



## **HUMAN VALUES:**

The operating system  
for a high-performing  
contact center

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## ABOUT THIS RESEARCH

In May and June 2021, Genesys partnered with The Valuegraphics Project on a global survey of 16,671 contact center employees in sales, customer care and tech support. This survey focused on their personal values — what they care about most in life. Our goal was to get the contact center employee's perspective of the world, understand what motivates them and develop a set of tools that contact center managers can use to redesign the working environment and deliver lasting positive change.

We parsed the data into two sets — high-performing contact center employees and average performers — based on their responses to two questions. We use this framework to explore what contact center leaders can do to hire staff with the most potential; to develop and onboard them most effectively; and to improve how they engage, develop and manage their team's performance — enabling them to reach their full potential along the entire employee lifecycle.




# INTRODUCTION



Organizations spend substantial amounts of time and attention exploring customers' needs and preferences. But how much time and attention go into understanding the needs and preferences of their employees — the ones who are delivering customer experiences and on whose engagement level could affect the quality of service.

Too often, efforts to gather employee feedback are limited to annual satisfaction surveys. Attrition and poor engagement drive up costs. It's expensive to replace and train staff — and service suffers in the process. The departure of seasoned, high-performing team members also represents a loss of organizational expertise that could have been applied to mentoring, coaching and improving processes.

Customer teams are the face of a brand, whether in customer service, sales or technical support. Understanding the human values of contact center employees allows their managers to empower them to deliver great outcomes. It allows those leaders to empathize; adopt a values-thinking approach to their workflow, processes, employee lifecycle and engagement; and prepare the capabilities of tomorrow. Developing a work environment that aligns with employees' personal values gives them a sense of ownership and a connection to the big picture, leading to greater happiness and well-being.



**HOW MUCH TIME AND  
ATTENTION GO INTO  
UNDERSTANDING EMPLOYEES  
WHO ARE DELIVERING  
CUSTOMER EXPERIENCES?**

## Why values matter

What people value — what they care about at the most intimate level — drives their behaviors, decision-making and emotions. Values exist and thrive at the intersection of sociology, psychology and neuroscience. They are our most basic beliefs that provide the foundations for all our conduct, including how we interact with others.

Valuegraphics, our partner in this research program, has surveyed more than 600,000 people worldwide to identify 56 core human values that lie at the heart of everything we do. Five of these values are “togetherness values” that relate to family, community and relationships. And they’re highly ranked values in almost all populations.

In understanding an audience, three pillars converge:

1

Demographics describe who someone is: their age, gender, level of education, marital or socioeconomic status.

2

Psychographics record what they’ve done: they bought clothing from a particular store or traveled business class.

3

Valuegraphics explain why they do things: the personal values that drive their decision-making.

Demographic and psychographic labels are helpful, especially in marketing. But they do little to help managers understand why people think and act in the ways they do. Cultural differences across geographies play a role in our behaviors and decisions — because of the different levels of importance placed on certain values. But people are up to eight times more likely to agree when profiled using values instead of demographics.

By understanding what high performers value, contact center leaders can adjust their approaches to better attract, hire, motivate, train, retain and elevate those agents. And then they can not only improve worker performance but also improve the overall customer experience (CX).



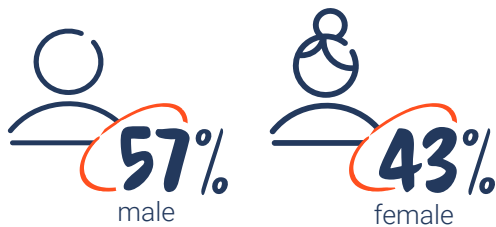
## About the respondents



survey responses from contact center employees, evenly split across sales, customer service and tech support



years' experience working in a contact center

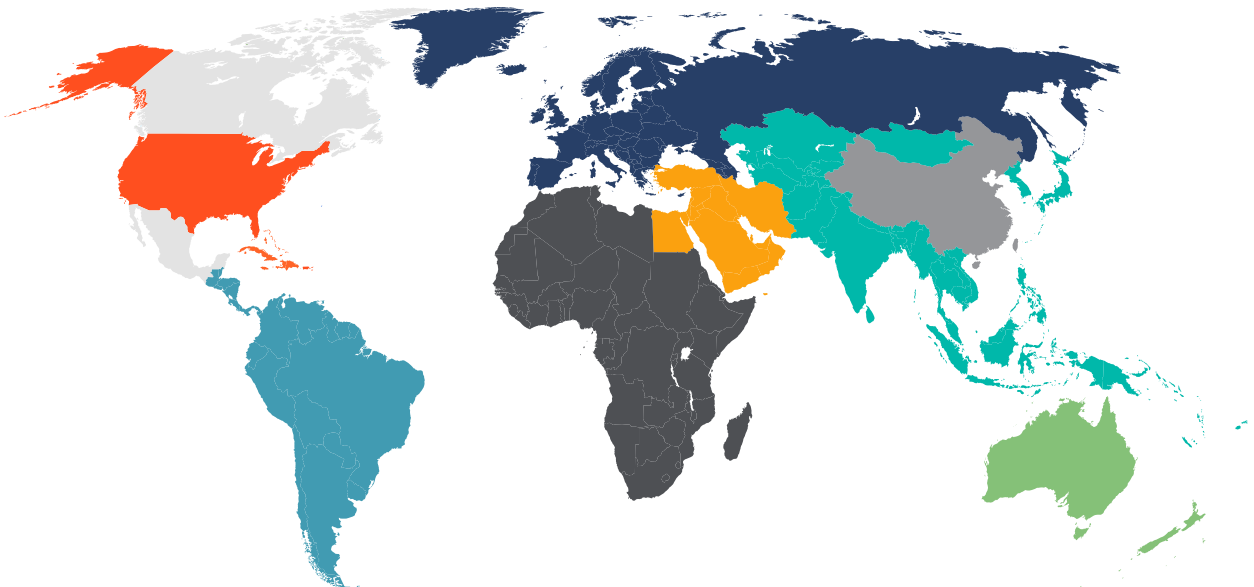


work for a specific organization, 26%  
for an outsourcing company, 34%  
are gig workers



## 9 GLOBAL REGIONS

Africa, China, Europe, Latin America, the Middle East, North America (excluding US), Oceania, Rest of Asia (ex. China) and the United States



# 1. What high performers value





To identify the high-performing agents within the pool of survey respondents, we asked:

- How would you rate your performance in your role as a contact center employee relative to that of your peers? And why?
- How would you rate your level of engagement in your role as a contact center employee relative to that of your peers? And why?

Based on their subjective assessment of their performance and the substance of their qualitative explanation (personal awards, personal performance metrics, mentoring teammates, recently promoted, selected to improve processes, dealing with escalations), we identified the high performers. Overall, out of 16,671 responses, we categorized about 28% (4,668) as high performers.

## How to interpret the values

### Rare values

Values held by contact center employees that are unusual to find in clusters of the general population

- **Cooperation:** Strongest when perceived shared values are evident
- **Friendships:** Close friendships the individuals treasure most
- **Tolerance:** Tolerant of differences more than anything else
- **Trustworthiness:** Being reliable; being seen as someone you can depend on — less about honesty and more about character

### Custom values

- **Ambition:** Linked strongly with feelings of security and stability (e.g., ambition toward employment security)
- **Balance:** Flexibility between responsibilities and what the individual considers leisure time
- **Basic needs:** Focused on the short-term goal of covering day-to-day needs, such as food and bills
- **Financial security:** A long-term goal that can be achieved through this type of work
- **Employment security:** Decisions are made around this; call center work is seen as secure and, thus, they're more dedicated
- **Harmony:** Similar to positive environments; no negative upsets
- **Health and well-being:** A holistic, long-term goal to avoid health issues
- **Loyalty:** Loyalty can be earned, habitual or person-centered
- **Morality:** Doing the right thing, whether anyone is watching or not

