

# Root Causes: **Avoiding Apathy While Building Engagement**

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**CAPTURE THE HEADS, HEARTS,  
AND SOULS OF YOUR  
EMPLOYEES TO INSTILL AN  
INTRINSIC DESIRE AND  
PASSION FOR EXCELLENCE.**

John H. Fleming, Human Sigma

# WHAT WE'LL COVER TODAY

01

Rewards and  
Recognition in the  
Contact Center

02

Employee  
Engagement vs  
Employee  
Satisfaction

03

An Alternative  
Approach to  
Inspiring  
Employees

04

Your Ideas,  
Suggestions, and  
Questions

# THE ROLE OF REWARDS & RECOGNITION IN YOUR CONTACT CENTER

What works? | What's missing? | What needs to change?

# WHY WE REWARD AND RECOGNIZE

Celebrations

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Career Milestones and Achievements

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Day to Day





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- The company gets what it pays for

— Employees focus on performance targets above all else

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- Individual rewards can discourage teamwork and collaboration
- Incentives can mask the root cause of poor performance
- Without the incentive, performance may be unsustainable or avoided



# WHY DO PEOPLE JOIN YOUR CONTACT CENTER?

Why do they stay?

# HERE'S THE GAP.

## Employee Satisfaction:

Do you meet the employees basic expectations?

*Salary, Hours, Benefits, Resources*

## Employee Engagement:

Are employees willing to apply discretionary effort?

*Purpose, Belonging, Value, Impact*

# FOUR DIMENSIONS OF EMPLOYEE CONNECTION



What do I get?



What can I give?



Do I belong?



How can we grow?



# WHAT DO I GET?

Equitable Salary and Benefits and  
Effective Tools and Resources



# WHAT CAN I GIVE?

A Meaningful Work Experience Aligned with  
Skills, Knowledge, and Desire



# DO I BELONG?

Validated Sense of Purpose and  
Recognized Value of Contribution





# HOW DO WE GROW?

Proactively Invested in Moving Toward  
and Achieving Shared Successes

**POP QUIZ:**  
**WHO CAN TELL ME THEIR**  
**ORGANIZATION'S MISSION,**  
**VISION, OR VALUES?**



# CONNECTING BIG IDEAS TO LITTLE MOMENTS

## Annual Evaluations

- The once a year look-back should reflect the everyday

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- Move your every day whats toward the bigger why

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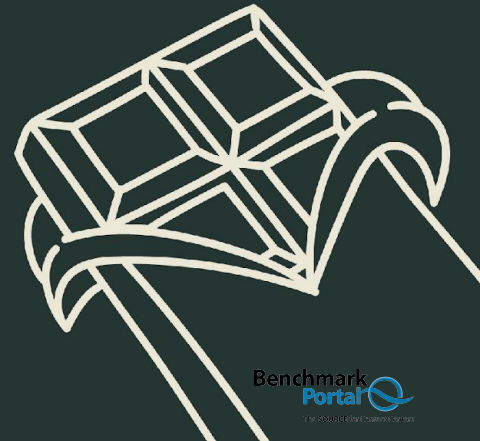
- Move your every day whats toward the bigger why

## Rewards & Recognition

- Reinforce and rally around purpose and contribution

# LEGACY CHECKS

How we connected work to the values at Hershey



# Own, Anticipate, Delight, & Inspire

Clarify the core core values

Identify and celebrate the ways in which people embody core values

Systematize on-the-spot, handwritten recognition

Tie to multiple motivating factors

Name: Kate Lapteva Emp#: \_\_\_\_\_  
Recognized by: Sami Noon Date: 6/20/16  
Contribution to Our Legacy: Thank you for continuously being a role model for new and younger lifeguards. Thank you for performing what we preach, by perfectly executing an EAP.  
☒ Own ☒ Anticipate ☒ Delight ☒ Inspire  
Supervisor: Lisa Renna Dept.: Rec  
White: Employee Copy / Yellow: Prize Redemption Copy / Pink: \_\_\_\_\_  
MUST BE TURNED IN WITHIN 30 DAYS OF BEING ISSUED

# THE STAY INTERVIEW

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## Upon Hire

What drew them to the org?

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Where do they get stuck?

How can they use your support?

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## At Milestones

What's keeping them there?

What should the business start / stop / keep doing?

Where can they get additional exposure?

Have aspirations changed?

# WHAT HAPPENS IF WE DO ALL OF THIS AND THEY STILL LEAVE?

What happens if you don't, and they stay?

# FOUR TYPES OF TURNOVER

01

## Internal Voluntary

The employee finds a new job within the organization.

02

## External Voluntary

The employee finds a new job outside of the organization.

03

## Internal Involuntary

The employer changes the employee's role and responsibilities.

04

## External Involuntary

The employer releases the employee from the organization.

# **WILL YOUR CONTACT CENTER BE A CATALYST OR A CHASM?**

It all depends on what you do next.

# YOUR ACTION PLAN

Do employees get what is fair and needed to be successful?

Are we effectively engaging our employees skills, knowledge, and desire?

Do we intentionally and systematically validate our employees purpose and the value of their contributions?

Are employees proactively leaning in to identify and pursue shared successes with the business?

# LET'S DISCUSS

Questions and Parting Thoughts

Thank  
You!



The SOURCE for Contact Centers