

The Challenge

This South-east Asian telecommunications provider ran multiple contact centres and had over 1000 employees.

Their senior operational management were unhappy with the level of performance of their contact centres in terms of service levels and revenue targets. They were also experiencing high levels of absenteeism.

Key Points

- Contact centres not meeting their KPI's and high rates of staff attrition and absenteeism
- Assessment of the key factors of operational effectiveness in the contact centres showed team leaders were the problem
- Established a customised Team leader development centre aligned to the organisation's customer strategy
- After the programme the centers were consistently meeting KPI's and staff attrition and absenteeism was significantly reduced

Our Solution

Over a few days, LimeBridge conducted an overall assessment of the factors influencing the performance of the contact centres including KPI's structure and roles, team leadership, resourcing and contact flow, technology and contact handling processes.

This analysis showed that the weakest link was the team leaders. They were ineffective performance managers and coaches and didn't feel that they could effect the performance of their people. They had few support tools to help them, they lacked the coaching and development skills and were overburdened with administrative tasks which prevented them dedicating sufficient time to coaching and development.

As a result, the team leader role was targeted for change. We worked with them to clearly define their roles and responsibilities and to ensure that they were effectively communicated and understood. The majority of administrative tasks were removed from their responsibilities.

We then implemented a customised Team Leader Development Centre to upgrade their coaching and development skills that was aligned and reinforce the customer strategy of the organisation. This included:

- ▶ A series of training workshops covering soft skills, call centre dynamics and fact based decision making
- ▶ A team leaders handbook
- ▶ Intensive post workshop mentoring and coaching in the workplace to ensure that the team leaders could apply their new skills effectively.

Over 70 team leaders were put through the development centre.

The Results

Significant improvements in centre performance were achieved rapidly. Team leaders understanding of their role and their ownership of the centre KPI's was significantly improved. Staff absenteeism and attrition also dropped.

The centres started consistently meeting their KPI's.