

## Commonly Asked Questions for Leaders – Today: Loyalty

This article begins a new series addressing a variety of leadership issues shared with me as I conduct workshops and speak to many groups across the country (as well as internationally). So for the next few weeks I'll address those I've collected this year with you. Please send an e-mail to me at [info@callcentres.net](mailto:info@callcentres.net) with any vexing issues you're wrestling with and I will attempt to get them answered for you. This is, after all, a column for you.

So to stimulate your thinking, here is a partial list of topics for the coming weeks:

Team Leader Challenges	Managing Your Manager
Benchmarking	Scheduling & Roster Strategies
Managing Growth Or Shrinkage	Customer Service & Satisfaction
Getting The Most From Your Recruitment Companies	Managing The Increasingly-Complex Role Of Staff
Rostering Flexibility Or Not?	Expectations & Reality For New Recruits
Misfit Between Staff Attitude & Skill	Aligning Opportunities With What's Available (Career Pathing)
Can't Take A Holiday, Go For Training, Can't Die Syndrome	What To Do About Lack Of Skilled Resources
Stress And Burnout – Still Around	What To Do With Rumours And Gossip
Internal Poaching Of Staff	Hot Desking Or Not
Pre And Post Processes Can Kill Your Results	Adding Value To The Perception Of The Role

### Staff Loyalty

If I had to name one issue I hear everywhere I speak, it would be the deterioration of staff loyalty. This didn't come about suddenly, it's been building for the last 15 years.

We shouldn't be surprised really with the lack of loyalty, because loyalty comes from trust and as I addressed in a recent column (The Ten Ts of Leadership), "trusted employer" could be thought of as an oxymoron nowadays. Loyalty in staff begins with you!

Those few organisations who still reflect a trustworthiness to their employees AND customers, retain them. Those who have let dollars outweigh integrity do not retain staff. It's as simple as that – and unfortunately, as we see significant changes upon us in the industry, staff will give us back what we give to them and if we ever needed to be rely on our staff, the time is NOW!

### So how do we engender loyalty?

1. We keep our word.
2. We don't make changes without keeping everyone affected in the picture.
3. We don't just say we care about our staff and customers, we put our budget firmly where our mouth is!

4. And we put people before our busy schedules (time management trick for this in a forthcoming issue) – and budget.

If you only do these four things (consistently and persistently), staff will be increasingly loyal. It will take time to convince them this is not just a temporary trick to distract them, so you must give these types of changes time to seal their fragile expectations.. When your staff are loyal, customers sense it (see Reichheld: The Loyalty Effect) and you make more money than your competitors, without having to take an axe to your budget!

***Read about the author, Darlene D. Richard, at [www.CallCentreINTEGRITY.com/articles.htm](http://www.CallCentreINTEGRITY.com/articles.htm)***