



7. People

Our fundamental belief is that people are the absolute key to the delivery and differentiation of service. Without this critical element a business will wither and produce 'me too' service – which in the highly competitive and fast moving world in which we live is simply unsustainable. There are plenty of other business operations who are readily able to jump into your market and take over the reins.

Within the customer service function and particularly contact centres, it is vital to give considerable focus to selecting the right people for the right role – this is not simply about recruiting but about 'selecting'. Not everyone can work over the telephone, not everyone has the ability and patience to deal with customers and to create real empathy. Finding the right people with the right competencies, skill sets and the right attitudes is absolutely vital. Simply sifting through applications and performing standard interviews doesn't cut it! We have been instrumental in designing and managing major selection processes based around competency frameworks, assessment methods and profiling.

New hires to a customer service function are often asked to be all things to all customers within a very short space of time. We excel at designing and implementing core training strategies, strategies which deliver maximum impact and knowledge in the right timescales. We have extensive experience in the design of accreditation processes which ensure staff are properly equipped and fully confident before they start live customer interactions.

Our people experience is broad and deep and covers selection, organisational structures, resource forecasting & scheduling in both small and very large contact centres, performance management, training and development - indeed we cover all people issues based on substantial practical line management experience. Our approach is tailor made to meet your specific requirements. Below we illustrate one example developed for a client which turned the approach of customer lifecycle management into staff lifecycle management. Our example shows an initial series of building blocks through three lifecycle stages and how these can be related back and connected into other functions of the business using a common language, fed by one vision, one mission, one strategy, one set of objectives and a single culture. The key here is to develop strategies and plans which fill every box within each lifecycle stage, thus ensuring a real culture of development, opportunity and change – this applies equally to the customer as it does to staff. Many organisations fill in some boxes in some lifecycle stages but an incomplete strategy often ends in low staff retention and wasted investment – exactly the same as with the customer lifecycle, hence the inextricable links between the two.

