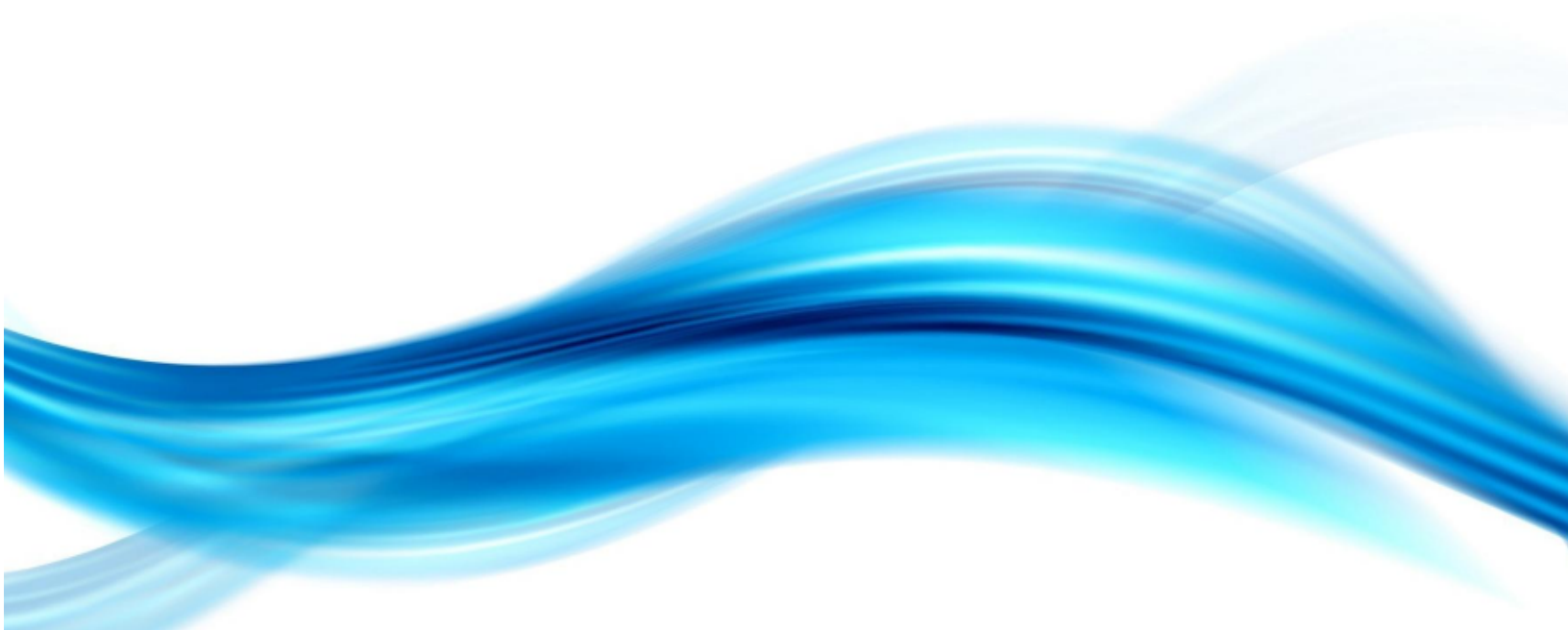


Organization-wide leadership and process improvement.

We delivered.

Our leadership development program resulted in a \$1 million cost reduction and an industry-leading turnover rate.



High-performance workforces depend on consistent leadership and clearly defined processes. Our leadership development initiatives helped an international contact center achieve both, reducing turnover and associated expenses.

The Challenge

Faced with an average employee turnover exceeding 130% annually, an international call center with over 350 customer service representatives experienced significant financial challenges, associated with a constantly changing workforce. In addition to the obvious costs of attrition, the turnover led to unrecoverable training and recruitment costs and loss of billing opportunities. The constantly changing staff soon became obvious to existing clients, and began to prevent new business development. New clients express concerns about start-up and maintenance of CSR staff, in addition to lack of qualified, available leadership.

The Process

After extensive analysis, it became clear that the catalyst to the exorbitant turnover was quality of leadership – at all levels.

- Leaders weren't demonstrating integrity and basic leadership skills,
- The center's processes were ad-hoc, neither consistent nor repeatable, and
- Onboarding and employee engagement efforts were non-existent.

We assessed the organization's processes, along with leaders' skill sets and areas of concern. Over an initial six month period, we worked with the client on individual efforts as well as group development

workshops aimed at educating leaders on basic management skills.

The Solution

Managers with no previous leadership training are frequently hesitant to openly accept constructive criticism or new ways. Our solution was not necessarily complex, but it was far-reaching. We implemented specific leader development initiatives, through facilitated sessions and individual coaching. Multiple levels of managers attended training and coaching meetings, but executive coaching for senior leaders was essential and valuable for the overall success of our development initiatives. Through a combination of proper staffing and very specific project flow diagramming, we implemented logical, repeatable processes for recruiting, training and onboarding CSR staff.

The Results

Six months after implementing the initial development initiatives, the center's attrition was reduced by over 15%. Over the next two years, employee turnover was reduced to ~60% annually – one of the lowest percentages in the call center industry for the countries where the client operates. More impressively, however, the client reduced associated turnover costs by nearly \$1 million annually.

You can learn more about us at: www.triangleperformance.com.



Sector: Contact Center

Solution: Leadership Development

Challenge: Lack of integrity, no leadership training, few defined workflow processes

Results: \$1M reduction in expenses, industry-best turnover rate

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