

Large Telecommunications Company

Increasing Meaningful Work Reduced Turnover 25% While Taking Customer Satisfaction to an All-Time High

SITUATION

A large global telecommunications company needed to significantly increase its customer satisfaction (CSAT) scores and first contact resolution (FCR) with its contact centers. It believed that high employee turnover was impacting the centers' ability to achieve and sustain the desired goals. Employee turnover was highest in the first 180 days of employment, which included classroom training, nesting, and early live production.

SOLUTION

5th Talent designed a program to promote meaningful work while reducing “grind” which overall aligns the needs of management, employees, and customers. By implementing the 5th Talent methodology the company could expect a significant reduction in employee turnover in the first 180 days in its centers while improving CSAT and FCR.

The program had three key phases. The first phase was Discovery to detect the potential for meaningful work and identify the key drivers of “grind” that are destroying meaningful work. The second was the Design Phase to outline the changes to be implemented. Finally, the third was the Implementation Phase where changes were applied, and the 5th Talent training was delivered to both management and employees.

The Discovery Phase

To effectively implement the 5th Talent methodology the following three questions had to be answered:

- Why are people leaving?
- Is there anything meaningful in their work?
- What is causing “grind” and what is its impact on turnover and willingness to engage with customers?

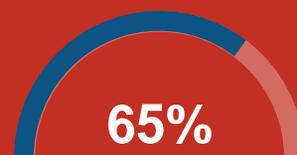
To answer these questions, 5th Talent delivered a meaningful work survey to employees and management. Also, interviews, focus groups, and training analyses were conducted. The Discovery Phase output indicated that 44% of agents frequently think of quitting. Of the agents who frequently think of quitting only about 7% of them look forward to working with customers.

Discovery results also pointed to a significant systemic issue. Employees found “grind” to be a key source of their frustration, with 70% indicating that their job would be more meaningful with less of it.



Meaning [mē-ning] \ noun:
the end purpose, or
significance of something

Grind [grīnd] \ noun:
wear and tear caused by
pressure to give what
customers want, while
being restrained in the
ability to do so



Our studies show that over 65% of a person's intent to quit can be predicted by levels of meaningful work and grind

In summary, the findings indicated that agents perceived their work to be complex, customers confrontational, the metric goals demanding, and overall the ability to survive in the company more than six months unlikely. In other words, they felt that the stress and anxiety created by the “grind” of the job outweighed the meaningfulness they gained from it, which fueled an intent to disengage with customers, look for other jobs, and ultimately leave the company.

Design Phase

A solution was needed to reduce the stress and anxiety felt by agents while cultivating an environment that nurtured meaningfulness. To accomplish this, the following was proposed:

- Personalize the onboarding process for new hires
- Redesign training to give more hands-on experience
- Improve the nesting process and introduce effective mentoring
- Deliver 5th Talent’s Serving Others program to all employees
- Facilitate the 5th Talent Developing Others program for management

Implementation Phase

The program was implemented in two months for 5,500 agents and managers across 6 different contact centers. There were 7 additional centers performing the same work that did not receive the 5th Talent program and would act as the control group.

RESULTS:

While the trend for the control group remained virtually unchanged, the centers that received the program noticed significant improvements. After the program was implemented overall turnover dropped by 25%. In addition, first contact resolution (FCR) increased 3% while customer satisfaction (CSAT) improved approximately 10%. The targeted sites reached the highest CSAT scores the company had ever achieved.

The 5th Talent program brought turnover down to a sustainable level that should enable the operations team to maintain gains in FCR and CSAT year after year. Turnover reduction also had a significant impact on reducing costs.

Fundamentally the result of the program was to align management, employee, and customer needs. Employees want more meaningful work which leads to authentic and engaging service. Customers want more engaged employees. Companies want more loyal customers. Meaningful work helped all three achieve their desired outcomes. The company reduced employee turnover, increased engagement, and improved customer satisfaction, while reducing its cost to serve.



5,500
Employees

6
Contact
Centers

Results

▼ Employee Turnover | 25%

▲ Customer Satisfaction | 10%

▲ First Contact Resolution | 3%