

# Driving Employee Engagement with Agents

The importance of making our staff feel valued

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# Agenda

- > Why is Customer Experience a challenge for the Contact Centre?
- > Why focus on employee engagement?
- > Five tips for engaging front line employees for a better customer experience

# Why is Customer Experience a challenge for the Contact Centre?

# Contact Centre - daily challenges

- > Budgets
- > Agent turnover
- > Increased call volumes
- > More complex calls
- > Rising customer expectations

# Research from the UK Institute of Customer Service

*The key differences in customer satisfaction between top quartile organisations and the rest are **complaint handling, over the phone experiences, openness, trust and transparency***

Source: UK Customer Satisfaction Index: The state of customer satisfaction in the UK. January 2018

# Complaint handling - Key differentiators between top quartile and other organisations

Complaint handling on a 1 - 10 scale

	Top quartile organisations	Other organisations
Speed of resolving your complaint	6.8	5.2
How the complaint was handled	6.8	5.3
Employees doing what they say they would do	7.0	5.6
Employee understanding of the customer's issue	7.0	5.6
The attitude of the employee	7.1	5.7
The outcome of the complaint	6.9	5.6

Source: UK Customer Satisfaction Index: The state of customer satisfaction in the UK. January 2018

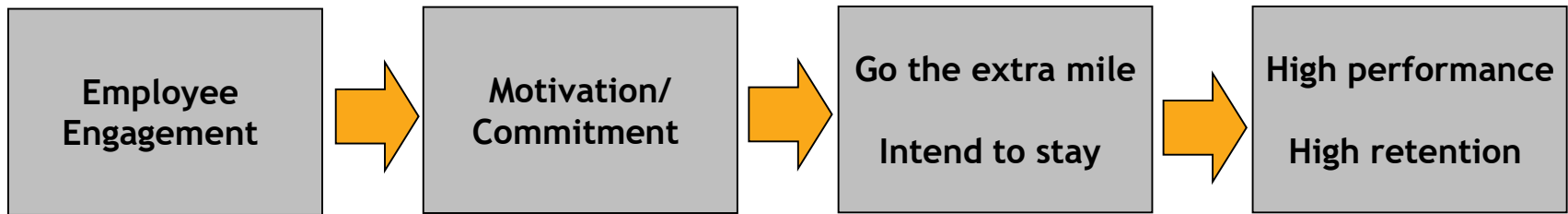
# Contact centre: what purpose do you serve?

	Transactional	Business Unit
Purpose	Provide customer support at lowest possible cost Generate sales	Enterprise value to customer Customer advocacy
Enabling factors	Operational systems, processes, telephony, CRM	People and interactions
Directional focus	Inbound & outbound	Multi-directional and multi-channel
Pay off for customer	Functional, transactional	Functional & emotional
Metrics	Average call handling time Sales	Net Promoter Score
Evolutionary Stage	Transactional	Experiences

# Why focus on employee engagement?



# Because engagement drives motivation and performance



# High performing employees are the most important driver of customer loyalty

Mori found that.....

The single most important factor driving customer satisfaction and brand loyalty was employee behaviour”

IBM concluded .....

“The person to person experience was twice as important in driving customer satisfaction as any other factor”

“Even in the most product focused environments employee interactions are the most important factor in driving customer loyalty”

# Five tips for engaging front line employees for a better customer experience

# Three factors that cause motivation and performance to increase

## > Purpose

My work and the aims of the organisation matter to me

## > Potential

I get something out of doing the work, personal, development, satisfaction, reward, recognition

## > Play

I get the opportunity to contribute, experiment, be creative and have fun

# Factors that cause motivation and performance to worsen

An operating environment dominated by:

- > Emotional pressure to perform (shame, guilt, insecurity)
- > Economic pressure to hit financial targets (mercenary behaviour)
- > Inertia

will cause motivation and performance to worsen because **Purpose**, **Potential** and **Play** are absent

# Tip 1: It all starts with hiring the right people



"Our company values speak a lot about what type of company Zappos is.

They are not just a list of things we have up on the wall that we look at and ignore. We really try to live and breathe them in every aspect of our operations here. We recruit based on them, we hire on them. Every department has its own interpretation of them

It's just something that Zappos really believes in. It helps us make the company that we are"

# Innocent: Smooth drinks, tough cookies

“Getting the right people represents the single biggest challenge for the business.....

The heart of Innocent is very altruistic and positive, but to achieve that you have to be tough.

To look after the good people you have to get rid of those that sit on the bus for the ride.”

*Richard Reed  
Innocent Drinks*



## Tip 2: Create a sense of purpose around the customer

“There is no reason for any individual to have a computer in their home”  
Ken Olson, President DEC 1977



“My dream is that everyone in the world will have their own (Apple) computer”  
Steve Jobs, Founder Apple  
1977





# Amazon

“To be the earth’s most customer centric company. To listen, invent and personalize”

Jeff Bezos  
CEO



Source: Uncommon Practice- People who deliver a great brand experience  
Shaun Smith and Andy Milligan. FTPrentice Hall 2002.



***Customer insight:***

*"I would rather lose my wallet and my keys than my phone"*



***Core purpose:***

*To 'Help our customers connect to the people and things that matter to them'*

**O<sub>2</sub>**

# PRIORITY

O<sub>2</sub> customers can get Priority Tickets to The O<sub>2</sub> up to 48 hours before general release

Text PRIORITY to 2020 to register

We're better, connected





The O<sub>2</sub>

# Tip 3: Focus on learning and systematically manage the development process

## Engage your people at three levels



The Head – why are we doing this? What do customers value?



The Heart – how it will benefit the employee and the organisation



The Hands – the new skills and behaviours required



“We understand that in order to turn our customers into fans of O2, we also need to turn our people into fans.”

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# The O2 People Promise



# Tip 4: encourage team based improvement



- > Drive employee engagement by involving employees in changes that affect them



- > Have them identify and work in teams on external/ internal customer improvements



- > Ensure teams are co-ordinated, joined up and supported



- > Establish a reputation as a leading employer in the market place



## Tip 5: Lead from the top

### British Airways

*Colin Marshall was seen everywhere.... Meeting crew and ground staff, quizzing passengers, attending training sessions, giving out awards*



# Effective leadership behaviours

<b>Talk about company vision and purpose</b>	<ul style="list-style-type: none"><li>• Focus on purpose not just profits</li><li>• Motivate by mission rather than fear</li></ul>
<b>Spend time with employees and customers</b>	<ul style="list-style-type: none"><li>• Be infectious with your enthusiasm</li><li>• Listen without making judgement</li><li>• Lead by example rather than the rule book</li></ul>
<b>Act on what matters to employees and customers</b>	<ul style="list-style-type: none"><li>• Focus on the details that people care about</li><li>• Be relentless in seeking improvements</li><li>• Visible support employees to deliver for customers</li></ul>
<b>Be honest, genuine and authentic</b>	<ul style="list-style-type: none"><li>• Be honest, genuine and authentic</li><li>• Bring your warmth and personality to work</li><li>• Show care and empathy</li></ul>
<b>Listen, coach and encourage</b>	<ul style="list-style-type: none"><li>• Celebrate employees who demonstrate care for customers and colleagues</li><li>• Apply the 3:1 ratio (praise/corrective feedback)</li><li>• Listen and coach rather than 'direct and check'</li></ul>

**Thank you**