



How We Used Analytics To Eliminate Turnover

Every organization deals with turnover to some degree or another. It's an especially common problem in the recruiting industry, and a challenge our business faced for some time. It caused a variety of associated issues for our teams - overspending on recruiting, training, onboarding, hurting morale, affecting performance, you name it. But with our performance solutions platform, we were able to completely change the situation.

In this case study, we'll walk through how we reduced turnover from 40% to 3% – and you'll learn how you can do the same.

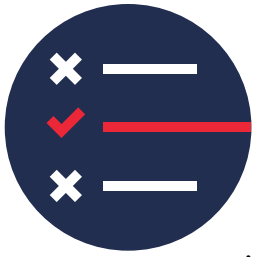


ABOUT QUALIGENCE INTERNATIONAL

Qualigence International is on a mission to transform the recruiting industry by putting people at the center of every business and unlocking their best performance.

We've been in business since 1999 and serve Fortune 500 organizations as well as small-to-mid sized companies. Our performance solutions business is led by Len DiSalvatore, a talent strategist with an extensive background in human resources.





THE SITUATION

Although 2019 was one of our most successful years in business, we were still struggling with a variety of people-related issues within the organization. For years, we'd had issues with a turnover rate of roughly 40%. Although that's relatively low for the recruiting industry, that's a big challenge for any organization. Furthermore, we struggled with identifying and developing the right leadership team, resulting in a 50% failure rate.

As you can imagine, unwanted turnover and inconsistent leadership created a lot of difficulties. We wasted a lot of money on recruiting, training and onboarding new replacements. In some cases, there were cascading effects of new employees quitting or being fired because they clashed with a new leader. Team morale undoubtedly took a hit due to the turbulence and turmoil associated with the revolving door.

We knew open seats and incomplete teams affected our performance, along with a lag associated with bringing new team members up to speed. With every veteran team member that left, we lost a great deal of knowledge and expertise on how to best serve our customers.

In brief, turnover and ineffective leadership was affecting every aspect of our business. We knew we had to address the issue, but every solution we tried only went so far.

There's no doubt about it – we needed performance solutions.





USING ANALYTICS TO DIAGNOSE THE PROBLEM

We partnered with the Predictive Index for a reason – because we recognized the value in using analytics to understand and lead our people.

In short, the Predictive Index is a talent optimization platform that provides cutting-edge people analytics and software. Their suite of solutions helps businesses understand what truly drives their people and how they can help teams thrive in the workplace.

These tools help companies understand the people challenges behind their business challenges. In our case, it was high turnover and inconsistent leadership.

While we have been a partner of the Predictive Index for some time, it wasn't until November of 2019 that we started rigorously leveraging these tools within our own organization.

We started out with having everyone take the behavioral assessment from the Predictive Index. This assessment focuses on a core set of work-related drives that explain why people behave the way they do. It allowed us to understand why some people thrived and why others fell short.

We were also able to understand what each team and leader needed to deliver their best.

UNCOVERING THE REAL REASONS BEHIND TURNOVER AND POOR LEADERSHIP

One of the first things we realized was that we were hiring people – especially leaders - for all the wrong reasons. We'd pick leaders just like everyone else – based on their skills, their experience, their tenure with the company and so forth. We made 90% of our decision based on data points you'd find on a resume.



But the reality is that these factors didn't give us any insight into what drives an individual, where they will naturally excel and where they have blind spots.

We also realized that even our best leaders needed to adjust their leadership style. We found that we were leading teams as if everyone had the same needs. Most of our leaders were falling into the habit of leading others like **they themselves** wanted to be led.

It wasn't about being a good or bad leader – our leaders were just missing what their unique, individual team members needed to perform. People like to be managed differently, and it's not always the way that comes naturally to us.

Lastly, we realized we weren't building teams in a way that complemented our people. In many cases, we were creating teams that would inevitably lead to conflict, personality clashes, and stress.