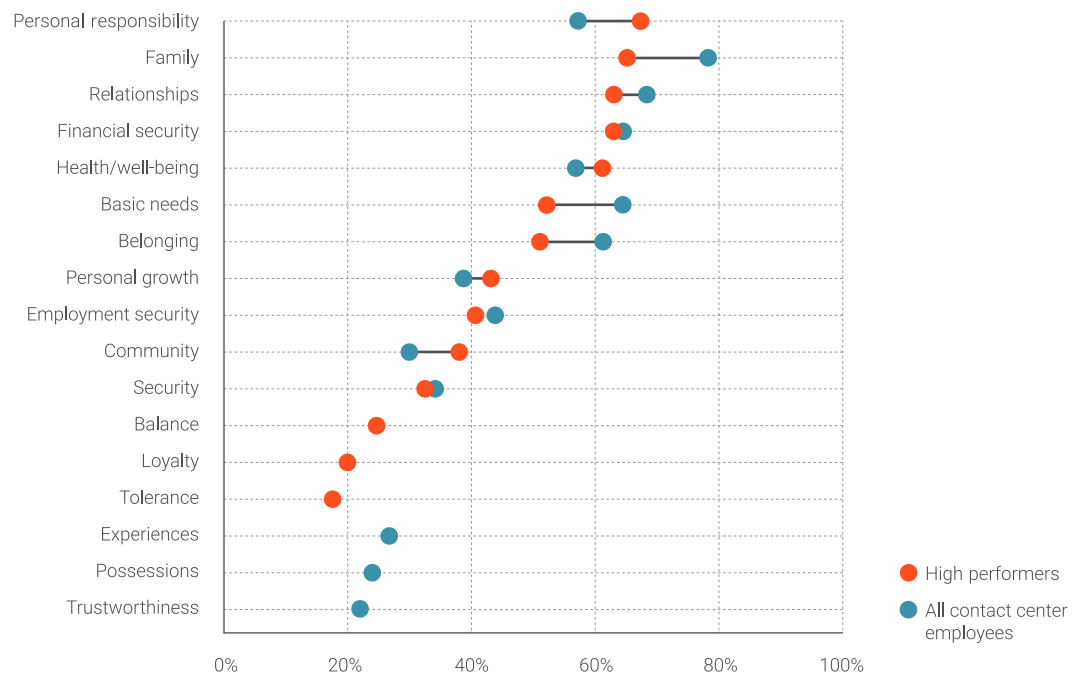
- **Personal growth:** Unless noted elsewhere, the growth relates to something outside of employment
- **Personal growth:** In the Middle East and Africa, employees express this value as desiring growth that benefits the collective unit (family and/or community)
- **Personal responsibility:** The individual's responsibility may vary, but it predominantly relates to "providing for..." and requires work. Contact center work is seen by these employees as stable and supports their need for being responsible
- **Positive environments:** No negative upsets or surprises
- **Security:** They value safety and having a sense of security around their other values
- **Service to others:** Predominantly in China; this can be interpreted as altruism — doing things for others without expectations of reward
- **Social standing:** Predominantly in Europe; receive recognition/extra consideration for a specific goal
- **Relationships:** With a broader group than friendships, these can be in casual settings or at work. These are the most important relationships to respondents
- **Religion or spirituality:** Very open; can range from morning meditation to strict religious practices
- **Respect:** Similar to loyalty, there appear to be different types: earned, habitual, etc.
- **Righteousness:** Where morality involves action (doing the right thing), righteousness is broader. It includes attitude and perspective: good mind, good heart
- **Self-control:** Very open; simply, avoiding what you shouldn't do and/or living a disciplined life
- **Self-expression:** Outward facing. Displaying a part of one's identity to others
- **Tradition:** Likely to be culturally driven and/or driven by a sense of togetherness around something that has always been done

When audiences share several values, those groupings or "segments" can be engaged more effectively. We explore these segments in Chapter 3.

## General values

- **Belonging:** Feeling like you are part of something, with "your people"
- **Community:** Not as intimate as Belonging; could feel like part of a community but not have to like or get along with everyone
- **Creativity:** Usually more of a personal value. Feeling like you are being creative through some activity, whether a hobby or related to employment
- **Dependability:** Relates to responsibilities and that the individual can be relied on
- **Experiences:** People who value experiences will prioritize doing things over having things
- **Family:** The individual's perspective of family

### The top values of high-performing contact center workers (Global)



The leading values of high-performing contact center employees worldwide are personal responsibility, family, relationships, financial security, and health and well-being.

In the general population, it's unusual to see personal responsibility as a leading value. For contact center employees worldwide, this is their strongest motivating value. It means that they like autonomy — achieving tasks, feeling like they have completed something. They feel ownership over their activities. Understanding this personal motivation and work-related drive within contact center employees gives managers many avenues from which to further motivate them and build that sense of achievement. In their personal lives, this value would appear as organizing social events or driving initiatives around charitable causes.

Security is a big theme among contact center employees. Financial security (long term), basic needs (short term), employment security and overall security are all in their top 10 values. These employees generally crave stability and are risk-averse. Personal growth is another important value, allowing employees to learn and develop to bolster

their employment security or financial security. They're always looking for opportunities to better themselves.

There are three values that are unique to high-performing agents globally: balance, loyalty and tolerance. Balance is flexibility with their work and leisure time as well as avoiding extremes. High-performing employees are more likely than average performers to want flexibility over their schedules.

Loyalty can be to a company or person; it can be earned or habitual. Efforts to demonstrate company loyalty to employees or between managers and employees will be appreciated and reciprocated. Loyalty can also appear in adherence to customs or routines. It's important to employees who value loyalty that processes or routines don't keep changing.

Tolerance is another value unique to high performers; having an environment that celebrates each other's differences and diversity will connect with these employees. They will tolerate mental or physical discomfort to a degree, especially in areas of their lives that link to loyalty.



## Sales, customer service and tech support

The respondents were drawn evenly from sales, customer service and tech support staff. Overall, their values are closely clustered, with family, personal responsibility, relationships, health and well-being, and financial security at the top of the list. There are some key differences, however.

High-performing tech support staff are the only group to have social standing, ambition and basic needs as deeply held values. Gaining recognition in and out of the workplace is important to them and they're ambitious to progress.

### The top values of high-performing contact center sales, technical support and customer service staff

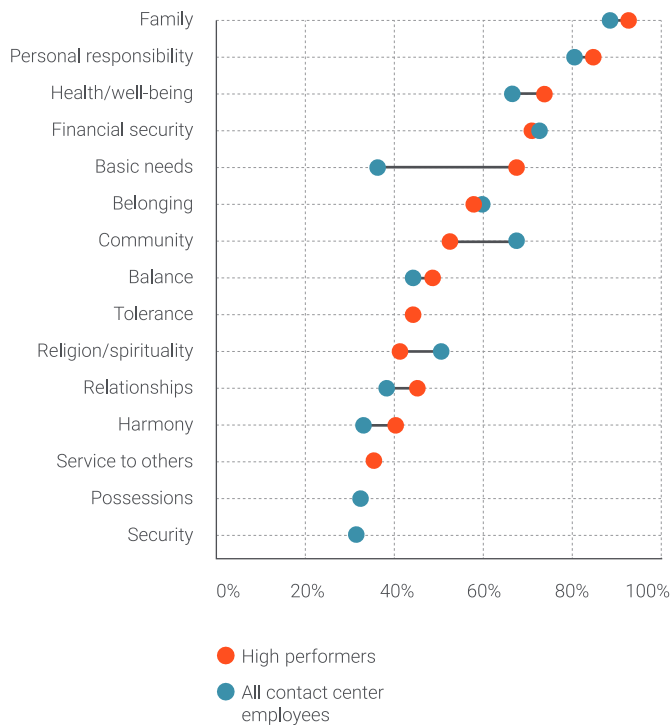


For high-performing sales staff, a positive environment is important. That equates to a place that's supportive and predictable; surprises or disruptions will undermine this group. The financial security, belonging and basic needs values appear more strongly among customer service high performers. They also value dependability, meaning it's important to them that they're treated as reliable.

