



People Matter.

Intelligent Wellness

Behavioural Data Science & Improving Agent Wellbeing

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Setting the scene...

96%

of companies globally are providing mental health resources to employees

BUT ONLY

1 in 6

of employees report feeling supported

The Reality



87%
of contact centre agents
report high or very high
stress levels at their contact
centres

50%
Report feeling emotionally
drained by the end of the
day

The Reality



Suffering

Burnout
Survival
Frenetic
Doom

4-8% of
agents
report low
stress



Flourishing

Energetic
Thriving
Grounded
Flow

Average Agent Wellbeing

The Reality

“I have had people tell me I deserve to die”

“like a prison camp”

"They'll tell you they're ... mad at the company, not at you, so you shouldn't take anything they say personally," she says. "That logically makes sense. But when you're in the moment, and you have someone screaming at you because you won't waive an overdraft fee ... there's no way you can really prepare for that."

Evolutionary Wiring

Thinking

Rational Rider
- neocortex

Emotional brain

Emotional Elephant
- limbic system

Survival brain

Lizard Brain
- basic threat / reward

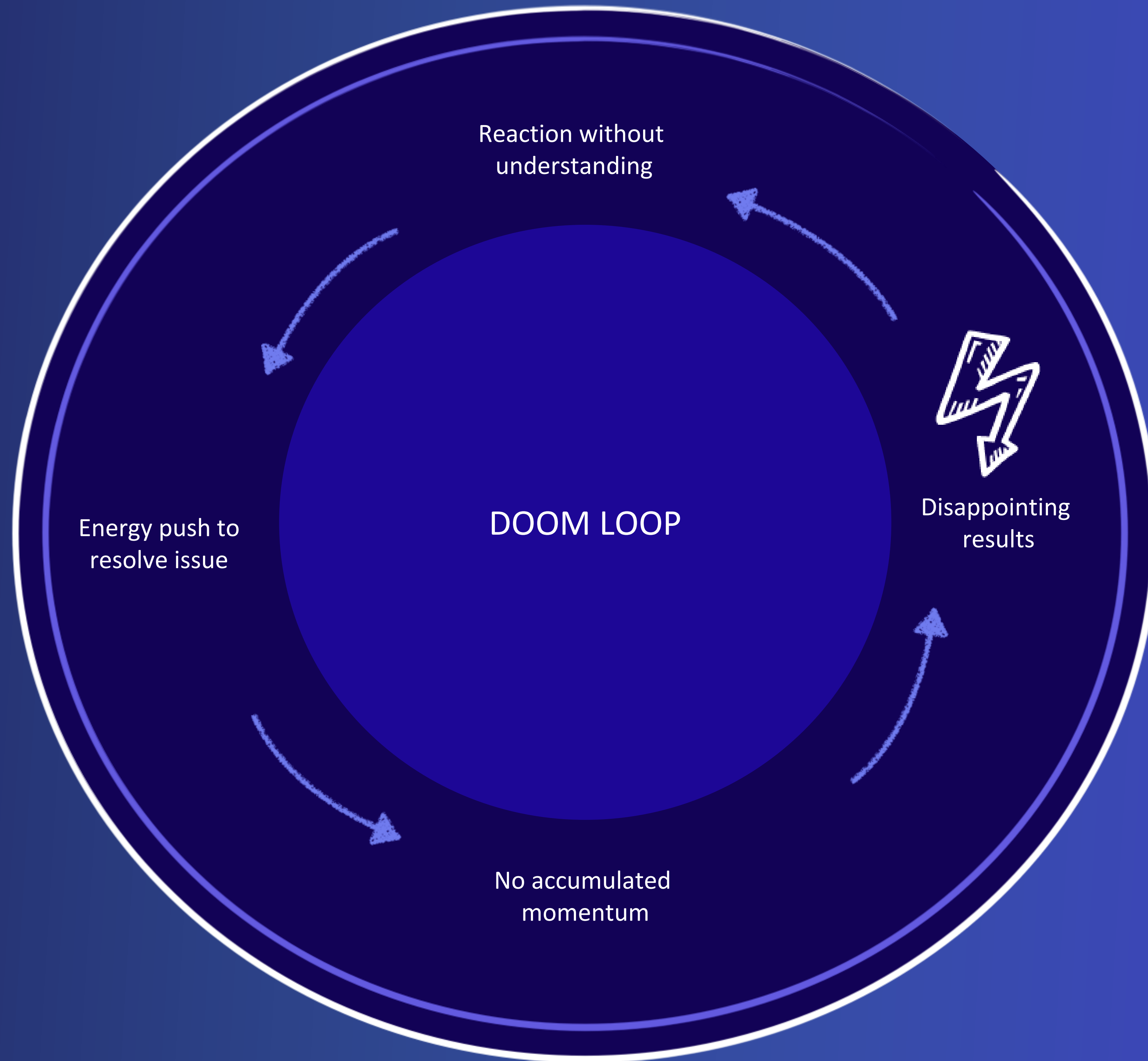


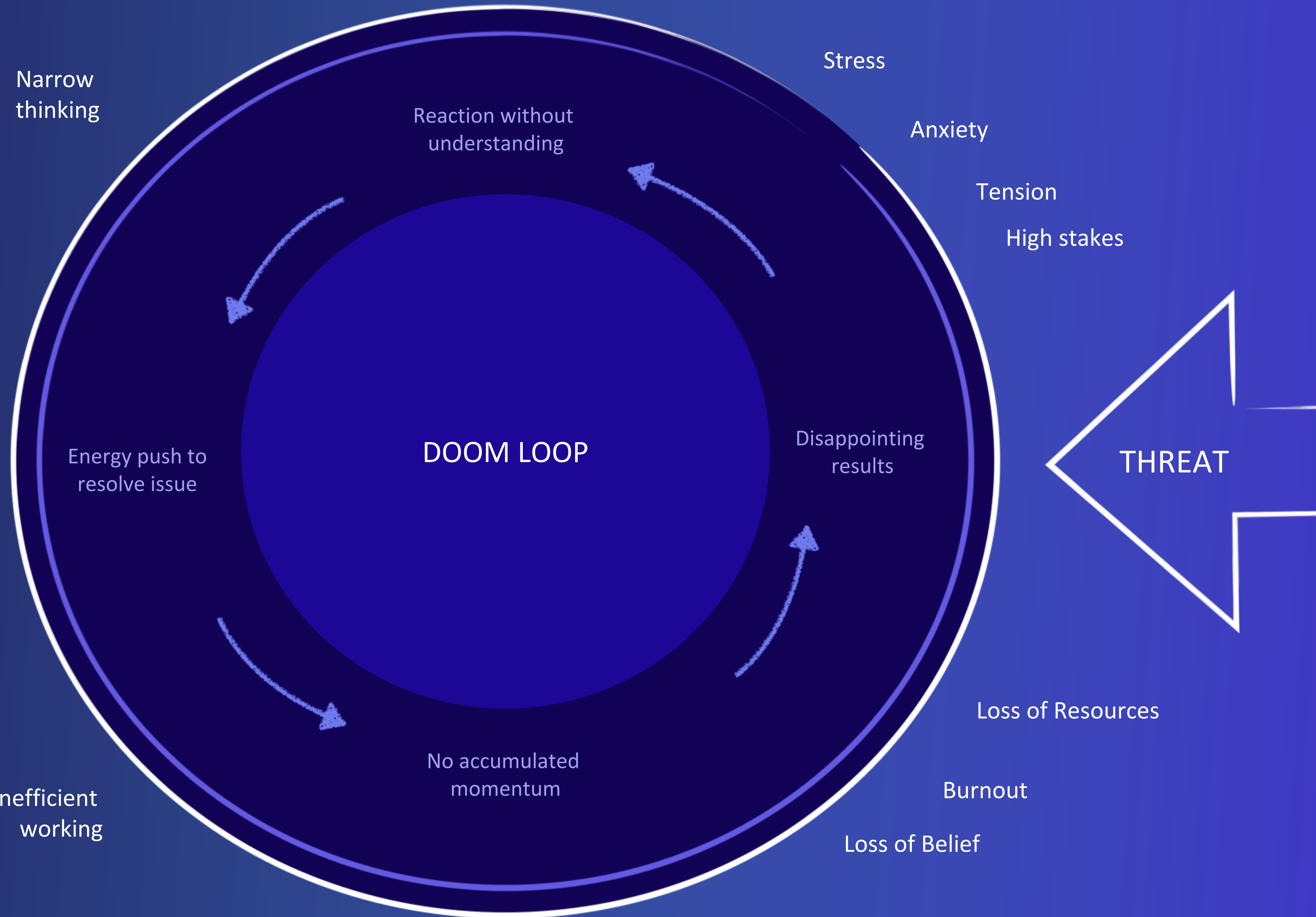
