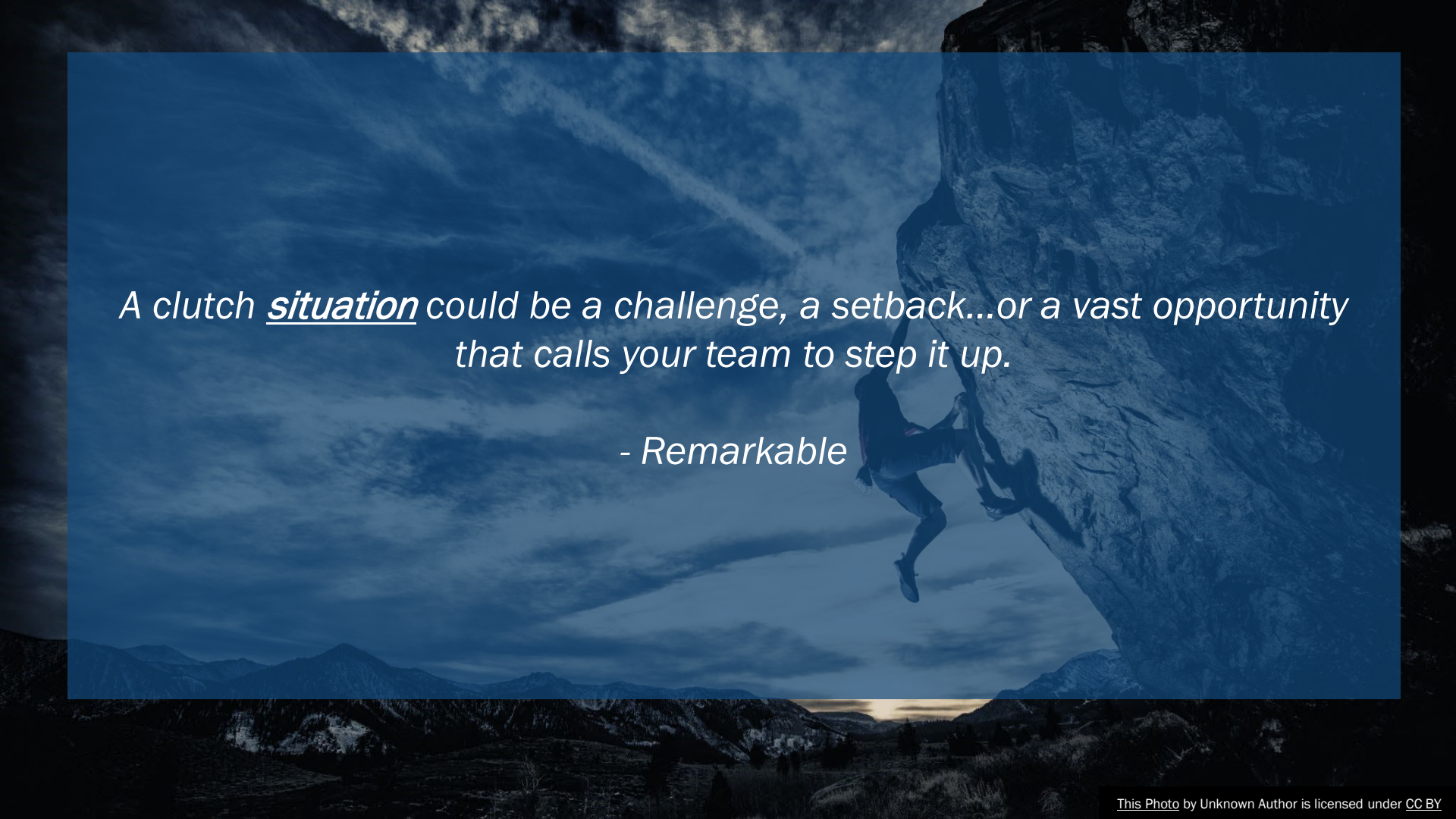


The Work That Changed Me

A Leadership Journey

September 2025

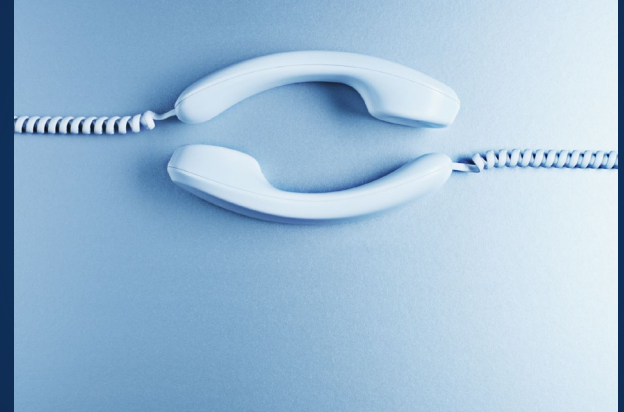


A clutch situation could be a challenge, a setback...or a vast opportunity that calls your team to step it up.

