



POW STRATEGY IN ACTION

How a demotivated service organisation with a client on the verge of contract termination transformed

	<u>Before</u>	<u>After</u>
Profitability	5%	25%
Client satisfaction	Low	High
Staff turnover	30%	11%
Error Rate	20%	0.1%

A service organisation was facing numerous client complaints and one major client had given notice of termination. Service staff had to endure abuse by unhappy customers and were demotivated. Staff turnover rate was high and this in turn dragged service levels even lower as new staff had to be trained. Team leaders were stressed and did not have a clear direction of how to resolve their issues. They were treading water just to keep afloat.

By “pain storming” with the team leaders, a Strategy in Action program addressing Customer satisfaction, Employee engagement, Operational excellence and Organisational culture was implemented over 18 months. In the beginning, implementing the plan was uncomfortable – everyone had to get out of their comfort zones. But they knew it was “sink” or “swim”, and sinking wasn’t an option!

The results were outstanding. Client satisfaction improved beyond believe. The client who gave termination notice? They withdrew their notice and became a reference client. Staff morale skyrocketed – they had pride in their work again and embraced a continuous improvement culture. Grappling with weekly staff resignations were a thing of the past. Error rates reduced dramatically and productivity shot up. They were able to add service lines without adding more staff. Profitability improved to industry benchmark levels.