THREAT

REWARD

Runaway!!
Shock

Let's do this!
Opportunity





Burnout occurs when your demands
exceed your capacity to cope.

Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed, emotionally drained, and unable to meet constant demands

“My anxiety occupied most of my mind, stemming from the fact that I felt behind in my job, but then didn’t care enough to get ahead. It was a never-ending spiral. I was just burnt out.”



Emotional Exhaustion

Physical
Illness

Insomnia

Anger

Depression

Chronic
Fatigue

Anxiety

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“I lost confidence. I lost all motivation to keep up with work. I did the bare minimum just to get a pass for it.”

Cynicism & Detachment

Pessimism

Detachment

Depersonalisation

Withdrawal
& Isolation

Loss of
Enjoyment

People Matter.

Hopelessness

Apathy.
Emptiness.

No sense of
accomplishment

Less
Productive



Feeling
Ineffective

Irritability

People Matter.

“I realised I was starting to burn out when it started feeling like I was failing at my job. Everything I did seemed wrong, I constantly felt like I was incapable.”

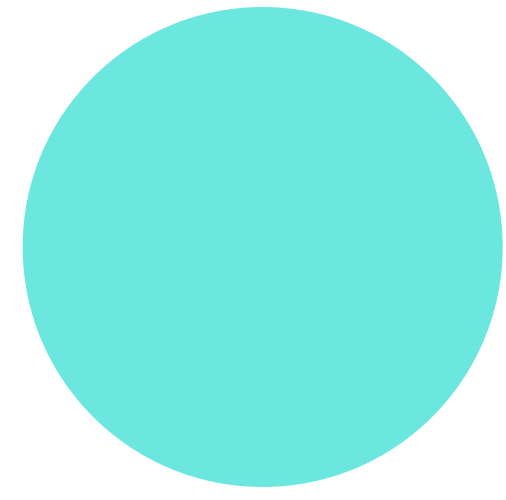


> 50%

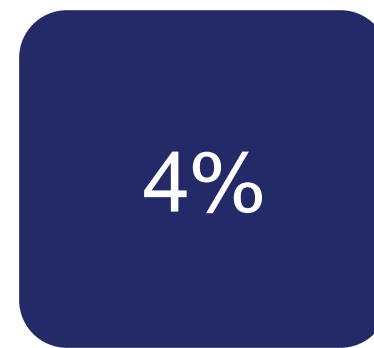
Agents report being prescribed medication to treat stress/anxiety

People Matter.

