



Motivational Survey produces surprising results

In a recent survey on our web site, Call Centre Agents have rated *'having a good relationship with their colleagues'* as the most important motivating factor. Team Leaders, taking part in the same survey, have supported this view, naming this as the biggest motivating factor for them also.

The survey, which involved 250 Call Centre staff, signifies a shift in attitudes, with these results, taken over the last six months, showing very different attitudes from those obtained through surveys on hundreds of training courses run over the last 10 years. Typically, *'recognition for achievement'*, *'job security'* or *'interesting work'* would be the top three, with *'salaries'* showing much higher, particularly in Call Centres where the pay is quite low.

Interestingly the agents surveyed on the website <http://www.specialistccs.co.uk/> suggested that the relationship with their colleagues was three times more important than that shared with their Manager. Team Leaders results showed the relationship with their peers was five times more important to them than the one with their bosses. Almost 1 in two of the people taking part in the survey rated this as one of the most important motivational factors.

The agents surveyed made *'a good working environment'* the second most important motivational factor, a sign perhaps that agents are dissatisfied with their present working conditions, as this issue is normally taken for granted and ranked very low in similar surveys.

There was a shock for managers who believe that salary and incentives are the best way to motivate their team. The agents rated this only sixth, and the Team Leaders seventh most important factor out of 12, less important than *'personal development'*, *'recognition of achievement'* and *'being trusted'*. Incentives were in the bottom two along with their *'status in the company'* for both groups. Interestingly, the Managers surveyed, rated *'salary and benefits'* as the most important factor along with recognition of achievement. However incentives were again rated as completely unimportant.



'Being trusted with responsibility' was also seen as important, particularly by Agents and Managers who both rated it third. One in three of those surveyed, in these groups, said it was important to them, whereas only one in four of the Team Leaders agreed.

In these uncertain economical times, it is interesting that *'job security'* is not seen as of motivational importance by any of the groups surveyed. Across the survey less than one in six people rated it as important to them. Traditionally this would be scored much higher, particularly in areas where there has previously been a lot of unemployment. This may suggest a feeling that there are plenty of Call Centre jobs around and if they lose this one, there will be another company willing to take them on.

As previously stated, *'recognition of achievement'* is often scored as the most important factor. In this survey however it was only rated third, with about 30% of those taking part putting it in their top three. Surprisingly, Agents scored this as less important than the Team Leaders and Managers.

We believe these results are significant and HR Managers and Call Centre Managers should sit up and take notice. Recruiting people who have the right skills for the role will always be important, but companies must also pay attention to selecting people with the right personality, and critically those, who are going to stay loyal to the company.

How can you form good relationships with colleagues when they come and go so quickly?

There are clearly huge motivational and financial benefits in maintaining a loyal and motivated workforce, but in our experience, too little emphasis is placed on this in the recruitment process to achieve this. No matter what motivational techniques you use, not having the right quality of personnel and loyalty in the Call Centre will always hamper your performance and cost you money'.

SCCS provide many companies with advice on how to motivate their teams, including help with establishing performance management plans, performance related pay, Team Leader training and motivational courses. We also help companies to recruit and retain high quality personnel. Using a recruitment models, benchmark has best practice by leading UK call centres, we assist in



finding and assessing Agents, who over the years have had a much higher loyalty rate than those recruited through other methods. Full results of the survey are shown below.

	Agents		Team Leaders
Rating	Motivation Factor	Rating	Motivation Factor
1	Good relationship with colleagues	1	Good relationship with colleagues
2	Good working environment	2	Recognition of achievement
3	Being trusted with responsibility	3	Interesting work
4	Possibility for personal development	4	Opportunity for advancement
5	Recognition of achievement	5	Possibility for personal development
6	Salary and benefits	6	Good working environment
7	Opportunity for advancement	7	Salary and benefits
8	Interesting work	8	Being trusted with responsibility
9	Good relationship with manager	9	Job security
10	Job security	10	Good relationship with manager
11	Incentives	11	Incentives
12	Status in company	12	Status in company
	Managers		Overall
Rating	Motivation Factor	Rating	Motivation Factor
1	Salary and benefits	1	Good relationship with colleagues
2	Recognition of achievement	2	Good working environment
3	Being trusted with responsibility	3	Recognition of achievement
4	Good working environment	4	Being trusted with responsibility
5	Possibility for personal development	5	Salary and benefits
6	Interesting work	6	Possibility for personal development
7	Good relationship with colleagues	7	Interesting work
8	Job security	8	Opportunity for advancement
9	Opportunity for advancement	9	Job security
10	Good relationship with manager	10	Good relationship with manager
11	Status in company	11	Incentives
12	Incentives	12	Status in company

If you would like to take part in our latest survey, visit our website <http://www.specialistccs.co.uk> and click on the link on the homepage.

If you would like to find out more about any of our services call Dave Pollard on 01323 507662.