

## CH Consulting Group Case Study: Leadership Specialists

### The Back Story

Company is a specialty niche BPO in business since 1990 with multiple call centers in the Midwest. The company offers appointment scheduling with on-demand help desk support, as well as email, direct mail and outbound call campaigns customized to drive business to their clients.

The company, which had experienced a recent change in ownership, was looking to improve processes, increase revenue and support growth, as they felt they had been stagnant for the past few years and have not capitalized on the opportunities available to them. The company was experiencing extremely high turnover and had difficulty filling open positions, further hindering growth and expansion. Additionally, low morale among the staff and distrust of the management team within the call centers contributed to excessively high turnover rates impacting recruiting efforts.

The company sought out an industry expert consultant to conduct a full operational SWOT audit of their call center operations to review their operational efficiencies and use of best practices in an effort to prime themselves for future growth.

#### The Pain

- *High Staff Turnover*
- *Ineffective/Costly Recruiting*
- *Stagnant Growth*
- *HR Risk/Liability of Leadership*

### CHCG's Role

CHCG conducted a thorough operational SWOT analysis of the company's call center operations and provided management with a roadmap of where they are successful today and where they need to invest additional time and resources. The results of this assessment lead to the termination/removal of the Director of Operations, which then created a leadership gap within the company – both to lead the day to day operations, as well as to implement the recommendations from the operational assessment and bring new growth to the company.

CHCG was then contracted by the company to fulfill the Director of Operations role in an interim period both to assist with sourcing a replacement Director and to begin implementing the SWOT analysis recommendations. CHCG restructured the call center operations department and worked through the priority issues identified in the operational assessment related recruiting, culture, retraining and retention. CHCG also identified a long-term replacement for the Director of Operations role by finding someone who aligns with the company's new vision and goals for the call center and company overall.

### The Outcome

#### ◆ **Staff and Leadership Re-organization.**

Organizational enhancements and changes through staff reassignment and development.

Process included updating/creating/implementing job descriptions and the pay structure for all

positions within the company. Resulted in improved company culture, employee morale and process efficiencies.

- ◆ **Formalized Recruiting & Hiring Procedures.**  
Creation of a formal recruiting, screening and interviewing process involving staff training and all forms development. Resulted in increased quantity and quality of new hires at all three call center locations with decreased turnover.
- ◆ **Enhanced Scheduling Process.**  
Revised agent scheduling process to be more efficient, accurate and easier to create. Creates less time/schedule adjustments and better shift and break adherence and management.
- ◆ **Improved Company Culture.**  
Implemented formal communication and meetings both within the call center department and company as a whole. Established a much more open, honest and supportive office culture resulting in increased teamwork, improved employee morale, better all-around communication and improved customer satisfaction.
- ◆ **Established Management Best Practices for Employee Coaching.**  
Created formal structure for call center floor management utilizing best practices such as agent spiffs, team leaders, effective coaching techniques, and quality assurance goals. Immediately brought about increased employee morale, productivity and retention through fair and consistent management practices.
- ◆ **Decreased Company Risk and Liability through HR Improvements.**  
Reinforced HR best practices through revision of the employee handbook, corrective action procedures, and establishing a formal exit interview process. Minimizes company's risk and liabilities with employment issues while creating increased efficiency and productivity through improved communication, staff retention and overall morale.
- ◆ **Updated Quality Assurance Program.**  
Restructured all Quality Assurance processes, department structure, scoring methodology, forms and monitoring type and frequency. Vastly improved the objectivity, consistency, and quality of the data being generated which resulted in improved agent performance and increased customer satisfaction/retention.
- ◆ **Sourced Perfect Candidate.**  
Found the ideal candidate to fill the Director of Operations role and led the recruiting and screening efforts to ensure proper industry experience, culture fit, and long-term success. Conducted smooth transition/hand-off with the new Director to ensure all the changes started with the removal of the old Director and implementation of SWOT recommendations implemented continue and further enhancements continue to be applied.

### **Final Summary**

*Within 5 months of having improved leadership and business processes implemented, the company saw their highest ever staff count, drastically decreased turnover, improved employee morale and were finally poised for growth after two years of stagnation. Leadership Matters.*