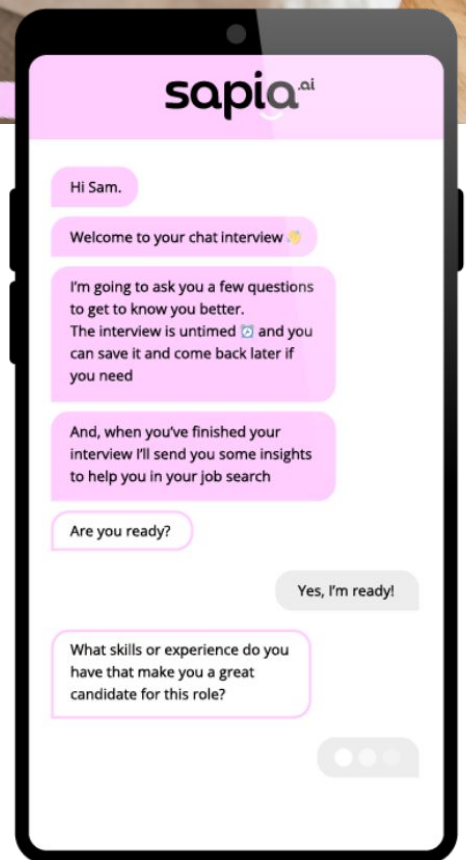




Case Study

Identifying leadership skills using an Ai Smart Interviewer at one of the UK's leading telecommunications providers.



sapia^{.ai}

openreach



The Challenge

Across industries, leadership skills are becoming critical to identify and nurture early in the employee lifecycle.

As the economy shifts to the right, an organization's biggest challenge is no longer finding technical skills. They're looking for candidates who'll drive the culture, management and leadership that are needed to thrive in our new service-based economy.

According to Josh Bersin, leadership is the new 'PowerSkill'¹

Organizations spend a huge amount of time defining their leadership competencies, but it's another story to embed them in an objective, scalable way in hiring, promotion and other people decision processes.

The traditional way of 'automating' the identification of these skills through psychometric tests, is costly and time consuming for both employees and talent leaders.

With Sapia, there's a new way to identify and nurture leadership values, using a smart chat that's engaging and fast.

¹<https://joshbersin.com/2022/09/we-are-becoming-a-powerskills-economy/>

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My Insights

Hi Sam,

Thanks for completing our online interview. Your answers told us a great deal about you, but what's more important is how we can help you with this information. Because knowing more about yourself can help you achieve success in your career!

Don't worry, this personality profile is for your eyes only, and if you're keen to understand how we came up with it, click here.

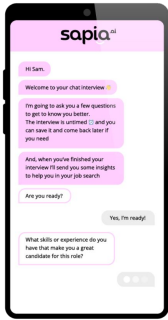
Here are the key attributes we learnt about your personality:

Insight 1
You take a pragmatic approach to your work and prefer to take the 'road well-travelled' over new or different approaches. Living by a routine is your preferred approach over new ways of doing things.

Insight 2

The Solution

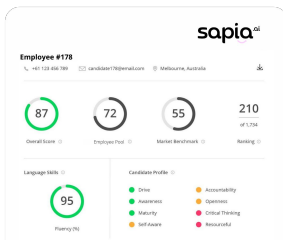
Leadership development with Sapia combines our flagship products to deliver an engaging experience for the employee, and actionable insights for both line managers and organizational leaders.



Measure

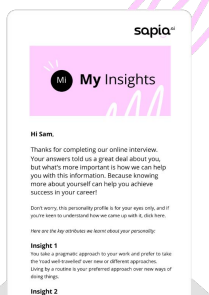
The employee completes a 5-question interview-style chat, which is automatically assessed by our Smart Interviewer.

Using Natural Language Processing, Smart Interviewer identifies each employee's unique combination of traits and assesses them against your leadership competencies.



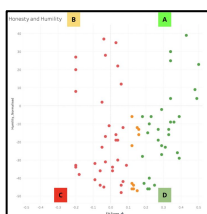
Assess

Their people leader receives a detailed insights report, which uncovers the employee's strengths and development needs as aligned to your leadership framework.



Every employee receives a personalized report with their unique personality profile in their inbox, with coaching tips.

Grow



Talent leaders receive holistic insights into their talent pools, with detailed metrics and overviews of scores aligned to traits and competencies.