- Remarkable

The Situation: Call Center in Crisis

- Poor employee opinion scores
- Escalated patient complaints
- Repeat callers
- Over 20% call abandonment
- Limited accountability on front lines
- Inconsistent workflows



A House on Fire

- We put fires out one at a time
- Approached with defense and excuse
- I accepted small wins
- I spun a positive narrative/smoothed things over
- Shallow metrics: 3-minute handle time



The Spotlight Was on Me

- Could not explain the abandonment rate
- Could not speak to what the front line was doing
- I was held accountable with no answers: “Kim - you’re in charge”



“Adapt”

The calvary was not coming!
If not me, then who?

**The turning
point**

**Start with the
truth!**

- Told myself the truth:
Things are bad!
- Started communicating
 - My leadership team
 - Front lines
 - My leader
- Freedom!!!

Lift the lid and look at the
“Situation”

Lifted the lid on performance

Remember the situation?

- Poor employee opinion scores
- Escalated patient complaints
- Repeat callers
- Over 20% call abandonment

Implemented: Stop the line and ask

Someone in place to just answer questions, all day.

Someone in place to listen live and barge in, all day.

Provide at-the-elbow education, no repercussions.

Curated education

“The 3-Minute Gamer”

The
complication
lies in the
stories we tell
ourselves.

This was simple, not complicated

- The people were not working
- I was counting the wrong thing
- I was not watching
- I was giving them the ammunition to game me!

“Lead” **A New Day!**

Now that I have clarity, I can move with certainty



New day meeting



Set expectations; didn't need/want suggestions at this point



I own everything

Lifted the lid on the metrics

New Daily Call Center Metrics

Available
agents

Call
volume

Average
hold times

Abandoned
rate (%)

Avg speed
of answer

Quality
score

RONA %

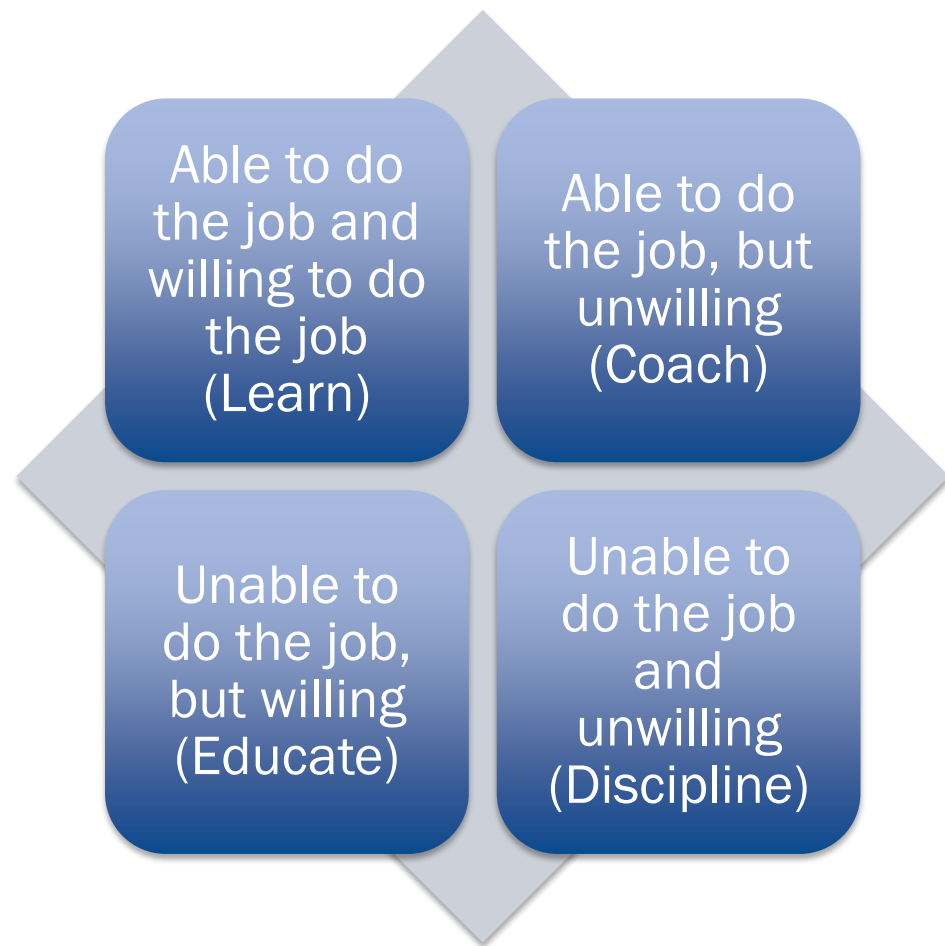
“Mr. 450”

Lift the Lid on Behaviors

Lifted the Lid on Behaviors

- We created holistic performance measures to see each agent's full day.
 - Quality of work (listening)
 - Productivity (counting)
 - **Behavior**
- Moved to daily performance standards instead of monthly.

