

Formed in 1996 under the name Direct Call, Impact began life as a simple message taking service provider in a small back office. Fast-forward 20 years and the business now operates from a 300-seat centre in the heart of Glasgow. Impact today, helps and guides multi-national companies in shaping customer experience and delivering on the outcomes. Services are multi-platform dealing with customers via phone, email, social media and webchat along with supporting some customers on a multi-lingual basis. Impact's model operates on a 24 hours 365 days year basis with support to retail, professional associations, trade unions and social housing.



Business Improvement Academy Project

Garry Walker is the Training & Recruitment Manager and he was aiming to improve and develop the journey of recruitment within Impact.

Attrition rates within the industry are approximately 25%-40%, costing businesses in the UK over £1.1bn a year.

Project Activity

The processes related to recruitment and training were mapped out and displayed within the office allowing all staff to question what works well and what could be done differently. It was felt that Impact have a good record on attrition rates and this is achieved through involving staff and constantly exploring ways of motivating efficiency and commitment. In referring to "Kotters" model for change Garry wanted to "Establish a sense of urgency" for change within the working environment to avoid the loss of motivation and impetus affecting attrition. By creating a "Guiding team" it was felt that significant change could happen driven from the top but bringing the people along. The plan was to ensure that key stakeholders (champions) would be fully committed to change and be in a position to promote, support and implement change.

As the BIA project developed the process analysis led to the Introduction of a TV area for staff to keep up to date with sporting events and general TV & Music events.

The idea was to create a visual "Fun at work" environment lead by senior management and supported through the social committee. With a

sponsored cycle arranged for a major client supporting "Women's Aid" the company raised over £1,000, all promoted through the new initiative. Further ideas included "wear your football top to work day", and a "Euro 16 Sweepstake" with monies going towards the social committee for future events.

The concept was beginning to enthuse people and marketing activity for Impact was improved through better use of Social Media, mostly driven by staff achievements and impact on changing the workplace. Utilising learning on the BIA journey a "Colour wheel" was introduced linked to the "insights" criteria: - Fiery Red, Cool Blue, Earth Green and Sunshine Yellow. As staff were analysed around these features they were displayed so people knew each other's colour and how to speak and communicate with colleagues in the best format for them to learn and be involved.

A "High Fives" initiative was introduced for all advisors (KPI's) with more focus on the big picture rather than just tasks. These are:

- Productivity
- NASA Score
- Quality
- Attendance & Timekeeping
- Living the Values

Business Improvement Academy Impact Case Study

The emphasis is now on Living the Values (attitudes) related to the strategic direction of the business. An Organisational Culture Assessment Instrument (OCAI)/ Learning Styles Questionnaires and the "Joharis" window were all introduced to the business to improve individuals creating a "learning" environment.

The company has also developed the layout and visual displays in line with 5S to create the on-going environment for change and improvement. The visibility of organisation within the office is striking upon entering the office.

Business Benefits achieved through Change

The levels of staff motivation and involvement are at an all-time high and the current attrition rate is one of the lowest in the industry. As we move into 2017 we are developing new markets and **increasing the workforce by 20%. Efficiency savings are in the tens of thousands of pounds.**

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"The Business Improvement Academy enabled me as an individual to take stock of what progress I have made over the past year with building new processes and streamlining our recruitment and training processes. The Academy reassured me on the techniques I had been using, but also gave me some fantastic tools to take this to the next level.

The day long workshops were engaging, interactive and extremely enjoyable. Brian's style of storytelling was critical to this and I took a lot of learnings from this for my own development. Having the documentation all in one folder enabled me to highlight key sessions/learnings that I have took back to the business to teach others and also enables me to have this long term for future growth. Having the chance to come out of my 'bubble' that we all go into in our day to day working life was fantastic as it made me look at things from a different perspective and also to see how other businesses worked and interacted.

The dynamics of the role play's and team building exercises was excellent for this and gave me an increased motivation to implement new ideas into my business very quickly when I went back to the office. With the academy being initially a once a week session out with the business this may seem a lot of time invested but for me ensured that it was fresh in your mind and kept the momentum up. Being able to visit British Airways and see how continuous improvement has effected their business was very inspiring and a key part in the process out with the classroom based learning.

Along with this the team day when we used a manufacturing model to show how continuous improvement can be implemented was inspiring and shows how any industry can benefit from a similar workings. Big thanks to Brian and his team, it was very professional, fun and engaging and will be recommending to my colleagues and other partners."

Garry Walker, Training and Recruitment Manager

accelerate,

