

Level

Tier

Scope

Customer

District, County, Unitary

Customer Services

Customer Demand - Nationwide



Building Society

Characteristic(s) / CSF(s):
Getting the best from staff

Problem and Approach

- Nationwide Call centres saw the following benefits as a result of the project:
- On-hold time reduced by 24 per cent
- Repeat calls reduced by 21 per cent
- Call backs reduced by 13 per cent
- Staff absence dropped by more than two per cent
- Attrition improved by 50 per cent

Outcomes

- Recognising that changing behaviours would give even better customer service, Nationwide introduced its Active Manager model - an innovative development programme for its contact centre management staff. The objective was to embed a coaching and mentoring culture, increase active listening and positive reinforcement and increase focus on behaviours rather than output. The end result was an improved customer experience and an uplift in staff morale and motivation.
- The first stage was a fact-finding mission to measure how the call centre's 120 managers were using their time. The second stage was to remove some of the barriers preventing managers from being 'active' - defined as face-to-face time with their team - such as the automation of some processes. The third stage was to raise the capability of managers to be active

<https://www.nationwide.co.uk>



The public sector transformation partner