# Project Gap Analysis Strategy – JKKL Consulting

November 1, 2020

## Project Description [KD, KP, JW, LF]

Happy Products and More (HP&M) is a mail-order and Internet catalog business marketing high-quality gifts, apparel and home accessories. In operation for six years, HP&M is seeking to aggressively grow their company while remaining profitable. To reach this goal, they would like to focus efforts on improving the quality of customer service and resulting customer service scores by 10% and improve the quality of the work environment through staff development and recognition. Management has identified several areas of concern. Employee retention and morale are low. Customer service complaints have increased 30% since the same period in the previous year. In the coming year, HP&M will be updating its current technology including new hardware configurations and equipment. Additionally, new HR policies were introduced along with a new company handbook. HP&M has designated a budget of $400,000 to employ JKKL Consulting Inc. to assist the company in reaching their determined growth goals through training to address these concerns. JKKL Consulting. will conduct a full gap analysis to assess current conditions at HP&M and identify key sources impacting telephone operator performance and customer service. Following the analysis, JKKL, Inc. will determine possible solutions to address any identified areas of deficiency and if warranted, develop focused training to remediate areas of need

## Information Needed [KD, KP, JW, LF]

HP&M has identified issues within the company concerning telephone operator product knowledge, and existing processes and procedures. To understand the differences between desired outcome and actual results, a gap analysis is needed. This will aid in the discovery of causation.

In this discovery phase, JKKL Consulting will gather information as part of a comprehensive effort of determining the current needs and challenges impacting the organization. To develop an effective training program for HP&M, we first need to develop a comprehensive understanding of organizational needs and goals, the problems and issues affecting the ability of HP&M to meet those goals, and the skills and procedures necessary for work in the Call Center.

## Team Strategy [KD, KP, JW, LF]

HP&M has identified issues within the company concerning telephone operator product knowledge, and existing processes and procedures. To identify possible causes for goals not being met, a gap analysis is needed.

In this discovery phase, JKKL Consulting will gather information as part of a comprehensive effort of determining the current needs and challenges impacting the organization. To develop an effective training program for HP&M, we first need to develop a comprehensive understanding of organizational needs and goals, the problems and issues affecting the ability of HP&M to meet those goals, and the skills and procedures necessary for work in the Call Center.

JKKL will establish a collection of data points through the analysis of various resources. Through interviews, observations, surveys and artifact analysis, JKKL will gather data to inform their evaluation of the following:

* Employee
  + Efficacy (technology, product knowledge)
  + Proficiencies (language, technology)
  + Perceptions
  + Demographics
* Current Training
  + Employee perceptions
  + Goal alignment
  + Best practices
  + Sustained Professional Development (PD) efforts (catalog, customer service, technology)
* Company and Human Resources Artifacts
  + Call Data
  + Customer Service Surveys
  + Retention Data
  + Recruitment and Hiring Practices
  + Policies and Procedures
* Company Climate
  + Awards and Recognitions
  + Morale
  + Working Environment
* Technology
  + Employee Training
  + Current hardware, platforms, software and ordering system o
  + New hardware, platforms, software and ordering system
  + Employee Support and Resolution for Technical Issues
  + Benchmark against successful companies with catalog sales as a core competency

