

Case study – Call Centre with various issues

Background:

This was a rapidly growing, call centre business servicing clients throughout the UK, whose customers used loyalty cards. They were based in an area of high employment. A large number of the Team & Shift Leaders were women with school- aged children.

Signs:

High & increasing rates of sickness and absence at all levels.
High turnover of staff.
Shortfall of team leaders for certain shifts and holiday periods.
Low motivation and poor reputation of Team Leaders and senior management [assessed by organisational survey]

Causes:

Team Leaders given very little management training.
The business had grown very rapidly and staffing resources were always short.
High levels of pressure at peak periods.
Everything was geared to being reactive and so little time was given to planning, sharing information and learning.

Actions:

All team leaders were given training in "Managing Pressure at Work", "Conflict Resolution" and staff/team management over a period of nine months.
On-going meetings were set up and facilitated by the consultants to encourage open discussion of issues & solutions between all levels of management and staff.
Incentives were offered for working peak periods.
Coaching support was given for specific Team Leaders & other managers.
Meetings between support and customer facing managers were set up and facilitated.
Introduction of a more flexible working system.

Results:

Reduction of absenteeism & sickness by 20%.
Increased numbers of managers and team members were available to work at peak periods.
Turnaround and satisfactory resolution of calls was improved by 10%.
Retention of staff improved (turnover dropped 18%).
A more positive atmosphere and greater job satisfaction was described by more staff and managers (survey review).