

Creating a Winning Culture

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DELL   Edmonton



Winning Culture: Overview

- ❖ The context at Dell Edmonton
- ❖ The Foundation of Dell's culture: How we build community, trust, openness
- ❖ Transparency, fairness & equality
- ❖ Positive messaging: Tools & tactics
- ❖ Rewards: The impact on the bottom-line



The Foundation of Dell's Culture

- ❖ The Soul of Dell - Customers, the Dell team, direct relationships, global citizenship and winning.
- ❖ Our Higher Ethical Standard - Dell's Code of Conduct & related policies provide guidance to "Win with Integrity".
- ❖ The Value of Diversity - A respectful and inclusive work environment enables each employee to perform at his or her best, allowing us to better serve our customers.
- ❖ Values in Action - Accountability, focus on environment & community initiatives in action: *The Soul of Dell*.
- ❖ Tell Dell - Dell's emphasis on direct, candid two-way communication is reflected internally through Tell Dell and other team member surveys.



The Soul of Dell

❖ Customers

❖ The Dell Team

- We believe our continued success lies in **teamwork** and the opportunity each team member has to **learn, develop and grow**. We are committed to being a **meritocracy**, and to **developing, retaining and attracting** the best people, reflective of our worldwide marketplace.

❖ Direct Relationships

- We believe in being **direct** in all we do. We are committed to behaving **ethically**; responding to customer needs in a timely and reasonable manner; fostering **open communications** and building **effective relationships** with customers, partners, suppliers and **each other**; and operating **without inefficient hierarchy and bureaucracy**

❖ Global Citizenship

❖ Winning



Total Value

- ❖ *The total value of working at Dell is different things to different people. For some it's about **working for a winning company**, for others it's a **challenging work environment and talented team** members, and still for others it's the **opportunity to learn, grow and build a career**. It's also about taking home a **competitive pay and benefits package**.*

The Revolution...it's all about YOU!

Revolution – *A fundamental change in the way of thinking.
Bold moves that drastically change how we do business.*

You – *Our customers, Our team.*

The Revolution – it's all about You...Our Teams

**Personal Development – let's push the boundaries together,
personal development is creative**

- Dell Learning System, Merced, L1 to L2 Conversion, Lateral Movement tool

Idea Generation – We're one team, share your ideas

- BPI Culture, Closed Loop Programs, Weekly 3D, Brown Bags

Fun Environment – a fun workplace starts with us.

- Rewards & Recognition, FISH philosophy, Game Rooms, Game Tables

Family BBQ

Back to School Games

Talk like a Pirate !



The Revolution – it's all about You...Our Customers

Personal Connection – WOW every customer, show that you care

- Gloves Off, YTO, Caring Manager, DTT, Thank You cards

Ownership – we trust your judgment, own it without limitations

- Gloves Off, YTO, Handle in Place, Alpha Team

Out-of-the-box Thinking – Challenge the Status Quo

- DASS, BPI, Merced, Ipoints, MOD Development Program

Proud Outside our 4 Walls – we are proud Dell Ambassadors

- Junior Achievement, Habitat for Humanity, Big Brothers/Sisters



Dell's Winning Culture is an integral part of the Edmonton site and is vital to sustaining a happy and healthy work environment.

Winning Culture Teams

- *Rewards & Recognition*
- *Distinct Culture*
- *Career Development*
- *Communication*
- *Graphics Sub-Committee*
- *Community Involvement*
- *Healthy Living*
- *Social Activities*



Q1 Highlights

➤ **Successful Career Development events**

- ✓ Dellvelopment Days
- ✓ Management Speed Networking
- ✓ Ongoing Toastmasters
- ✓ Ongoing RISE Training

➤ **Rewards and Recognition**

- ✓ **Continue to attract interest and receive positive feedback on Q1 AEM**
- ✓ **Bronze, Silver, Gold Awards + On the Spot Awards**