|  | Research Method | Target Audience/ Resources Used | Information You Hope to Gain | Team Member Responsible |
| --- | --- | --- | --- | --- |
|  | Interview | Jane MacKenzie | Perspective on training issues and suspected problems beyond training | Team |
|  | Conduct telephone operator individual interviews | Separate sessions for each employee | Feedback on their training, the support they receive from Customer Service Supervisors, their perspective on the incentive program, and what they perceive as opportunities and challenges at HP&M. | Kelly |
|  | Review existing training content | * Training Content and Results of Training Evaluations | * How much is covered in four hours * Is the presentation effective * Is Universal Design used * What are the characteristics of the learners? * Are learner evaluation comments considered in revising the training (if revisions are made). | Jeanne |
|  | Interview Judi Thompson and Sheena Perez | * Judi Thompson * Sheena Perez | * Decision-making regarding number of products offered and frequency of issuing catalogs. | Katie |
|  | Observe Customer Interaction of Telephone Operators | Telephone Operators | * Any distinction between quality on recordings and during live observation. * Quality of interaction with customers and areas for improvement. | Katie |
|  | Survey Customers (review past results and conduct new/revised survey if needed) | Customers | Specific issues and patterns of dissatisfaction with customer service. | Kelly |
| 7. | Interview | * Tsien Yun * Ted Higgins | Implementing new software | Lei |
| 7. | 8. Interview | High Performing Telephone Operators (if any identified) | How training helped them and what information they learned on the job they had to tailor for their own knowledge/understanding | Lei |
|  | 9 Likert Scale Survey | Telephone Operators (25) | Likert Scale surveys will allow for the collection of quantitative data that inform initial decisions on areas that need further research. These surveys will include questions that allow participants to report their perception of:   * Morale (individual and peer) * Quality of training received * Support from management * Availability of continued PD * Their efficacy with the technology | Jeanne |
|  | 10 Likert Scale Survey | Customer Service Supervisors (4) | Likert Scale surveys will allow for the collection of quantitative data that inform initial decisions on areas that need further research. These surveys will include questions that allow participants to report their perception of:   * Morale (individual and peer) * Quality of training received * Support from management * Availability of continued PD * Their efficacy with the technology | Jeanne |
|  | 11 Artifact Analysis | HR | Analysis of various company documents could provide a wealth of quantitative and qualitative data. These documents and corresponding data that may be gleaned from those documents include:   * Current Training Documents for training other than catalog (orientation, technology updates, etc.) * Job Aids * Exit Interviews * Customer Service Evaluations * Employee Demographics * Employee Performance Evaluation * History of Employee Recognitions and Awards * Company handbook * Staffing distribution over shifts and schedules | Jeanne |
|  | 12 Artifact Analysis | Company Records | Analysis of various company documents could provide a wealth of quantitative and qualitative data. These documents and corresponding data that may be gleaned from those documents include:   * Previous customer service survey data * Reports generated by the phone system | Lei |
|  | 13 Ghost Customer Service Experiences | Telephone Operators & Customer Service Supervisors | Call HP&M as ghost customers to personally experience customer service offered by Telephone Operators and Customer Service Supervisors.   * Create three different scenarios of products to order with specific questions about the products. * Use the scenarios to call at different times of day and different days during the week and note experience including time on phone, attitude of Telephone Operator, how often escalated to Customer Service Supervisor, and how well questions were answered. | Katie |

## Analysis Plan [KD, KP, JW, LF]

## Activity 1 – Interview Jane MacKenzie [Team]

### Details of Activity/Method

Team will interview Jane one on one – preferably in person – or by telephone/video conference.

### Questions to Ask

1. What are the gaps with the existing training program?
2. What goals do you have for revamping the training program?
3. Are there other factors affecting the morale and productivity of the telephone operators?
4. What would you do to address morale and productivity?
5. Are there any telephone operators who are high performers? What sets them apart from others? Use them as a resource to develop the training.

## Activity 2 – Conduct Telephone Operator Individual Interviews [KD]

### Details of Activity/Method

We will interview five current employees individually and ask the following questions:

### Questions to Ask

1. What did you like best about your training for your position?
2. What would you change about the training? (deeper dive question about job aid usefulness)
3. How do you become aware of changes in the product line? How do you feel about the increase to four catalogs from three?
4. Are there certain types of challenges you routinely encounter during sales calls?
5. Describe the Customer Service Supervisors support when you need it.
6. How do you think training could be improved?
7. If you do not attend training, how is the information relayed to you?

## Activity 3 – Review Existing Training Content [JW]

### Details of Activity/Method

The JKKL team will review hard copies of training materials

### Questions to Ask

1. Are there emails or other communication methods to notify staff of upcoming training?
2. What are the learning objectives for the catalog product training?
3. How is the half-day of training being assessed?
4. Does the training cover all the catalog items that are updated each season or a sample of products that are newly offered?
5. Are items presented individually, or by groupings?
6. Are all items described fully, or just categories or samples?
7. What appears to be the biggest barrier to training?
8. Is the content aligned with the desired outcome?
9. Does the content cover product knowledge as well as customer service skills?
10. Is technology training present?
11. Do the training methodologies employ best practices in andragogy?
12. What sort of desktop job aids are provided for quick information?
13. How many job aids are available to employees?
14. Are the job aids stored in one central location that is easy to find, like the Intranet?
15. How often are job aids updated?

