Industry Spotlight
Telecommunications

HOGAN
▶ Talent Analytics

Introduction

The telecommunications industry has taken an even more integral role in upholding the global economy since the COVID-19 pandemic began. Telecom made the shift to virtual almost-everything possible, facilitating remote work, telemedicine, and more.

But challenges remain, and some longstanding problems have even worsened. Recent Bain & Company research found that the shareholder return gap between telecom and other industries actually widened during the pandemic — just not for everyone.[1] The top quartile of telecom organizations outperformed all others, on average, by nine percentage points.[1]

What are the top performers doing differently? Talent. According to McKinsey & Company, the telecom businesses that generate higher returns to shareholders have talent strategies linked to their business strategies.[2]

If your organization doesn't, take note. In the coming years, the industry is expected to endure "seismic shifts," unlike any seen since the 1990s.[1] Between a changing market structure, 5G expansion, cybersecurity challenges, geopolitical tensions, sustainability demands, and calls for improved diversity, equity, and inclusion,[1,3] your organization's talent needs will inevitably shift too. Are you prepared to adapt your people strategy?

As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, improve retention, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

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Grounded in more than 40 years of research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**
A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**
A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**
A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless human resources professionals and industrial-organizational psychologists ensure that the right people are in the right roles. Check out the following five case studies to learn more about how our solutions have helped organizations in the telecommunications industry resolve the challenges they face and achieve their objectives.

Hogan's personality assessments are the industry standard for predicting future job performance.

Improving Customer Satisfaction

A global telecommunications company wanted to use personality assessments to improve its selection process for customer service representatives working in call centers.

Using the Hogan Customer Support job profile, Hogan helped the client identify customer service representatives who are even-tempered, diplomatic, driven to succeed and achieve results, and focused on following rules and procedures.

Customer service representatives who scored higher on the Hogan profile were **3.5 times more likely to earn better customer satisfaction ratings**.

▶ **Customer Satisfaction Ratings**

3.5x more likely

LOW/MODERATE FIT   **HIGH FIT**
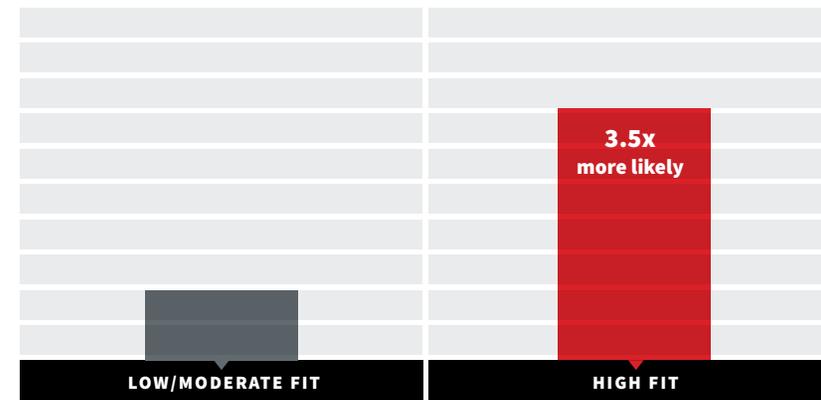
Retaining Effective Sales Associates

A Fortune 500 global communication services provider wanted to improve its selection process for sales associates.

Using the HPI, Hogan developed a profile to identify sales associates who would be successful in growing company revenue. These are high performers who take initiative, are driven to win and compete, and are skilled at maintaining and building relationships.

Sales associates who met the Hogan profile **achieved 90% of their sales goals** and were more likely to stay with the company, which **improved one-year retention rates**.

▶ **Improved Retention**

RETENTION BEFORE HOGAN	RETENTION AFTER HOGAN

Photo by Marcus Spiske on pexels.com

Selecting Cybersecurity Professionals

A multinational mobile, TV, and internet solutions provider partnered with Hogan to improve its selection process for cybersecurity professionals. Cybersecurity professionals monitor security measures for the protection of computer networks and information.

In collaboration with the client, Hogan created a custom selection profile to identify people who would have the characteristics most predictive of success in the role. High performers tend to be stable under pressure, conscientious, tactful, and interested in problem-solving.

Hogan's extensive research on the relationship between personality and performance indicates that the company will see a **23% increase in selection accuracy** when hiring cybersecurity employees.

