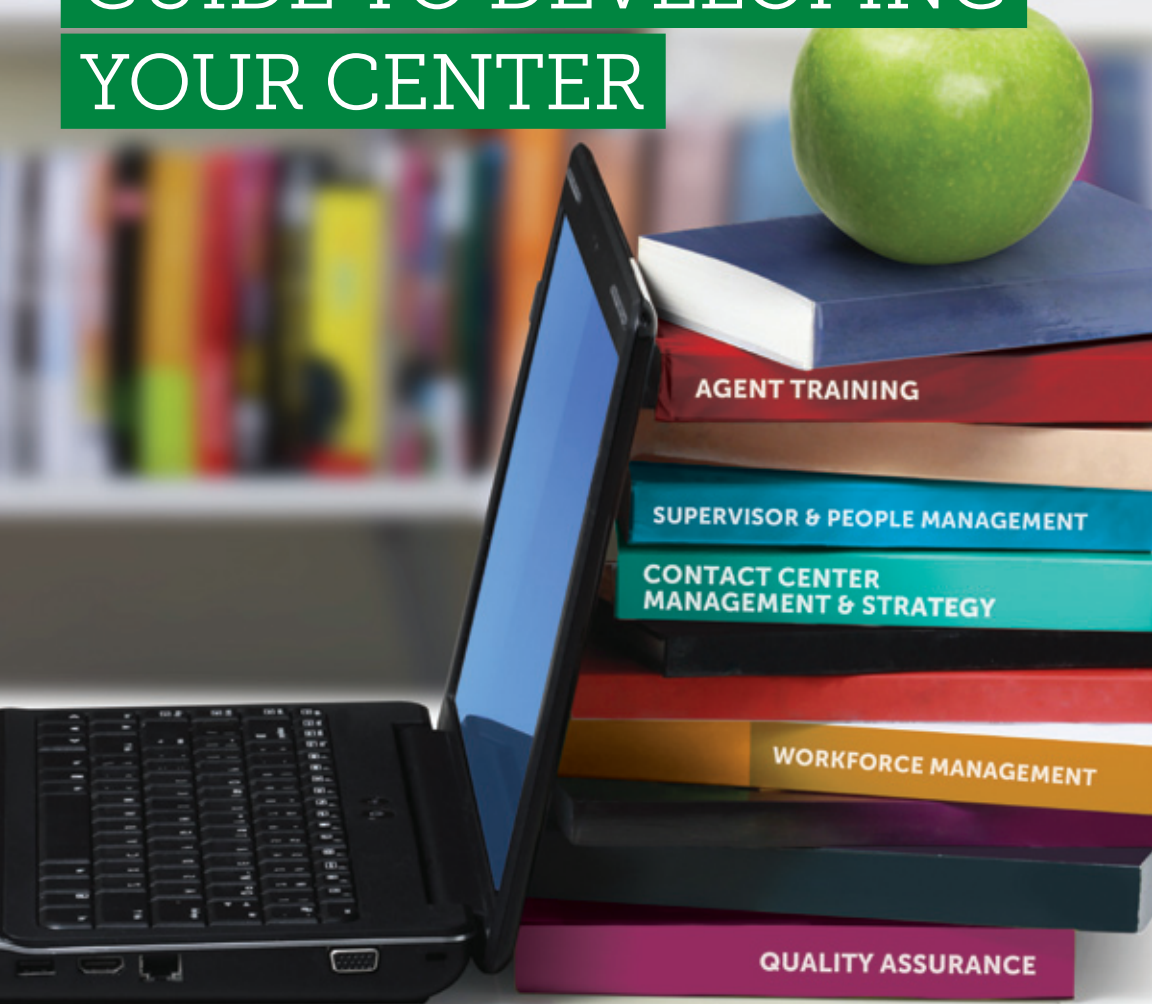


THE **2013** ICMI GUIDE TO DEVELOPING YOUR CENTER



Special Offer:

Save 10% on any 2013 Virtual Classroom or Virtual OnDemand Course when you register with promo code **GUIDE13**.



As ICMI's new Training and Development Manager, I'd like to take this opportunity to introduce myself. I am Justin Robbins, and I joined the ICMI team in late 2012 after spending the last 10 years in contact center management. I am so excited to combine my passions for customer service and training in this new position, and use my real world experience as a contact center professional to help ICMI further their mission – helping companies worldwide achieve customer service excellence.

Because of the comprehensive nature of this mission, the offerings outlined in this guide may seem overwhelming. If you're not sure where to start, we're happy to help! We regularly work with clients to create training "roadmaps" – based on their specific challenges and objectives – that will be most impactful to achieving their goals. I encourage you to reach out and let us work with you to develop a training program that drives results for you and your team.

Thank you for considering ICMI as the resource to help you achieve your contact center goals in 2013 and the years to come. Whether we have partnered with you in the past, or you're discovering us for the first time, it is my personal belief that our comprehensive training programs are designed to meet the needs of your contact center, whatever they may be.

Please take some time to review the courses in this guide and don't hesitate to contact myself or a member of the ICMI team with your questions; we can't wait to hear from you!

Manager, Training & Development
jrobbins@icmi.com | 516.562.7566



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About

With over 25 years of helping call centers reach their full potential, ICMI's commitment to quality, professional development, and service has earned an outstanding reputation in the industry.

ICMI's experienced and dedicated team of industry experts are committed to helping you raise the strategic value of your contact center, optimize your operations and improve your customer service.

Five Training Methods - *Mix and Match to Best Fit Your Needs!*



Classroom

Interactive, in-person learning environment – standalone courses and multi-course Symposiums.



Virtual Classroom

Live, instructor-led training delivered over the Internet.



Virtual OnDemand

Recordings of live virtual classroom courses, viewable at your convenience.



Client Site

Training on-site at your facility. Allows customization, and eliminates travel costs.



ICMI Professional Certification

Self-paced interactive e-learning courses in preparation for becoming ICMI certified.




