

## ORGANIZATIONAL DIAGNOSTICS: CASE STUDY

You are an organizational development consultant for a large operational division of a book and audio retailer customer service center that processes online and phone orders. While the majority of sales come from retail stores, a little more than one-third are made through the customer service center. In addition to sales, the customer service center is responsible for working with customers to ensure quality, market rewards programs and support customer needs. Among the key metrics for the organization are market share and profit. The organization is composed of 30,000 employees, working at the more than 1,000 retail locations. Approximately 5,000 employees work at the customer service center, and nearly half of those employees are unionized. Operational supervisors, who are nonunion employees, manage most of the union personnel at the customer service center.

### The Request

Directors from the customer service center have asked you to offer more training to the customer service supervisors. The directors suggested that supervisors are not managing properly, and as a result, customer service is not consistently meeting its goals or the organization's goals. The directors are concerned that the situation will escalate and negatively affect market share and profit. The directors feel that the supervisors—particularly recently hired supervisors—do not have the skills needed to perform their jobs effectively. Apparently, the quality of the recruiting pool for supervisors has been weaker than the directors remember it being in the past. Currently, training for supervisors is inconsistent and may be lacking. There are existing training programs available to supervisors, but there is no requirement that they participate. Also, the training is designed for leaders across the organization and not specifically for the supervisors in the customer service division. Existing training delivery metrics are mostly composed of reaction measures (e.g., "Please rate how much you enjoyed this training session"), with a few learning measures included (e.g., "Please select the example below that represents a correct way to track attendance during a shortened workweek"). Learning outcome metrics specific to the operational supervisor job are nonexistent; no measure of the effect of training on job performance takes place.