

Weirdly + Vodafone



Vodafone's assessment centre turns brand ambassador

Vodafone connects with candidates in eight very different markets

NXS (cNPS) rating

8.9

Completion rate

95%

Markets participated

7/8

Useful for interviews

9.8/10



Vodafone had been working to shift a new set of values to the core of every aspect of the business – from the way people interact and work to the way the company recruits. As Vodafone's global head of talent assessment, Margarita Echeverria was part of that process. A key touchpoint for huge numbers of candidates, assessments would be part of educating new employees about Vodafone's spirit behaviours – their values. That achieves three positive outcomes – help both the candidate and the hiring manager assess how well they'd fit, build the brand, and improve the experience for those applying.

"Recruitment is a point of contact where you build relationships and create expectations of what it will feel like to work for the company. It's the very beginning of bringing them into the culture," Margarita explains.

The challenge she faced was in finding a tool that would support this vision.

"There is very little innovation related to assessment at screening stage," says Margarita. The solutions we found to manage high-volume roles were too traditional and not engaging. They were too complicated at that early stage in the process."

Margarita also needed the software to work across eight vastly different markets. That's when Margarita met with Dale, Weirdly's CEO – and immediately saw potential in the software.

Bringing Spirit Behaviours to candidates

Margarita's approach would be to put Weirdly at the very beginning of the recruitment process as a way of getting to know candidates pre-interview – and for candidates to get to know Vodafone.

For the candidate, the solution would feel like a quick, engaging survey, rather than an assessment. It was the first opportunity the business had to see how their spirit behaviours would translate into specific scenarios.

"We were not really after right or wrong answers," says Margarita. "It was more about understanding their preferences, and sharing what we prefer at Vodafone. We saw how we could use those to find people with the right fit for us."

Alongside the survey, the Weirdly team prepared a pack of interview questions for hiring managers. The survey results would automatically produce recommended questions.

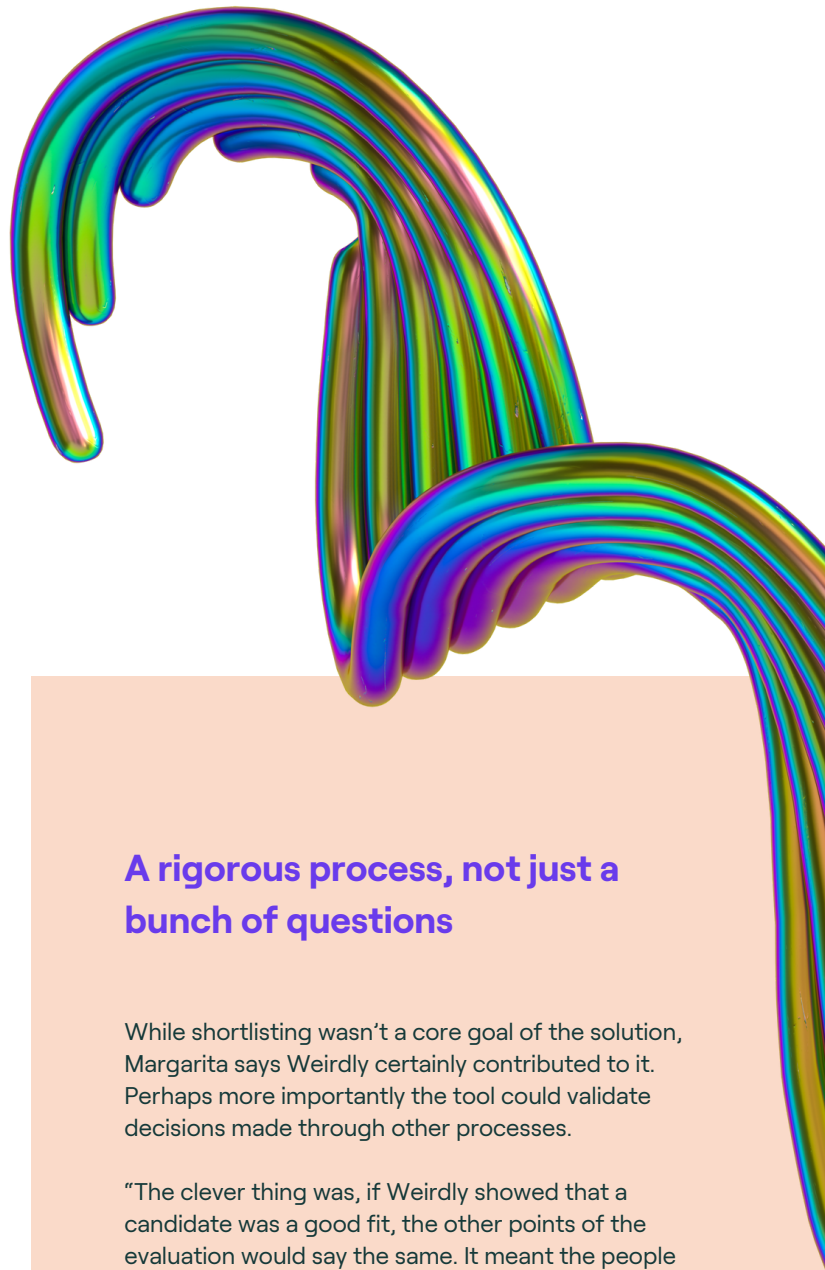
"How the candidate answered the assessments would inform the interview process," explains Margarita.

