

Building a Loyal and Prosperous Work Force

Kathy Till, Director of Training for La-Z-Boy Furniture Galleries in Phoenix, Arizona, knew from experience the high toll employee turnover takes on a company's financial and psychological well being. When she joined the staff of the Phoenix proprietary stores in 1997 and found that employee turnover was over 100 percent, she decided it was a critical area that demanded attention. Taking strategic action, Till engaged a personality survey called the Predictive Index and within the next three years the turnover ratio had on average dropped to 60 to 70 percent.

"By using the Predictive Index® as an interview tool, I was able to hire the people whose personalities fit the requirements of the job and the needs of the company. Not only did we begin to hire smarter, but also we made employees happier by better placing them in positions that matched their personality strengths and helped to ensure their personal success in the company," said Till.

The Challenge: La-Z-Boy Inc. is an international company with major distribution through out North America and annual revenues in excess of \$2.3 billion per year. The Phoenix proprietary operation consists of six stores in the Phoenix area with an employee roster of approximately 140+ employees, including 6 store managers and 40 to 60 sales associates. The company prides itself on establishing trust and rapport with customers and building long-term repeat-buyer relationships. The company's mission is to establish a sales force with a mix of personality styles to better accommodate different customer styles. They were able to identify and hire employees who could best establish immediate rapport with their customers, and minimize employee turnover so customer relationships would endure.

Results: Using Predictive Index as an interview tool, the management of La-Z-Boy Furniture Galleries, Phoenix, identified and hired new employees with "quick-to-connect" capabilities. The company also filled gaps in its sales force with hires that fit an altruistic and more gregarious personality style. By utilizing the Predictive Index as a leadership tool, the company identified the strengths and challenges of its current employees and were able to place a number of employees in positions better utilizing their abilities. As a result, the employee turnover rate at La-Z-Boy Furniture Galleries, Phoenix, improved 30 to 40 percent.

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"Praendex is the publisher of the Predictive Index, a unique executive management tool that recognizes the work-related behaviors and motivational needs of employees. In addition, Praendex designs and administers workplace training and development programs to improve organizational effectiveness and productivity. Praendex Incorporated is the parent company of PI Management Resources, a worldwide association of experienced management consultants."