We'd put two highly assertive people on the same team, then watch as they fought over every decision.

In other instances, we would assemble teams where everyone preferred to make decisions by consensus. Decisions would get dragged out and people would get frustrated that they weren't getting clear directions.

In brief, by gathering the leadership team to review the data from the Predictive Index, we were able to get a clear picture of WHY we were having issues with turnover and leadership. With that understanding, we were able to craft a plan to put the right people in leadership positions, lead more effectively, and retain team members.





OPTIMIZING OUR TEAM AT EVERY LEVEL

With a better understanding of why we were facing these challenges, we were able to develop a data-driven strategy for righting the ship.

It started out with some small changes. We placed everyone's behavioral profile placard outside their office or cubicle for easy reference.

We also trained our team on how to utilize the data provided by the Predictive Index platform to improve communication, teamwork, and overall performance. We put a special focus on making sure leaders understood the software and data.

Going a step further, we started incorporating behavioral data and reports from PI into our leadership selection process.





DESIGNING TEAMS AROUND PI PROFILES

One of the biggest changes was restructuring our teams. We've reorganized sales and delivery to make the best use of our existing talent and create teams with stronger chemistry.

As an example, we reconsidered the team led by Devin, our SVP of global business development. Devin's profile from the Predictive Index shows a high dominance score, which means he is well-suited to make decisions independently and exert his influence on others and events.

To compliment his profile, we picked other leaders for his team who have a lower dominance score. As a result, we've seen less personality clashes as Devin can assertively lead a team without the sense that anyone is fighting over the wheel.

In comparison, we took a hard look at the team led by Kirk, another member of the executive team. Kirk has a lower dominance score, which means that he prefers to make decisions by consensus. Rather than making decisions on his own, he prefers to seek input from those around him and talking things through.

To compliment his profile, we built Kirk's leadership team with a few individuals with a higher dominance score who can nudge him toward making decisions when need be.

It's about building teams with people who will complement one another rather than clash and bicker.





THE RESULTS

It wasn't easy to transition away from our old methods of selecting leaders and building teams. For over twenty years we made these decisions based on seniority, years of relevant experience, and so forth.

It took some time to get used to trusting data from PI as one of the biggest factors in a leadership or hiring decision...

But the results have been phenomenal. In less than a year, we dramatically reduced our turnover rate and improved our leadership placements. These results have stayed consistent even through the COVID-19 pandemic, when other recruiting firms struggled greatly with turnover.

- **We've gone from 40% turnover to 2 or 3%.**
- **We've had success with 100% of the new leaders we've placed internally.**
- **And we've even lowered the cost-per-hire for our clients by 12%.**

These results would have seemed unthinkable before – but with the data from PI informing our people decisions, we are truly firing on all cylinders as an organization. We've also seen measurable increases in employee morale and engagement across the board.