## Activity 4 - Interview Judi Thompson and Sheena Perez [KP]

### Details of Activity/Method

We will interview Judi Thompson and Sheena Perez individually - preferably in person – or by telephone/video conference after reviewing the training materials to clarify and verify the findings of the training record review.

### Questions to Ask

1. How are decisions made regarding the number of products offered and the frequency with which catalogs are issued?
2. What prompted the increase to four catalogs/year?
3. How is training for telephone operators designed, delivered, and assessed?
4. Provide an example of one of the current quarterly trainings.
5. Does the staff have an opportunity to see and/or handle new products during training?
6. Does the training include hands-on practice accessing catalog information within the ordering system the operators use?
7. How much of the 30 minutes designated for questions during training do the operators use?
8. Is there follow-up training or assessment to ensure information is retained?

## Activity 5 - Observe Customer Interaction of Telephone Operators (both recorded and live) [KP]

### Details of Activity/Method

We will observe live and recorded customer interactions of both full- and part-time telephone operators, being sure to cover all shifts.

### Questions to Ask

1. What is the vocal tone of the operator as they speak with the customer? Are they friendly, helpful, impatient, frustrated, etc.?
2. Does with the operator effectively use appropriate telephone etiquette and sales techniques?
3. Are there differences between the quality of service offered when being observed versus not – that is, do they know what to do, but they are not doing it?
4. Are the telephone operators adhering to training? If not, where, and why are they deviating?
5. Is there a standard sales script? Is the script being followed? Can the telephone operator deviate from the script (if there is one)?
6. Do the operators provide accurate information about the merchandise? If not, why?
7. What prompts an operator to transfer a call to a supervisor?
8. Are there customer service issues the telephone operator COULD answer rather than transferring to a supervisor?
9. What is the telephone operator’s attitude when dealing with customers?

## Activity 6 – Survey Customers [KD]

### Details of Activity/Method

We will review reports from previous customer service surveys and conduct a new telephone survey of current customers with a minimum sample size of 30.

### Determine from Reports

1. Patterns of specific issues associated with satisfaction and dissatisfaction.
2. Was there a notable change in survey results after the introduction of four catalogs per year?
3. Of the 50% who indicated they were not inclined to do business with HP&M again, how many did actually have a repeat sale?
4. Are there gaps in the information gathered in previous surveys that can be addressed by additional statements/questions or a fresh style of questioning?

### Questions to Ask

### Thank you for taking part in this survey. We are conducting this survey to find out about your experience with HP&M. This survey will take no more than 15 minutes and we appreciate your answers to continually improve the service you receive from HP&M. Some questions will ask you to rate from strongly agree- to agree-to neutral – to disagree - to strongly disagree, while others will be open ended questions.

We will start by asking that you rate the following statements from 1 to 5 with 1 being strongly disagree and 5 being strongly agree

1. My experience with HP&M exceeded my expectations.
2. The telephone operator was able to answer all of my questions and make suggestions.
3. The telephone operator was polite and pleasant to speak with.
4. The length of the call was adequate to answer my questions.
5. The phone line was clear and there was no issue hearing the telephone operator.
6. Were you placed on hold at any point? (Yes/No)
   1. If Yes, the time I was placed on hold was appropriate.

Now, we will ask you a few open-ended questions:

1. Why did you choose HP&M to make your order?
2. If you have made more than one order with HP&M, what aspects of the service or products, have made you continue to make orders with HP&M?
3. When speaking with one of our Telephone Operators, do you feel there are any areas for improvement to make your experience the best it could be?
4. Is there anything else you would like to share about HP&M?

**Activity 7 – Interview Information Technology [LF]**

### Details of Activity/Method

We will interview Tsien Yun or his delegate, and Ted Higgins either in-person or by telephone/Zoom. We will also ask for a demonstration of the software.