➤ **Great Involvement in the Community**

- ✓ Junior Achievement participation – in facilitation
- ✓ Red Cross Awareness
- ✓ First Aid Training
- ✓ Earth Day, Canada Recycling
- ✓ United Way
- ✓ Centre High – career direction sessions

➤ **Provide Awareness on Distinctive Cultures and Social Activities**

- ✓ Valentine's Day Candy Grams – proceeds to the Food Bank
- ✓ St. Patrick's Day contest by Social Activity Team

➤ **Communications**

- ✓ Coordinated & Executed the AEM + Newsletter (monthly) & Website mgmt



Tools & tactics

- ❖ Leadership integrity & trust – Tell Dell **measures**
- ❖ **Managers** key: High involvement with teams
- ❖ Openness to **input**
 - 1:1s, team mtgs, All Employee Meetings quarterly
 - Q&A sessions with site leader, including 3D column
 - Dell online, internally
 - One Dell Way blogs & vlogs, Dell 2.0 site
- ❖ High **visibility, engagement, communication**
- ❖ Senior leader **brown bag sessions** with teams
- ❖ **Supporting communications**, internal media



The Call Out
Edmonton, Canada Edition



Customer Satisfaction **Our Team, Our Winning Culture** News To Use



Q: Several senior executives have resigned or retired in the past few months and there is a lot of speculation of more to come. Is this an indication of lack of confidence in the senior management team?

A: No. Dell has a strong and deep executive bench and is constantly working to make it even stronger by recruiting and hiring top executive talent and managing a comprehensive executive development program inside the company that has resulted in several leaders being promoted to key senior executive positions.

Q. I was wondering if we could look into a process where we could bank time for when we stay after closing to clear the queue, then use that time as time off.

A: I certainly appreciate the fact that you are one of the folks who help close the queue. This is a very important function...one which carries a large weight in the customer experience. I don't know the answer to your question right now, but I'll further investigate the options we have around banking lieu time.

Q. Just wondering whether there has been any thought/consideration given to online chat support for Dell Canada?

A. Dell Canada is current evaluating additional chat functionality. In November last year, Support.dell.ca launched dispatch status and customer care order status via chat. New system enhancements in late Q2 of this year may give us additional flexibility to utilize more chat functions in Canada.



How do we know we're succeeding?

- ❖ Tell Dell results 2X/year: Strong mgmnt integrity, trust
- ❖ Attrition rate down to 47 per cent by Christmas, continues to trend down, reducing cost
- ❖ Some of the highest measures of customer satisfaction for all 27 customer contact centres globally
- ❖ Positive, unsolicited feedback
- ❖ Continue to pilot new tools and initiatives:
 - Dell Connect, Work-from-Home, Part-time Work
- ❖ Helping other sites start new teams, advice & projects
- ❖ Attracting employees from other sites globally, & sending
- ❖ Result: Dell is #5 of the top 100 employers in Canada
- ❖ Many other U.S. & international workplace awards



Positive, unsolicited feedback

“Please pass on to those involved in making these decisions my thanks. I already feel that Dell Edmonton is a great place to work, but this goes a long way to ensuring that it is the best location in the city. It may possibly be the best contact centre in the province! Well done all, and thanks for listening.”



Secrets to our success

1. Staying close to our employees: 80% with teams, 1:1s
2. Understanding various cultures at the site (at least 3)
3. Cube culture – openness & meritocracy - team
4. Ongoing manager training – Tell Dell tied to performance ratings & team plans for managers
5. Internal communications audit & resulting BPI project
6. Freedom to tailor corporate messages & add our own
7. Open, direct Dell Winning Culture
8. Manager, senior leader engagement, credibility & trust
9. Many types of employee research & engagement
10. Constant, consistent reinforcement with all internal media: email, newsletters, corporate internal sites, desk drops, events, food, competition, volunteer communications team, graphics sub-team, banners, posters, wallboards



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