CLIENT SITE TRAINING

Learn more at www.icmi.com/CLIENTSITE

Training Delivered

 **WHERE** you want it

 **WHEN** you want it

 **HOW** you want it

Your Location



Bring an ICMI Certified Associate to Your Location to deliver Call Center Training

- Train 10 or more participants in a concentrated area of expertise
- Pick the time that work best for training your call center employees
- Tailor curriculum to your specific training objectives



TRAINING SYMPOSIUMS

Improve Your Center's Performance with Multi-Day Classroom Training

- Train a group of manager/supervisor level team members
- Offer your team the option to "mix and match" from up to seven course options
- Combine top education with networking
- Bring you team to a fun "destination"



www.icmi.com/ORLANDO



Orlando, FL | March 19 – 22, 2013

The Workforce Management Boot Camp
 Advancing Contact Center Quality through Monitoring & Coaching
 Contact Center Strategy: A Planning Workshop
 Essential Skills and Knowledge for CC Management
 Mastering Contact Center Financials
 Small Contact Center Workshop – **NEW**
 Essential Principles of People Management

www.icmi.com/CHICAGO



Chicago, IL | June 18 – 21, 2013

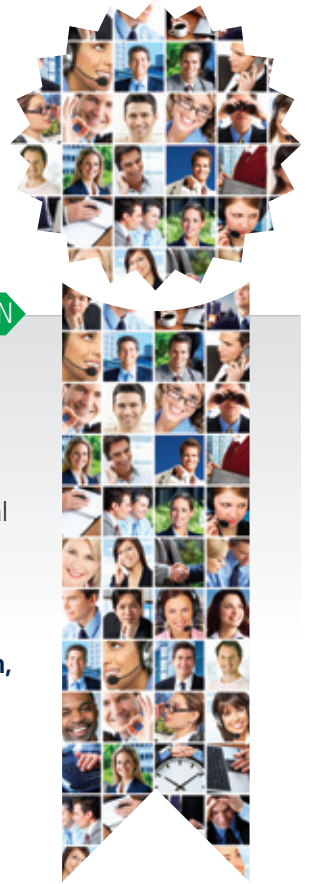
The Workforce Management Boot Camp
 Advancing Contact Center Quality through Monitoring & Coaching
 Contact Center Strategy: A Planning Workshop
 Essential Skills and Knowledge for Effective CC Management
 Essential Principles of People Management
 Small Contact Center Workshop – **NEW**
 Enabling Excellence through Strong Leadership – **NEW**

www.icmi.com/SANDIEGO



San Diego, CA | Sept 24 – 27, 2013

The Workforce Management Boot Camp
 Advancing Contact Center Quality through Monitoring & Coaching
 Contact Center Strategy: A Planning Workshop
 Essential Skills and Knowledge for Effective CC Management
 Knowledge Management Foundations
 More Than Metrics: Harnessing Data to Drive Performance – **NEW**
 Developing an Actionable, Customer-focused Strategy – **NEW**
 Powerful Partnerships: Integrating Training and QA – **NEW**



Start the certification process today at www.icmi.com/ICMICERTIFICATION

The Industry Standard for Excellence in Contact Center Management

The first and only industry-recognized certification for contact center leadership and management professionals, ICMI Professional Certification cultivates a superior breed of leaders and managers who create and sustain centers that consistently deliver outstanding service, optimize customer value, and contribute to business goals.

Through a self-paced completely online interactive training program, ICMI Professional Certification:

- Provides mastery-level education for contact center leaders
- Enhances management skills and knowledge in four core competencies
- Demonstrate a commitment to the contact center management profession
- Validates expert command and professional credentials
- Improves career and advancement opportunities
- Provides call center professionals with a way to 'brand their expertise' and draw attention to the value they bring to their organization
- Offers a disciplined approach to decision-making

Companies committed to ICMI Professional Certification include:



After going through the certification process, I found that the group interaction and coursework benefitted not only my knowledge and career; it also **influenced my decision-making**, and ultimately, the bottom line of our contact center.

Casey Puccinelli, Manager, ACCU-CHEK® Consumer Services
Roche Diagnostics Corporation

Globally Recognized Standards

Train and test in four key competencies

Leadership



People



Customers



Operations & Technology



How Does the Process Work?

Step 1 Choose a designation/role level



Step 2 Complete ICMI competency training



Step 3 Pass competency testing



Step 4 Complete performance assessment
(If applicable)



Congratulations You're ICMI-Certified!



Coming this Spring

We're taking our Professional Certification Training to a whole new place –

online.



Learn more at www.icmi.com/CERTCENTRAL



ONDEMAND ALL-ACCESS PASS

Learn more at www.icmi.com/ONDEMANDPASS

28 Courses.
One Price.
Unlimited Use.



The Easy & Affordable Option for Contact Center Management Training.

What: Access to a library of all on-demand contact center management training courses for your organization.

How: Our simplified training model allows you to purchase one annual All-Access Pass to ICMI's OnDemand Training courses.

Why: Address specific training needs, ongoing employee development, and stay up-to-date on the latest best practices - *without taking a bite out of travel budgets.*

Who: This pass is meant to be shared with your entire organization. Each person can take one, two...or all 28 on-demand courses offered!



ICMI CERTIFIED ASSOCIATES

ICMI has selected only the best instructors in the industry to deliver our training course offerings. These instructors are well known for their experience in the contact center industry and their ability to deliver a quality course experience.



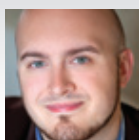
BRAD CLEVELAND

Brad Cleveland is known globally as one of today's foremost experts in customer strategy and management. He has worked across 45 states and in over 60 countries, and his clients have included many service leaders — American Express, Apple, Coca-Cola, HP and others.



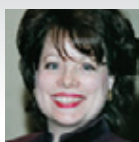
ROSE POLCHIN

Rose Polchin is a Senior Consultant for ICMI. She brings over 20 years of contact center experience, including five years as an independent consultant and 15 years in contact center leadership roles in the financial services and health care industries.



JUSTIN ROBBINS

Justin Robbins serves as Manager for Training and Development at ICMI. He brings with him over a decade of experience in the customer management industry, most recently as the Manager of Training and Guest Experience at Hershey Entertainment and Resorts.



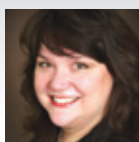
LAURA GRIMES

Laura, CEO of Harrington Consulting Group Inc., is an experienced consultant in successful business planning, project management, traffic engineering and resource management. She has developed unique operational solutions for companies facing the challenges of managing multiple skills in multiple centers spanning the globe, including site selection and facility design.



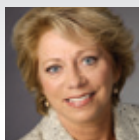
CHERYL HELM

Cheryl is a contact center/telecommunications consultant and educational instructor. She has been involved in these two areas for over 22 years. Cheryl has worked with and instructed clients all over Europe, Australia, Japan, the Caribbean, US and Canada.