▶ **Improved Selection Accuracy**

WITHOUT HOGAN PROFILE		WITH HOGAN PROFILE	
50%	50%	38.5%	61.5%

■ BAD HIRE SELECTION   ■ GOOD HIRE SELECTION
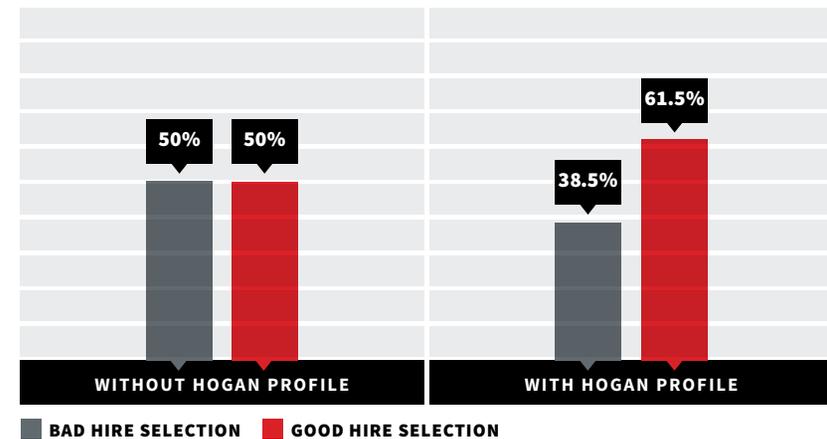
Closing More Sales

Hogan and Peter Berry Consultancy, Hogan's Australian distributor, partnered with a global telecommunications company that wanted to improve its selection process for customer service representatives working in call centers.

Using the Hogan Customer Support job profile, Hogan helped the client identify people who would be likely to succeed in the role. Effective customer service representatives are even-tempered, diplomatic, driven to succeed and achieve results, and focused on following rules and procedures.

Representatives who scored higher on the Hogan profile were **twice as likely to close a sale** compared to those not fitting the Hogan profile, and they were more efficient too, **ending calls 60 seconds faster**.

▶ **Sales Close Rate**

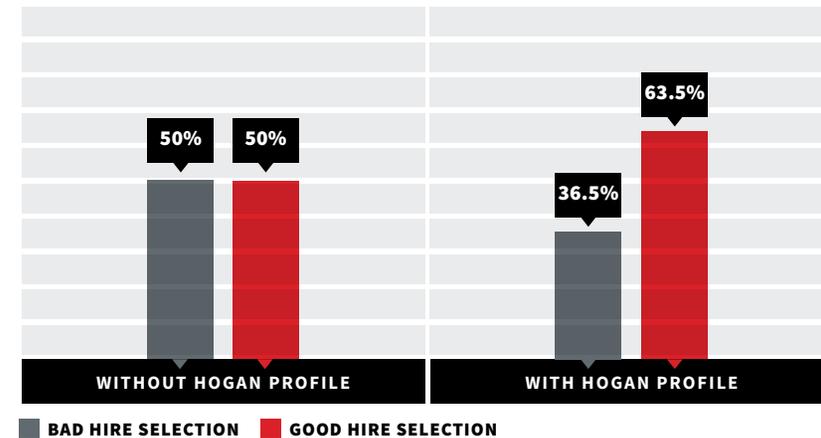|	
	2x more likely
LOW/MODERATE FIT	HIGH FIT

5
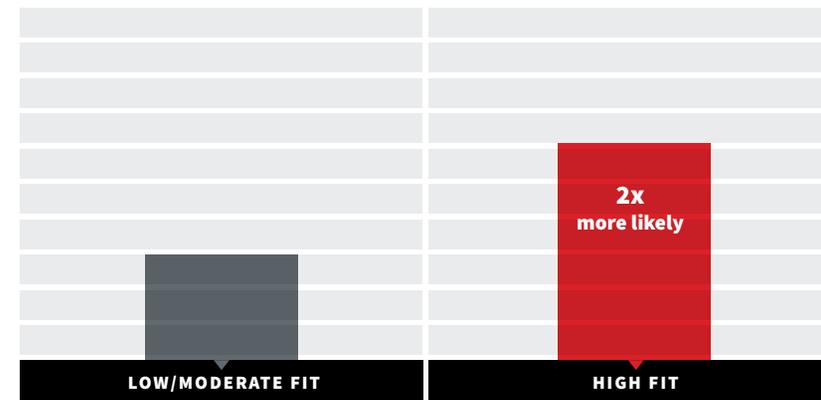
Predicting Manager Performance

An Australia-based phone and internet service provider wanted to use personality to predict competency performance for its managers.

A successful manager at this telecommunications provider manages resources to make complex decisions, collaborates with and develops their team, and drives the company vision. Working with the client, Hogan developed a selection profile to identify people who embody these characteristics.

Hogan's extensive research on the relationship between personality and performance indicates that the company will see a **27% improvement in selection accuracy** when hiring new managers.

▶ **Improved Selection Accuracy**

50% / 50%	36.5% / 63.5%
WITHOUT HOGAN PROFILE	**WITH HOGAN PROFILE**

■ BAD HIRE SELECTION　■ GOOD HIRE SELECTION

Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover or vacant positions, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with telecommunications organizations for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit peterberryconsultancy.com or call us at +61 2 8918 0888

References

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