### Questions to Ask

1. Tell me about the new features of the SimplyOrder system that are different from the old system?
2. What is the timeframe for implementation?
3. In your experience, what has worked well for training staff?
4. How will users be assessed for skills in using the SimplyOrder system?
5. Who will conduct training of new team members on the SimplyOrder system?
6. Who will troubleshoot or act as the help desk?
7. What will be different about the workflow?

## Activity 8 – Interview High Performing Telephone Operators [LF]

We will interview high performing telephone operators that are identified from our interview with Jane MacKenzie.

### Questions to Ask

1. What aspects of training were most useful? Which were not?
2. How prepared did you feel when working on the telephone and answering questions from customers?
3. What tips have you learned on your own to better serve customers?
4. Would you be interested in serving as a mentor for new telephone operators?

## Activity 9 – Likert Scale Survey: Telephone Operators [JW]

**Details of Activity/Method**

In this activity, JKKL Consulting will solicit a quantitative opinion from the Telephone Operators by asking them to complete an anonymous survey. JKKL. will create an online survey that Telephone Operators can take at any place or time and be able to express their true feelings about their job without fear that they may be penalized by peers or management. This information can provide quantitative data to support the qualitative data in observations and interviews. Additionally, it will allow JKKL to determine if there are other factors affecting performance other than product knowledge and skills, as well as determine what other solutions, aside from training, that should be considered.

**Questions to Ask**

Participant instructions: This survey is being used to collect opinions about employee engagement and satisfaction among Telephone Operators. This survey is anonymous.

**Demographic Information:**

* Which shift do you work? 1st / 2nd / 3rd / Alternating
* How long have you been with the company as a Telephone Operator? 0-6 months / 6-12 months / 1-2 years / 2-3 years / Over 3 years
* What is your current age? Under 18 / 18-24 / 25-34 / 35-44 / 45-54 / Over 55
* What gender do you identify as? Male / Female / Non-binary / Prefer not to say
* What is the highest degree or level of school you have completed? less than a high school diploma/ high school degree or GED/ Associates Degree / Vocational Degree / Bachelor’s degree / Master’s degree / Doctorate / Other (please specify)
* What is the language you are most comfortable speaking? Cantonese / English / French / Indian Languages /Italian / Mandarin / Russian / Spanish / other (please specify)
* How would you describe your English language speaking ability? I am a native speaker of English/ I can speak proficiently / I can speak conversationally or casually / I am not comfortable speaking English
* How would you describe your English language reading ability? I can read English easily / I can read English but there are some words I do not recognize / I am not comfortable reading English

**Survey Questions:** Please rate how much you agree or disagree with each statement.

* My organization is dedicated to my professional development. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I am satisfied with the training I receive on new catalog products. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I am satisfied with the support I receive from my organization. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I have a clear understanding of what is expected of me at work. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I understand how my job impacts my organization’s business goals. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I have all the tools I need to do my job effectively. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I am encouraged by management to meet my goals at work. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* My organization recognizes employees who do a good job. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* My work relationships with my coworkers are positive and professional. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* My work relationship with my supervisor is positive and professional. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I am satisfied with my physical work environment (i.e., lighting, workstation set-up, ability to hear customers, proximity to other telephone operators). Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* I am satisfied with my compensation and benefits. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree
* Overall, I am satisfied with my job. Strongly Agree / Disagree / Neutral / Agree / Strongly Agree

## Activity 10 – Likert Scale Survey: Customer Service Operators [JW]

JKKL. will carry out a survey to acquire responses from customer service supervisors for quantitative analysis of various issues. The respondents can take the survey online, anonymously, at their own convenience. In the survey, the respondents will be given statements and they need to indicate their degree of agreement or disagreement. In addition, there will be a few questions to obtain demographic data. All the responses will be kept confidential and therefore, the respondents can answer without any fear of consequences.