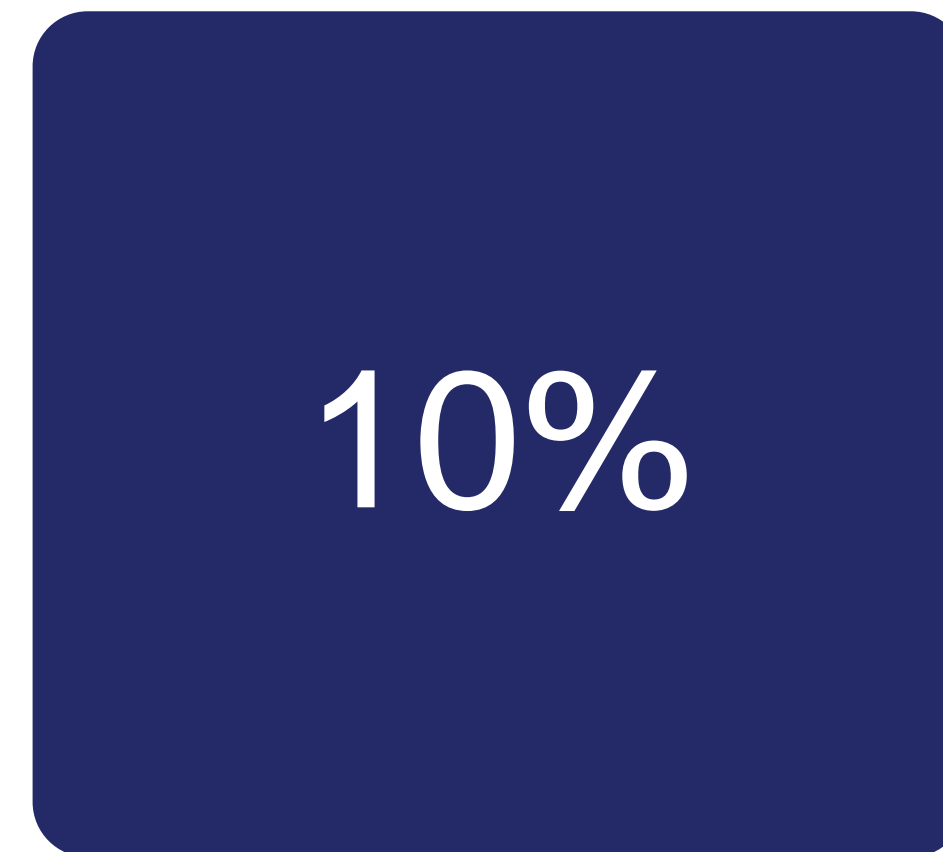
More likely to be sick



Average absence rates



Low Stress Group

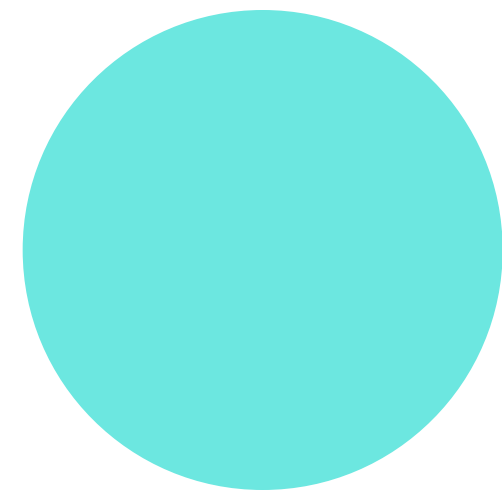


High Stress Group

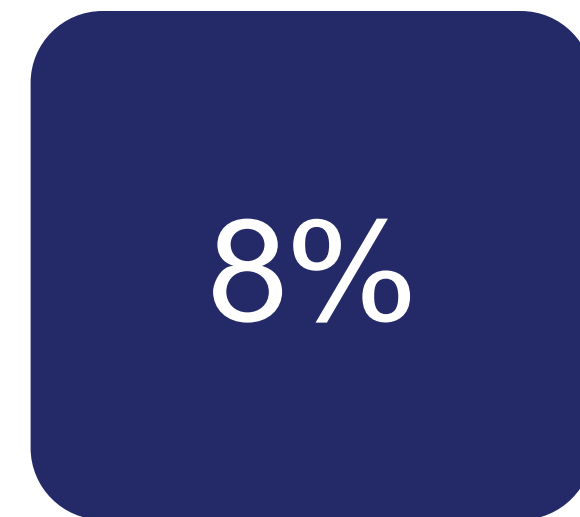


People Matter.

