

CASE STUDY: DISC Assessments & Hiring in the Trucking Industry



A Collaboration Between:

Hiring Solutions LLC 

Occupational Assessments and Services to Support Selection, Coaching, Training, and Development



ASSESSMENTS 24x7

A Global Leader in Online Assessments

Overview

This case study highlights a large Trucking company that had issues with retention, profitability and production. Through strategic help from Hiring Solutions and Assessments 24x7's versatile DISC Assessment platform, the company was able to improve communication, selection and retention.

Timeline: 3 years

Resources: Hiring Solutions and Assessments 24x7

Average drivers retained per year: ~120

Minimum net savings (hard costs): ~\$1,020,000 per year

About the Company and Industry

This is a leading fleet, owner-operator, equipment leasing division for a large trucking company in the United States. They are one of the fastest growing and most profitable leasing organizations in the country, primarily supporting their parent company with quality owner-operators.

The Challenge

The company needed help with screening, interviewing and supporting independent contractors. Independent contractors needed help with finance and leasing contracts for their trucks and trailers. Converting new owner-operators into profitable independent contractors presented some challenges.

The relationships were dynamic on two key levels: First, as a client, with the financial services that were provided to drivers to lease and possibly purchase their own trucks; and second, as independent contractors to support the parent company.

The company was doing very well and is a large player in the space, but needed guidance in the areas noted. They reached out to Dave Haddox at Hiring Solutions, who has over thirty years of Heavy Truck Industry experience. His depth of understanding translates into real world utilization and application of the information, data and analysis that is available when using the Assessments 24x7 DISC model.

An additional goal was to minimize exposure to dropped contracts, which bring the potential for abandoned, damaged, abused assets, and/or equipment that is not maintained. This, in turn, results in assets that are extremely expensive to recondition for sale, or to lease again.

The Solution

Hiring Solutions suggested that the key problem areas of retention, profitability and production for the parent company needed targeted correction to include benchmarking the client population and training for best practices in how to support the driver population.

The solution needed to be a scalable program that would enhance relationships, both internal and external. A series of workshops were developed with a focus on interviewing, customer service, communication and using the DISC model to support these conversations.

Training was supplemented with additional support elements and products including weekly newsletters, [Dr. Tony Alessandra's Virtual Training System](#) and [Hiring Solutions DISC Support](#), among other processes.

DISC Assessment Implementation

The DISC implementation was crucial in order to help facilitate the process and support communication, as the assessment provides a baseline of reference to support mutually beneficial relationships. Training was provided for staff members to learn the foundation of the model.

All internal employees completed the assessment, were provided their report and attended a one-half day DISC training with Dave to better understand themselves and each other from a new perspective. After basic training was complete, the client base was offered the opportunity to participate as well.

Once sufficient data on the driver population was gathered, various team dynamics reports were generated. These tools clearly show a [distribution of participants](#) that are Indirect (S and C Styles) in the majority of this sampling.

Even this bit of information was helpful in highlighting the need to slow down interactions between staff members and clients; a communication preference for S and C Styles. Awareness of this single core behavior helped avert a number of minor disputes, conflicts and communication pitfalls that might have led to bigger disputes.

What the Data Shows

There are 15 Classic DISC profiles that help define characteristics of those who have similar scores. [This table](#) shows the correlation between the general population and who gravitates toward the driver position. Additionally, it shows the number and percentages of drivers Retained, Terminated and the overall turnover for each of the Classic Styles. The data reveals a great deal of information which, in turn, informs potential recruitment and coaching strategies.

Analysis of the data clearly identifies a single group of prospects who will have the greatest potential for success. With this information, we can be intentional with marketing, using the characteristics explained and supported in a number of DISC reports. If used wisely, this can have a significant impact on the organization and applicants from the beginning of the relationship.

Further, we are able to see which of the Classic Styles gravitate *towards* the driver position, and those that gravitate *away from* it. The Formalist is consistently shown to have the most successful driver numbers, with three additional styles right behind it. This clear and concise information can support an approach in marketing and recruiting to attract more applicants that fall under these productive driver styles.

Additional Insights

Gap analysis points for the Natural and Adapted DISC styles were identified, which gave us more information in three categories including [*Top Performers, All Terminated and Safety Termed*](#) at a more granular level.

Ultimately, we were able to see that training, recruiting and support programs that encourage the focus away from the higher “I” behaviors, while encouraging a greater focus on the detail, data tracking and analysis of the “C” type behaviors will result in a higher success rate for current drivers.

The Outcome

By implementing the process, the client outcome was extremely positive. Right away, the organization saw improvement in their interviewing and relationship building. Higher quality drivers were matched to the best suited support manager for a long term, profitable relationship. Boosted conversions and profits increased retention and profits, and reduced stress for all involved. Turnover numbers for the client were already low at 62% compared to industry standards of 85%. After implementing our process, turnover was reduced by an additional 28% down to 34%. This is 51 points below the industry average at the time of this publication.

The company attributed more than 1/3 of the improvement to the DISC program, training and support efforts. A conservative estimate would be that a 10% increase in retention was due specifically to this program.

Closing Remarks

As we gain new insight from the data analysis, the depth and value of the collected data will increase on an ongoing basis. The continuing change and addition of useful metrics evolves as the database grows. This creates a tool that grows and develops in a manner that we could not have foreseen or considered at the start of the project but is hugely beneficial as it evolves.

To see the full study, [click here!](#)