**Questions to Ask**

**Demographic questions:**

* Which shift do you work? 1st / 2nd / 3rd / Alternating
* How long have you been with the company as a Customer Service Supervisor? 0-6 months / 6-12 months / 1-2 years / 2-3 years / Over 3 years
* What is your current age? Under 18 / 18-24 / 25-34 / 35-44 / 45-54 / Over 55
* What gender do you identify as? Male / Female / Non-binary / Prefer not to say
* What is the highest degree or level of school you have completed? less than a high school diploma/ high school degree or GED/ Associates Degree / Vocational Degree / Bachelor’s degree / Master’s degree / Doctorate / Other (please specify)
* What is the language you are most comfortable speaking? Cantonese / English / French / Indian Languages /Italian / Mandarin / Russian / Spanish / other (please specify)
* How would you describe your English language speaking ability? I am a native speaker of English/ I can speak proficiently / I can speak conversationally or casually / I am not comfortable speaking English
* How would you describe your English language reading ability? I can read English easily / I can read English but there are some words I do not recognize / I am not comfortable reading English

**Survey questions:** Please rate how much you agree or disagree with each statement.

* I’ve adequate product knowledge to help customers after the catalog product training. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The performance of operators has improved after the catalog product training. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The redirected calls are usually from customers who are already angry with the operators. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* I regularly observe and coach my operators during work hours. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* I give fair and useful feedback to my operators. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The training was delivered in the best possible way.  
   Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The management provides adequate support in terms of training and infrastructure. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The operators are very receptive to feedback. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* I’ve cordial working relations with my subordinates and superiors. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* I’m happy with my working hours and conditions. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* I have sound knowledge of computer skills. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* The company recognizes and awards hard work and good performance and I am satisfied with the incentives offered. Strongly agree/Agree/Undecided/Disagree/Strongly disagree
* Overall, I’m quite satisfied with my job. Strongly agree/Agree/Undecided/Disagree/Strongly disagree

## Activity 11 – Artifact Analysis: Human Resources [LF]

**Details of Activity/Method**

Company documents from Human Resources will be analyzed for valuable information about Telephone Operators and Customer Service Supervisors that can give important insight into the current conditions at HP&M. These documents contain demographic, performance, and training records for employees.

**Questions to Ask**

**Exit Interviews:**

* Why do employees report as their decision for leaving the company?
* Why are employees involuntarily terminated?
* What do the employees voice that they like about the company?
* What do the employees dislike?
* On average, about how long do employees stay with HP&M?

**Customer Service Evaluations:**

* What is the primary complaint from customers?
* Are the complaints higher during certain times of year? For certain shift times? When do the highest volume of complaints occur?
* What do positive reviews of employees from customers cite? What do customers like most about their HP&M service and experience?

**Employee Demographics:**

* What are the requirements found in the job description of the Telephone Operator and Customer Service Supervisor positions?
* What are the preferred qualifications, if any, found in the job description of the Telephone Operator and Customer Service Supervisor positions?
* What is the highest level of education required for each of these positions?
* What is the lowest level of education required for each of these positions?
* What are the reported skill level and experience in customer service and technology required for each of these positions?
* What is the age range of employees (low to high) in these roles?
* What is the average age of all employees? Which age group represents the highest number of employees?

**Employee Performance Evaluations:**

* What components are employees assessed on?
* Do employees have a chance to respond to feedback and evaluations?
* What are the most frequently noted strengths and weaknesses of Telephone Operators?
* Is there evidence of an action plan for discipline for employees with poor evaluations? (Check the Company Handbook)

**History of Employee Recognition and Awards:**

* What sort of acts and/or attributes does the company award employees for?
* Are there any employees that receive multiple awards?
* Are there any that receive no awards?

**Job Aids:**

**Company Handbook:**

* Is the handbook easy to read and understand?
* How big is the handbook?
* Does it provide clear details of company mission, policy, and procedures?
* Does it provide operational guidelines and rules concerning attendance, behavior, harassment, and equal opportunity?
* Is there a requirement that the employees acknowledge receipt and comprehension of the handbook, such as a signature?

**Staffing:**

* Are past work schedules archived?
* Are scheduled hours distributed evenly among the full-time employees?
* What are standard shift hours for full-time and part-time employees?
* How many breaks are allowed during a shift? For how long are the breaks?
* Do employees “punch in” with a timecard? Is it electronic (on their desktop) or by card?
* What is the call-out policy and procedure for sicknesses and emergencies?
* What is the vacation and PTO policy? How do employees earn time off?