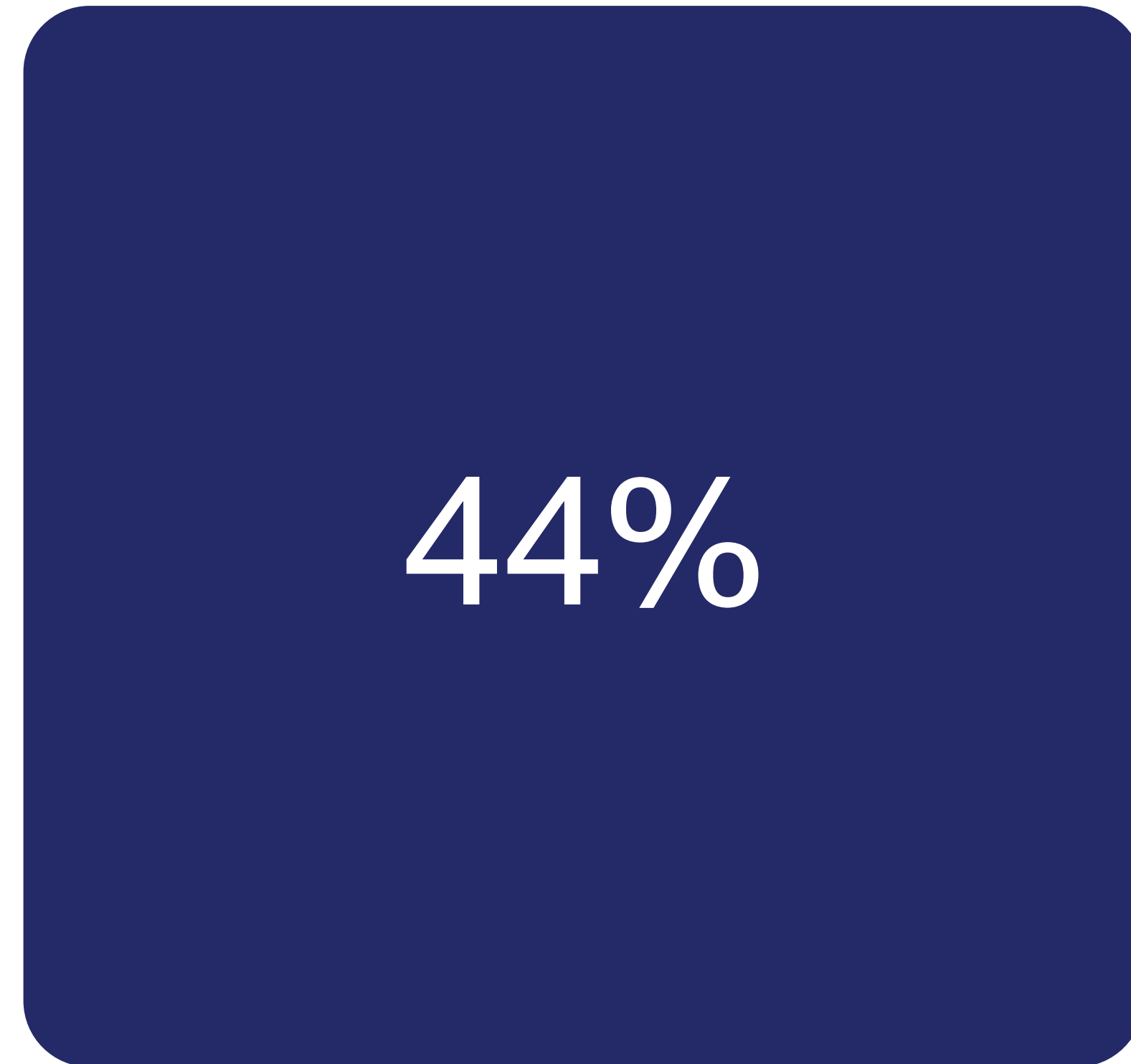
More likely to leave...



Turnover intentions



Low Stress Group



High Stress Group

People Matter.

What is really going on?

It isn't as simple as 'working too hard' or 'not being able to hack it'

Workplace environment, demands and social dynamics at work impact your risk of stress, burnout and poor mental wellbeing.

1. High Demands

Unpredictability

Complexity of calls

Cognitive & empathy switching

Rigid script use

Consumer expectations have increased

Work standardisation

Under resourced —> Overtime —> Overworking

Emotional labour

Pressure of being a brand ambassador

80% reported that customers often or frequently blamed them for something beyond their control

Constant monitoring

70% felt that it was used primarily for disciplinary purposes

Verbal abuse

81% of contact centre agents have dealt with verbal abuse

Threats

31% of contact centre agents have received violent threats

Being 'back to back'

Compassion fatigue

People Matter.

