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The Carphone Warehouse Lives Values To Retain Managers

Employee Engagement Case Study

THE Carphone Warehouse

www.carphonewarehouse.com

The Challenge...

To achieve its vision of 'first contact delight' for each and every customer, The Carphone Warehouse needed to find a way to get employees across its customer management contact centres to live its new values...

The Solution...

Will Blanksby, learning and development manager, explains, "The new values of efficiency, learning, choosing attitude, team and fun, were created by the senior management team, based on our business objectives. Although employees knew what they were, they weren't really living them. We needed to find a way of taking the corporate values off the wall and putting them into the hearts of managers."

At the same time, Blanksby was keen to ensure that this was achieved in a way that didn't make employees feel like they were having the values forced onto them. "It's all too easy for a contact centre manager to feel like a small cog. We wanted to inspire managers to live the values by making each manager realise just how vital their individual contribution to the businesses is."

Making Managers Feel Valued

The Carphone Warehouse decided to hold a two-day event, called Boost, to make sure the entire management team, ranging from senior managers responsible for over 100 advisors to less experienced middle managers, running teams of 8 to 12 advisors, understood the values and their own value to the business.

Learning and development consultancy LDL was appointed to run the event. Blanksby says, "We decided to partner with LDL because, unlike the other providers considered, they took the time to meet with business stakeholders to develop a solution perfectly tailored to our needs."

Critical to the success of the event was getting managers to create short video films of the values in practice. Out of this came Values Man – an employee who transforms into a superhero, with the aid of some tight fitting pants and a cape, to save the day whenever a value gets breached. As managers acted out examples of gross inefficiency or poor communication, Values Man saves the day by explaining where they're going wrong.

"LDL's approach was fantastic. By giving employees the opportunity to interpret corporate values in their own way, managers became motivated and inspired to make our corporate vision a practical reality from the grass-roots up," says Blanksby.

He continues, "We still use the video stories and ice-breaker exercises from the event on a regular basis. Managers were taught how to give praise effectively, motivate a team and manage poor performance. Thanks to LDL's 'skill plus will' approach, managers also learned how to inspire and motivate others to find solutions to problems instead of allocating blame. This inspirational approach is now part of our culture, making The Carphone Warehouse a better place to work."

Merging Mindsets

Another important outcome from the event was its role in introducing managers from the new Warrington contact centre to the existing London contact centre team, and encourage them to operate as one organisation.

Blanksby explains, "The approach taken by LDL forced people to work together effectively as a team in a way that has permanently broken down barriers. Instead of issues being escalated over email, as has happened in the past, employees based hundreds of miles apart feel comfortable picking up the phone to support each other and work as one team."

"Our partnership with LDL has definitely had a positive impact on our ability to retain managers, making them more enthusiastic about their role in the company and improving their relationship with the advisors they manage. There's a more relaxed and fun atmosphere and better understanding of how people work, which benefits advisors and customers," concludes Blanksby.

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Want employees to live your values?

If you need to take values off the wall and put them into the hearts and minds of your managers, LDL can help. Our unique *Skill+Will™* approach empowers your people to translate values into everyday actions.

To talk to one of our consultants about your requirements: email learning@ldl.co.uk or call us on +44 (0)20 7381 6233