Recruiting for World-Class Service

How To Avoid Undermining Your Workplace Culture of Service

Presented by
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Agenda

• What is “Excellence”?  

• How do you hire for Excellence?  

• What can you apply to your current hiring/recruitment model?
Let’s begin with an example…
How do you define “Excellence”?

As it relates to “Service Excellence” or “Customer Service”:

Is this standard definition setting the bar too low? Too High?
### Some Scary Data Points

**INDUSTRIES NOTORIOUS FOR BAD SERVICE**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Global Loss</th>
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</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>$44B</td>
</tr>
<tr>
<td>Cable / Satellite TV</td>
<td>$37B</td>
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<tr>
<td>Wireless Carriers</td>
<td>$36B</td>
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<tr>
<td>ISP's*</td>
<td>$36B</td>
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<tr>
<td>Landline Carriers</td>
<td>$33B</td>
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* Internet Service Providers

*It’s no wonder the financial sector lost $44 billion in 2009 for bad customer service: 60% of calls into banks fail to reach the desired party the first time around.*

*Source: Zendesk*
Some Scary Data Points

POOR CUSTOMER SERVICE = $83 BILLION COST TO THE U.S. ECONOMY

82% Percent of American consumers who said they stopped doing business with a company because of a poor customer service experience.

89% CONSUMERS WHO DID BUSINESS WITH A COMPETITOR AFTER RECEIVING POOR CUSTOMER SERVICE

95% of customers have taken action as a result of a bad experience. Of those, 79% told others about their experience.

85% wanted to warn others about doing business with the company

66% wanted to discourage others from buying from the company

55% wanted to vent anger

24% wanted to see if the company would take action to resolve the issue

Source: Zendesk
Many Stories and Examples of Culture Change…
Let’s Talk Motivation…

If a pretty poster and a cute saying are all it takes to motivate you, you probably have a very easy job. The kind robots will be doing soon.
Let’s Talk Motivation...

Left Brain Functions are the more technical operations, like analytic thought, logic, math, facts

Tasks that require even “slight” creativity, requiring emotional intelligence, creativity, philosophy, feelings, beliefs emanate from the right brain.
In Down Economic Times – Sound Hiring is Key

UNDERSTANDING WHERE PERFORMANCE COMES FROM

Hire the Right Person
Impact of Candidate Fit on New Hire Engagement, Indexed

Provide Employees with the Right Resources and Environment
Percentage of Observable Performance Improvement

New Hires Who Are Confident
"Right Decision"

Δ = (22%)

78

New Hires Who Are Not Confident
"Wrong Decision"

Indirect Performance Enablers
More than 40% of performance improvements come from employee attitudes and behaviors.

Direct Performance Enablers
- Job-relevant information (e.g., training)
- Experiences (e.g., on-the-job development)
- Resources (e.g., a better computer)

43%

57%

Total Percentage Improvement

“Driving a High-Performance Culture – Ten Key Insights from Corporate Leadership Council Research – The Corporate Executive Board

www.SkillSurvey.com phone: (610) 947-6300
When the “Fit” Isn’t Right

IMPERATIVE #1: HIRE FOR THE RIGHT FIT

- New Hire Performance
  - Indexed
  - Hiring Managers Who Are Confident “Right Decision”
  - Hiring Managers Who Are Not Confident “Wrong Decision”

- New Hire Engagement
  - Indexed
  - New Hires Who Are Confident “Right Decision”
  - New Hires Who Are Not Confident “Wrong Decision”

- New Hire Intent to Stay
  - Indexed
  - New Hires Who Are Confident “Right Decision”
  - New Hires Who Are Not Confident “Wrong Decision”

“Driving a High-Performance Culture – Ten Key Insights from Corporate Leadership Council Research –
The Corporate Executive Board

www.SkillSurvey.com  phone: (610) 947-6300
“...each customer retained by a bank for five years equated to roughly $263 in profits.”

“... it costs five times more to get a new customer than to retain an existing one.”

Of people that experience poor service, 95% just simply vanish.

Of those, 13% will complain to an average of 20 people each.

Source: TARP (Technical Assistance Research Program)
Bad News – Good News

$235,000
Total bottom line impact of losing 1,000 bank accounts,
not considering:
- loss of morale to staff
- negative PR

Source: Laurie Liswood, former assessor for the Malcolm Baldridge National Quality Award in her book “Serving Them Right”

Reducing customer defections can boost profits by 25-85%. In 73% of cases, the organization made no attempt to persuade dissatisfied customers to stay; even though 35% said that a simple apology would have prevented them from moving to the competition.