TIFFANY LAREAU

Tiffany LaReau is a Workforce Management Consultant with Human Numbers. She has been completely focused on the art and science of forecasting and scheduling for 16 years. Her specialty is her dedication to customized forecast and scheduling solutions that bring the highest level of employee satisfaction with the shifts they are expected to work while still balancing call center goals.



GINA SZABO

Gina Szabo, the Owner of Szabo Marketing International, has dedicated her career to building and improving contact center performance globally. Specializing in performance management improvement, she has worked with a host of clients implementing organizational change, people development and business process improvement programs with great success.

www.icmi.com/DYNAMIC

THE DYNAMIC CONTACT CENTER

A fundamental overview for agents that builds a solid foundation in the language and basic measurement of contact centers and the agent's role in the success of the operation.

Contact center agents are the voice of a company (so to speak) but not always do they understand what's behind the everyday business of running a successful contact center. Through this classroom course, agents will gain perspective on why the contact center is important to the organization and how their role as an agent contributes to the success of both the center and the company.

WHAT AGENTS WILL LEARN:

- The value that their work provides to customers, the organization and employees
- Key terms and acronyms that are part of the everyday language of the contact center
- Measuring agent success in two key categories
- Key contact center measurements and how the agent has an impact on each

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

www.icmi.com/CCB

CONTACT CENTER BASICS: AN AGENT'S ROLE IN CONTACT CENTER SUCCESS

WHAT AGENTS WILL LEARN:

- A contact center overview from the viewpoints of the customer, company and agent
- Three contact center driving forces and the agent implications of the invisible queue
- Fundamentals of contact center management and how each individual in the contact center affects the success of the operation
- Key ways agents can have a positive impact on service to the customers and the work environment

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass

MANAGING CUSTOMER CONTACTS WITH QUALITY

Build agent confidence and higher customer satisfaction through basic phone etiquette and call handling techniques.

Positive customer contacts begin at the moment of connection with an agent. Through ICMI's *Managing Customer Contacts with Quality* course, agents will learn and practice the skills they need to be calm, courteous and effective ambassadors for the organization.

Agents will explore the challenges of non-face-to-face interactions and learn strategies for phone etiquette and courtesy that will start each call with a good first impression and finish each call with a satisfied customer. They'll learn and practice the components of successful greetings and closings, as well as the proper ways to place calls on hold and to transfer calls.

WHAT AGENTS WILL LEARN:

- Using courtesies, etiquette and positive language to make each customer contact smooth and pleasant
- Using correct techniques for greetings, closings, holds, transfers and callbacks
- Mastering voice tone and inflection to boost effective communication on each call
- Learning the five keys to effective listening
- Controlling calls and how to regain control for better agent handling times
- Presenting solutions that assure customers they have had the best service and experience with the organization

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

CONTACT CENTER AGENT TRAINING: MANAGING DIFFICULT CUSTOMERS

WHAT AGENTS WILL LEARN:

- Who are difficult customers? How to identify the three main types
- The best ways to deal with unhappy, irritating and abusive customers
- Finding ways to say "yes" to difficult customers
- Saying "no" to difficult customers
- Managing stress: Tips for you, your team and your customers

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass

www.icmi.com/CEEMAIL

CONTACT CENTER AGENT TRAINING: CONNECTING WITH CUSTOMERS THROUGH EMAIL

WHAT AGENTS WILL LEARN:

- How to use a strategically constructed email framework for maximum efficiency and quality contact handling
- How to interpret customer emails to recognize tone and needs in order to craft the best response
- When to use template emails and when free-form emails are appropriate
- Honing written service skills to convey empathy for a one-on-one connection with the customer
- Using proper tone and content so online responses are easier to read and understand
- Polishing written grammar skills with a review of the most common grammar pitfalls

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

www.icmi.com/ALLABOUT

IT'S ALL ABOUT THE CUSTOMER

A stand-out classroom experience that gives contact center agents the basic understanding of the principles of customer satisfaction and how the contact center plays a critical role.

Agent actions directly influence the customer experience. Through this classroom course, agents will gain insight into how their role as the ears, voice and personality of the company makes an impact on customer satisfaction and profitability.

WHAT AGENTS WILL LEARN:

- Understand how customer service is a primary driver of customer loyalty
- Realize the value of customer service to the entire company
- Grasp the concepts behind adherence and how it impacts the customer
- Appreciate how agent skills and knowledge benefit the customer

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

MANAGING DIFFICULT CUSTOMER CONTACTS WITH QUALITY

The frontline agent's in-depth study of the techniques used to identify and diffuse difficult customers and to find the best solutions to turn a dissatisfied customer into a satisfied one.

Handling difficult customers is one of the most challenging and stressful tasks performed by frontline contact center agents. Through this classroom course, agents will learn strategies and practice skills that will help them diffuse difficult situations and decrease customer dissatisfaction by finding the best solution for the customer and the company.

WHAT AGENTS WILL LEARN:

- Identifying the three types of difficult customers
- Listening and empathizing more effectively
- Recognizing and handling abusive callers
- Responding to customers with positive language to meet their needs
- Demonstrating commitment to solving customer concerns
- Determining the best solution for the customer and your company
- Expressing appreciation of the customer, even when they are dissatisfied

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

PROVEN INBOUND SALES TECHNIQUES

Skills and techniques for frontline agents that will build relationships with customers and maximize inbound customer sales.

If every agent could add even a small cross-sell or upsell to every call, the potential for increased revenue would increase dramatically. Through this classroom course, agents learn the fundamental skills and techniques that will give them the confidence to increase their sales potential.

WHAT AGENTS WILL LEARN:

- How building relationships with customers will drive sales
- Use questioning techniques to strengthen relationships with customers
- Recognize and take advantage of opportunities for upselling and cross-selling
- Make closing a sale and overcoming objections a natural extension of a customer conversation

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

PROGRAM OF EXCELLENCE IN CUSTOMER SERVICE: AGENT TRAINING

Equip contact center agents with the necessary skills and knowledge to deliver exceptional customer service and contribute to contact center efficiencies by understanding the “how” and “why” of stellar service and basic contact center operations.

