

Boosting Employee Morale



DiSC® Classic
Facilitator Kit



Personal Listening®
Facilitator Kit



Team Dimensions®
Facilitator Kit

The Client:

One of the largest online banking institutions was struggling with employee morale and productivity. Their international call center had high rates of absenteeism and turnover, which impacted customer satisfaction. The company wasn't sure how to solve the problem, but they wanted help to increase retention and morale and, in turn, improve their customer service.

The Business Need:

The customer service representatives needed basic interpersonal skills training. It was especially important to teach the concepts of understanding others in order to adapt your listening approach.

The Solutions:

To help participants understand themselves and others, a session introduction was delivered using QuikDiSC® and the *DiSC® Classic*. We used the *Personal Listening Profile* to discuss the basics of customer service and to practice adapting to customers' needs. The participants also processed the *Team Dimensions Profile* to build rapport with their co-workers and to focus on the role of each team within the call center; the group was really a number of smaller teams focused on retaining customers or selling financial packages or handling ATMs, etc. They finished with a celebration piece and personal action plan. Everyone was given the *DiSC Talk! Action Planner Card* to use as a job aid.

The Delivery:

A beta group of 20 people participated in the training in four half-day sessions — on Tuesday and Thursday for two weeks. On the first day of training, a needs assessment was completed. The group was asked what kind of problems they were facing in their call center. A list of 20 items was developed, many of which were related to miscommunication or misunderstanding the other person. The goal was to work through that list of problems until everyone had a solution they could

use if they encountered those situations again.

On the second day of training, participants completed the *Personal Listening Profile*. The participants completed the profile and then we used several activities to reinforce their learning. With the audiotape from the *Personal Listening Profile Facilitator's Kit*, participants were able to connect with what they've learned about their own listening preferences and about how they adapt, or fail to adapt, to others.

On the third day of training, they completed the *Team Dimensions Profile* to focus on the subgroups within the call center. They split up by work groups — the retention team, the financial team, the ATM team, etc.

On day four, the teams revisited their DiSC results to make sure they understood style interaction. The session began with a 25-minute overview of the DiSC model and the four dimensions, and the participants discussed how to incorporate DiSC with the Listening Approaches they'd learned, as well as with their team roles. It was a cross-training package. They also wanted to learn about the roles of the other work groups, role-plays were designed for this purpose. The ATM group, for example, acted out some of their customer interactions while the financial group watched. Then the financial group could react and learn more about the ATM team's roles and responsibilities. It helped the call center's teams work together cross-functionally.

The Results:

The impact was immediate! The call center had their first full week in which no one called in sick or left early, and the rest of the customer service employees were begging to come to class! After the first half-day of training, other employees from the call center wanted to find out when they could come. As a result of the training, one employee in the beta training group actually spent his lunch

hour helping a customer — a first for him in terms of customer service! That improvement — that single employee — sold management on the training. The company had used a grant from the state to put the beta group of 20 through training, but now they've committed to putting all 200 call center employees through the learning.