

CASE STUDY

Transforming Global Training through Employee and Supervisory Feedback

BACKGROUND

A leading multinational retailer with 250,000 employees in 134 countries is highly regarded for its sales effectiveness and product quality. The company runs an internal global training center for its sales force that provides training in scores of key skills and competencies.

THE CHALLENGE

Although effective, the global retailer's systems rely on either voluntary initiatives or a supervisor's recommendations for staff to request and receive training. The company did not have a system to actively identify gaps between an employee's skills and the required key skills for his/her position. Filling such gaps and equipping each person with all the skills required for his/her position would help each employee achieve his/her full potential while also helping the organization achieve higher productivity and greater revenue.

THE PERISCOPEIQ SOLUTION

PeriscopIQ and the global retailer worked closely to develop and implement a Skills Optimization System that delivered the following outcomes:

- Online tools for individual employees to assess their own skills relative to the skills required for their positions
- Online tools for supervisors to assess the skills of their individual employees relative to the skills required for each position
- Identification of gaps between the employee's and the supervisor's perceptions, which led to an open dialogue
- Identification of the appropriate training courses needed for employees and the ability to allow individual employees to sign up for those courses themselves
- Delivery of an automated executive reporting system that allowed managers to look at skills needs and gaps on an aggregate and individual basis for all the employees reporting to them
- Ability for senior executives to drill down and identify skills needs and gaps by manager, department, position, and/or key skills
- Providing training directors a predictive look into the training needs of their employees and tailoring a training program to meet those needs

Leveraging PeriscopIQ's powerful analytical engine and assessment design capabilities, the 180-degree feedback system was developed for the global retailer in less than two months. The system was first used by the global retailer in the United States to assess skills needs and gaps of nearly 500 professionals, and the reach was then expanded to Caribbean countries where it was deployed in Spanish and English.

TRANSFORMATIVE IMPACT

The global retailer successfully deployed PeriscopIQ's automated solution in the US and Caribbean countries and generated a profile database of skills needs and gaps across multiple groups, departments, positions and individuals that was used by employees for self-improvement by enrolling in different training courses and by management to ensure all its sales employees had the requisite skills for peak performance. At the executive level, this knowledge transformed the way the retailer managed its training needs and development, and allowed managers to map skills and competencies in their departments as never before. At the individual level, employees could now see their competency gaps, apply for targeted training and have a basis for meaningful dialogue with their supervisors for professional growth and development.