Skill-Will Assessment



Lift the Lid on Education

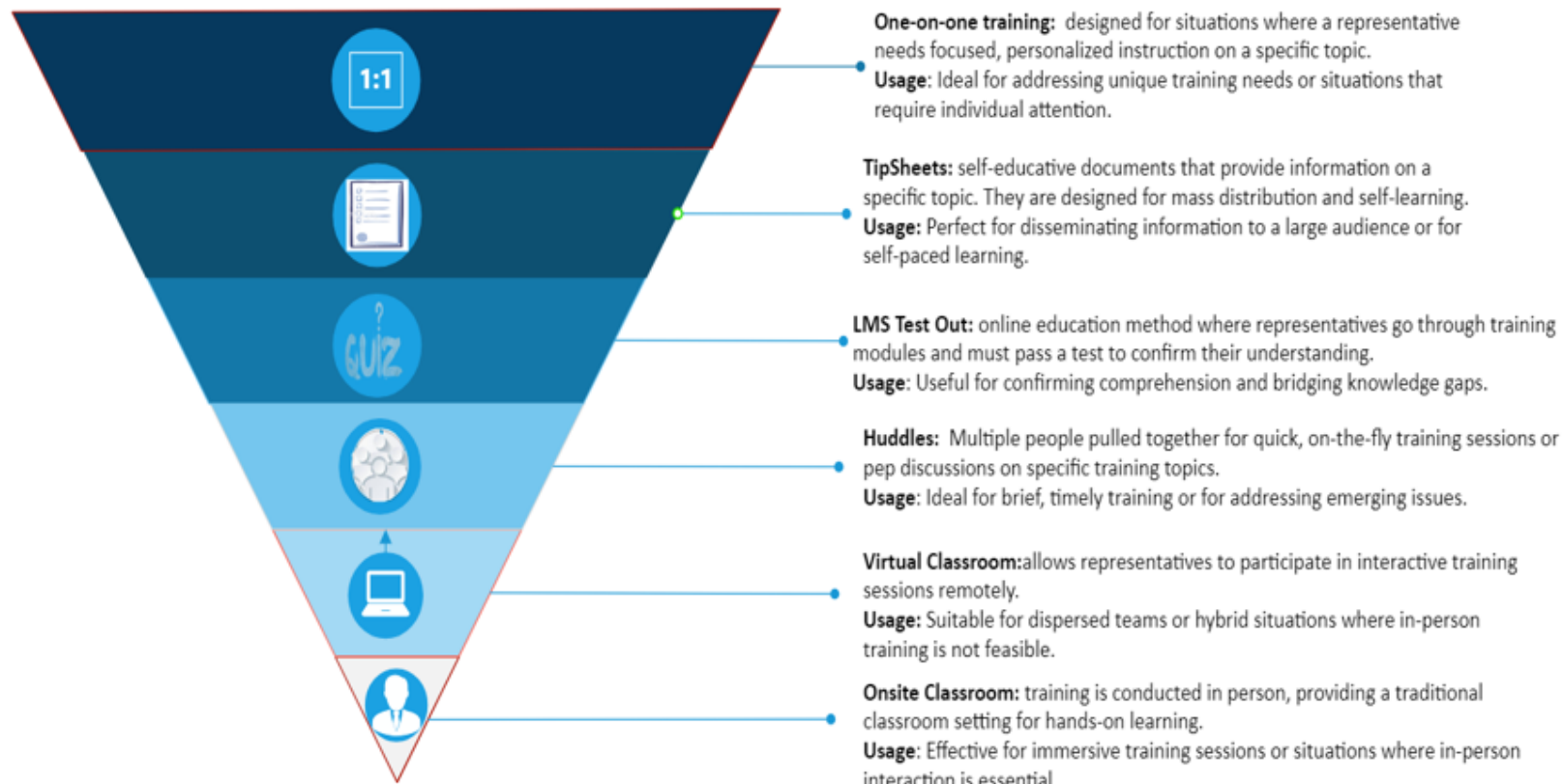
Reorganized how we teach

Created situational
education

Created foundational
training

Different modes of training
– no one-size fits all

Modes of Education



Change

“Thrive!” **A New Day!**

- Abandonment Rate:
 - From >20% to 5%
- Engagement:
 - From <55% to 75%
- Quality:
 - From <75% to 91% avg for 2025

People are smarter

Lessons Learned

Start Simple

Know your business and
own it

Watch: Look at performance
from many angles

Score and manager behaviors

Education has many modes

Check in with stakeholders

Foster the Future: Thrive

- Creating a strong foundation: makes us poised for the unknown
- Not losing steam. We can't wither
- Building our brand and showcasing a difference in the organization
- Keeping our promises
- Having fun!!!

