

Managing Challenges in a Customer Service Center

Domains: Leadership and Organizational Management/ Individual and Organizational Behavior

Model: Case Study

Overview:

We evaluated customer service center challenges and proposed reformation recommendations.

The radiology department's Imaging Customer Service Center (ICSC) was faced with prolonged personnel management deficiencies, technical issues and limited training on internet technology (IT) and other office equipment, a lack of adequate department policies, failure of employees' to follow existing operational procedures, poor office space and work flow organization, and low employee morale/lack of discipline.

Correcting any deteriorating organization starts with addressing the personnel issues, as they tend to be the root of most work place challenges. To do this, Ms. Johnston must immediately address the hospital's employee release policy. The current day and night shift supervisors may have to be relocated or fired from their positions if they are not willing to commit to their supervisory roles. These preliminary measures are necessary to begin the arduous process of correcting the remainder of the aforementioned ICSC problems.

Once strong ICSC management has been established and key leaders' expectations are well-known, the following steps should ensue. Correct IT/ equipment deficiencies through coordinated efforts with IT experts. Employ comprehensive training on customer service and IT/ equipment by soliciting the support of subject matter experts. Update policies and enforce them by going to the HIPPA legal experts and human resources (HR) department for the most current and accurate data sources. The HR department can assist Mrs. Johnston with reorganizing work space and work flow. Ms. Johnson needs to maintain her network alliance with the IT and Patient Administration departments for all future IT and regulation support.

With appropriate supervision, functional technology, adequate employee training, shift realignment, and application of current policies, employee cohesion and morale should improve. These changes will ultimately result in exceptional customer service and the subsequent increase in patient satisfaction.

Lessons Learned: This case study provided me the opportunity to look at how organizations dealt with personnel issues and how we as leaders can improve upon the ways these situations were handled.