



## Case Study: Healthcare

### CLIENT PROFILE:

Call Center of Large Healthcare Organization

### INDUSTRY:

Healthcare

### LOCATION:

Pacific Northwest, U.S.

### TEAM TYPE:

Management team

### TEAM SIZE:

5

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### SITUATION:

- > Chaotic high-stress, high-volume environment with resource constraints and burnout — “crisis mode”
- > Communication break downs and team toxins — gossip, taking things personally, blame.
- > Low trust between management team and department (“us vs. them”)
- > High conflict with limited ability to handle constructively. Increased conflict avoidance and accommodation.
- > Management and department believed there was no time to address team dynamics.
- > Limited focus on strategy and bigger picture.

### Business Improvements

▲ **+33% Productivity**

▲ **+35% Positivity**

### SYNOPSIS:

As a result of stress from high call volume, increased workload, absenteeism and a vacant manager position, the team struggled to balance problem solving in “crisis mode” with vision, strategy and team building.

The team worked in silos resulting in exhaustion, burnout and ineffective communication. The negative impact rippled throughout the department causing resentment.

Team coaching, leader development and department training helped leverage strengths to cultivate a unified team spirit. The dynamic changed from “blame” to cohesiveness and connection. The department better realized their “patient first” mission and improved performance statistics.

### SPECIFIC BEHAVIOR CHANGE:

- > Increased collaboration within teams and across department.
- > Less crisis; more peaceful and productive workplace.
- > Decreased absenteeism; increased optimism.
- > Trust restored, effective conflict handling developed allowing strategic integration of new manager.

**APPROACH:**

- > The program ran from October 2011 through February 2012.
- > Pre- and post-program measures were the **Team Diagnostic™** and the 14 factors of Productivity and Positivity, 16 Core Leadership Skills Survey and Internal Call Center Metrics.
- > A series of individual and team coaching sessions with the management team and department wide communication training.

**RESULTS THE TEAM REPORTED:**

- > I didn't realize that we could connect so deeply in such a quick way.
- > I feel hope again.
- > We are really listening to each other now.
- > Helped us see our impact and shift our focus from "me" to "us".
- > We can now talk to one another and it's helping us get our job done.
- > We work so much better together.
- > Gave us more positive insight and helped us address trust.
- > Work is fun again!

**Highlights**

**+33% Productivity**

**+35% Positivity**

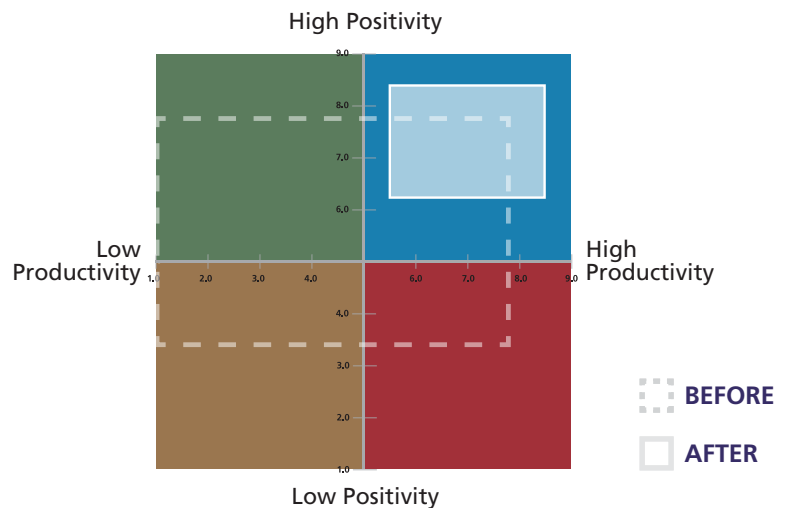
Goals & Strategies 33%  
Alignment 44%  
Resources 50%

Trust 34%  
Constructive Interaction 50%  
Optimism 58%

**Call Center Average Weekly Performance Stats**  
(October 2011 to February 2012)

	Service Level	Abandonment Rate	Speed of Answer
Oct '11	49%	5.99%	1:10
Feb '12	75%	2.00%	0:31
Goal	80%	3.00%	
	Increase 26%	Decrease (3.99%)	Decrease (0:39)

**Before / After Benchmarks**



For more information on achieving an **average 20% improvement** in Productivity & Positivity conditions using the Team Diagnostic™ please contact us at:



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