DELLTechnologies

How Dell IT made workforce personas the foundation for happier team members

> "It's about using technology to enable our culture. Technology is a critical tool that when deployed correctly, helps people connect, collaborate and do their best work…as well as be their best self."
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> **JP Glick**
> VP of TMX
> for Dell Digital

Business needs

Dell Technologies Team Member Experience organization (TMX) has long used personas to tailor the devices, accessories, software and tools it provides team members to help them be productive, collaborate and stay connected. With rapidly changing roles and a shift to work-from-anywhere for much of Dell's workforce, Dell needed a better way to make sure their personas kept pace. TMX leveraged a comprehensive study by Dell's Client Solutions Group, as well as insights from Dell Services, to redefine its personas. It then invested in telemetry tools to create a proactive support model that would correlate systems and satisfaction data to keep its persona practice evergreen and relevant.

Business results

- Increased team member satisfaction scores (climbed from 50% to 80% upon deployment)
- Improved recruitment and retention
- Increased cost management efficiencies
- Increased automation of the new hire process and faster onboarding – 92% of global new hires receive their laptop on day one

Solutions at-a-glace

1. Redefine persona framework based on up-to-date hybrid workforce research
2. Create a set of tools to monitor and shape the team member experience based on new data insights on systems and satisfaction
3. Provide premium device and technology experiences, not just PCs but the ecosystem, including displays, peripherals, conferencing solutions and software to cater to specific user/persona needs

Dell redefines worker personas to improve team member experience

Dell IT's Team Member Experience organization (TMX) has long used workforce personas to tailor the devices and peripherals it provides to team members to meet their needs. However, with the rapidly changing roles and the shift of much of Dell's workforce to working from home, it needed a better way to make sure those personas keep pace with changing demands and priorities.

TMX leveraged a comprehensive study by Dell's Client Solutions Group, as well as insights from Dell Services, to tap into hybrid workforce trends and redefine its personas. It then invested in telemetry tools to create a proactive support model that would correlate systems and satisfaction data to keep its persona practice evergreen and relevant.

The result is a modern set of tools and processes for not only equipping team members with the right devices but also monitoring their experiences to identify and correct any challenges that arise. TMX is now able to recognize emerging trends for each worker persona and be more proactive and agile in addressing business teams' needs.

A little more than a year into this transformation, TMX has garnered some of the highest team member satisfaction scores for technology services and products that it has ever achieved in the five years that it has measured CSAT. The overall CSAT score climbed from 50 percent to 80 percent after the new solution was deployed. TMX expects to see even greater team member satisfaction as it continues to deploy persona-driven technology through its normal life cycle processes.

An evolving approach

Dell IT's use of personas to determine what it supplies to team members has evolved as workforce trends, user roles and demands have changed.

Seven years ago, the TMX team realized it needed to develop a framework to better understand the workforce at Dell to more effectively serve their technology needs, says JP Glick, VP of TMX for Dell Digital, Dell's IT organization. Prior to that, Dell Digital followed industry practices by supplying each team member with a single standard device, regardless of what they did. Team member satisfaction ratings were low, Glick notes.

As a global company, Dell had many different roles, functions and locations to accommodate. TMX began its effort with team member surveys, added focus groups and shadowed team members to gain insights into categories, needs and friction points. Its original personas were focused around executive and outside sales, inside sales and core knowledge workers, and backbone corporate services. Location and mobility were important factors.

TMX matched PCs and peripherals with individuals based on their function and their location. It refined the process and gained positive customer feedback.

In partnership with HR, TMX also incorporated personas into its onboarding process to automatically provide the right hardware to new hires and those assuming new roles. And using personas improved cost management since it eliminated the need to field custom requests and then be forced to service nonstandard equipment.

TMX had gotten proficient at using personas to ensure team members got the best tools and technology to do their job, JP says. And then the sudden shift to a home-based workforce and the subsequent emergence of the hybrid workforce gave rise to a dramatic change in the way people work and the tools they need to meet that challenge. Home-based workers required much more video capabilities and

less mobility. Battery life was no longer important. As the workforce has subsequently become more hybrid, team member priorities have shifted yet again to technologies and tools that accommodate a mix of home, office and mobile work.

Meeting future needs

In light of these changing work styles, Dell TMX established a Voice of the Team Member team to modernize its personas as well as create a platform that would continuously respond to workforce changes going forward. It combined in-house and third-party telemetry tools to gather and analyze data and feedback.

At the center of the team's effort was improved team member personas. TMX became an early adopter of modern personas developed by Dell's CSG team, which had researched evolving workforce roles and macro trends happening across many customers as part of two-year study. TMX also worked very closely with Dell Services on aligning personas with consultancy offerings.

Dell Digital both simplified and refined its personas, removing location as a primary factor and focusing more on one of four broadly defined roles: Builder, Connector, Specialist, or Producer. Going forward, Dell Digital's goal is to provide personalization at scale with the minimum viable set of tools that offer every single employee the optimal experience, from the right PC and peripherals to the overall work ecosystem.

 "It's about using technology to enable our culture," JP says. "Technology is a critical tool that when deployed correctly, helps people connect, collaborate and do their best work… as well as be their best self."

Interested in taking a similar approach? Our Services group helps organizations identify their own internal personas and tailor and market services to their workforces so they can deliver the right combination of technology and IT support to maximize productivity.

You can learn more by visiting **Workforce Persona Services** or ask about our hybrid work solutions.

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