

## ***Mission Attrition***

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### **The Challenge:**

The Call Center people for a large financial service firm was facing a problem with relationship phone reps had with high level customers (1 billion dollar investors). These customers were irritated that they would have to go on to other reps because their reps would move on to other positions. High net worth people wanted their reps to stay on for three years (this meant increasing the timeframe from the current 9 months to 3 years).

### **The Approach:**

They were asked if there was a cadre of people who really liked the job, were doing work well, were fulfilled and satisfied and had longer longevity. The methodology was to determine if there was a pattern. Once a pattern is identified you can then work on hiring, performance behaviors and rewards and recognition. The high performers were identified and then were interviewed in depth, as well as profiled. Focus groups were held, the group was shadowed, and exit interviews of those who had left the company and department took place. They all seemed to know the answers, except senior management!

The general assumption that preferences of those who had high performance in this role would fall into the A quadrant: sophisticated financial analysts who could deal with the complexities of the high level investor.

In fact the high performers all had more of a BC tilted profile (a little more B than C) with some D. It was clear that this group needed to have a framework and a lot of flex to make their decisions and built and maintain their relationships.

Rewards were A related. The study showed that strong D thinkers left in three months, the highest attrition rate. The company was placing A thinkers who were not right for the position, even though they often had the investment skills. The relationship, follow through and big picture focus of the highest performers represented exactly what customers wanted. They all had the financial skill set—here the style was of utmost importance.

The senior management group were all A dominant, so all recognition was based on that approach. They said “we don’t need to tell them they are doing a good job, that is what they are paid for”. Performance rating was based on how many people they could talk to in an hour.

### **The Results:**

Once the high performer data was understood, a list of 62 things to implement—measurable, success factors and recommendations was developed and provided. The style of this document fit the culture, and attrition dropped more than 50%, from 38% to 15%.