Designed to move agents beyond minimum standards into outstanding, knowledgeable contact center employees, this program will:

- Increase customer satisfaction through agents who are thoroughly trained in how to exceed service standards
- Enhance employee satisfaction and retention as agents better understand their contribution to the contact center operations and the entire organization
- Develop a pool of qualified talent who will eventually move into supervisory and management roles
- Train agents with the necessary skills and knowledge to deliver enhanced efficiencies and service

Access this Training Through...



Virtual Classroom – Private Sessions Available | Contact us at 800.672.6177 for more information.



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Six independent and interrelated days of training allow for flexibility of scheduling. Since the material is modular, it can be delivered in segments or in full days.

Design Your Own Curriculum

The core program can be modified to meet your specific needs. Mix and match the courses to the right to deliver training for customer service only, service/sales, sales only or technical support representatives.

Certificate Program

Certificates are awarded for all client site courses upon completion.

Mix and match the below curriculum to create a results-driven training program for your agents:

The Dynamic Contact Center

ONE DAY

Module 1: What Is a Contact Center?

Module 2: Terms and Acronyms Part 1

Module 3: Terms and Acronyms Part 2

Module 4: Measuring the Contact Center's Success

Module 5: Measuring Your Success

It's All About the Customer

ONE DAY

Module 1: Your Customers' Expectations

Module 2: The Value of Customer Satisfaction

Module 3: The Impact of Queues

Module 4: How Contact Centers Operate

Module 5: Your Impact on Accessibility and Customer Satisfaction

Managing Difficult Customer Contacts

ONE DAY

Module 1: Who Are Difficult Customers?

Module 2: Key Considerations

Module 3: Saying "Yes" to Difficult Customers

Module 4: Saying "No" To Difficult Customers

Module 5: Managing Stress

Managing Customer Contacts with Quality

ONE DAY

Module 1: Courtesies, Etiquette and Positive Language

Module 2: Greeting and the Impact of Tone

Module 3: Listening Effectively

Module 4: Controlling the Call

Module 5: Presenting the Solution

Connecting with Customers Through Email

ONE DAY

Module 1: Email Framework

Module 2: Email Interpretation

Module 3: Service skills for Email

Module 4: Content and Tone Guidelines

Module 5: Grammar Skills and Netiquette

Proven Inbound Sales Techniques

ONE DAY

Module 1: Relationship-Driven Sales

Module 2: The Psychology of Buying

Module 3: Effective Questioning

Module 4: Handling Objections and Closing the Sale

Module 5: Upselling and Cross-selling

One Day - www.icmi.com/EPP1

Two Day – www.icmi.com/EPP2

ESSENTIAL PRINCIPLES OF PEOPLE MANAGEMENT

Boost agent retention and productivity by mastering the skills you need to hire and manage a fully engaged team of people who are working at their full potential.

Whether you are a first-time supervisor or a seasoned pro, this classroom course will prepare you to implement the key principles of management that will have a direct impact on agent retention. Starting with hiring the right people right from the start, you'll learn how to structure interviews that uncover the best hires, including exercises that will help you determine the best interview questions and techniques for your specific situation.

In this course, you'll discover the impact that agent engagement has on your organization. You'll construct your own multi-layered approach to managing retention by assessing agent engagement and devising strategies for managing stress to keep the whole team motivated and productive.

WHAT YOU WILL LEARN:

- Interviewing and onboarding, so you are skilled at choosing the right people and getting them on the team quickly
- Engaging, motivating, and retaining agents, so you have the tools to maximize productivity and control attrition
- Communicating, so you know the most effective ways to communicate one-on-one and with the team, whether face-to-face, during meetings or via email
- Building and managing teams, so you can recognize how a team forms and how to manage your team's work and productivity style
- Managing your time, so you have time to do the things that count the most and know how and when to delegate
- Controlling stress for yourself and your team

"As a workforce management director (and avid reader of Brad Cleveland/ICMI info), despite my understanding of call center concepts, I am challenged to communicate those concepts to the leadership staff in my call centers. It is very beneficial to provide the leadership team this basic understanding of the metric relationships that drive call center results!"

Cortney Jonas Burnos, CareCentrix
Essential Principles of People Management

Access this Training Through...



Symposium – March 19-20 | Orlando, FL | www.icmi.com/ORLANDO



Symposium – June 18-19 | Chicago, IL | www.icmi.com/CHICAGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

ESSENTIAL SKILLS AND KNOWLEDGE FOR SUPERVISORS

The fundamental principles of contact center management that equip call center supervisors to fully understand the specifics of operations.

Advance the success of the call center and help supervisors achieve professional career goals with a clear understanding of the unique call center operating environment and essential coaching skills through this classroom course. This is ICMI's flagship course – the highest rated in the industry and attended by more call center supervisors than any other contact center course available.

This one-day course is an intensive and effective training program guaranteed to give supervisors involved in resource planning, call center analysis and performance reporting the tools necessary to contribute to workforce management, staffing and scheduling.

WHAT YOU WILL LEARN:

- Understand and contribute to an effective planning process that will improve quality and efficiency
- Reduce call center costs and improve the organization's bottom line
- Meet service levels consistently and measurably
- Learn how forecasting and scheduling affect the operation of the contact center
- Win the support and recognition of senior management

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

“Call centers continue to grow in size and importance in our industry. **This course gives the building blocks** for my organization to effectively and efficiently meet the unique needs of our customers.

Tim Erxleben, State Farm
Essential Skills and Knowledge for Effective Contact Center Management

www.icmi.com/MACSUP

MONITORING AND COACHING FOR SUPERVISORS

Unleash the power of the monitoring process to improve operational efficiencies and achieve increasingly higher levels of performance from the entire team.

The call center supervisor is the critical link between customer and products/services. Through this two-day course, supervisors will discover how to bring out the best in every agent and deliver the best experience to customers.

Whether a novice or more experienced supervisor, you'll leave this course with the tools and the know-how needed to monitor and coach with maximum effectiveness.

WHAT YOU WILL LEARN:

- Develop monitoring and coaching practices that increase quality
- Monitor and coach agents with great confidence
- Structure a program that increases agent satisfaction and reduces turnover
- Build consensus and gain buy-in from the entire contact center
- Align monitoring and coaching practices with hiring and training

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

www.icmi.com/TRAININGFORAGENTS

CONTACT CENTER TRAINING: DESIGNING EFFECTIVE TRAINING FOR AGENTS

WHAT YOU WILL LEARN:

- How to analyze your current training to determine and fill the 'gaps'
- How to select the type of training that best suits your needs and budget, including the benefits and considerations of classroom, self-paced and on-the-job training
- How to use e-learning, including vendor selection and monitoring

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

ENABLING EXCELLENCE THROUGH STRONG LEADERSHIP



Maximizing business success and customer satisfaction in your center requires more than getting the people, processes and technology right.