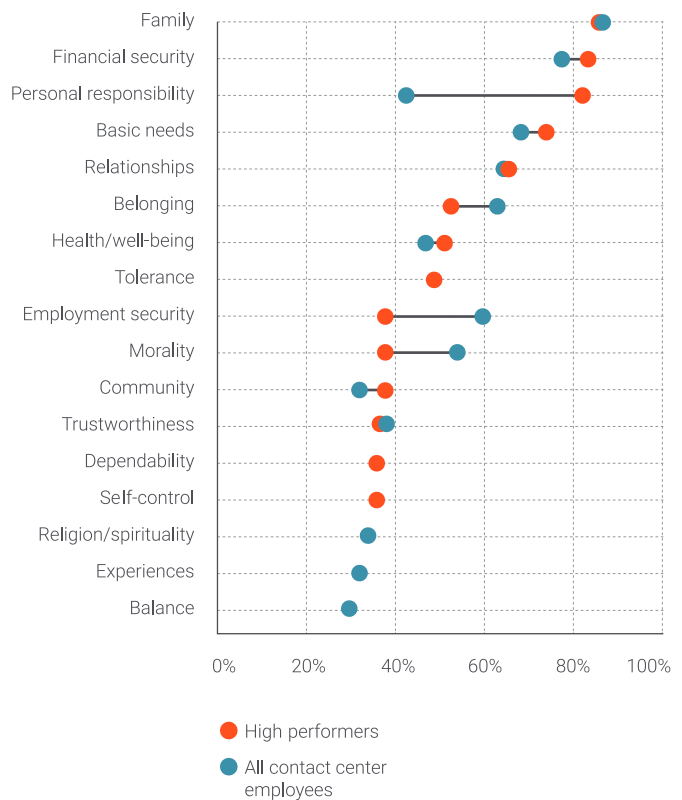
## Regional differences in values

There are key differences across the nine regions included in the survey. In China, family, personal responsibility, health and well-being, and financial security are the top values of contact center agents. Righteousness, tolerance and service to others are values that appear much more prominently among high performers. This means the feeling of “doing the right thing, living correctly,” appreciating a welcoming space for each other’s differences and doing things to help others without expectation of reciprocation. For the “rest of Asia” region there is a large difference between high and average performers for the value of personal responsibility. Tolerance, dependability and self-control are also values unique to the top-performing employees.

### The top values of high-performing contact center employees (China)



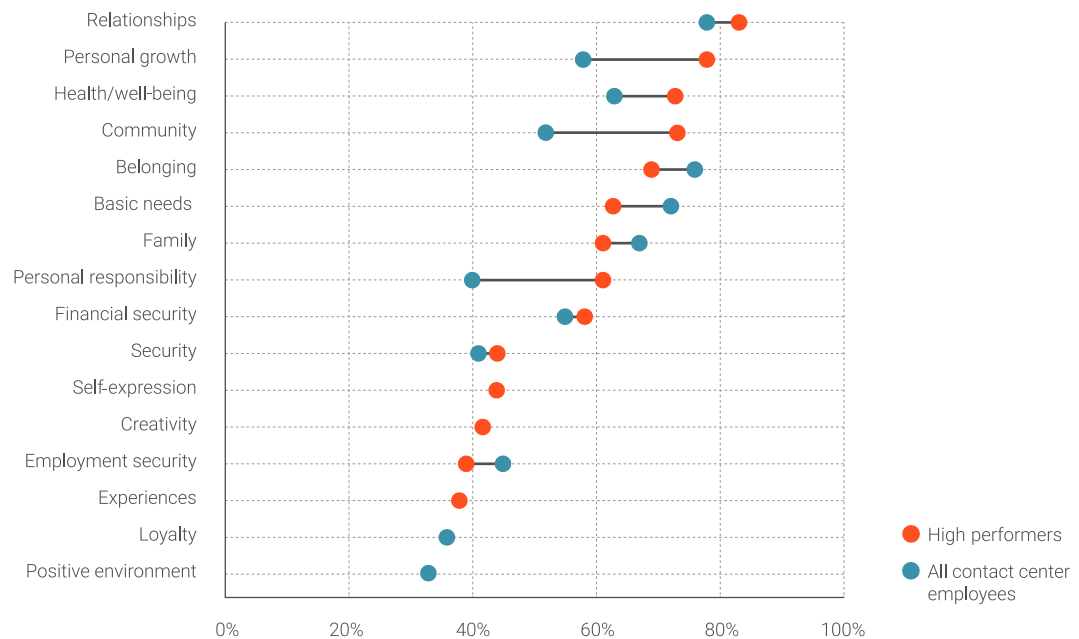
### The top values of high-performing contact center employees (rest of Asia)



The Oceania region, which includes Australia, New Zealand, Melanesia, Micronesia and Polynesia, sees personal growth as relatively more important compared to the other subregions in Asia-Pacific. In this context, it points to growth outside of the workplace.

Other values that are unique to high performers in Oceania include self-expression, creativity and experiences. They want to be able to express themselves authentically in the workplace, participate in brainstorming sessions and develop fun initiatives – and will prioritize their life experiences over possessions.

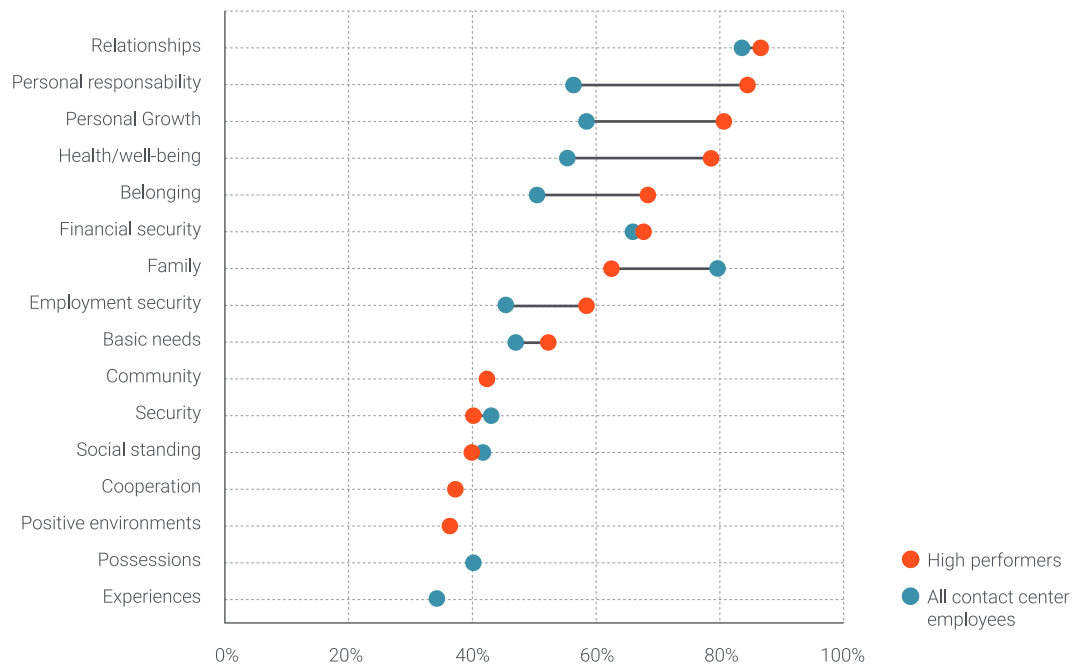
### The top values of high-performing contact center employees (Oceania)





High-performing contact center employees in Europe value relationships, personal responsibility, personal growth, and health and well-being most of all. They also value a sense of belonging with people who share their values. They need autonomy and development opportunities that allow them to grow. Values that are unique to the high performers include community, cooperation and positive environments. They deeply value being part of a team and working together collaboratively; they dislike surprises that might affect their colleagues negatively. Poorly executed organizational change will have a big impact on European high performers. The differences between high and low performers in European contact centers will be easy for managers to spot.

### The top values of high-performing contact center employees (Europe)



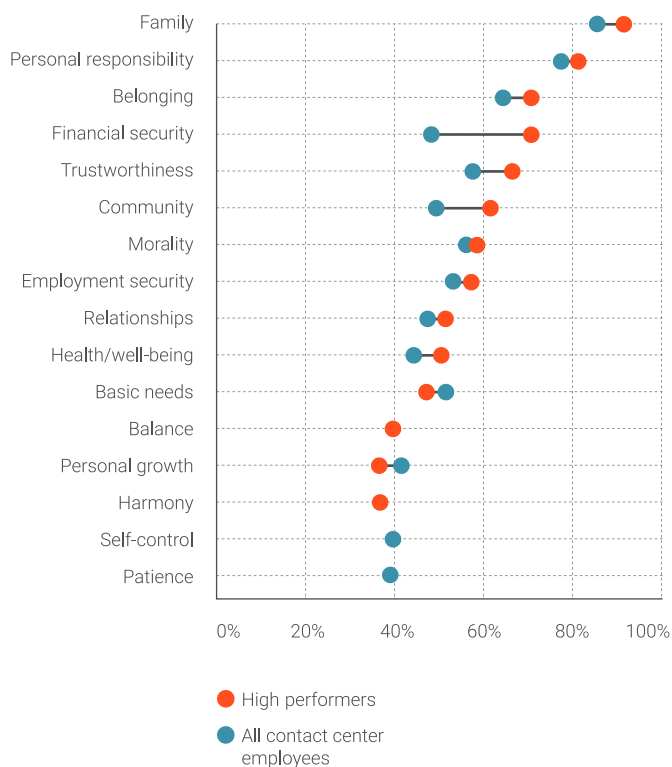
Family, personal responsibility, belonging, financial security and trustworthiness are the most important values for high performers in the Middle East. This means that contact center employees not only value their sense of achievement and ability to get things done, but it's also important to them that they are trusted to do so. Micromanagement in a way that undermines their sense of trustworthiness would go directly against their personal values.

