



WorkWave Develops Talent and Supports Organizational Growth

WorkWave

Best Advance in Talent Management Technology Implementation

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Company Background



Company-at-a-Glance	<p>WorkWave, an IFS company, is dedicated to simplifying the complexity of running field service and other fleet-based businesses, large or small. The company’s suite of solutions, which include PestPac, WorkWave Service, ServiceCEO, WorkWave Route Manager, WorkWave GPS, GPS Heroes and ContactUs, allows WorkWave clients to easily attribute and automate sales and marketing activities, improve their back-office efficiency and increase their visibility into field operations through a single, easy-to-use interface.</p> <p>WorkWave’s platform provides its 8,000-plus clients with an unprecedented level of business insight and information, enabling them to increase efficiency, increase revenue and provide a “five star” customer experience. WorkWave has been recognized with multiple awards for its outstanding growth and culture, including the Inc. 5000, SaaS Award and Best Place to Work by NJBiz and Inc. Magazine.</p>
Headquarters	Holmdel, New Jersey
Year Founded	1984
Employees	265

Global Scale (Regions that you operate in or provide services to)	Worldwide with offices in New Jersey, St. Louis, Hawaii, Boston, North Carolina and Italy.
Customers/Output, etc. (Key customers and services offered)	WorkWave provides cloud-based fleet service and fleet management solutions that help organizations with mobile workforces transform their business. Key customers include Waste Management, Terminix, Servpro, DHL, Relay Foods, Truly Nolen, Krispy Kreme, Hello Fresh, and Holly Maid.
Industry	Software/technology
Stock Symbol	Privately held company
Website	www.workwave.com

Budget and Timeframe

Overall budget	\$7,070
Number of (HR, Learning, Talent) employees involved with the implementation?	2 (Includes SME below)
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Timeframe to implement	Six months
Start date of the program	June 2, 2017

Business Conditions and Business Needs

Over the past year, WorkWave hired over 90 employees. As a result of this rapid growth at all levels of the company, from leadership to entry-level positions, WorkWave became aware of a clear need to facilitate objective conversations around their development processes and a need to identify ways to support its managers to have more constructive conversations with direct reports. With this goal in mind, WorkWave began using Caliper



Analytics to gather personality data on new and existing employees. The implementation of this technology enabled WorkWave to understand and manage talent in a way that best supported the company's explosive growth and market strategy.

While WorkWave has been using the Caliper Profile for hiring since 2012, recent expansion made necessary a broader, deeper level of insight into talent management decisions. Through the use of Caliper Analytics, WorkWave was able to ensure optimal alignment between talent management strategy and overall objectives. In addition, the scalability of the Caliper Analytics platform ensures that their approach to talent management will be able to keep pace with the company's continued expansion.

Overview

Caliper Analytics is a dynamic, data-driven talent management solution that allows clients to maximize the performance of their organization through improved alignment between the workforce and their business strategies — including hiring and development. With Caliper Analytics, WorkWave managers are able to use a plot of an employee's motivators and identify individual development goals. This allows managers to work with employees on a career path and their continued personal and professional development within their current role. WorkWave has found Caliper Analytics to be a crucial starting point for professional development.

When WorkWave began expanded use of the Caliper Analytics platform, the company set the following goals:

- Leverage additional insight into candidate and new employee growth potential beyond their current roles.
- Conduct development conversations with all employees around maximizing performance and future career paths.
- Identify areas of development with existing employee bench to prepare for expansive growth.
- Use information from Caliper Analytics to help guide learning and development plans.

WorkWave has achieved each of these goals by using Caliper Analytics to augment the skills and abilities of its existing human resources staff and to facilitate developmental conversations and strategic planning.

Design of the Implementation Plan

Maximizing Data

Because WorkWave designed the implementation to address a wide range of issues, it was determined to gather as much data as possible. Therefore, it began the implementation by having everyone in the organization take the Caliper Profile. This step ensured that data on all employees was available for predictive analysis and gave the company the broadest foundation possible from which to analyze and develop its workforce.

Uncovering Unseen Potential of New Hires

WorkWave also began to assess all new hires. Caliper data was leveraged to provide interviewers with insight into the natural motivators of their current teams, helping them spot similar motivators in candidates during the interview process. This also allowed them to better understand what motivators exist in other roles to help explore future career paths.