2. Poor Support (to help with coping)

Lack of progression

Poor management

Lack of control to workload/work

Lack of training

Unable to make decisions
to benefit customer

Unclear expectations

Lack of autonomy

Poor technology

Poor communication

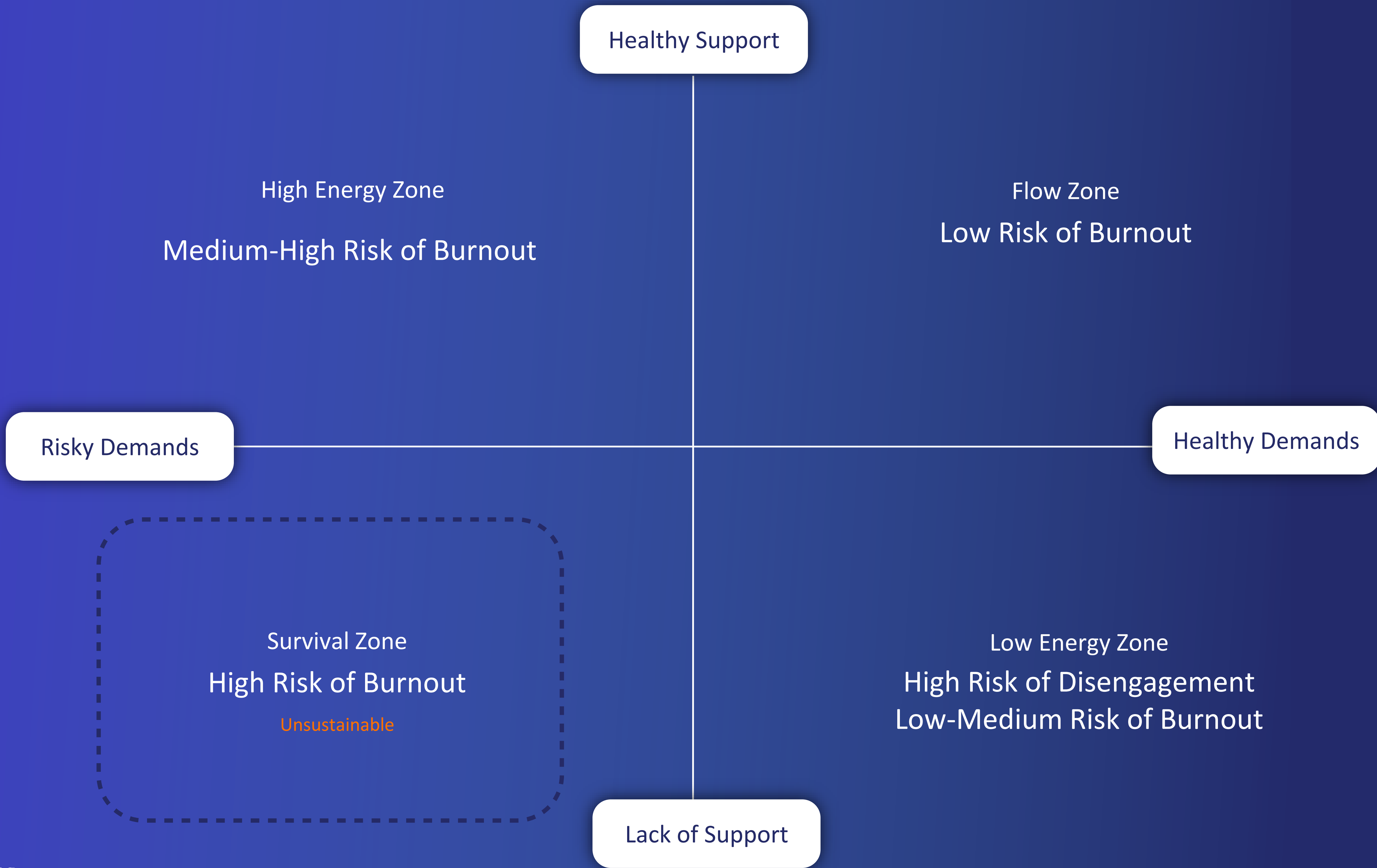
86% of workers reported experiencing technology that was too slow;
80% reported frequent system crashes or malfunctions; and
52% felt that information in their systems was inadequate

Work-life imbalance

Lack of meaning to work

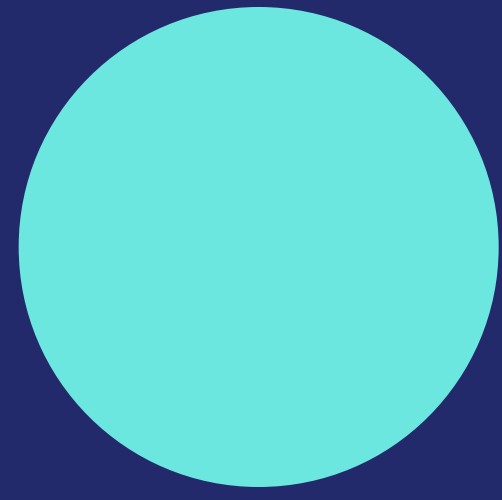
People Matter.

Have we lost sight of the human?



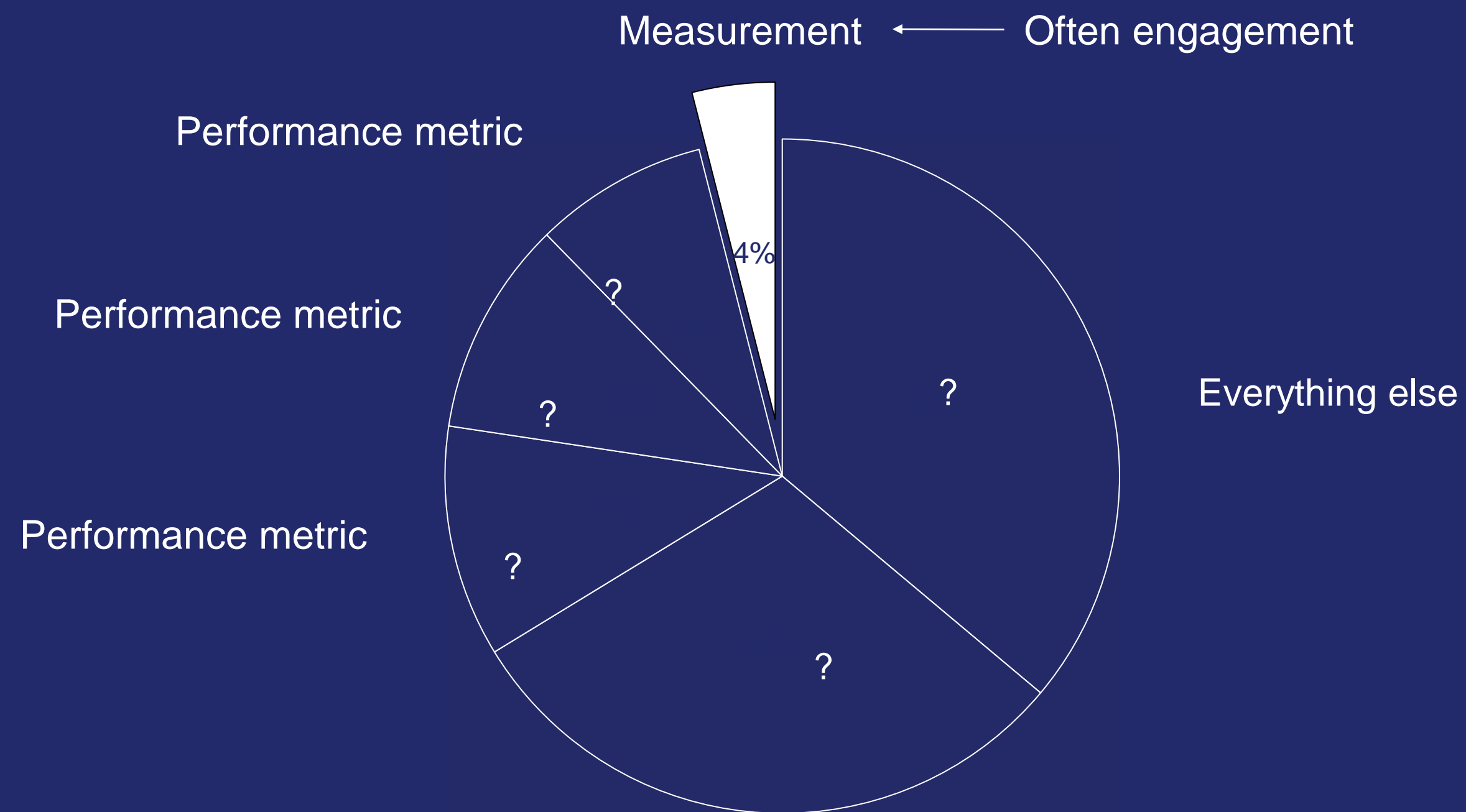
Why is this not being addressed?