Source: National Opinion Poll

Happy customers who have their problems resolved will tell 4-6 people about their positive experience.
Customer loyalty can be worth up to 10 times as much as a single purchase. 56%-70% of the customers who complain to you will do business with you again if you resolve their problem. If they feel you acted quickly and to their satisfaction, up to 96% will do business with you again, and they will probably refer other people to you.

Source: White House Office of Consumer Affairs
Study published European Foundation for Quality Management, looked at 120 award-winning organizations (24 from the US).

Compared performance against similar companies of same sector, size, etc...

Outperformed competition:
- 77% in sales
- 44% in assets
- 18% in operating income
Across Cargill Business Units that deploy Baldrige:

- Gold – High Degree of Deployment
- Blue – Partial Deployment
- White – Beginning

http://www.baldrige.com/baldrige/baldrige_process/baldrige-roi-at-cargill/
"We want passionate people who love coffee . . . We're looking for a diverse workforce, which reflects our community. We want people who enjoy what they're doing and for whom work is an extension of themselves."

- Starbucks
“When people have a shared sense of mission, vision, and values, they can effectively work toward common goals and manage themselves and their responsibilities...”

- Al Stubblefield

“The Baptist Healthcare Journey to Excellence”
Early Info Gathering for Better Fit

**FRONTLOAD INFORMATION GATHERING TO IMPROVE JOB FIT**

GlaxoSmithKline’s Front-Loaded Reference Checking Process

- Candidate Applies
- Phone Screen(s)
- Reference Check
- Hiring Manager Interview(s)
- Job Offer Extended
- Reference Check

Advantages of pulling forward reference check:
- Adds value to reference check—no longer a check-the-box exercise but instead an integral part of the interview process
- Reference information can be used earlier in the hiring process
- Helps avoid bad hiring decisions through “too little” or “too late” information
- Reduces risk of recruiters—reluctant to waste time already invested in candidate—turning a “blind eye” to bad references

“Driving a High-Performance Culture – Ten Key Insights from Corporate Leadership Council Research – The Corporate Executive Board
What do YOUR Mission/Value Statements Say?

Individual Responsibility
Commitment
Ethics/Integrity/Honesty
Team/Teamwork
Behavioral Scores – Admin Professionals, v2

Service Excellence - Developmental Need for Administrative Professionals (n= 6,322)

About 10% of Candidates score weakly against those 4 behavior themes.
About 10% of Candidates score weakly against those 4 behavior themes.
Service Excellence - Developmental Need for Operations Professionals (N=2,043)

About 11% of Candidates score weakly against those 4 behavior themes.
Behavioral Scores – IT Professional, v2

Service Excellence - Developmental Need for IT Professionals (n= 2,225)

About 10% of Candidates score weakly against those 4 behavior themes.
Summary
Hiring for Service Excellence

Know Your Statement – Base Evaluations On It

Shift to a Behavior-Based System

Apply Key Questions/Behavior Evaluation to Your Hiring Process

Consider Reference Checks Earlier – Drive Interviews

Communicate Your Strategy – Upward, Peers, Hiring Managers

Measure and Communicate Your Success
About Us: SkillSurvey

• Providing Reference Solutions since 2002
• Inventor of web-based reference checking
  – Patent pending
• 34,000 + Candidates in January 2013
  – January 2012 – 23,000 +
  – Over 2,000,000 people experienced the SkillSurvey process
• 700+ customers
• 300 surveys in current inventory – 23 different job families
  – Cynthia Hedricks, PhD, Chief Analytics Officer
  – 91 Surveys for Healthcare roles, 22 Surveys for IT roles, 12 for Sales roles, 10 for Customer Service roles, 22 for Finance roles, 15 for Retail roles
Sample Clients

John Hancock
Yale New Haven Health
MASSACHUSETTS GENERAL HOSPITAL
STRAYER UNIVERSITY
CINTAS
Baxter
Citigroup
Children's Healthcare of Atlanta
IRON MOUNTAIN
Quest Diagnostics
Toll Brothers
Emory Healthcare
Empire
Empire Education Group
APU
Boston Scientific
McDonald's
The T.J.X. Companies, Inc.
Barnes-Jewish Hospital Healthcare
Kohls
Allied Barton Security Services
L.L.Bean
PARSONS
Adidas
Reebok
Avery Dennison
Harvard University
Sleep Number
Kawasaki
Dana-Farber Cancer Institute
Hospira
Ball
Questions / Discussion

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