PERFORMANCE SOLUTIONS ARE AN ONGOING PROCESS

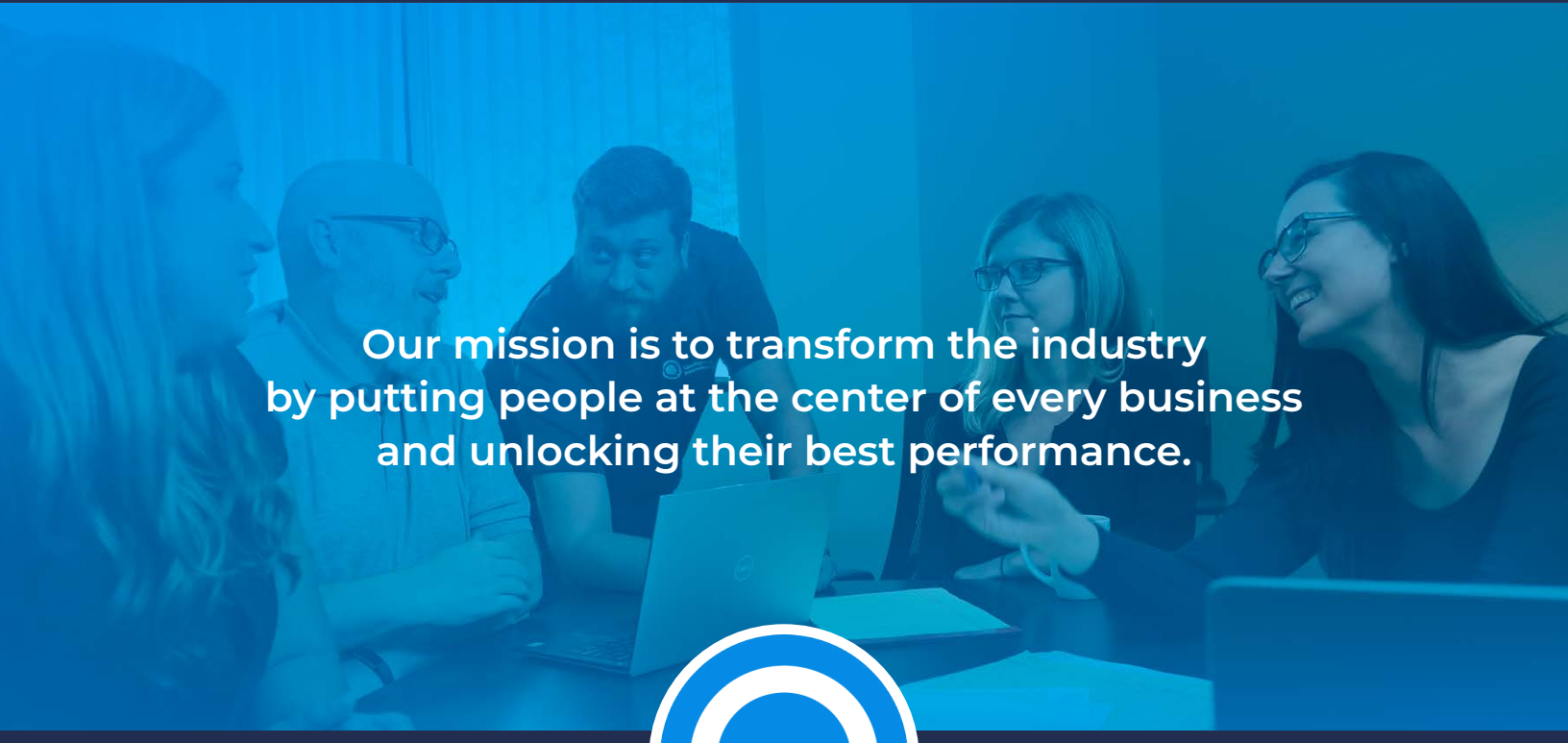
While the results we've seen so far have been incredible, we know that performance solutions is an ongoing process. No organization is perfect, and to keep turnover at a minimum and get the most from our teams, we have to continually keep an eye on our people data and adjust our plan as necessary.

Moving forward, we're putting a continued emphasis on training our teams on how to get the most from the PI platform. We also base every job description on job targets from PI assessments to ensure that we're searching for the right profile.

IT'S TIME TO LEVERAGE PERFORMANCE SOLUTIONS

Having experienced tremendous success with performance solutions and PI ourselves, we are passionate about sharing this platform with our clients. If you deal with issues like turnover, inconsistent leadership, low morale, poor performance or conflict in the workplace, you will see significant ROI with our performance solutions platform.





Our mission is to transform the industry
by putting people at the center of every business
and unlocking their best performance.



SUCCESS STARTS WITH YOUR PEOPLE

Qualigence International is dedicated to helping businesses like yours recruit the right people and unlock their best performance. Contact us today to learn more about how we can help you drive results and profits with purpose-driven, high-performing teams.

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or click [here](#) to schedule a consultation today
with our director of performance solutions.