3 Key Challenges



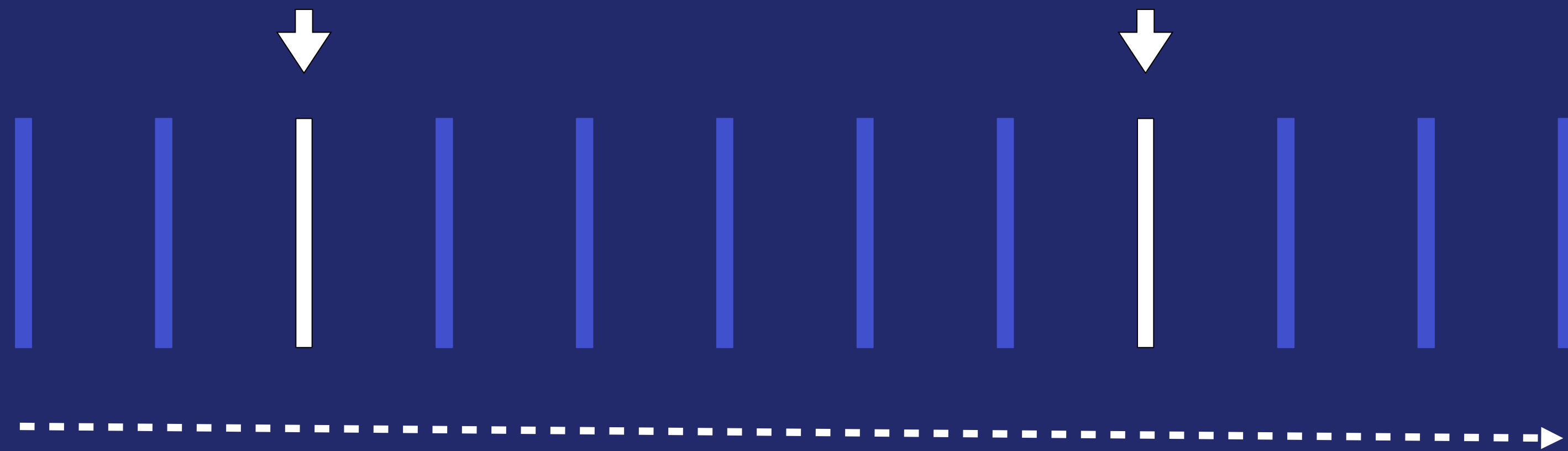
CHALLENGE 1

Measures often miss the full picture.



