

Siemens Business Services Customer Interaction Centre

Siemens Business Services Customer Interaction Centre, located in Cork, Ireland, provides outsourced technical and product support (first and second level diagnostics) to a number of well known organisations. In September 2004, new management took over, committed to cutting operating costs and improving performance.

Trinity Horne carried out a programme of productivity improvement at the Siemens Business Services customer interaction centre, Cork. The project delivered increased capacity of 25% within six months and released a 2.1m euro annualised cost saving.

The Challenge

The new Siemens Business Services management team faced a number of challenges. For a start, forecasting and planning of workload at the CIC was either patchy or non-existent. In addition, the CIC could not manage service grades effectively and there were inadequate reporting procedures. Team leaders had a low level of control over agents and there were significant variances in the quality of individual agents' work. To make matters worse, team leaders lacked management experience and their approach to management was passive and reactive, not proactive and engaged. The styles of management in use at the CIC were inconsistent and there was no organisation-wide system of best practice.

Solution / Outcome

Working closely with senior management, Trinity Horne implemented a methodology aimed at improving performance management. Trinity Horne carried out an initial operational "health check" to ascertain areas of weakness, looking at all the activities carried out at the centre. Working in conjunction with senior management, Trinity Horne developed a plan of action. As part of the plan, Trinity Horne introduced a new Management Operating Framework (MOF) or "blueprint" for the activities to be carried out by managers. Using a series of management development workshops, team leaders and managers were trained in the use of a variety of reporting and work management tools. Trinity Horne also trained managers in the use of "active management" skills. These were aimed at encouraging managers to take a proactive approach to setting individual performance targets and dealing with poor performance, and included "softer" management skills, such as conflict management, plus "harder" skills, for example, the use of action plans and performance models. The newly acquired lessons were reinforced through "Accelerated Performance Coaching" through a series of individual coaching sessions designed to improve team leaders' personal performance, management skills and ability to deliver productivity gains. Finally, Trinity Horne worked alongside team leaders and managers in providing "on the floor" support to ensure that the newly changed behaviours were sustainable.

Benefits

The project delivered increased capacity of 25% within six months and released a 2.1 million euro annualised cost saving. As a result of the programme, the CIC also experienced a reduction in performance variance amongst agents. Levels of active management increased, while team leaders learnt to use management tools more consistently.