

# WINNER

## BEST LEARNING ORGANISATION

# QBE AND BE LEARNING

## CARE PROGRAM



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**C**ustomers Are Really Everything (CARE) is a multi-tiered program that incorporates a combination of face-to-face, ongoing support and collateral (including Coaching practice and customer service workshops). The program was rolled out to 800 staff including Assistant Case Managers, Case Managers, Service Managers and Portfolio Managers.

To achieve growth targets, QBE recognised that the quality of customer interactions on the frontline was pivotal to driving their value proposition. QBE employees deal with customers who are in distress due to injuries and financial hardship. They needed to develop the resilience to cope with difficult customer interactions, think on their feet, manage the situation effectively and shift their mindsets and behaviours to demonstrate empathy and think like a customer. The CARE program is one part of a QBE customer-led transformation journey taking place across the business.

A series of embedding tools and activities supported managers to achieve behavioural change. Participants also learn strategies to cope with difficult customer interactions and develop the resilience required to think on

their feet and shift their mindsets and behaviours to demonstrate empathy and demonstrate a customer centric approach.

Through the CARE Program, staff participated in program activities, role-played, set mastery goals, applied on-the-job tasks, attended leader-led sessions, joined their buddies for guided conversations, used customer cards to share knowledge in teams and were coached by their leaders. Employees were recognised and rewarded for both effort to apply and the deliberate practice of skills.

Ninety-three per cent of participants strongly agreed/agreed that the program provided them with the skills they can use in the workplace.

The CARE Program also launched the QBE Service Framework that was developed to ensure they deliver a consistent experience every time they interact with customers. It focused on three critical elements:

- We are curious to understand our customers and stakeholders by actively gathering information to gain an intimate knowledge of their business, circumstances, expectations and needs;

- We care about supporting successful return to work and respect the needs of all stakeholders through empathy and developing collaborative relationships; and
- We keep our promises, taking ownership to deliver the best possible outcome, while considering how plans and actions will affect all parties.

The CARE Program was specifically designed to link back to the purpose, vision, values and strategy. Measures of success were tracked back to QBE metrics including quality conversations measures and Net Promoter Scores. The CARE Program built the capability, confidence and people skills for staff and leaders alike. The need was recognised to embed and align the new Service Framework and implement this consistently across QBE.