Unique values to this group include balance and harmony. They want flexibility to spend time with family, and value calm working environments that emphasize positivity and planning.

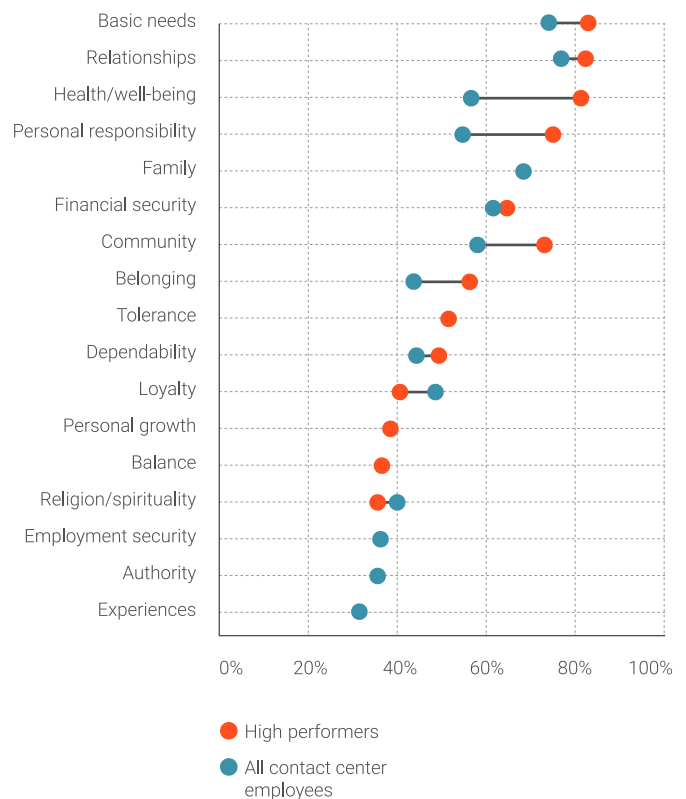
In Africa, the ability to meet basic needs is the leading value for high-performing contact center employees. They seek security but are focused on the short-term. Relationships, health and well-being, personal responsibility and family are also at the top of their list of values.

High performers are unique in valuing tolerance, compared to average performers, so this group most appreciates efforts to promote diversity and embrace differences. Personal growth is also unique to high performers; they'll seek out opportunities to develop their skills and gain greater employment security and financial security.

### The top values of high-performing contact center employees (Middle East)

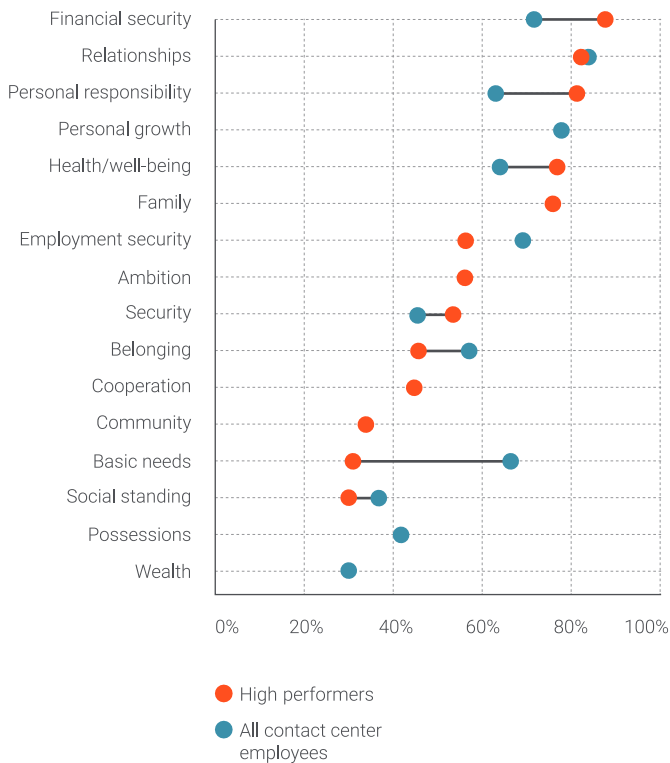


### Top values of high-performing contact center employees (Africa)

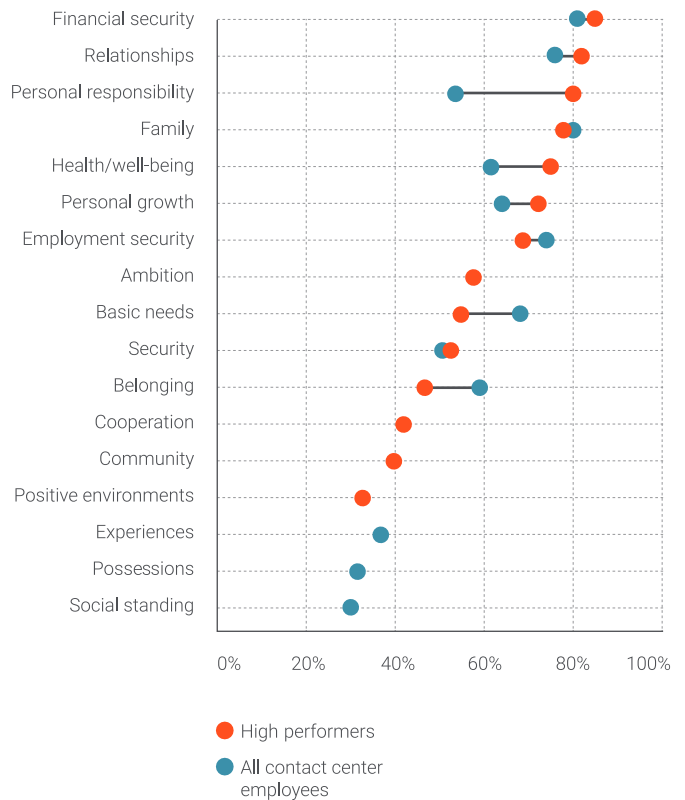


In the US and the North America region (Canada, Mexico and the Caribbean), financial security, relationships and personal responsibility are the top values of high performers. In both regions, personal responsibility is much more likely to motivate high performers than average performers. The highest performers want to take on responsibility and will thrive when allowed to do so.

### Top values of high-performing contact center employees (United States)



### Top values of high-performing contact center employees (North America, ex. US)

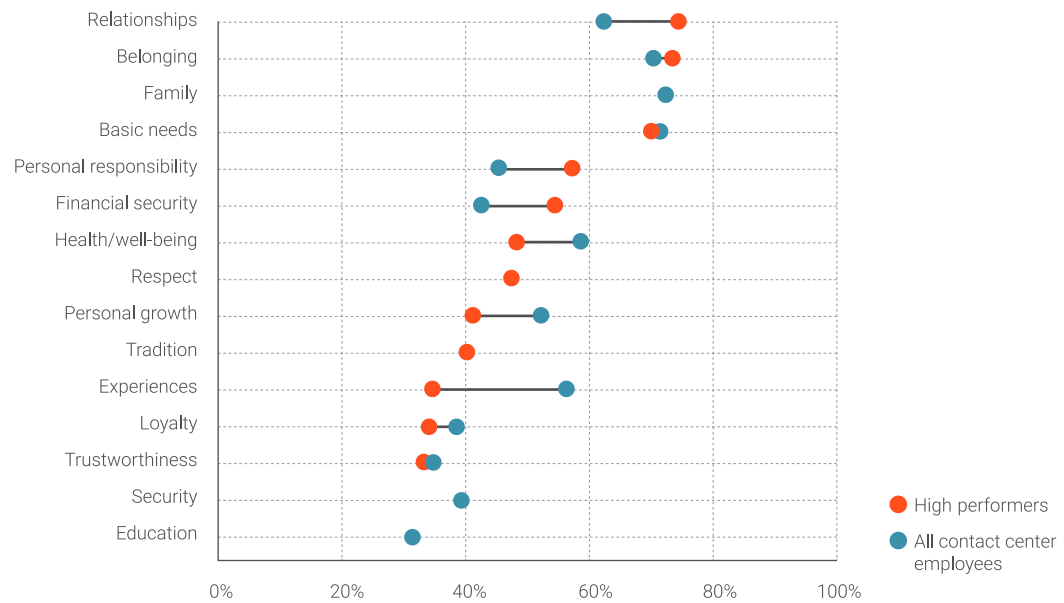




Contact center employees in Latin America value relationships, belonging and family most of all, regardless of whether those employees are high-performing or not. They are universal. Personal responsibility, financial security and respect stand out for the high performers.