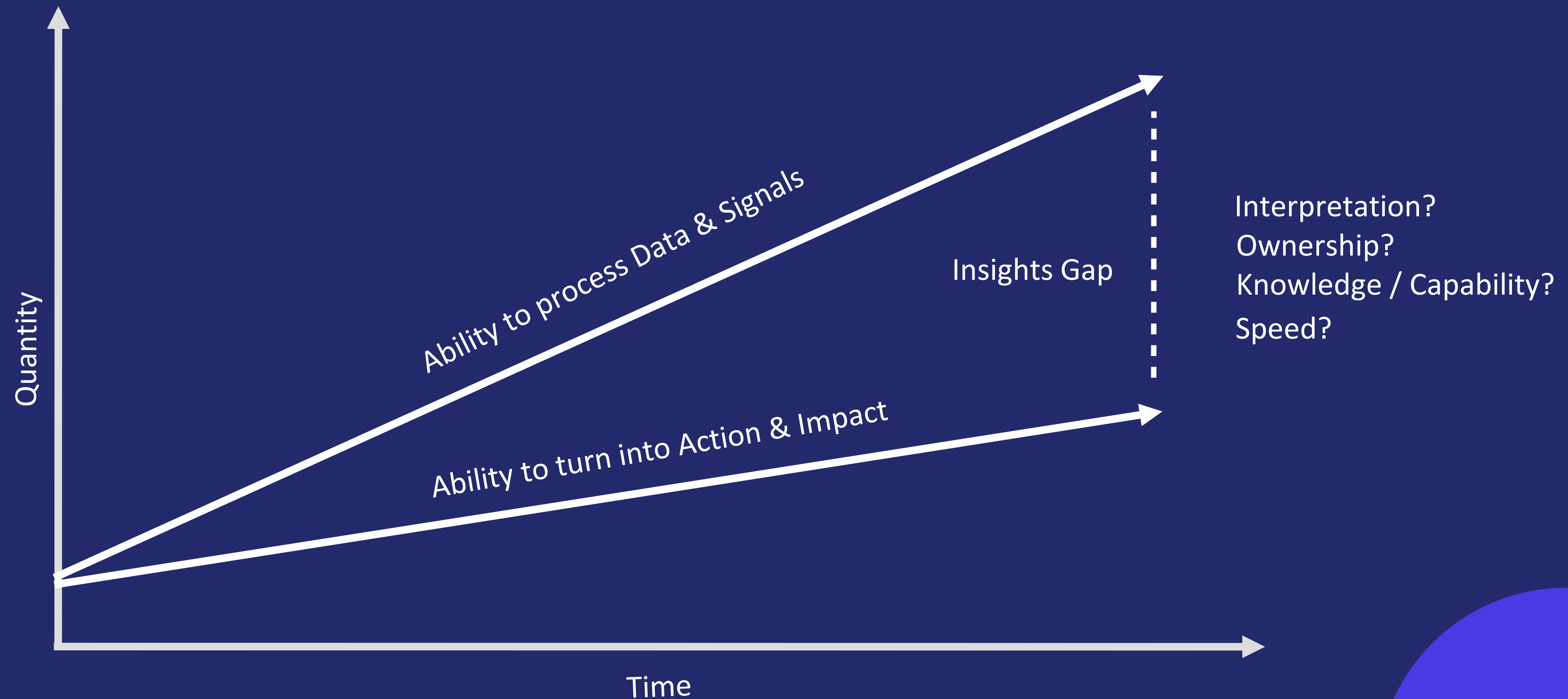
CHALLENGE 2

Measurement is often only a snapshot in time.



CHALLENGE 3

Data & Analysis \neq Insight & Action





RESULT....