The difference between good and great is often found at the top, in leaders who create a culture that engages employees, breeds trust and promotes continuous improvement. How do you rise above the often chaotic day to day environment inherent to contact centers to become a leader who inspires excellence? This course is designed to arm you with the leadership skills and strategies that will bring your center to the next level – elevating the experience of your employees, your customers, and driving business results for your organization.

WHAT YOU WILL LEARN:

- Plan and develop an effective leadership strategy that is right for your contact center
- Create a culture of engagement
- Support and manage change
- Create collaborative relationships with key stakeholders in your organization
- Provide the appropriate amount of support and direction in any situation
- Identify and overcome the unique challenges facing the contact center

Access this Training Through...



Symposium – June 19 | Chicago, IL | www.icmi.com/CHICAGO

CONTACT CENTER STRESS MANAGEMENT: SIGNS, SYMPTOMS, AND SOLUTIONS

WHAT YOU WILL LEARN:

- Effects of stress, including the results of too little and too much stress
- Common causes of stress and 90 ways to realistically manage stress
- Various stress profiles that individuals will fall under and how to manage stress for each profile
- Manage change in a positive and productive manner that will reduce stress and errors

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/COACHING

CONTACT CENTER COACHING: A PRACTICAL APPROACH TO GETTING RESULTS

Start building a coaching culture that improves agent and customer satisfaction with a proven coaching model that you can implement immediately.

Without coaching, the time and money you spend on training and monitoring will have little impact on your contact center's performance. Effective coaching that uses a proven model will turn your training and monitoring efforts into actions with measurable impact on performance.

Through this one-day classroom course, you'll gain the knowledge you need to implement the SAFE coaching model, as well as build the confidence to coach all aspects of agent performance, including coaching in difficult situations.

WHAT YOU WILL LEARN:

- What coaching can do and what kind of return on investment to expect
- The role of a coach and common coaching challenges
- The fundamentals of praise and using praise as a motivator
- The role of feedback in correcting performance
- The development and use of the SAFE coaching model
- The fine-tuning of personal coaching skills
- Measuring the success of coaching initiatives

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

www.icmi.com/IVR

LEADING PRACTICES IN IVR DESIGN: TURN YOUR IVR FROM A LIABILITY TO AN ASSET

WHAT YOU WILL LEARN:

- An overview of the industry, including new trends, to learn how IVR can benefit your organization
- The role of IVR in an overall customer experience strategy, and why having a self-service strategy is critical to application design and use
- A step-by-step process for IVR design, including the critical elements needed for effective design
- The differences, as well as pros and cons, of Touch-Tone vs. automated speech recognition (ASR)
- Ongoing IVR management techniques for continuous improvement, including essential reports and metrics

Access this Training Through...



Virtual Classroom – November 1 | 2:00pm – 4:00pm ET

The Global Gathering for the Contact Center Community

icmi

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conference & expo

10th Anniversary

Seattle, WA

Washington State Convention Center

May 13-16, 2013

Special Offer

Register with promo code **TRAIN-2** and
get \$200 off any Conference Package!

(Plus, an additional \$200 early bird savings until March 29)

www.icmi.com/ACCE



Diamond Sponsor



Award Title Sponsor



Gold Sponsors



Sterling Sponsors



CONTACT CENTER SUPERVISOR LEADERSHIP DEVELOPMENT PROGRAM

Equip call center supervisors with leadership skills that strengthen their roles as the critical link between strategic goals and tactical performance.

Designed for newly promoted supervisors and those with more experience, who need further training in the fundamentals of the call center's unique operating environment and who need to:

- Understand the basic management process and how it relates to service level and quality
- Be able to interpret real-time management information
- Monitor and coach to create a performance improvement culture
- Master people management skills needed to be an effective and professional supervisor

Access this Training Through...



Virtual Classroom – Private Sessions Available | Contact us at 800.672.6177 for more information.



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Four independent and interrelated days of training allow for flexibility of scheduling. Since the material is modular, it can be delivered in segments or in full days.

Design Your Own Curriculum

The core program can be modified to meet your specific needs. Mix and match the courses to the right to deliver training for customer service only, service/sales, sales only or technical support representatives.

Certificate Program

Certificates are awarded for all client site courses upon completion.

Mix and match the below curriculum to create a results-driven training program for your supervisor:

Essential Skills and Knowledge for Supervisors

ONE DAY

Module 1: The Dynamic Contact Center Profession

Module 2: The Planning and Management Process

Module 3: Effective Real-Time Management and Recovery

Module 4: Quality and Productivity

Module 5: Summary and Next Steps

Monitoring and Coaching for Supervisors

ONE DAY

Module 1: A Performance Improvement Culture

Module 2: Performance Standards

Module 3: Monitoring

Module 4: Coaching

Essential Principles of People Management

TWO DAY

Module 1: Interviewing and Onboarding

Module 2: Motivation and Retention

Module 3: Communication

Module 4: Managing Teams

Module 5: Time Management

Module 6: Stress and Change Management

A **2%** increase in productivity
=
100% return on training investment.

CompTIA and Prometric, Global Training and Certification Study

ESSENTIAL SKILLS AND KNOWLEDGE FOR EFFECTIVE CONTACT CENTER MANAGEMENT

The fundamental principles of contact center management that equip call center management professionals to build exceptional operations and careers.

Advance the success of your call center and achieve your professional career goals with a solid foundation in planning and managing an exceptional call center through this training course. This is ICMI's flagship course – the highest rated in the industry and attended by more key call center management personnel than any other contact center course available.



WHAT YOU WILL LEARN:

- Create an effective planning process that will improve quality and efficiency
- Reduce call center costs and improve your bottom line
- Meet service levels consistently and measurably
- Forecast the workload and create schedules that meet the needs of customers and employees.
- Improve performance by choosing the right metrics and goals
- Manage a wide range of access channels, including social media
- Win the support and recognition of senior management

"My only regret is that I didn't take this class sooner."

Constance Latimore, State Farm
Essential Skills and Knowledge for Effective Contact Center Management

Access this Training Through...