Custom solution brings eight markets together

Involving teams in the eight markets was critical to the success of the programme. They weren't obligated to roll out the initiative, so needed to see its value, and understand how it could work for them.

Weirdly and Margarita worked together to bring the teams along for the journey in a series of workshops, hosted online. These took the markets through the tool, and also gave them an opportunity to input their feedback. These, says Margarita, were incredibly successful.

"The sessions were very thorough, each covering a different element of the solution. Teams got to ask questions and complete a survey. Markets knew exactly what was going on, and how their feedback was used to craft the solution".



A rigorous process, not just a bunch of questions

While shortlisting wasn't a core goal of the solution, Margarita says Weirdly certainly contributed to it. Perhaps more importantly the tool could validate decisions made through other processes.

"The clever thing was, if Weirdly showed that a candidate was a good fit, the other points of the evaluation would say the same. It meant the people who were hired always had good alignment with our values framework".

Weirdly also gave Vodafone a data point to contribute to the hiring decisions and make the interview process richer.

"It meant we weren't just looking at credentials. It was more about how you behave," she says.

Weirdly could contribute so much to the process because of the robust science hiding behind its easy-to-use UX.

"When you look at the psychology behind it, you realise it's not just a survey. There is a validation process. I really would like to highlight that this is a rigorous process. It's not just a bunch of questions."



Rolling out to the markets

The implementation of the tool went as smoothly as could be expected for such a complex roll out.

“It was easy to scale across markets and for high volume roles. The tech worked really well. Even though some of our markets have limited or unreliable internet connections, we had no issue whatsoever with the platform. Candidates could access it on either mobile or computer.”

Seven of the eight markets rolled out the tool – the eighth market couldn’t due to security restraints under new GDPR legislation. Feedback from the markets was overwhelmingly positive – on average they scored the usefulness of the tool for the interviewing process 9.8/10.

Usefulness for interviewing 9.8/10

“Recruiters thought the portal was innovative and hiring managers loved having a tool that let them talk about values and culture, rather than just education and experience”

Customisation brings the value

“Other assessments are off-the-shelf and hard to change – the only thing you can do is add your logo,” says Margarita. “Weirdly is a very agile organisation. This is the first time ever the markets participated in co-creating an assessment solution and they found it a really enjoyable experience.”

Candidates score the experience 8.9/10

For Vodafone, candidate experience was the most important measure of success. Margarita says Weirdly achieved that, and more.

Completion rate – 95%

With a completion rate of 95%, candidates also rated the Spirit Assessment experience a 8.9 from a possible 10. Candidates in all markets scored the solution well above the goal of 8/10, with some markets producing average scores above 9/10 This is particularly impressive when you consider that some candidates were answering questions not in their first language.

9/10 candidate score in some markets

“The UX was great. Candidates thought it was a nice surprise to see a company focussing on getting to know them as a person. It gives them freedom to be themselves,” says Margarita.

A true partnership

Margarita says that what stands out most to her is how great the team at Weirdly is to work with.

“Everyone is so professional and flexible to the needs of the customer. There was a good dialogue and honest care of the client. I felt very listened to and supported. It worked like a true partnership”.

The result? A tool that ticked all the boxes.

“Weirdly let us be more than an assessment area. We could be more strategic than that – we could become an ambassador for the brand.”

Want more?

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