

Health insurance

Contact centre teams – sales, service, and claims

Creating a continuous improvement culture

PERFORM.

FTE: 140+ FTE

“As soon as Perform came in we had some structure”

“Perform has helped with team bonding. Our team has had some great development and have been able to freely express themselves. That is due to the great environment Perform has taught us to create for ourselves”

“My Leader has taken an active role in ensuring my success, not by driving it, but allowing me to work to my full potential and drive it myself”

“Problem solving sessions were an eye opener that we are able to change things”

The challenge

This organisation had recently seen significant growth which resulted in record breaking demand that was expected to continue.

As well as facing high volumes the teams were also experiencing ongoing challenges with resourcing constraints, low employee tenure and high absenteeism rates. These factors were impacting capacity and team morale, as well as overall performance metrics such as waiting times and handling times. The client engaged PwC to implement the Perform programme as a means to improve ways of working and overall performance.

Our approach

We designed an Operational Excellence program using our proven methodology Perform as a foundation. We delivered a 12 week coaching programme that:

Introduced structured, performance based standups, supported by tailored visual management boards to agree on daily priorities. These stand ups helped align and unite teams that were working remotely as well as providing opportunity to celebrate successes.

Improved operating rhythm practices, with all teams investing in value add activities that support medium and long term performance e.g. problem solving, cross training and process improvements.

Facilitated the opportunity for team members to **problem solve and look at the root cause** of operational issues and larger cultural concerns such as high absenteeism and attrition. This was particularly valuable and appreciated.

75% of the Team Leads were new to role and had mostly been promoted within. We supported the **Team Leads with 1:1 leadership coaching** and coaching on their unique scenarios.

Focused on staff development and staff retention by introducing more frequent and well-designed 1:1s. Embedded a strong culture of prioritising these conversations and self-development.

The results

Due to increased empowerment and a continuous improvement mindset results performance will continue to improve. Within the 12 week delivery some measurable results include:

PRODUCTIVITY



21%

increase in overall productivity



35%

decrease in Average Handling Times (AHT)

ATTRITION



10%

decrease in employee attrition

Capability



9.3%

increase in capability

CAPACITY



+15%

increase in capacity