Symposium – March 19-20 | Orlando, FL | www.icmi.com/ORLANDO



Symposium – June 18-19 | Chicago, IL | www.icmi.com/CHICAGO



Symposium – September 24-25 | San Diego, CA | www.icmi.com/SANDIEGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

CONTACT CENTER STRATEGY: A PLANNING WORKSHOP

This two day executive-level planning workshop will provide the tools and direction necessary to develop, implement and manage a contact center strategy and leadership process.

Apply the lessons of the world's best customer contact centers to transform your service and sales delivery systems to conquer new competitive challenges through this two-day executive-level planning workshop. You'll get the information, tools and direction necessary to develop, implement and manage a contact center strategy and leadership process - and then you and your colleagues will work through realistic exercises to discuss key contact center challenges. You'll leave with tools, techniques and strategies you can implement immediately.

WHAT YOU WILL LEARN:

- Develop a comprehensive customer access strategy
- Integrate multiple customer contact channels
- Strategize for improving contact center return on investment
- Align people, processes, and technologies with a single vision
- Build a strong case for needed investments
- Inspire customer loyalty
- Improve your organization's strategic value

"Very informative and challenges our thinking on the benefit of added value of a contact center."

Bobette Rigg, Unicomer

Contact Center Strategy: A Planning Workshop

Access this Training Through...



Symposium – March 21-22 | Orlando, FL | www.icmi.com/ORLANDO



Symposium – June 20-21 | Chicago, IL | www.icmi.com/CHICAGO



Symposium – September 24-25 | San Diego, CA | www.icmi.com/SANDIEGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

MASTERING CONTACT CENTER FINANCIALS: STRATEGIES FOR PLANNING, MEASURING, AND REPORTING

Learn how to develop and manage an effective contact center budget.

This intensive two-day course is designed to provide contact center professionals with a solid understanding of strategic analysis to make better decisions and improve performance through planning and building a strong contact center budget, measuring overall financial performance, and reporting results back to the business. Discover tips to think and act like a CFO and successfully communicate important metrics like cost per call, adjusting fixed costs, and revenue per call.

WHAT YOU WILL LEARN:

- Secure the funds necessary to effectively and efficiently manage a call center
- Evaluate the financial performance of your call center
- Provide tools to assess the effectiveness of resource utilization
- Maintain focus through budgeting on each area of operations regarding a call center:
 - Accessibility
 - Cost Performance
 - Efficiency
 - Quality
 - Strategic Value
- Establish communications with key financial stakeholders (e.g., CFO) that will gain understanding and support of the budget

“Highly practical, well-paced, and presented in a logical and easy-to-learn manner. Highly recommended.”

Joshua Smith, Stroll, Inc.
Mastering Contact Center Financials

Access this Training Through...



Symposium – March 19-20 | Orlando, FL | www.icmi.com/ORLANDO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

MORE THAN METRICS: HARNESSING DATA TO DRIVE PERFORMANCE



Managing a contact center can be difficult when you find yourself wading through an endless sea of data and performance measures.

By identifying the right metrics and harnessing your tools and resources, you have the opportunity to make a tremendous impact on your contact center, your customers, and your entire organization. This session will guide you through the process of evaluating and refining your existing performance measures, applying tools like analytics in practical ways, and enhancing your strategic value through information sharing. You'll also discover how to ensure you choose the RIGHT metrics to drive the RIGHT behaviors and desired RESULTS.

WHAT YOU WILL LEARN:

- Effectively implement tools like analytics, dashboards, and more
- Identify which metrics to use and which to avoid
- Prevent a data overload and unnecessary reporting
- Establish relevance and impact from the front lines to the executives
- Enhance your ability to communicate the center's value across the organization
- Have a positive impact on your agents by measuring metrics relevant to them

Access this Training Through...



Symposium – September 26-27 | San Diego, CA | www.icmi.com/SANDIEGO

CONTACT CENTER STAFFING: HIRING AND ONBOARDING



WHAT YOU WILL LEARN:

- How to identify the positions you'll need, the responsibilities that go along with each and how to keep them up to date
- The factors and criteria required to identify and interview the ideal candidate pool
- Your organization's onboarding process and ways to effectively create milestones
- How to develop attractive career and skill paths that keep employees interested, engaged and productive

Access this Training Through...



Virtual Classroom – December 4 | 2:00pm – 4:00pm ET



DEVELOPING AN ACTIONABLE, CUSTOMER-FOCUSED STRATEGY

In an era when customers hold more power than ever, many talk about customer satisfaction, customer experience, voice of the customer initiatives and the like – but few do the work necessary to turn the words into action.

If you're ready to move beyond lip service and take the first critical steps towards creating a truly customer-focused service organization, this session is for you. You'll start by considering your current strategy, how it fits with the larger organization, and how it aligns with the needs of your customers. Next we'll discuss the Three Levels of Value, a model that can be used to assess and communicate how your contact center creates value for your respective organization and customers. Lastly, you'll discover how to employ existing and develop new tools, resources, and trainings to empower your front line to deliver on expectations.

Designed for directors, managers, analysts, and supervisors who are responsible for measuring and reporting and who want a deeper understanding of the metrics that drive contact center strategy, including:

- Develop a meaningful and feasible customer access strategy
- Deliver consistent customer experiences regardless of contact type or channel
- Effectively define and communicate the value of the contact center, internally and externally
- Increase value for your customers and the value of your customers
- Focus on revenue and retention more than on reducing costs
- Provide the information, tools, and training that empowers agents

Access this Training Through...



Symposium – September 26 | San Diego, CA | www.icmi.com/SANDIEGO

95% rated their overall experience of this course as "Good" or "Excellent".

Essential Principles of People Management Post-Course Survey Responses
Essential Principles of People Management

KNOWLEDGE MANAGEMENT FOUNDATIONS: KCS PRINCIPLES



Organizations that leverage knowledge and manage it effectively can improve consistency, decrease the average cost per ticket, and create an overall more seamless customer experience. A thriving knowledge management practice - one that successfully captures, structures, and reuses information - is a vital component of top performing companies, and can provide them with a strong competitive advantage.

This Knowledge Management best-practices course will provide contact center supervisors, managers, and directors with a set of practical steps for capturing, storing, and successfully reusing knowledge. Participants will learn how to implement a strategy for adopting Knowledge-Centered Support that creates and maintains knowledge as a by-product of the incident management process.

Discover how YOUR organization can gain a competitive advantage through a knowledge management initiative that enables just-in-time training, reduces handling time, and increases first contact resolution rates.