Developing Employees to Address Long-term Needs

WorkWave also provided individual developmental guides for staff members to identify areas for development and to begin conversations about how to support their development. By doing so, WorkWave has been able to identify information about employees' motivations and look at what they want to do long term, as opposed to focusing solely on the here and now. Through the use of Caliper Analytics, WorkWave was able to analyze the needs of departments and teams as a whole, in addition to reviewing individuals and their future potential.

Objective Data, Flexibility

Caliper Analytics gave WorkWave not only an objective body of data to draw from to make talent-management decisions, but it also provided the flexibility to focus the information shared with individual managers. This provided a deeper insight into their people while maintaining confidentiality across the organization. Information is easily exportable to PDF for sharing with individual employees. Through Caliper Analytics, managers can address granular interpersonal dynamics and identify the best ways to approach a dialogue with a particular audience. They can address employees according to what motivates that audience, enabling deeper conversations.

Delivery of the Program

WorkWave was partnered with a Caliper consultant to receive training on the Caliper Analytics platform and best practices for using it. As a result of that initial training and keeping their overall goals in mind, WorkWave created a program to assess all employees and then worked with hiring managers and their HR department to roll out that program to new and existing employees.

Their human resources staff partnered with hiring managers to help them interpret and apply the data from the Caliper platform to their current hiring decisions. Additionally, their HR staff worked with all managers to assist them in facilitating conversations with employees that used the Caliper Analytics data as a focal point.

Throughout this process, they emphasized Analytics as an integral part of their standard hiring and employee development processes. As such, the Caliper Analytics platform enabled them to fill open positions more efficiently, uncover the potential of new hires, support development opportunities for current employees and help them support WorkWave's continued growth.

Measurable Benefits

Improved Candidate Placement

As a result of the implementation of Caliper Analytics, WorkWave has been able to place employees in roles that align with their motivations, which has helped them to define career paths for their employees and enable them to develop beyond current roles. For instance, a receptionist expressed interest in a few different positions, such as customer service and sales, and WorkWave suggested recruiting based on her profile. Six months later, she joined the talent recruitment team and as a recruiter filled three positions within her first few weeks. WorkWave credits her success partially to the ability of the algorithms in Caliper Analytics to predict future success based on available personality data.

Reduced Time to Fill Positions

Caliper Analytics also has allowed WorkWave to fill roles before they are even posted. WorkWave has had candidates come in for one role and, based on the results of the profile, be hired for a different one. For example, someone interviewing for a support role ultimately was hired for sales, where they have thrived. WorkWave even had a candidate come in for a career fair, applying for a role that had already been filled. The interviewing process in conjunction with the predictive ability of Caliper Analytics presented an opportunity for WorkWave to offer the candidate a role that hadn't been posted based on her motivators and the insight Caliper was able to share.

Data-Driven Conversations for Improved Performance

Many of the conversations enabled by Caliper Analytics allow for deeper insight or the ability to pivot conversations according to what motivates the audience. For instance, managers found enormous value in the talent plot in Caliper Analytics, which allowed them to coach teams and address interpersonal dynamics with great specificity. The implementation of Caliper Analytics has enabled WorkWave to have conversations with managers on the best way to approach a dialogue, using objective data. And finally, WorkWave uses Caliper Analytics to determine how best to work with and coach direct reports, identify any training required and make rational decisions.

Overall

Implementing the Caliper Analytics platform to guide their approach to talent management has driven home the following lessons for WorkWave:

- The importance of using impartial data to make unbiased decisions around hiring, development and career pathing.
- The power of data mining to fill positions without the time and expense needed to conduct an external search.
- By providing easily accessible talent-related resources to hiring managers, WorkWave can improve working relationships and outcomes.
- Leveraging personality data from Caliper improves talent decision based on objective criteria.
- By utilizing objective data, WorkWave has been able to more efficiently achieve outcomes for employees and managers.



- The data-driven approach to talent management proved to be easily scalable to the increasing size of their organization.

WorkWave intends to leverage the existing platform for hiring and development and will continue to expand data sources to lower costs. The expanded usage of data for talent management will support company growth, both through the acquisition of new talent and the development of their existing human capital, as WorkWave continues to expand and maintain its status as one of the premier places to work in New Jersey. WorkWave will continue to source new training programs to coach employees and use best practices for hiring and development. WorkWave now considers predictive people analytics through Caliper Analytics to be one of its new best practices for talent management.



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