Develop



Using Sapia to identify potential leadership in action

BT Openreach, one of the UK's leading telecommunications companies, runs a program that identifies employees looking to move into leadership roles, who have the potential to be great leaders.

They had a comprehensive competency framework that outlined exactly what it took to lead, however they lacked a scalable and manageable way of identifying the right talent within their employee base.

Non-negotiables for this employer on the hunt for great leaders were:

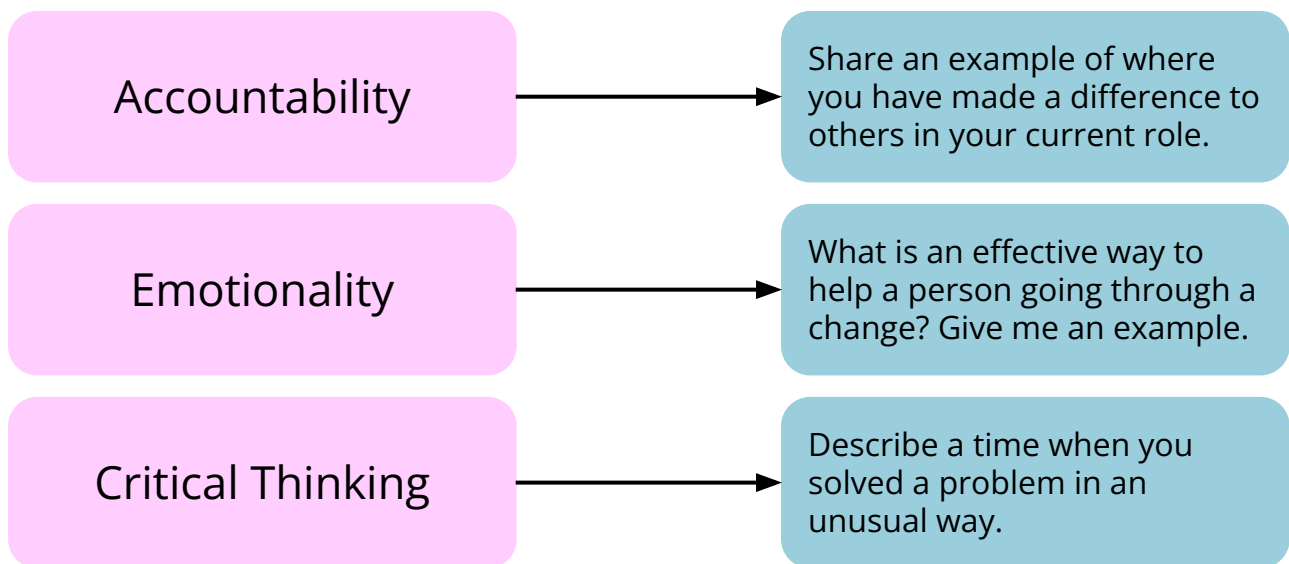
- An automated assessment to save time for busy hiring managers
- An employee experience that's fit for the role in question, is simple to maximise completion rates, and inclusive to ensure maximum diversity of the shortlist
- A technology solution that could be onboarded fast, and integrated into the ATS experience without a full technical integration.



What is an effective way to help a person going through a change process? Give me an example.



With Sapia, they created a natural, chat experience that aligned directly to their leadership competencies



Every internal applicant was interviewed over a low pressure, mobile-first smart chat.

They each received personalized insights that aligned with the traits they were assessed on, including coaching tips to help them develop.

The hiring team received a score, recommendation and comprehensive traits profile for each applicant. Shortlisting time was reduced by 80%.

Additionally, the leadership team finally had visibility of how their applicant pool aligned with their leadership competency framework. Dashboards that showed how applicants scored relative to the specific traits they were looking for enabled them to identify pools of potential leadership talent.

The Results

Deliver a first class employee experience

9.2/10

Employee Happiness Score

84%

Engagement Rate

73.7%

Completion Rate

Cut time to shortlist

5 days > 1 day

Reduction in time to shortlist

Improve quality of shortlist

63%

Shortlisted candidates were recommended YES (37% MAYBE)

>

100%

Hired candidates were recommended YES

The hiring outcomes show that the Smart Interviewer was effective in identifying employees with the desired traits to become a leader; while delivering an employee experience that was engaging and efficient.

smart interviewer



SCAN ME TO MEET OUR
SMART INTERVIEWER

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