

The ORCE Methodology

Observe

Record

Classify

Evaluate

Examples of Unacceptable Recordings

Went out on a limb half way through

Contributed but is so boring, no-one took any notice

Tried hard to take control

Good Candidate

Quiet but thoughtful

Had lots of good ideas

Top Tips

- Fully review exercises yourself before acting as an assessor
- Ensure familiarity with the timetable of events and know where you need to be, and when
- Remain mentally present...leave your day job at the office 😊

