



Questionmark Case Study

Sales Training and 360 Assessments at Jordan's Furniture

Background

Jordan's Furniture is a large New England retailer with four busy stores. The company prides itself on offering great values, a high level of customer service, and in-store entertainment. In order to ensure high quality customer service as well as strong sales results, the company has established an extensive training program for its entire sales staff. The curriculum covers product knowledge as well as policies and procedures, especially as those affect customers.

Sales Training

Jordan's delivers training modules during workshops at the individual stores, usually before they open. Staged on a fairly regular basis, the workshops occur during three consecutive days and review a variety of things. Workshops help employees understand furniture construction, new product lines and other topics.

The company also provides training to new hires and presents the majority of this orientation material to them at a central location.

Testing Training's Effectiveness

When the company first began training, it used paper-based tests that store managers handed out after workshops to ensure that employees had absorbed the material. When the staff was small that presented few problems, but as the stores grew the written tests became unwieldy.

After evaluating several products, Jordan's selected Questionmark™ Perception™, preferring the program because of its ease of use administratively. They also found that using Perception was easier for the trainee to use. Perception fit well with the company's operating system and is very flexible.

Jordan's uses in-store computers to administer the tests. These PCs, normally used for order entry and product reference information, can be easily accessed throughout the day by salespeople during slower periods. Managers set a deadline for finishing the test and then review the results with each person.

When employees finish their assessment they also get an opportunity to evaluate the module they just completed. The feedback provides the Operations Team with a clearer picture of whether the training has hit the mark as well as what areas could use improvement. Since Perception provides results instantly, it's a valuable vehicle for tweaking the in-store training sessions.

360 Assessments

In a 360-degree assessment, companies collect feedback from supervisors, peers, subordinates and, occasionally, customers or vendors. The advantage of these assessments is that they provide employees with information about how supervisors, peers, and subordinates perceive them, with a goal of improving work performance. Having previously given these assessments on paper, managers at Jordan's realized that it would be more efficient to administer them using Perception, a program they already were using for evaluations.

Perception makes the process remarkably simple and much faster. In its initial rollout, a company executive emailed a link to a group of nearly 40 managers from whom he wished to get input. They merely clicked on the link, filled out the 360 degree evaluation form, and submitted it. According to Clark, the manager was very pleased by the results and plans to expand the company's use of Perception for these assessments.

More information

Questionmark Contact:

Email: info@questionmark.com

Phone: (800) 863-3950 • (203) 425-2400

Web: <http://www.questionmark.com/>