For contact center leaders, finding ways to create that sense of belonging, nurture relationships and involve employees' families in traditions will create a culture of engagement and high performance.

### Top values of high-performing contact center employees (Latin America)



## **TAKE ACTION**

Think through the different stages of the employee lifecycle in your contact center. Consider how your value proposition aligns with the values of your high performers by asking:

- Where are we successfully aligned around our high performers' values?
- Where do our structures, processes and management styles run counter to their values?
- How can we drive closer alignment around values to improve performance and engagement?





2.

Highs and  
lows of contact  
center life



## When **CONSUMERS**

were asked to rank important aspects of customers service, empathy trumps speed

**1<sup>ST</sup>**

Service from an agent who makes it clear they understand my situation even if it takes longer to solve the issue

**2<sup>ND</sup>**

Fast, efficient resolution—it does not matter to me whether it's from a bot or a human as long as it is quick

**3<sup>RD</sup>**

Personalized service that feels unique to my needs

Less than **10%** worldwide said their greatest strengths are quality, empathy and listening.

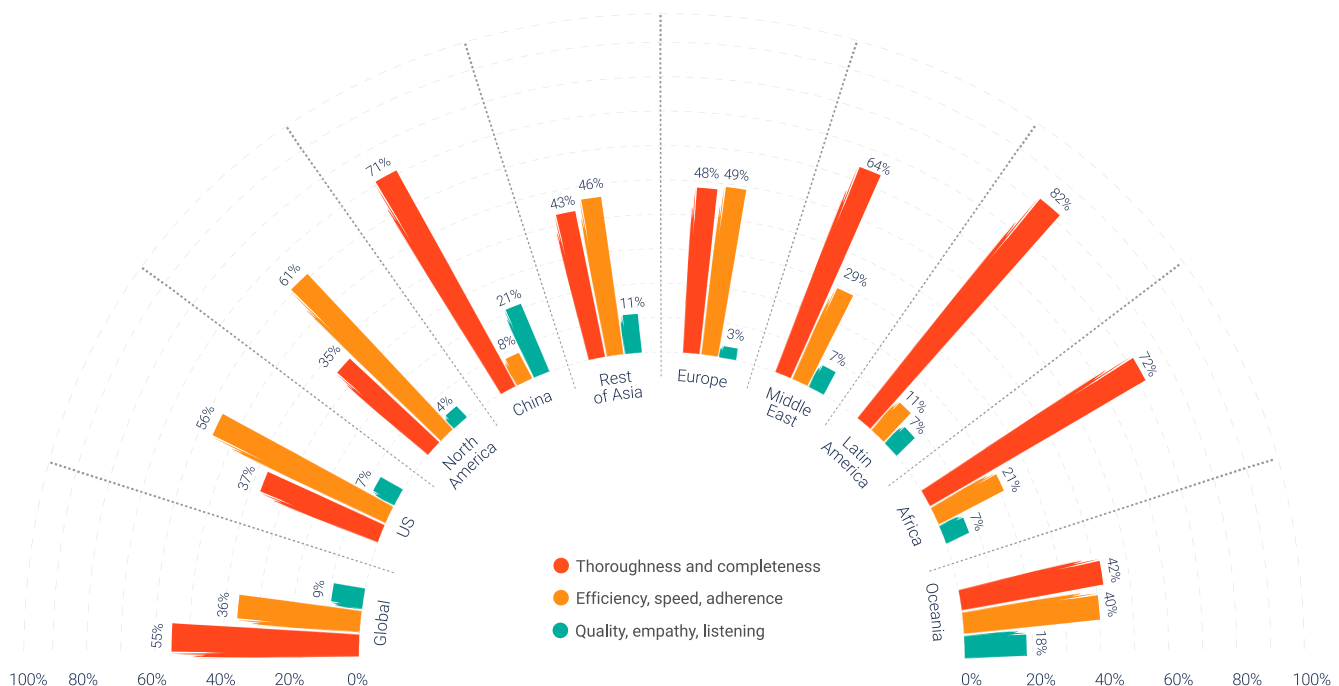
We asked contact center workers which aspect of the job they excel in — where do their strengths lie? Some 55% of high performers said thoroughness and completeness are their greatest strengths. A third reported it's efficiency, speed and adherence.

For organizations focused on building an empathetic customer experience, this shows there's much work to do in developing capabilities that allow employees to truly listen to their customers. The Genesys research report "**The connected customer experience**" found that service from an employee who makes it clear they understand your issue, even if it takes longer to resolve, was more important to consumers worldwide than speed or a personalized experience.

This shows there's a big gap around empathy in many contact centers today. Employees are most likely measured and incentivized on efficiency and speed to resolution, but they're missing out on the listening and understanding phase that really matters to consumers. In China and Oceania, close to 20% of high-performing contact center agents' greatest strengths are quality, empathy and listening. In North America and Europe, it's less than 5%; speed and efficiency are in the lead.

To encourage more empathy, contact center leaders should connect any initiative with employees' values. For example, you should link an initiative to personal responsibility or growth.

## What is your greatest strength as a contact center employee?



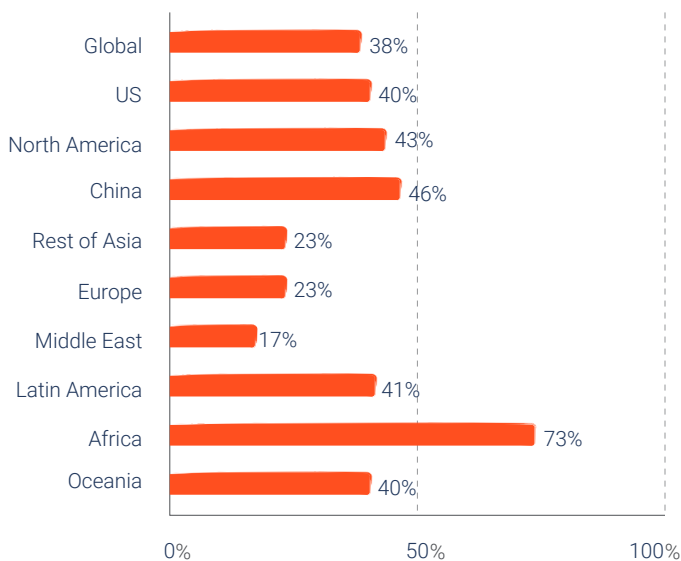
## Satisfaction at work

The survey explored what high-performing contact center employees enjoy most about their jobs. Respondents were able to select two options out of a list of nine overall criteria related to opportunities they might have at work.

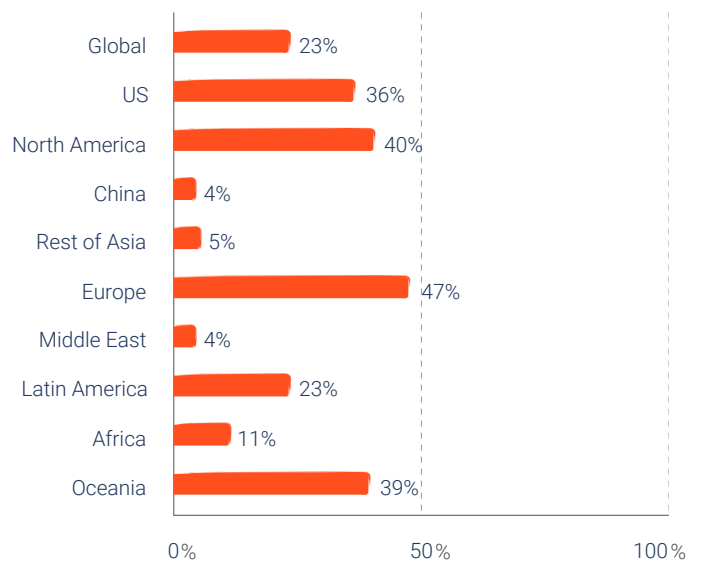
The greatest driver of enjoyment at work globally is learning new skills. In Africa, three out of four respondents selected learning new skills. In the US, North America (ex. US), China, Latin America and Oceania, 40% or more of the respondents selected learning new skills as a highlight of their jobs. As younger employees enter the workforce, this trend could become even more pronounced. The LinkedIn 2021 Workplace Learning Report found that 76% of Generation Z employees (defined as ages 18–24) consider learning to be the key to a successful career.