WHAT YOU WILL LEARN:

- How to efficiently create and maintain quality, easy-to-find content in the knowledge base
- Ways to motivate agents to use the knowledge base and effectively assess individual and team contributions
- How to articulate the value of knowledge management practices for your organization
- Strategy for sustainable success that minimizes investments in knowledge workflow and maximizes return
- How to capture, structure, and reuse knowledge within the call handling process

Access this Training Through...



Symposium – September 24-26 | San Diego, CA | www.icmi.com/SANDIEGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

UNDERSTANDING AND BOOSTING THE VALUE OF YOUR CONTACT CENTER

A powerful (up to) half-day session for senior-level leaders, facilitated by ICMI's Senior Advisor, Brad Cleveland.

This eye-opening, interactive session covers the essentials those responsible for an organization's results must know: the role of the contact center, the environment in which they operate, and how they can (and must) be harnessed to produce better business results and higher levels of customer loyalty.

Themes covered are based on three building blocks that include:

- Optimizing call center operations
- Boosting customer satisfaction and loyalty
- Driving strategic value and harnessing the voice of the customer

WHAT YOU WILL LEARN:

- How customer expectations are changing
- The emerging multi-channel environment
- Developing a customer access strategy that works
- Best practices and how leading organizations are preparing for the future
- The unique operational environment of call centers
- Metrics that matter most
- Building an organization-wide focus on the customer experience
- Creating great business results – revenues, profitability, innovation, brand reputation

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

92%

say their overall OnDemand Virtual Experience was "Good" or "Excellent".

OnDemand Virtual Post-Course Survey Responses

MEASURING CONTACT CENTER EFFECTIVENESS

Find out which metrics are the most important to identify, measure, track, improve and communicate to make the biggest impact on the effectiveness of your contact center.

Metrics help you define and measure progress toward contact center goals. They are the quantifiable measurements that reflect the critical success factors of your center. Through this classroom course, you'll determine which metrics you should be tracking to support your contact center strategy, the relationship between those metrics, and how to analyze the accrued data to improve your operations.

Through practical, proven techniques, you'll leverage key metrics findings so you can identify the root causes of inefficiencies in order to make corrections for improvement. You'll also be able to quantitatively highlight your successes, as well as the contact center return on investment throughout your organization.

Designed for directors, managers, analysts, and supervisors who are responsible for measuring and reporting and who want a deeper understanding of the metrics that drive contact center strategy, including:

- Setting key performance indicators
- Calculating, choosing and evaluating service level
- Evaluating quality through monitoring
- Measuring forecast accuracy
- Determining overall contact center return on investment
- Quantifying impact of service delivery on customer satisfaction

Access this Training Through...



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.



www.icmi.com/BRANDADVOCACY

CONTACT CENTER CULTURE: BUILDING BRAND ADVOCACY



When your employees disengage, they can cause irreversible harm to your company, and more importantly - your customers.

Studies have shown that companies which sustain engaged employees get higher levels of customer satisfaction, a boosted morale, and legendary reputations. These top performing organizations didn't get that way overnight; engagement and brand affinity are two things that must be cultivated and groomed throughout the career of each employee. Through ICMI's Contact Center Culture: Building Brand Advocacy virtual classroom course, you'll learn how to identify the key factors that lead to employee disengagement and how to implement proven strategies to reverse or prevent their effects.

WHAT YOU WILL LEARN:

- The definition of brand advocacy, how it applies and why it matters to your organization
- How to evaluate your organization's mission statement and corporate values and develop ways to exhibit and fulfill them on a regular basis
- How to build the fundamental foundation for a new employee to become a passionate advocate for your brand
- How to drive and sustain engagement in existing employees
- Best practices, out of the box ideas and real world examples to incorporate into your own cultural experience

Access this Training Through...



Virtual Classroom – September 19 | 2:00pm – 4:00pm ET

www.icmi.com/PRINCIPLES

PRINCIPLES OF EFFECTIVE CONTACT CENTER MANAGEMENT - 2 PART SERIES

WHAT YOU WILL LEARN:

- Contact center management and the challenges faced by managers
- The three driving forces of call center dynamics
- Nine essential steps to effective resource planning
- Six immutable incoming call center laws
- The relationship of quality and service level

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$499



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

SMALL CONTACT CENTERS: MEASURING AND IMPROVING PERFORMANCE

WHAT YOU WILL LEARN:

- Measuring the right things: identify what will get you the best results
- How to select agent measures to drive the right behaviors
- Unique hiring practices: can they work for you?
- Ways you can increase retention
- Why recurrent training is vital
- Stepping up your communication for better results
- Identifying the low hanging fruit

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies



www.icmi.com/CCMB

CONTACT CENTER METRICS: BUILDING REPORTS AND COMMUNICATING THEIR MEANING

WHAT YOU WILL LEARN:

- Applying metrics at all levels of your organization: who's responsible for what
- How to create reports that meet stakeholder needs
- ICMI's seven steps to effective reporting
- Sample reports for agents, managers and executives
- Reporting "no-no's": common pitfalls to avoid
- Tips on communicating beyond the typical reports

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/CCMW

CONTACT CENTER METRICS: WHAT METRICS MATTER AND WHY

WHAT YOU WILL LEARN:

- KPIs: What are they and why every call center should have them
- Decoding the terminology of metrics—understanding the basics
- Real world measurements and objectives for: accessibility, quality, efficiency, cost performance and strategic impact
- A review of the four levels of training evaluation
- ICMI's biggest pitfalls to avoid
- The "must measure" list for every call center

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER OPERATIONS: AN INTRODUCTION TO SEVEN FUNDAMENTALS

WHAT YOU WILL LEARN:

- The three driving forces of contact centers, including queuing theory, caller tolerance, and random call arrivals
- The link between resources and results, including scheduling and workload and call load forecasting
- How service levels and quality work hand-in-hand
- Why an improvement in service level leads to a decline in productivity, including the principles of occupancy
- Why you need more staff on the schedule than on the phone, including scheduling to meet workload demands and understanding rostered staff
- The relationship and integration of staffing and telecommunications budgets, including why the costs must be budgeted together
- How contact centers are being changed by higher customer expectations, multichannel contacts, and the Internet and social media

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER CULTURE: MOTIVATION THROUGH COLLABORATION

WHAT YOU WILL LEARN:

- What culture is and its importance to the contact center
- Define the current culture and take steps to improve it
- Increase employee retention through a positive workplace
- Build a supporting culture that increases employee satisfaction
- Promote to upper management the return on investment that culture programs have on commitment and performance

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$499



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

THE WORKFORCE MANAGEMENT BOOT CAMP

A comprehensive, four-day workshop that integrates all aspects of workforce management to give work force management professionals the precise, start-to-finish skills that will improve accuracy, efficiency, increase employee and customer satisfaction, and consistently meet service levels.

