



Case Study: Customer Service

HOGAN
ASSESSMENT SYSTEMS

Challenge:

A large convenience store chain sought to improve the quality of performance and customer service provided by Assistant Store Managers. These individuals were responsible for assisting Store Managers with the day-to-day running of each location and interacting with customers. The client wanted to use personality measures to help identify Assistant Store Managers that could perform both duties effectively.

Solution

Hogan Assessment systems conducted a criterion study in order to identify high performing Assistant Store Managers. The Hogan Personality Inventory (HPI) was administered to 43 job incumbents. In addition, both subjective and objective performance data were collected to determine relationships between scales on the HPI and these critical performance areas. Each incumbent was rated on 14 critical areas of performance and monthly bonus information, which was allocated to Assistant Store Managers based upon reviews conducted by secret shoppers, was examined.

Results

Results showed that each scale on the HPI was significantly related to specific performance areas. Individuals receiving the highest overall performance ratings were calm and even-tempered (high Adjustment); goal oriented and focused on bottom-line results (High Ambition); outgoing and personable (high Sociability); and didn't focus too much time on interacting with customers unless warranted (low Interpersonal Sensitivity). An overall work profile was constructed using these scales.

Specifically, a number of key findings highlighted relationships between scales on the HPI and job performance:

- Individuals meeting the profile received substantially larger monthly bonuses than those not meeting the profile
- Analyses showed that these individuals were more 2.35 times as likely to receive above average bonuses as compared to those not meeting the profile
- Specifically, high Adjustment scores were predictive of customer service, flexibility, and leadership ratings
- High Ambition scores were predictive of both customer service and personal appearance ratings
- High Sociability scores were predictive of customer service and leadership ratings

In summary, the use of the HPI predicted several aspects of successful performance for Assistant Store Managers beyond the intended increase in customer service. These results clearly demonstrated the value of using the HPI in selection of high potential applicants into this position.