Learning new technologies is most enjoyable for contact center employees in Europe, North America (ex. US) and Oceania. Employees in these regions are most open to adopting new tools and technologies that may assist them with their work. Being selected to join pilot teams to test new ideas and innovations might also motivate them.

**Learning new skills**



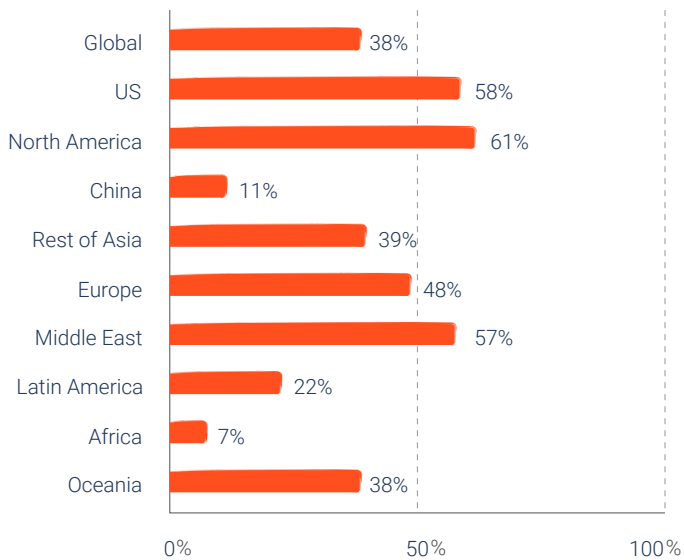
**Learning new technologies**



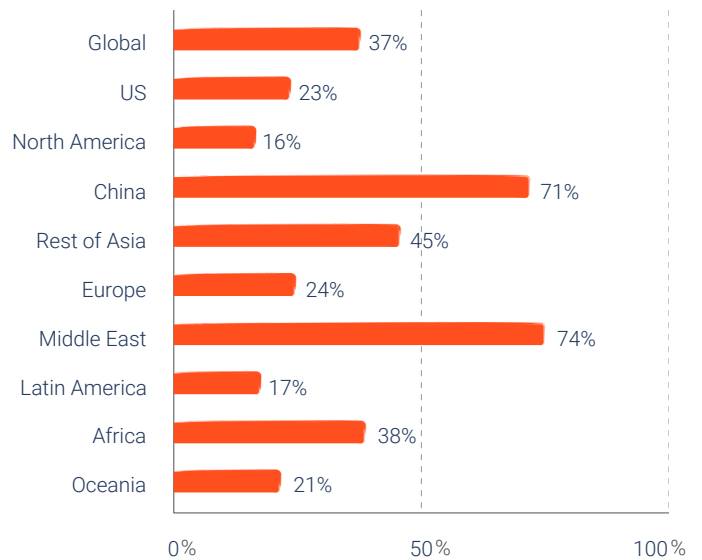


In the US, North America (ex. US), Europe and the Middle East, gaining recognition for their achievements is something that a high proportion of the survey respondents find enjoyable about their jobs. Contact center leaders must find opportunities for employees to set themselves apart and earn recognition, through internal and external awards programs or gamification in their daily work that allows them to recognize others, as well as earn recognition for their own achievements. Financial bonuses are most motivating to contact center employees in the Middle East, China and Rest of Asia.

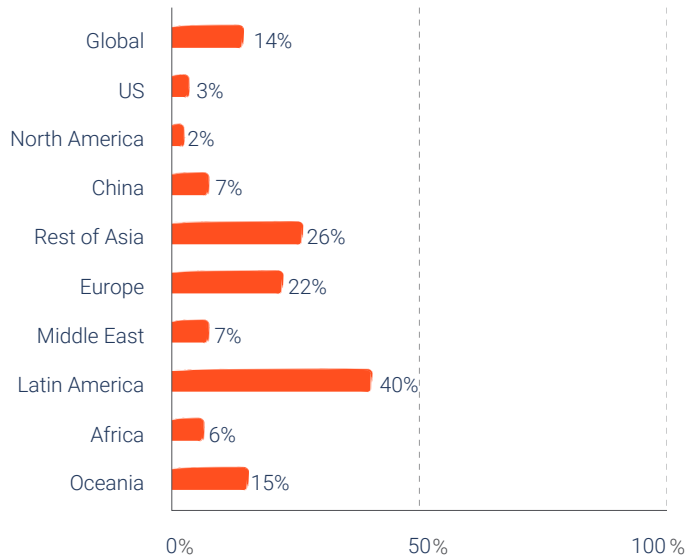
**Gaining recognition from winning awards**



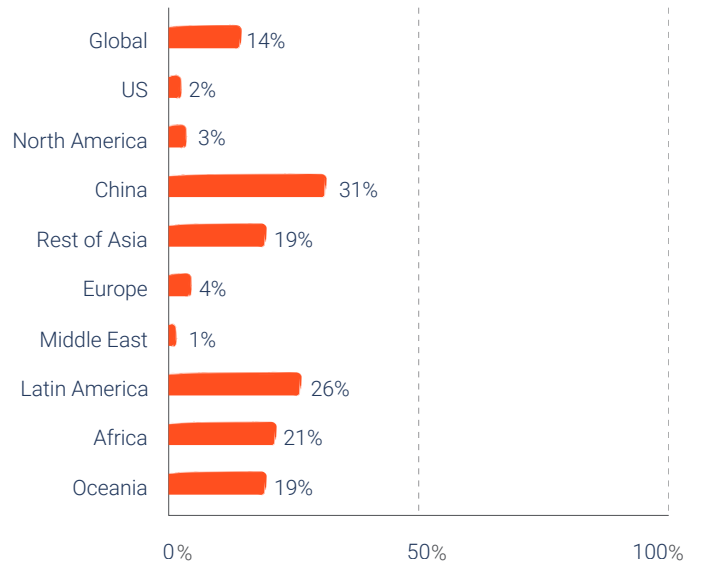
**Opportunities for bonus compensation**



### Opportunities for more responsibility



### Mentoring colleagues



Personal responsibility — getting things done, having a sense of completion and achievement — is a leading value for high-performing contact center employees worldwide. And for contact center employees in Latin America, taking on new responsibilities is something they especially enjoy about their work. In other regions, there are aspects of the job they enjoy more.

When it comes to mentoring colleagues, contact center employees in China and Latin America enjoy these opportunities more than those in other regions.

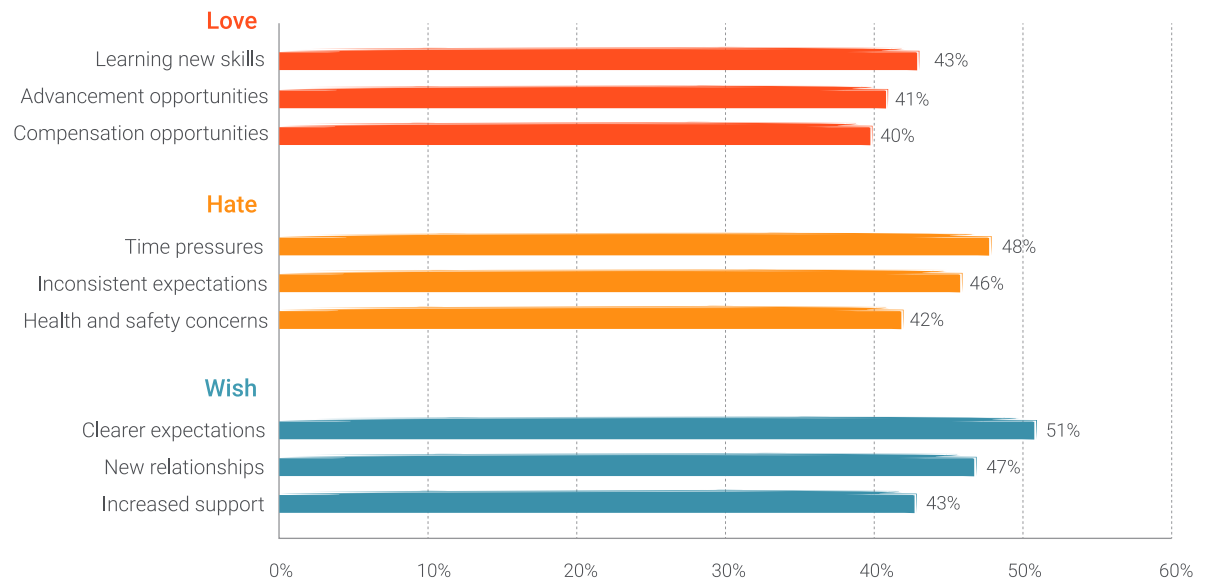
As contact center leaders carefully craft value propositions that will attract and retain the best employees in the market, these insights can guide what they should emphasize in each region.

