



The **Master Lock** Company

Unlocking Retention and Recruitment

Is there a secret combination that unlocks employee recruitment and retention challenges? “You can have the best products in the world, but if you don’t have the right people, the company as a whole won’t succeed,” says Master Lock’s Sr. Director of Global Human Resources, Luther Willems. “Our products are critical assets, but at the end of day it’s **our people** who have to build, market, design, innovate, communicate, and sell—which directly affects the success of our company.”

Founded in 1921, and recognized worldwide as the enduring name in padlocks, security, and safety products, Master Lock takes its talent very seriously. Just as their product technology has changed considerably in the last 96 years, from inventing the world’s first laminated lock in 1924 to offering Bluetooth enabled locks, Master Lock’s talent management strategies have also changed with the times.

Results from Master Lock’s yearly internal corporate survey revealed employees wanted more leadership training and career opportunities. Master Lock knew their employees had the technical competencies required, but they needed strong leaders to harness those skills. Master Lock also saw the need to offer robust training programs to help attract new talent, retain current employees, and improve overall employee engagement and productivity.

“In 2017, an organization must have some level of training, development, and growth opportunities to be competitive—it’s just as important as employee benefits,” says Willems. To meet these challenges, Master Lock partnered with MRA to deliver a tailored **Principles of Leadership Excellence** training series to directors, managers, and supervisors; a **Customer Service Excellence** series to the Customer Service group; and a **Frontline Management - Managing in a Union Environment** series to plant managers and supervisors. Ongoing and projected training benefits include:

- **Increasing employee retention**, with an average 98.6 percent class participant satisfaction rate saying content was valuable and relevant to position. While it is difficult to tie these programs directly to changes in retention, it is clear that these efforts are meeting the demand noted in the Employee Survey.
- **Raising employee engagement**, along with other programs focused on recognition, resulted in a 10 percent satisfaction increase in the first year alone.
- **Filling jobs faster**, including recruits looking for growth opportunities.
- **Improving internal communications**, work productivity, and teamwork by applying results from the DiSC® communication style self-assessment (part of the Principles of Leadership Excellence series)—allowing employees to solve problems and work together more efficiently, thereby saving time and money.
- **Increasing customer satisfaction**, by training Customer Service Representatives to express empathy and truly listen to customers. By establishing this valuable training opportunity, Customer Service Representatives are able to create an optimal customer experience. Through this training, they are not only verifying that they have solved customers’ challenges, they also ensure they are delivering a positive experience so customers will become long-term, loyal customers in the future.

Just as they have worked hard to earn and maintain customer trust by delivering strong, high quality products and services, Master Lock is focused on providing equally valuable development opportunities to its employees.



“We want a culture of people that feel valued. If we believe people are our most important asset we can’t just invest in our equipment—we must invest in our people too,” says Willems.