## Activity 12 – Artifact Analysis: Company Records [LF]

**Details of Activity/Method**

A JKKL Consulting member will meet with the Vice-President of Sales to request the release of the following company records for analysis:

* Previous customer service survey data This data will be analyzed to identify trends and themes in the nature of customer complaints. Categories will be coded from the data.
* Phone System Reports An analysis will be conducted to determine if a correlation may be identified between poor customer service reviews and various factors such as shift of employee, call volume, wait times and lengths of calls.
* Employee Scheduling An examination of employee scheduling will be conducted to determine if employee scheduling appropriately reflects need as determined by call volume.
* What were the most frequent complaints in the customer service surveys?
* What is the frequency of complaints related to phone etiquette?
* What is the frequency of complaints related to product knowledge?
* What times of day receive the greatest call volume?
* Is the number of telephone operators assigned to each shift appropriate for the volume of calls?
* Do certain shifts receive more complaints?
* Does wait time vary with shift?
* Does call length reflect challenges in service or exemplary service?
* Do customer complaints correlate with the release of the new catalogs?
* How often are customers transferred to another agent or redirected to a supervisor?
* Do transfers correlate with shifts or call volume

Findings from the analysis of these company records will serve to triangulate findings from the surveys, observations and interviews.

**Questions to Ask**

* What were the most frequent complaints in the customer service surveys?
* What is the frequency of complaints related to phone etiquette?
* What is the frequency of complaints related to product knowledge?
* What times of day receive the greatest call volume?
* Is the number of telephone operators assigned to each shift appropriate for the volume of calls?
* Do certain shifts receive more complaints?
* Does wait time vary with shift?
* Does call length reflect challenges in service or exemplary service?
* Do customer complaints correlate with the release of the new catalogs?
* How often are customers transferred to another agent or redirected to a supervisor?
* Do transfers correlate with shifts or call volume?

**Activity 13 – Ghost Customer Service Experience [KP]**

**Details of Activity/Method**

JKKL Consulting members will call HP&M under the guise of being an actual customer to gain authentic experience. The ghost customer will call customer service following three different scenarios during different times during the day and days of the week.

Analyze the call volume data to determine times to call HP&M:

* Call during top three peak times.
* Analyze product data to determine products to order:
* One scenario will include ordering most ordered product.
* Another scenario will include ordering two products: one of the most ordered products and one of the least ordered products.
* The third scenario will be to order one of the least commonly ordered products.

The JKKL Consulting members will note:

* Length of time on call
* Attitude of Telephone Operator
* Length of time to answer questions about product and place order
* Telephone Operator’s knowledge of product or time on hold to look up product information
* Number of times escalated to Customer Service Supervisor and what questions or products caused the change
* Attitude of Customer Service Supervisor during call
* Knowledge of Customer Service Supervisor about products

## Roadblocks & Dependencies [KD, KP, JW, LF]

In planning for a successful gap analysis, JKKL Consulting has anticipated several possible

roadblocks and/or dependencies we may need to address. We have detailed each in the

table below, along with the strategy we have identified to mitigate its impact on our work.

|  |  |
| --- | --- |
| **Roadblocks / Dependencies** | **Mitigation Strategies** |
| Sufficient budget to complete all tasks. | Estimate cost of various analysis strategies. Prioritize activities to ensure key ones are completed within budget. Look for ways to improve efficiencies to reduce costs. |
| Customers will not take time to do survey. | Show appreciation from the beginning. Acknowledge their dissatisfaction and apologize. Offer incentive such as discount or small gift with next order. |
| Staff may be reluctant to participate without compensation. | Consult with management to ensure staff are given time within work shifts to meet with JKKL Consulting. |
| SMEs may feel too much ownership of the existing training to give full support. SMEs may not expand focus and knowledge beyond their own perceptions. | Review with SMEs the customer satisfaction and employee performance issues that need to be addressed through revised training. |
| Staff believe training is hard to understand and convey the feeling that their feedback is not used to make changes based on past experiences. . | Emphasize WIIFM. (What’s in it for me) |
| Telephone operators may feel threatened or like they are being targeted as being ‘the problem.’ | Work with management to send communication explaining the project; why interviews, observations, and surveys are being conducted; and most importantly their jobs are safe and JKKL is there to learn from them. |