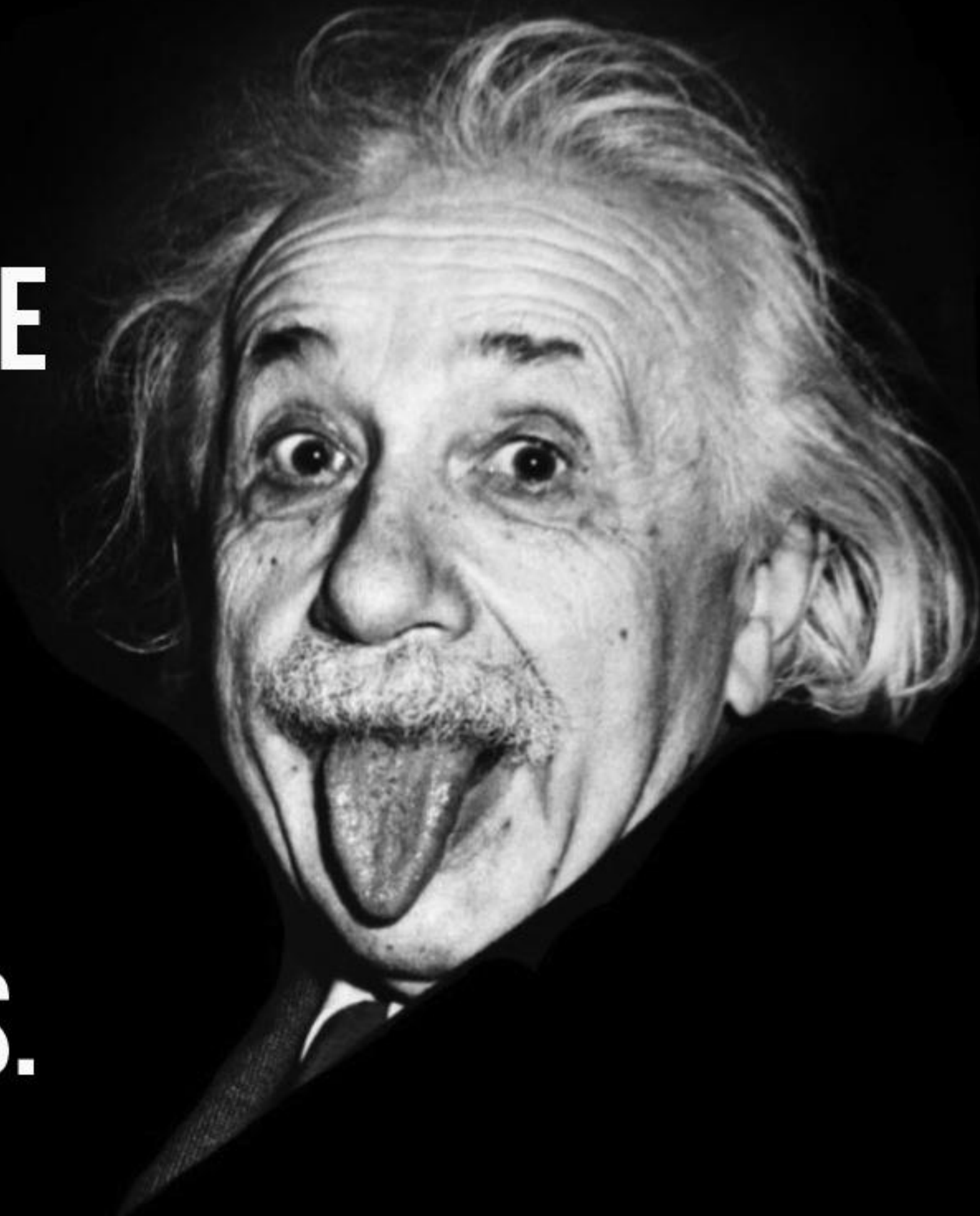
1 in 6

of employees report feeling supported

Wellbeing solutions tend
to miss the point.



**INSANITY: DOING THE
SAME THING OVER
AND OVER AGAIN,
AND EXPECTING
DIFFERENT RESULTS.**



Attrition

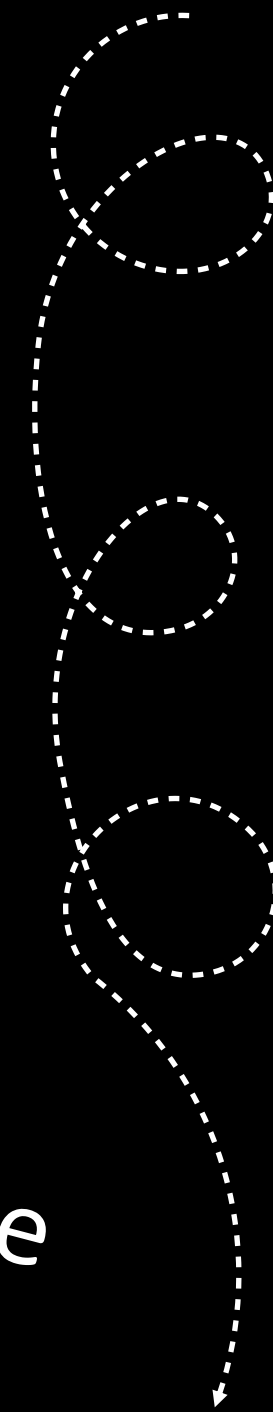
Hire

Absence

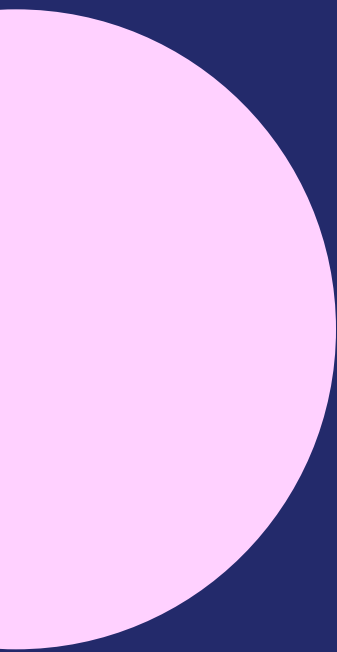
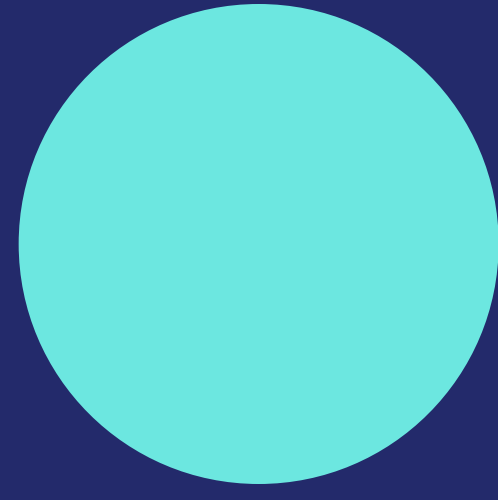
Overtime

Burnout

Attrition



A fundamental shift is needed

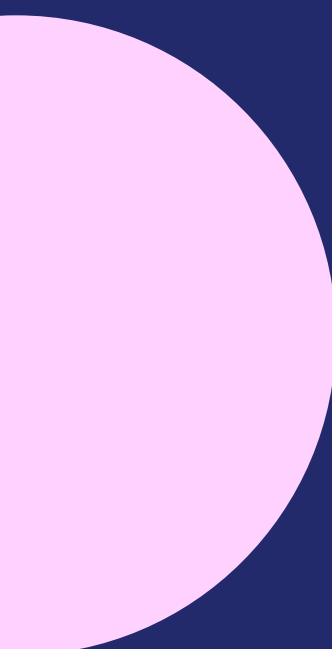


FROM

Action Action Action

Pushing agents to their limits





TO SYSTEMATIC WELLNESS

Insights - Strategy - Action →

Measurable Impact
Greater ROI



People Matter.

1. INSIGHTS - BUILD A FULL PICTURE

Measure
Environment

Demands

Support

Emotions

Cultural
Behaviours

Measure
Wellbeing

2. STRATEGIES - TARGET ACTION WHERE NEEDED



Suffering



Flourishing

Proactive Solutions

Reactive Solutions

3. ACTION - SET IN PLACE A PROCESS & OWNERSHIP

Measurement.

Measure psychosocial risk factors.

Management.

Practical tools for managers & leaders.

Behaviour.

Training & support to enable change.

Be systematic.

Report & process to measure & manage.

Thank you!

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