

Verizon Employee Self-Serve Activations

Description of Project

I acquired a Lean Six Sigma Black Belt certification from the University of Charleston in April of 2023. While attending lecture classes for this certification, one of the first requirements was to initiate a project to demonstrate how I could exercise the teaches learned during the course. The project selected and approved was to improve the activation process that internal employees must utilize in order to activate their new device used for business purposes within Verizon's organization. The order and the activating processes internal employees must use are currently operating at a 100% call-in rate. Issues that arose with the old process were that employees must wait to speak to a representative to activate their device during normal business hours, resulting in employees not being able to activate new devices during holidays, weekends, and department closures during meetings. We learned that there is a need to focus on complex adaptive systems to reach sustainability for organizations during times of uncertainty and ambiguity (Boulton et al., 2015).

Analysis of Project

The primary area of focus for this project was to improve the employee experience when calling the internal activations department when activating a new device. The specific categories of focus were to:

1. Decrease hold times by waiting for the next available representative to answer.
2. Reduce failed systematic messages that prevent successful activations.
3. Eliminate the need to have an activation representative manually activate a new device for a caller.

There are many leadership models which emphasize that not everyone is naturally comfortable with or skilled at handling complexity, ambiguity, and change (Boulton et al., 2015, p. 137). I was able to use the characteristics of transactional leadership and charismatic leadership to develop a project plan and new activation process to demonstrate how a self-serve activation process would resolve the identified issues. I created user stories to illustrate the new experience the callers would receive when calling our department. I scheduled calls with the developing team that performed the work within the systems to allow the self-serve options to be performed. I also worked with the testing team to monitor the results of the work performed before it was implemented into production.

Results of Project

I was able to achieve a decrease in manual activations and an increase in employee satisfaction when calling into the activation department.

After the project implementation, the results of the self-serve activation process were:

1. Hold times decrease from 42 seconds to 9 seconds.
2. Employee headcount of workable hours decreased from 20 hours to 15.4 hours.
3. Decrease in call volume.
4. Two failed systematic messages were resolved from future failed activations by the IT department.

Before handing the project off to the supervisors, I worked with the reporting team to schedule monthly reports that calculate the number of times the new process flow was used.

This report identifies issues that occurred in the flow so that they can be researched and resolved to prevent the same future issues from occurring.

References

Boulton, J., Allen, P. and Bowman, C. (2015) Embracing complexity: Strategic perspectives for an age of turbulence. Oxford, England: Oxford University Press.

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Stacey, R. (2012) Tools and techniques of leadership and management: Meeting the challenge of complexity. NY: New York. ISBN: 978-0415531184.