

Coaching Transformation



Vodafone engaged our team at Connections to design, implement and embed a transformational coaching programme across all their Customer Care teams in New Zealand. This included five Contact Centre Managers, over 50 Team Leaders and over 500 customer service agents from Consumer, Enterprise and Provisioning.

A key part of the coaching programme was the introduction of a competency based coaching framework and regular calibration sessions where team leaders, centre managers and trainers together reflected on calls.

Success Measures

Together, with our client, we agreed that our key measures of success would be:

- Lift the Net Promoter Score by +30 points
- Reduce formal complaints by 25%
- Enable the delivery of stretch target for contact centre KPIs (e.g. reduce transfers, improved first contact resolution etc)
- Reduce call volume to Tier Two
- Help Team Leaders to prioritise time to spend 40% of their day on coaching.

Our Approach

We worked alongside each team, to introduce new coaching practices, role model and mentor best practice coaching that focused on developing our people so they could move from being “good” to “great”. Each roll-out was 13 weeks and consisted of the following phases, after initial design phase:

Set-Up 3 days	Get underway 1 week	Establish new norms 4 weeks	Get Results 4 weeks	Transition to BAU 3 weeks
Kick-off and clearing time for coaching	Team Leader calibration	Ongoing for agents: Spotlights, 1-on-1, side by side coaching, self-reflection, coaching logs	Continue to see coaching practices in action	Coaching practices continue and are embedded in the BAU rhythms, KPIs, etc.
Team Leader Planning catch-ups	Agent launch sessions	Ongoing for Team Leaders: Weekly calibration	Mentoring Team Leaders to coach for results	Transition all coaching programme activities to long term owners
Discovery, change planning and time study analysis		One on Ones with Connections	Reporting on success stories/ results	
Team Leader launch			Spotlights focused on getting results	

Results

We’re very proud of the results we supported Vodafone to achieve. Once the new coaching practices have been fully embedded, significant uplift in key result areas have been achieved:

- On average, Net Promoter Score increased by +35 points, with the stand-out team achieving a +55 point improvement
- Formal complaints halved
- First contact resolution increased by an average of 22%, with the stand-out team achieving a 47% improvement
- Call transfers reduced by 14%
- Calls to one tier 2 team reduced by 18%

In addition, key survey results in the People survey also increased significantly.



We helped establish a community of coaches

Once calibration rhythms were established, we introduced thought leadership and best practice thinking to these sessions. We also organised and facilitated cross-team call calibrations which helped take the concept of a “community of coaches” to a new level.

We received a lot of positive feedback from team leaders, managers and trainers. Here’s some examples of what they shared with us:

- “Wow! What a fierce debate! I enjoyed every second of that (*calibration session*) and it’s great to think about global research and how it relates to our Customer Experience here” - Lead Coach and Trainer
- “The cross-team calibration was really valuable. Plus, it was the first time I met the people I’ve been emailing for years” – Team Leader
- “THANK YOU. I really mean it. I had hit a roadblock with this particular agent around his performance and didn’t know what to do next. Having the chance to calibrate on his calls in calibration really prepared me to coach him afterwards”. – Team Leader
- “I’m looking forward to the joint calibration because we also see this forum as an excellent team building opportunity” - Customer Care Manager
- “It was so cool to be able to understand how my agent’s behaviours contribute to our NPS and FCR results to the extent that I could coach one of my agents to realise this too” - Team Leader
- “I was asked in my review what the two things were that had the biggest impact on our people in my centre this year was. I named the coaching programme as number one. ” - Consumer Delivery Manager

How did this change show up for our agents?

Along with the positive improvements in the engagement scores for the centres, we received a lot of positive verbatim from the agents as they got more quality coaching time from their leaders. Some of the verbatim includes:

- “I just got four perfect 10’s in a row in NPS after coaching” - Consumer CSR
- “It’s awesome to be recognised for what I do and given the development opportunity to be a peer-coach” - Senior CSR
- “At my skip meetings, a key theme was how our agents are all really enjoying the coaching programme and having their TL spend lots of time with them” – Contact Centre Manager
- “The Educator attribute really resonates with our CSRs and it’s created a real sense of purpose for them” – Contact Centre Manager
- “You have made my day. Can I please keep this observation sheet? Really appreciate all your tips and feedback” – new CSR

Reflections on what contributed to the overall success

- É Team Leader Time Study & leadership support to free Team Leaders up to coach
- É It wasn’t more concepts in a classroom, but more focussed on role-modelling, putting skills into practice and demonstration. We worked alongside Team Leaders, role-modelling and mentoring them on best practice coaching.
- É Weekly calibration sessions where we introduced thought leadership material each week.
- É Being treated as one of the team and working closely onsite with the Contact Centre Managers, Change and Training team towards a common goal.

A huge thank you to the Vodafone team for the fabulous opportunity to work with your teams