

MEASURING ORGANISATION CULTURE™ - Background Information

The initial concept for the Measuring Organisation Culture™ assessment products was aimed at customer facing management and staff. It was based on a fundamental belief that in a competitive marketplace, with little or no product or price differentiation, courteous, friendly, attentive and helpful staff is the key to attracting and retaining customers.

At the beginning of 2000, there were no specific ways for organisations to define and measure the behavioural characteristics required for delivering outstanding customer service. The original model for involved extensive customer research across different industries.

Through existing client research and the purchase of general mailing lists, over 30,000 customers across different industries were asked “which are the most important customer service behavioural characteristics you expect when you interface with an organisation’s management and staff”? Out of an original framework of 24 behavioural characteristics used in the research questionnaire, 11 behaviours were consistently rated as being the most important from a customer perspective. A twelfth behaviour relating to maximising sales opportunities was added so that competency framework can be used for management and staff in a B2C and B2B sales environment.

In April 2001 an application was made to the Secretary of State for Trade & Industry for funding to undertake a feasibility study to develop a new psychometric test for recruiting and developing customer facing management and staff. Upon DTI approval, a Validation Study was undertaken involving 1000 employees at different levels and across functions from various industries. The Validation results were produced by Hull University department of Psychology. In March 2002, on completion of the MSC Feasibility Study, Gaffin Associates Ltd were presented with a ‘Smart Award’ for innovation by the DTI.

After initial trials, the Web- based version was introduced in May 2005. The Internet version has given users the opportunity to validate the success of the Screening and Selection & Developing People assessment products:

Case Study 1 - In the area of Pre- Screening and Selection, a major car manufacturer has reduced the annual staff turnover of sales staff within their Dealer Network by 22%.

Case Study 2 - In the Area of Pre Screening and Selection, a major leisure company has reduced the annual staff turnover of customer service assistants within their operations by 76%.

Continued/

Case Study 3 - In the area of Developing People, a major food retailer used the assessment product as a major part of their re-branding program for existing stores. The 'mystery shopper' results over a 12 month period showed an average of 12% Increase in customer service performance. Sales turnover also increased. As a result, both the Screening and Selection and the Developing People programs have been introduced in to 1700 stores.

Case Study 4 - In the area of Developing People, a major international hotel company completed a 2-year customer feedback study to evaluate changes in the performance of customer facing management and staff. A questionnaire was designed to measure the key behaviours within the Developing People framework. An average year on year increase of 6.2% across 10 separate measures was achieved. There was also an increase of 1.23% in repeat business of existing customers.

In 2007, a Leadership product was added to the portfolio of Measuring Organisation Culture assessment tools. The design and positioning of the Leadership Screening and Selection and Developing People assessments are suitable for anyone performing a management, supervisory, professional or technical role.

Today, Measuring Organisation Culture provides an inclusive business process built around 'leading edge' on-line assessment products. The assessments measure how Management and Staff think and behave in a leadership, sales, customer or client service role and provide valuable information for increasing individual, team and organisational performance.