Session 603
Starting from Scratch: How to Build a Brand New Team (A Case Study)

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The Story

- Transportation for 45 years
- Government Relationship, run like a business
- 22,000 Employees
- Nationwide
- Help Desk 24/7/365
- 8-10k calls/month
- Historically Outsourced

Where Did We Start

- Structure was defined, Location, Etc.
- Gathered what we could from the outsource
- Obtained job descriptions and started hiring
- Planning started about a year prior
- Core hiring happened at 6 months prior
- Agent hiring happened about 1 month prior
Going Live

• Soft, gradual opening
• Focused on the basics
• Quickly identified opportunities and addressed them

Formula for Success

• Be a conductor
• Seek diversity
• Set goals that align with the business
• Build trust and relationships
• Communicate, communicate, communicate
• Learn from the misses
• Celebrate success
Be a Conductor

• Think of an orchestra or a choir
• We needed different strengths
• One person can’t do it all
• Put together your mix of instruments and voices

Seek Diversity

• Workplace diversity can include race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background, communication, adaptability and change
• Diverse teams have increased innovation
• Diverse teams have improved performance
• Diverse teams have higher employee engagement
Align with the Business

• What does the business need?
• What does the business want?
• SMART goals
• Measure ... a LOT
• Report reasonably

Build Trust and Relationships

• Trust is crucial
• Don’t assume
• Use resources – We used
  • Lencioni Books (Disfunctions of a Team)
  • Maxwell’s Books (17 Indisputable Laws of Teamwork)
  • Patterson’s Crucial Conversations
• Consider meeting outside of work
• Commit to it
• Won’t happen automatically or overnight
• Allow yourself to be vulnerable
Communicate, Communicate, Communicate

• Over communicate
• New people
• Remember to communicate up and down
• Be ready with your elevator speech
• Tell the story

“ The single biggest problem in communication is the illusion that it has taken place. ”
- George Bernard Shaw

Learn from the Misses

• Plan for them when you can
• Accept that mistakes will be made
• Create an environment of forgiveness
• Learn from them
Celebrate Success

- Celebrate big and small
- Small celebrations often have the biggest impact
- Don’t forget to say thank you
- Find out what motivates your employees
- Be consistent and fair

What Happened?

- Our team met SLAs the first month and have every single month since
- We significantly improved customer satisfaction from the outsource group
- We reduced our ticket backlog considerably
- We lowered time to resolution
- We increased first call resolution
- We created a robust knowledge base
- We set service level standards across the business
- We set standards for new service onboarding
Lessons Learned and Take-Aways

- Hire as quickly as you can
- Spend as much time training as possible
- Be diligent about knowledge transfer
- Communicate up
- Set goals strategically and in steps
- Build relationships across IT and in the business early on

Thank you for attending this session.

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