

Case study

IBR



The Company

IBR is the UK's leading provider of meeting and event solutions. Their specialist knowledge of London and UK venues mean they can organise a whole range of events from conferences and meetings to incentives, product launches and corporate hospitality.

ILLICO Events, their sister company, produces unique global creative events for many of the UK's best-known brands.

The Issue

IBR has grown significantly over the past twelve months and the vision moving forward is to maintain this level of growth. Growth has resulted in IBR's head count increasing significantly and in September 2003 they moved into their new corporate head quarters in Pride Park, Derby.

“Sales people can be very good at selling themselves in an interview situation and we wanted to be able to look behind that mask and see what was actually there.”

Helen Shore, HR Manager comments “On the sales side alone between July and December we recruited 37 new consultants. With so many people joining us, and the investment we were making as a company taking them on, we had to ensure they were the right people. They needed to be people that could generate new business, develop incremental business with existing clients and deliver on our customer service promises.”

“Our key business differentiator is our customer service. We are one of the largest conference and



venue finding services in the UK and clients rely on us for our expert knowledge. We have to make sure that the client experience is consistent. To do this we needed a way to identify which people would be able to combine expert knowledge with the type of friendly, outgoing, positive behaviour clients expect.”

“We also felt that our turnover was higher than it should be. We wanted to be able to strengthen our recruitment process to ensure we got it right first time so there were no expensive mistakes a few months down the line. IBR is an extremely busy environment to work in and we had to know that the people we recruited would be able to cope with this and quickly react to changing situations. Skills and experience is one thing but they don't tell you if that person will fit in with the culture and environment of the business.”

The Solution

Every person that was recruited internally or externally was profiled using the PPA. The PPA assesses an individual's behaviour in the work environment.



It can answer questions such as – What are their strengths and limitations? Are they self starters? How do they communicate? What motivates them? The PPA enables people to become more self aware, which in turn gives them the means to consolidate their working strengths and compensate for their limitations.

“We completed a Team Audit on the sales team because we wanted to ensure they maximised the skills they already had. The company vision to grow meant that we needed to focus on securing new business. To do this we had to have the right people in place – people who were goal oriented, driven and excited by a challenge. We looked at who our key performers were and tried to identify what made them successful. Why did certain people out perform others. We then profiled these people with the PPA as well as using Tests For Selection and Training (TST).”

TST provides a means to measure how an individual would solve unfamiliar problems where there is no prior experience to call upon. The tests provide a reliable, accurate and valid means of identifying if a person can quickly learn

And retain new skills and procedures. TST can provide answers to questions such as can this person think on their feet? Can they cope with the mental demands of the job? Is the person a high flyer? How far can they be promoted?

Profiling the sales team meant that IBR were able to specifically identify what made their good people just that. It meant that they were able to look at their skills and abilities as well as the types of behaviour they exhibited in that role.

For the first time IBR could formulate a benchmark against which success could be measured.

“Profiling gave us much more constructive and objective information on how our people worked. The reports were invaluable to us as a company. They provided us with information we would not have otherwise had. The How to Manage Report showed managers how they must modify their behaviour to manage someone effectively and help them reach their potential. Managers understood that everyone needs to receive information in a different way.”

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“We also used the Interview Questionnaire when recruiting sales people. They can be very good at selling themselves in an interview situation and we wanted to be able to look behind that mask and see what was actually there. The PPA is quick, easy and gives me all the information I need immediately. This immediacy is vital when I am interviewing, I don’t have to wait for a report, its simply a matter of printing it off the system.”