

Curchods, Burns & Webber have gone from strength to strength using Thomas assessments as part of their growth strategy.

**CURCHODS**

**BURNS & WEBBER**

**Estate Agent**

24 Offices

200 Staff



### Objectives

- Clearer insights to help inform recruitment decision making and help grow the business
- Strengths, limitations and self-awareness for staff as part of their development individually and as a team
- How to make sales more effective based on type of customer



### Results

- ★ All job candidates' complete assessments prior to second interview
- ★ Enhanced awareness has reduced personal stress and helped leaders to create more motivational, trusted environments
- ★ Sales have learnt that through self-awareness a better balance between dominance and influence has had a positive impact on sales

## THE CHALLENGE: Need for clearer insights for recruitment and development

Like many businesses, Curchods has totally transformed itself over the years, through a combination of organic growth and acquisition, from a single office to the 24 branches and over 200 staff it has today.

In May 2016, they appointed Michael Ansell as Group Managing Director with over 30 years of estate agency experience to help drive the future operation and growth of the business through providing an outstanding customer service.

Andrew Dewar, joint owner of Curchods, sets the scene: "A major part of our growth plan was based on being a great place to work as recruiting the right people to come and join us was key. But equally important was looking at ways of improving the training and development of existing staff and tapping into some of their unused potential. Our people simply weren't clear enough about their strengths and weaknesses, the causes of these and how they could go about addressing them."

So Curchods had a need for clearer insights at interview stage to help inform their recruitment decision making, but also needed help in developing existing staff to make them more effective in their roles.



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**THE SOLUTION:** Profiling for employee, leadership and sales awareness

Curchods hadn't used profiling before but were recommended to speak to Thomas International by one of their own employees. The Thomas Personal Profile Analysis (PPA) was first used by Curchods around 7 years ago.

Andrew explains the rationale behind using Thomas assessments. "I saw the content of the PPA as a perfect way for our people to get deeper insights into themselves. I wanted them to recognise what they possessed and how they could use this knowledge in a positive and constructive way."

"We quickly identified that we had lots of very chatty and friendly people who were not as assertive, direct and authoritative as we needed them to be. Sales people need to be likeable but also respected for their professionalism. We showed them how they could modify their behaviours and what the likely positive outcomes could be in terms of control, time savings, feeling good about themselves and of course greater income!"

So Curchods saw the content of the PPA as a great way for management to get better insights into their people but also as a way of raising employees' self-awareness of their behaviours and how they could modify these to improve outcomes.



***The biggest thing we've seen is that people are now more aware of how they behave, what the causes are and how to positively adapt behaviours according to the situation.***



They also decided to introduce the TEIQue emotional intelligence questionnaire for managers to allow them to better understand their emotional strengths and limitations and develop a better understanding of how behavioural characteristics could be driven by emotions.

Andrew continues. "If you can create the right working environment for people, they'll give everything they've got in return and so you will achieve more! And a great deal of the environment created by a leader is about emotions. I see the TEIQue as a really good indicator to show where people are in terms of various emotional factors of how they think and act."

"If you take the results of a TEIQue and put them alongside the PPA, you can see how some behavioural characteristics may be driven by emotions. And it's then about awakening the understanding and recognition in people's minds around what this all means, how they can use it to better effect and what they're likely to achieve as a result."

**THE RESULT:** Self development and a clearer recruitment strategy

Andrew summarises the benefits. "The biggest thing we've seen is that people are now more aware of how they behave, what the causes are and how to positively adapt behaviours according to the situation. For example, by getting a better balance between dominance and influence, our sales people will be more succinct, more authoritative, bolder to say the things they need to say, exercise more influence and ultimately do more business. And that's actually happening. It's truly magic stuff!"

All job candidates complete a PPA before second interview and for managerial positions will complete a TEIQue as well. Their profiles are then interpreted and fed back to the interviewer so that they can explore any relevant areas in more depth. All new recruits are debriefed on their profile.



***I provide personal feedback for all people who join us and sometimes I'm asked how I could possibly know all that about them when I've never met them before. I tell them it's easy – you told me that in your assessment!***



Curchods have seen greater clarity and control over speed of delivery of customer and employee feedback with great results in both customer handling and leadership skills. And there has even been a reduction in personal stress through enhanced awareness of stress factors for certain profiles. TEIQue have also assisted hugely in helping team leaders recognise and manage their various emotional traits to help them create more motivational, trusted environments.

Andrew has a great tip for anyone using Thomas assessment tools. "It's absolutely crucial that when you're feeding back on profiles, you make it clear that it's not just based on your opinion. All you're doing is interpreting the story that they have told about themselves and asking them if they recognise it. I provide personal feedback for people who join us and sometimes I'm asked how I could possibly know all that about them when I've never met them before. I tell them it's easy – you told me that in your assessment!"

Andrew concludes, "We encourage all our people to use Thomas assessments to help modify their behaviours to provide the best possible customer experience we can give. And the way that every single member of staff behaves has an impact on the work environment. We've seen real benefits in terms of helping to create a more inspiring work environment, developing a more engaged and happier team, whilst also seeing time savings in processing sales and an increase in business." A great result for all!



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**Tools  
used**



Personal Profile Analysis



Trait Emotional  
Intelligence Questionnaire

**For more information about how we can help deliver confidence  
for your organisation, get in touch**



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