## Love, hate, wish

Asking contact center employees what they love about their jobs, hate about them or wish were different reveals several insights. Advancement opportunities and security are factors that contact center employees say they love about their jobs. This relates to their values around financial security, employment security and basic needs.

Similar to what they enjoy about their jobs, the theme of learning appears in both the “love” and “wish” categories. Contact center employees enjoy learning; it’s part of their job that they love, and they wish they had more of it.

### What do you love, hate, wish about working in a contact center? (Global)



Greater compensation and new relationships are also on the wish list for contact center employees. Compensation ties to the important values of basic needs and financial security.

While making substantial changes to remuneration might not be practical for contact center leaders with limited budgets, they need to be clear and consistent about what employees can do to advance through the pay bands.

Inconsistent compensation, varying expectations and poor training are issues that call center employees say they dislike most about their roles. Inconsistency, whether in expectations or compensation, can also be perceived as an environment where the rules don’t count as much as they should. This conflicts with their values around security and can lead to distrust.

Contact center leaders should explore where expectations or employee metrics might be inconsistent. For example, if the most important metrics are FCR and schedule adherence, employees could be unclear about where to focus.

## **TAKE ACTION**

Perform a love, hate, wish survey with your team by asking:

- What do you love about your job?
- What do you hate about it?
- What do you wish could be different?

Use these insights to provide more of the things that employees love, minimize the impact of the things they hate and brainstorm how to fulfill their wishes.





3.

## Value clusters and archetypes





High-performing contact center employees in each of the regions have an overall values profile, as explored in Chapter 1. For example, in Latin America, employees value relationships, belonging, basic needs and personal responsibility most of all. But within each region there are employees whose values cluster, presenting certain shared characteristics. These segments, or archetypes, provide deeper and more actionable insights into their motivations.

Valuegraphics analysis from over 600,000 values surveys reveals that there are 15 macro-behavioral archetypes worldwide (see next page). In addition, there are values-based drivers that shape the expression of these archetypes. The drivers are:

### **LIFE-DRIVEN:**

Contact center employees who are driven to improve some aspect of their life

### **RELATIONSHIP-DRIVEN:**

Contact center employees who are driven to benefit the collective. They want everyone they care about to be successful.

### **STOICS:**

Contact center employees whose lives are driven by stoicism, getting on with things out of habit

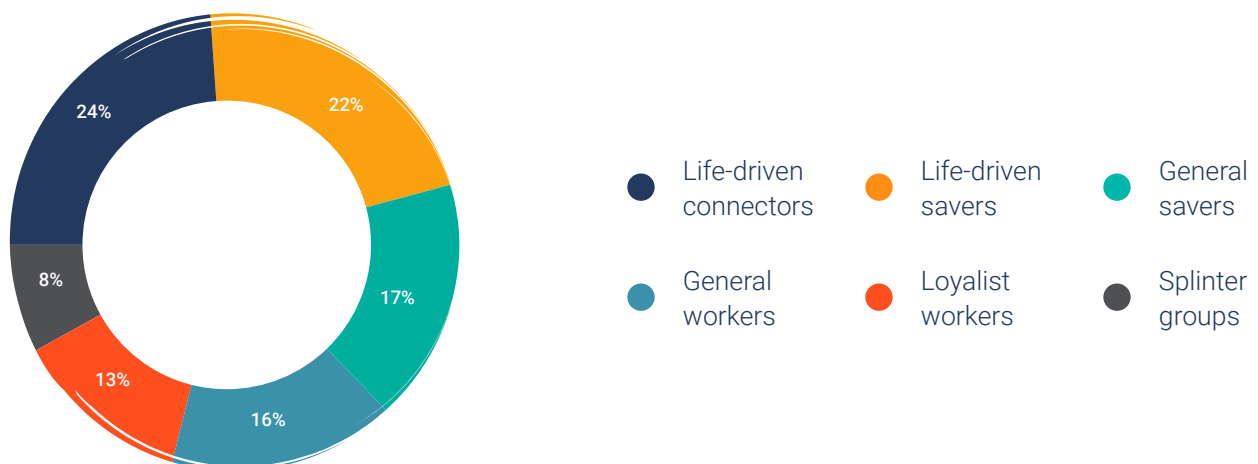
### **STRIVERS:**

Contact center employees whose lives are driven by trying to overcome a state or condition (e.g., debt)

## The archetypes

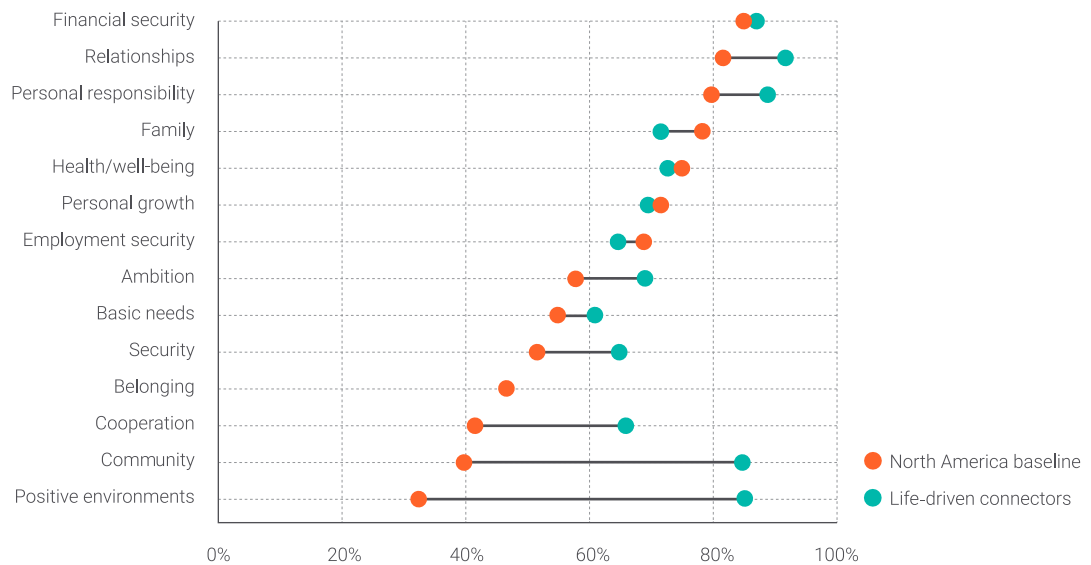
- **Adventurers:** Motivated by experiences, which can occasionally overlap with something that could be a possession (e.g., buying a home).
- **Anti-materialists:** In various ways and to varying degrees, members of this archetype reject material possessions.
- **Connectors:** This archetype is formed around technology: They view technology as a tool for belonging. The technology itself is a means to an end.
- **Creatives:** Consider creativity and imagination to be at least somewhat important in their lives and spend a minimum of five hours or more per week being creative.
- **Environmentalists:** Concerned for the environment and motivated to improve it.
- **Frugals:** Motivated by getting a perceived deal, they try to spend as little as possible and prioritize financial security for their family.
- **Harmonious:** This group seeks harmony because of the benefit it has for their family and within their family.
- **Loyalists:** They live their life on the principles of loyalty that has been somehow earned or achieved. Once Loyalists are engaged, they'll forgive minor transgressions.
- **Overspents:** Living in debt with repayments at least double their income. There are people in all economic strata represented here.
- **Morals:** Interpreted as honesty, integrity, goodness and, perhaps most importantly, an ability to justify one's actions as being good.
- **Savers:** Focused on making money and keeping track of it. This segment likes to make financial progress and avoid taking on debt.
- **Seekers:** They do not feel settled; in fact, they're unsettled. They all intend to move to a new home within the next two years, and some actually will.
- **Spirituals:** They're religious or spiritual as characterized by daily rituals.
- **Steadies:** Conservative in all things, avoiding risk or change. They live a traditional family life and believe in good morals.
- **Workers:** Motivated and driven by the desire to work and perform, potentially up to 80 hours per week. The motivating factor might be career ambitions, family or even a life-related goal such as earning a degree.

