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## Case Study

Improving Team Effectiveness and Customer Service

## Background

Our client company is a large (5000 employees) provider of outsourcing services to the financial sector and other industries in North America. The senior executive responsible for Customer Relations was our sponsor. The client had been experiencing unacceptable customer satisfaction scores and wanted to improve how it serviced customers. The existing customer service team was a separate entity from the sales and service delivery organizations. This disintegrated business model was causing internal friction and customer confusion and frustration. The client had aggressive growth targets into new markets and into the United States and needed to improve overall customer service levels.

## The Solution

The ProFitness Advisors Group was engaged to help improve customer satisfaction by focusing on the effectiveness of the Customer Relations Team. We worked with the Vice President responsible for Customer Relations, to conduct a 'stress test'. This initial examination looked at four key dimensions; People; Work; Behaviour and Structure and identified the inhibitors to overall team effectiveness within the group.

To get a deeper understanding of the problem areas, we took a 360 degree view of the issues. Focus groups were conducted to capture the customer's view of the issues and to identify priorities for improvement. A number of customer service processes were examined to identify bottlenecks and opportunities for improvement. Finally, interviews with supporting stakeholders across the country and across product divisions were conducted to validate inhibitors and identify additional issues.

With a solid understanding of the key inhibitors to effectiveness, a 'fitness improvement' program was developed that defined a road map for improvement. Recommendations around structure, communications, measurements, process improvement, training and governance established the foundation of the plan.

This resulted in a new business model focused on integrated teams, aligned by customer. The new measurements ensured that everyone was marching to the same objectives of serving customers and improving their satisfaction.

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*“Improving business results through team effectiveness”*



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