SHARP®

VP of IT Infrastructure, Teri Moraga, was challenged with skyrocketing call volumes, a TAC manager of 20 years who resigned, and a team of exhausted and worried employees. Enter POPin.

Reduce Turnover Risk to get **zero** TURNOVER

INCREASE IN TEAM TRUST

Use Cases

POPin for Improvement

"Please provide Teri with any questions you have regarding the future plans for TAC."

Background

Sharp Healthcare VP of IT Infrastructure, Teri Moraga, is the executive sponsor of an initiative to modernize Sharp's Help Desk - TAC (Technical Assistance Center). A consulting firm had been engaged to assess the current state, call volumes were skyrocketing, then the TAC Manager of 20 years resigned. According to Teri, "the team was worried about what the consultants might recommend, who would replace the outgoing manager, and were exhausted from trying to keep up with the increasing call volume. There was a high probability that significant members of the team would leave in the midst of this changing landscape."

Solution

To address morale and concerns about the changes, **Teri wanted to create an opportunity for the team to ask questions and make comments** they would otherwise feel uncomfortable doing in person. Her goal was to build a relationship and establish trust, explaining "you can't underestimate the power of trust. It is crucial to being able to establish a vision and make change."

Prior to an all TAC team meeting, Teri launched a POPin to ask the team what questions they had about the future of the department so she could give them frank and honest answers in person at the meeting. She **built her agenda based on that POPin**, explaining "First on the agenda was the POPin comment/question that resonated with a majority of the team. With that one question answered, the entire room relaxed and we had a very positive and interactive session."

After the meeting, she followed up with a POPin to assess the team's comfort level with the direction that had been communicated, and probe into what actions could be taken to further improve their trust and comfort level. Teri says, "staff have stopped me in the hallways saying we love that you are so engaged with us," says Teri.

Result

The impact has been immeasurable. According to Teri, "They now feel the direct connection between what they do on a daily basis and how that contributes to what we are trying to achieve in IT and Sharp HealthCare."

But there are measurable impacts, too. Through this engagement, **Teri mitigated the turnover risk she feared would happen as a result of the many changes**. With the exception of the Manager, the TAC turnover rate has been zero. Those pursuing alternative IT teams decided to remain within TAC as they enjoyed actively influencing the future of the department.