

# Case Study



**Industry:** Investment Management

**Job Role:** Portfolio Manager

Responsible for investing mutual, exchange traded and closed-end fund assets, implementing investment strategy and managing day-to-day portfolio trading

*Founded in 2008, Dymon Asia Capital is a leading Asia-focused alternative investment management firm based in Singapore. The firm manages investment strategies across public and private markets in Asia and globally.*



**Danny Yong**

Founding Partner  
Chief Investment Officer  
Dymon Asia Capital

## Grades do not equal talent

*"Grades are not the best way to find traits like hunger, adaptability, resilience and EQ"*

Danny Yong, among Forbes' 25 Highest Earning Hedge Fund managers in 2015 and 2017, is on a mission to disrupt Singapore's hiring practices by helping organizations hire individuals based on personal attributes and job fit instead of their educational background.

AI creates **new possibilities** for implementing fundamentally new ways of identifying, discovering, hiring, promoting and developing salespeople that are uniquely suited to your environment.

- Increase top performers
- Reduce Mis-hires
- Remove bias from the hiring process, create employment opportunities for a broader group of people whilst mitigating high liability-indefensibility risks

## The Challenge

Danny Yong, Chief Investment Officer and a founding partner of Dymon Asia Capital headquartered in Singapore, has always known that career seeker access to the financial services sector is heavily biased towards graduates from the top universities; and that this pedigree bias excludes as lot of great talent. Danny got his start at JP Morgan in 1997 as a currency and derivatives trader. He believes he had a lucky break, and made the most of it!

He wanted to give others that same opportunity by recruiting financial 'apprentices' for Dymon in trading and Investment Manager roles. So he established a philanthropic venture called Tangent to demonstrate to other employers what could be achieved if they adopted a hiring model that's 'blind' to educational pedigree and work experience, and focused instead on identifying *the right person for the right role with the right DNA*.

## The Solution

Danny and Tangent asked to create the most globally advanced 'blind hiring' application and candidate evaluation process. Applicants were not allowed to provide their resume or any background data as part of the application process because Dymon, as the employer, specifically wanted candidates with no financial services industry experience.

The Platform technology uses an evidence-based, performance-validated, system that draws on talent and data science to evaluate people's suitability for specific roles. Perception undertook original and proprietary research that uncovered the psychographic and performance attributes within Dymon's incumbent investment management team, creating a **Portfolio Manager Performance Fingerprint** against which potential apprentices could be evaluated.

## The Results

Dymon launched a national recruitment campaign, powered by the platform, in Singapore in January 2018. The system deployed a unique 'attributes-first' approach to remove pedigree bias; and in the initial 5 weeks of the campaign, attracted over 1200 applicants.

Eight apprentices, shown in the photo below, were hired by Dymon in July 2018. The personal backgrounds of the 8 apprentices varied widely, from one with no education beyond high school to a PhD in Chemistry. The Dymon apprenticeship scheme rotated the 8 hires through key job roles in the investment firm prior to them being offered permanent positions.



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