Voyager Software

Grace Chen

Grace Chen is the newly appointed manager of the Voyager Support team. Her responsibilities include leading the Voyager Customer Support organization who are responsible for implementation and ongoing support of the Voyager Products.

When Ron Lim the CEO appointed Grace he gave her 2 main objectives:

1. Raise the Customer Satisfaction score to 85% based upon the Voyager Customer Satisfaction survey.
2. Solve the employee issues within the Customer Support Organization. Ron told Grace that Customer Support has consistently scored the lowest in the Voyager Employee satisfaction survey and has the highest employee turnover rate in the company 40% which was a big problem both in terms of cost and performance.

Ron told Grace that in his view the employee issues were the most critical to tackle.

Soon afterwards Grace met with Alan Wang the VP of HR. Alan gave her a summary of some the points employees had given him at exit interviews and other occasions:

* Poorly paid vs other similar companies
* Work not valued or appreciated
* Not feel supported by manager of the company
* Not enough resources
* Unsocial hours
* Management not interested in their views
* No promotion opportunities
* Never given the “benefit of the doubt”
* No real development
* No team spirit
* Not a fun place to be – at all

Your Task:

What are the first 3 things Grace should do to change the situation?

You cannot suggest giving everybody a salary increase!