

# Go ahead, I'm listening...

When a Call Centre had trouble with their turnover, it was time to look closely at the 'type' of employees they were hiring...



**T**he call centre manager thought she was hiring exactly the right type of employees to handle incoming calls from customers — “people” people: friendly, outgoing, sociable.

So she was dismayed when turnover rates climbed as productivity rates fell. That's when she turned to behavioural assessment tools to see if they could tell her what was going wrong.

In looking at the differences between the good producers and the poor producers, the most striking

difference was in the “Sociability” factor. Generally speaking, more sociable people performed less successfully than more analytical people. There was also a correlation between the Sociability factor and the Dominance factor. If the Sociability factor was high, and significantly higher than the Dominance factor, performance was rated as low. If the Sociability factor was high but the Dominance factor was higher, that proved a mitigating factor.

She was surprised by what she learned. Her top producers were not the friendly and outgoing people she favoured during the hiring process. No, her top producers tended to be the more

reserved people who kept to themselves.

The “people” people weren't getting the degree of social interaction they needed from customers at the other end of the phone line, so they would get up and move around the workplace, talking to co-workers and causing distractions.

Furthermore, when they were on a call with customers, they tended to engage in lengthy conversations. They wanted to know more and were quite eager to share stories with clients about similar problems others

were having instead of just resolving the problem as quickly as possible. The less sociable, task-oriented people, on the other hand, listened to customers patiently and cut to the chase in terms of diagnosing and remedying their problems.

The call centre manager revamped her hiring criteria. The result? Employees were happier because they were better suited temperamentally to their jobs. Consequently, turnover went down and productivity went up. This “benchmarking” exercise is just one of the many ways in which The McQuaig System™ assessment tools can improve hiring outcomes. Below are just a few practical tips to help you get the most from the System.

## How to get the most from The McQuaig System™

- Focus interview questions:**  
 It highlights gaps between the behaviours determined essential to doing a job effectively, and those of the candidate. This, in turn, allows the hiring manager to focus interview questions on these gaps. HR know that front-line managers often don't have the training needed to interview effectively. By using interview questions (generated in the McQuaig Report) they are at least guaranteeing that managers in the field look at the 'soft' skill areas.
- Help line managers:**  
 To ensure that behaviours are at least addressed by line managers, the assessments need to be accessible. With many HR departments either downsizing or shifting, a tool that managers can use to help them improve their chances of hiring the right people is critical.
- Help coach and train employees:**  
 Use motivational guidelines found within the Word Survey® Reports, which lists management do's and don'ts. It's a great icebreaker to have two people sit down and compare their lists of do's and don'ts.

Your local McQuaig Associate can help you get the most out of your McQuaig Reports from interview through to development. Call direct, or +44 (0)845 456 4000 to be put through.