



Predicting Franchise and Corporate Success

ServiceMASTER®

For more than 50 years, ServiceMaster Canada, a division of the ServiceMaster Co. brand, has been providing commercial and residential customers with cleaning services through a network of more than 350 franchised business licenses throughout Canada.

Business Challenge

Ian England, Vice President of Operations for ServiceMaster Canada, was first introduced to The Predictive Index (PI) more than 25 years ago while he was a ServiceMaster franchise owner. He discovered the PI Behavioral Assessment™ when he was looking to improve job fit. He soon realized that the PI Behavioral Assessment, the most effective, simple, and easy to use science-based assessment that provides an accurate depiction, or pattern, of people's core drives, and therefore insight into their needs and behaviors, was exactly the tool he needed to make better hiring decisions. "The Predictive Index Behavioral Assessment helps us come to a conclusion about a candidate in a relatively short amount of time. Unlike a lot of other solutions, the PI Behavioral Assessment provides a 'deep quick read' on an individual and allows us to manage the hiring process ourselves," says Ian.

Solution

Ian used the data provided by the PI Behavioral Assessment across his business and discovered that some employees — including himself — were in the wrong jobs. He used the data to alter people's responsibilities, including his own, to create a more productive and harmonious working environment. Ian was a salesperson/marketer by trade, but as the franchise owner, was focusing his energy on operations. Meanwhile, his operations manager was selling. The PI Behavioral Assessment accurately identified that they were in the wrong jobs, enabling them to make a change that worked much better for them and the business. "The data from the PI Behavioral Assessment was a great eye opener for me. I had no experience in 'people management' at the time. It dramatically changed the way we did business," comments Ian.

At the ServiceMaster Canada corporate office, which Ian joined to manage operations after selling his franchise business, they were also using the PI Behavioral Assessment to manage their more than 50 employees. The PI Behavioral Assessment was part of their job application process, with every applicant completing the assessment, and fundamental to onboarding both corporate additions and new franchise owners.

One of the most beneficial applications of the PI Behavioral Assessment for ServiceMaster Canada has been during the franchisee selection process. Each year, Ian and his team review on average 30-40 applications for new sales or transfer sales (a new owner for an existing franchise) across four business divisions. This has created two distinct franchise models: a “start-up” franchise, which is a new business in a new territory, and a “mature” franchise, which is an existing territory under new management. Each model requires a different skillset. The PI Behavioral Assessment helps them quickly determine probability of fit and success for each type of franchise model and franchisee.

“We believe if you hire someone knowing what you’re going to see in six months, you have a better chance of keeping people long term and productive. The PI Behavioral Assessment is the one tool that lets you understand what you’re getting into from the beginning so you have a much better chance of succeeding,” says Ian.

Results

After implementing the PI Behavioral Assessment, ServiceMaster Canada noted many positive outcomes including:

- The PI Behavioral Assessment results quickly reveal strengths and potential challenges an applicant would bring to the franchise organization.
- The right people are in the jobs best suited for their behaviors and skillsets.
- Objective assessments are made of the employee and the situation to determine whether the proposed next step is a good move.
- Franchisees are counseled on how to manage their people most effectively.
- Requirements and expectations for roles are clear.



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