



BUSINESS OUTCOMES

INDUSTRY:

Communications

SOLUTION:

Select Assessment[®] for Customer Service

Excellence in Customer Service: Using Assessment for Diagnosis and Strategy

Author: Matthew O'Connell, Ph.D.

The Situation

Following privatization of the communications industry, a leading firm in the United Kingdom needed to react quickly to remain competitive and profitable. Over the next several years, the Company made great strides in reorganizing their business and was equal to their competitors in terms of service offerings. However, because the employees' average length of service was nearly 30 years, many were resistant to the transition and had failed to change their philosophy and behaviors.

The Company knew that, in order for them to be competitive and profitable, they would need to get everyone in the company on board with the new model. They implemented group trainings for their employees to build the skills they needed to succeed in the new company. Unfortunately, this method of putting everyone through the same training sessions was ineffective and didn't make an impact. They wanted to take an individualized approach to the problem by identifying each employee's developmental areas and customizing training from there.

The Solution

The Company chose to focus performance improvement on the groups with the closest customer contact – the call centers. Their customer service ratings had consistently trended downward during the previous four years, and it was time to address the problem directly.

By partnering with Select International, the Company analyzed the target positions and worked with their leadership to set current and future performance standards. Together, they developed a solution that included using the Select Assessment[®] for Customer Service (SACS) to measure key competencies for all existing employees in sales and billing positions at the Company's various call centers. Additionally, measures of performance were collected and each participant received individualized feedback and coaching based on their assessment results.

Outcomes

The approach worked and the results were clear. Individuals who did well on the assessment were also performing well on the job and vice versa. The assessment helped set the standard for current and future hires. The analysis also showed that employees who met the standard had higher attendance at work, stronger organizational commitment and were better at achieving their sales objectives than employees who did not meet the standard.

***The Company could see a return
of approximately \$11,000
per employee per year.***

The Company achieved the following results:

- Spends their training budget wisely.
- Set a benchmark standard for their current and future employees.
- Improve their employee attendance and organizational commitment as their employees reach the new standard.
- Salespeople are more likely to reach their sales objectives.
- Save thousands in indirect costs for every employee who meets the new standard.

The Company now knows what their employees need and also has the tools necessary to be successful. As they work to train their employees to meet the new benchmark standard, they will continue to see an impact on the company's bottom line. The difference between acceptable and unacceptable employees in the billing group was so significant that for every unacceptable employee who improves to meet the acceptable standard, the Company will see a return of approximately \$11,000 per employee per year.