

## Fusion Contact Centre Services

Fusion Contact Centre Services, part of the BGL Group, employs 1,300 people who deliver high-quality customer service expertise for the Group's financial services businesses and brands. Fusion's vision is to make every customer feel that their interaction with the business is 'almost effortless'.



### Project background

As part of its selection process review, Fusion Contact Centre Services wanted to set up a 16PF validation study to identify which personality factors are most strongly related to performance in the role of Customer Experience Representative (Rep). The information gathered would be used in future selection, promotion and development processes. Fusion was seeking to gain insight into several key questions, such as 'what competencies should we measure?', and 'what does 'good' look like for us?'

The review needed to pinpoint desirable and less desirable characteristics and competencies, gain an understanding of how

specific competencies link to work performance, and identify the personality characteristics associated with certain roles. Fusion was looking for suggestions on how this information could be applied to recruitment and selection processes to maximise their effectiveness.

To assist the process the company looked at various psychometric questionnaires. Fusion's HR Director, a 16PF practitioner, made a successful business case for using the 16PF instrument in the review process.

Andrea Olseski, Employee Experience Manager at Fusion, then attended OPP's 16PF training course, along with her team.

### FINANCIAL SECTOR

#### Business needs

- Revised selection and promotion procedures
- Identification of core competencies

#### Psychometric tools used

- 16PF

#### Benefits

- Successful prediction of job performance
- Improved selection process

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Andrea Olseski  
Employee Experience Manager  
Fusion Contact Centre Services,  
part of the BGL Group

## Solution

Andrea spoke with OPP to discuss the possibility of working together.

“We wanted to pinpoint the traits we needed to look for”, says Andrea, “to ensure we got a valid output relevant to the needs of the review.”

110 Fusion Reps took part, each completing the 16PF personality questionnaire. The purpose of the study was to see if 16PF results would predict job performance, allowing Fusion to gain the maximum benefit from using the questionnaire in future recruitment.

As measures of job performance, Customer Satisfaction (CSAT) and First Call Resolution & Next Issue Avoidance (FCR/NIA) ratings were collected for the last six months. In order to give a single point of reference, an average CSAT and average FCR/NIA rating was computed for each Rep.



In addition, Customer Experience Coaches rated Reps against six behavioural competencies – Customer Focus, Development, Get Things Done, Resilience, Team Work and Influencing. Data was also collected on tenure in role for each Rep.

Andrea worked with the internal Management Information Team to gather the information. The OPP research team then analysed the data to reveal the characteristics displayed by Fusion’s top performers. Andrea and OPP jointly presented the study results to Fusion’s senior management team.

## Results

The 16PF results successfully predicted job performance, validating the use of the questionnaire as part of Fusion’s future recruitment process. The scores revealed that Reps with a higher Customer Satisfaction rating were on average more dominant and keen to influence others. Those Reps with higher scores on First Call Resolution and Next Issue

Avoidance tended to be more warm and more forthright and self-revealing. Another key finding was that the more emotionally stable and trusting Rep tended to be rated as better performers by their team leader.

“There are lots of areas to explore”, comments Andrea. “Looking at the relatively low scores on Self Reliance, for example, the results pose the question ‘do we need more of this?’ Going forward, what areas should we be looking at? What do we need to do to grow, evolve and flourish as an organisation?”

The selection process at Fusion has changed as a result of the review and the use of the 16PF. 16PF Profile Reports are used alongside ability tests, ‘fast-tracking’ interviews, and group sessions. “We’re now very clear on the characteristics we’re looking for in a candidate, based on the work we’ve done”, says Andrea. “The match between successful candidates’ Profile Reports and the desired competencies that emerged from the original review offer further validation of the process.

“There are many tools out there, but having used 16PF, we’re very happy that we now we have a tool and process in place that delivers exactly the insights we need. We’ve also had great support from OPP throughout.

“The people who took part in the first study were fully on board. They were fascinated by it and loved the process. We got some brilliant feedback. After seeing their 16PF results people were saying ‘Wow – this sounds just like me!’

“As time goes by, the results are validated more and more, which is very exciting.”

Looking ahead, Andrea wants to use the 16PF as part of the onboarding process, and for developing team leaders.

Established in Oxford in 1989, OPP is one of Europe’s largest providers of business psychology solutions. Its products and services are used by SMEs and multi-national organisations in more than 25 countries. OPP distributes many of the world’s leading psychometric instruments, including the MBTI, 16PF, FIRO and TKI tools.

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