### Values segments of high-performing contact center employees (United States)



How these archetypes and behavior drivers intersect enables contact center leaders to make specific decisions around groups of employees. Each region breaks down into these types of segments. In the US, high-performing contact center employees split into five segments: life-driven connectors, life-driven savers, general savers, general workers and loyalist workers. Each will have a slightly different clustering of values.

### Values profile of life-driven connectors vs. North America baseline



To explore how the segments provide insights, we can examine life-driven connectors in North America. They trend toward males over 35 years old and are likely to have some education-related debt, and they're big fans of new technology. Their greatest strengths are efficiency, speed and adherence, and they enjoy learning new technologies and gaining recognition. Their values are financial security – long-term financial stability – relationships and personal responsibility. Other values that stand out for this segment are community and positive environments, which point to a collaborative and stable workplace.

When designing workplace policies or initiatives, or when creating an employee value proposition that will appeal to the life-driven connectors, CX leaders must make the connection with their values and ask, "How does this apply to their value of relationships, or how can we connect with their value of positive environments?"

## TAKE ACTION

Explore the **"Values Playbook"** to learn about the segments that apply in your region. The next section on values thinking will provide a framework for ideation and problem-solving using the values and segments as a guide.





4

## The values-thinking framework



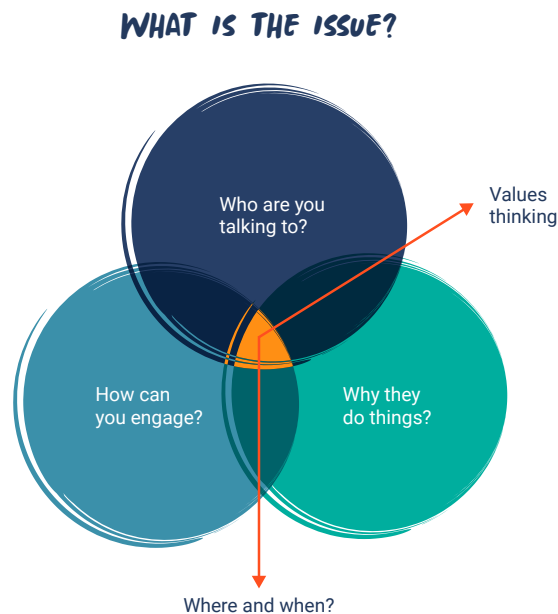
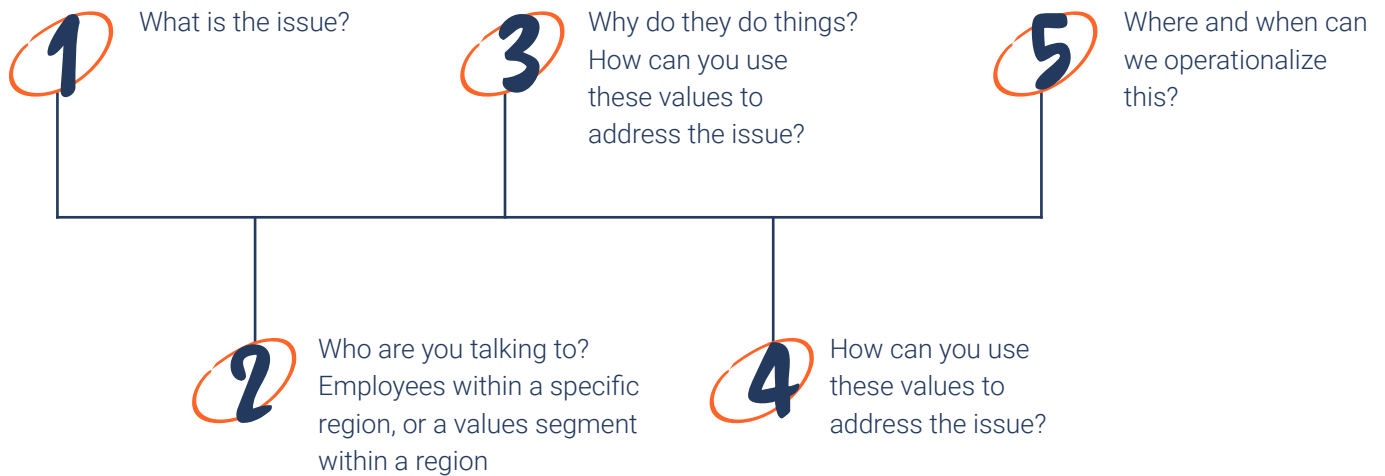


This chapter focuses on turning insights into actions — and empowering CX leaders to put values at the heart of all decision-making in the contact center.

Values thinking is a framework that allows CX leaders to think creatively about issues along the employee lifecycle

and devise solutions that are aligned to people's values. In the contact center, values thinking puts values at the center of any decision-making process that relates to employees.

Values thinking follows a five-step process:



## Scenario 1: Engaging high performers



### What is the issue?

We want to launch new initiatives that will further engage our high-performing employees.

### Who are we talking to?

Life-driven savers in North America (ex. US)

### Why do they do things?

Life-driven savers are motivated by excelling in life. They're borderline "workaholics" who like to save money. They like learning new skills and technologies and believe that "working hard now leads to a better future for us all." They strongly value relationships, family, health and well-being, personal growth, personal responsibility, basic needs, belonging, cooperation, social standing and balance.

### How can we engage?

Since they like learning new skills and new technologies, we could consider starting a pilot program to give life-driven savers additional certification through internal and external courses on emerging technologies that can add value in the contact center. Finding opportunities for them to work with colleagues from new departments would build their relationships and contribute toward their personal growth. Celebrating the completion of their program with an event that family members attend would also align with their values and increase their sense of social standing.

For daily motivation, consider gamification. It would relate to their sense of personal responsibility and need for achievement. Giving and receiving "badges" builds a sense of community and belonging with colleagues.

You should also explore how to connect with their values around health and well-being, since their relentless work ethic leaves little time for sports or relaxation.

Whatever you plan, position it directly in the language of their values so it engages with them at the level that motivates them most completely.

## Scenario 2: Recruiting talent



### What is the issue?

We want to create a more dynamic value proposition to attract talent.

### Who are we talking to?

Pit-stop adventurers in Oceania

### Why do they do things?

Experiences, belonging, personal growth, creativity and basic needs are the leading values of pit-stop adventurers in Oceania. They're not especially loyal to their employers and say "in this industry, I can easily find a job whenever I need one." They're likely well-educated, hard-working and focused on saving when on a break between adventures. They value experiences and sharing experiences with others. They have close bonds in smaller groups, and act in altruistic ways when traveling.

### How can we attract this talent?

To attract pit-stop adventurers, support their values around experiences and nurture their desire for personal growth. This means focusing on building loyalty for the long term. Some ideas to excite this segment include:

- Develop a loyalty program/discounts with travel or hospitality companies or education providers. Adding gamification to their daily work would allow them to win or give points.
- Reward high performance with experiences (e.g., working in another office of your choice for two weeks with travel, accommodation and expenses paid). Afterward, they could run a brainstorming session about best practices they've observed.
- Source exclusive opportunities for travel and/or volunteering.
- Build a community of pit-stop adventurers; encourage them to send postcards and pin them to the staff noticeboard; support causes they learn about outside of work.
- Have coffee and bagels or a fun event whenever anyone rejoins the team; encourage them to share their experiences.

## Conclusion

This research has explored how personal values — what people care about most and best predicts their future behavior — can guide decision-making along the employee lifecycle for contact center staff. Through a survey of 16,671 contact center employees worldwide, we have taken a step closer to empathizing with them and developing a framework for crafting employee value propositions that engage them at their most fundamental level. And engagement matters because employees are the voice and face of a brand.

As humans we want to devote our time and creative energy to people and organizations that reflect our values, where our work has meaning and supports us in achieving our goals. And we want to be recognized for our contribution.

Connecting with employees on that emotional level requires business leaders to continually improve the values alignment of their processes and culture; doing more of the things that they love, less of what they hate and considering how to fulfill their wish list. This will build greater empathy, loyalty and trust, and empower staff to deliver great experiences to customers.

### Apply values thinking in your contact center



Explore the “**Values Playbook**” to learn about high-performing contact center employees in your region



Use a simple “love, hate, wish” survey to better understand your team



Hold a **values-thinking workshop** with your contact center leadership



Learn more about **workforce engagement management**

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