This intensive, exercise-based, team-oriented workshop is designed for practicing workforce directors, managers, and supervisors who are familiar with, or even working with WFM, and who want hands-on, expert training in WFM theory and practice.

WHAT YOU WILL LEARN:

- Supplement on-the-job experience with the formal training that will increase the efficiency and effectiveness of WFM planning efforts
- Confidently create forecasts that are consistently accurate on an interval by interval basis
- Create long-term staffing plans that account for the realities in your center
- Implement a scheduling process that meets the needs of your customers, your business, and your employees
- Calculate accurate staffing requirements and present them in a way that gets the budget you need

“I have never experienced a course which contains all aspects of WFM. I now have new tools and theories to share and utilize in my day-to-day job.”

Scott Schumaker, IGS
The Workforce Management Boot Camp

Access this Training Through...



Symposium – March 19-22 | Orlando, FL | www.icmi.com/ORLANDO



Symposium – June 18-21 | Chicago, IL | www.icmi.com/CHICAGO



Symposium – September 24-27 | San Diego, CA | www.icmi.com/SANDIEGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

SMALL CONTACT CENTER WORKSHOP



Do More with Less!

In today's economy, that's a mandatory edict – but the performance impact is much greater in centers with 50 or fewer agents. Having limited resources does not have to mean limited results. Managers of small centers must become masters of strategic planning, relationship building, agent education and motivation, forecasting and scheduling, and technology optimization. This special summit, specifically for those in small call centers, is designed to provide indispensable tools, strategies and tips you can use immediately to help you achieve greater performance. Come prepared to participate, share and learn!

WHAT YOU WILL LEARN:

- Make small contact center characteristics work for you
- Understand key contact center dynamics
- Create a planning culture that addresses the specific challenges within your center
- Take steps to improve the predictability of your workload
- Play "what if" with Erlang C
- Understand agent capacity
- Identify creative and effective scheduling approaches

Access this Training Through...



Symposium – March 21 | Orlando, FL | www.icmi.com/ORLANDO



Symposium – June 20 | Chicago, IL | www.icmi.com/CHICAGO



www.icmi.com/DIYWFM

DO-IT-YOURSELF WORKFORCE MANAGEMENT: FOR SMALL CONTACT CENTERS WITHOUT THE FANCY SOFTWARE

WHAT YOU WILL LEARN:

- Learn the essential elements of workforce management without using WFM software
- Use Erlang for staffing to the interval level more efficiently
- Schedule more effectively
- Proactively plan off-phone activities
- Create valuable analysis and reporting
- Acquire the spreadsheets and calculators to manage the workforce without expensive WFM software

Access this Training Through...



Virtual Classroom – April 26 | 2:00PM - 4:00PM ET



Virtual OnDemand – Available at Your Convenience | **\$299**



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/RTMANAGEMENT

CONTACT CENTER REAL-TIME MANAGEMENT: EFFECTIVELY MEET GOALS

WHAT YOU WILL LEARN:

- How to set baseline measures and thresholds to avoid reacting too soon
- Develop a recovery plan to have at the ready before it is needed
- When to implement the recovery plan
- How to communicate expectations to the entire team
- Reaction alternatives to use before pulling the trigger on the recovery plan

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | **\$299**



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

SMALL CONTACT CENTERS: FORECASTING AND SCHEDULING

WHAT YOU WILL LEARN:

- Small call center characteristics: How to make them work for you
- Creating a planning culture that addresses specific challenges within your call center
- The “what ifs” with Erlang C: Real-life scenarios and how to plan for them
- Agent capacity and analyzing the impact of growth
- Steps you can take to improve the predictability of your workload
- Creative and effective scheduling approaches you can implement

Access this Training Through...



Virtual Classroom – February 27 | 2:00PM - 4:00PM ET



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER STAFFING AND SCHEDULING: BUILDING A LONG-TERM MODEL

WHAT YOU WILL LEARN:

- The best ways to staff for the short term, midterm and long term goals
- Base staff requirements for service level transactions & response time transactions
- Using Erlang C and computer simulation
- FTE/Budgeting

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/SASG

CONTACT CENTER STAFFING AND SCHEDULING: GROUP DESIGN AND OTHER CONSIDERATIONS

WHAT YOU WILL LEARN:

- Group design considerations: Focus on skill-based grouping
- Call type considerations: Looking at peak call times and long calls
- Lack of buy-in: Shaping attitudes for better results
- Handling change requests and exceptions: Make technology work for you
- Shrinkage by half-hour: Can a rostered staff work for you?
- Measuring scheduling success: Keep progressing!

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/SASI

CONTACT CENTER STAFFING AND SCHEDULING: IMPLEMENTING BEST PRACTICES

WHAT YOU WILL LEARN:

- The importance of scheduling: what every effective manager needs to know
- Laying the foundation for a plan that fits your needs
- Building balance into your schedules: best bets for administrating time off
- Managing peaks and valleys: specific strategies you should be using
- Implementing a tiered approach

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER STAFFING: ABSENTEEISM AND ADHERENCE

WHAT YOU WILL LEARN:

- Why absenteeism occurs, so you can pinpoint trouble spots in your policies
- What policies have worked for other organizations and how you can use them to prevent absenteeism in your contact center
- How to effectively measure adherence in order to spot unaccounted time
- How to set adherence goals that are simple to calculate, simple to explain and simple to understand in order to maintain a realistic, attainable and fair policy

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER STAFFING: ESCAPING THE COSTLY CYCLE OF TURNOVER

WHAT YOU WILL LEARN:

- The heart of engagement: Why do agents leave? Why do agents stay?
- Getting real: Strategies of highly successful call centers
- Managing retention: Ideas you can use in your organization
- A multi-layered program: Creating a program that will motivate, support and reward your employees

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/FORECASTINGTACTICS

CONTACT CENTER FORECASTING: EFFECTIVE TACTICS AND TOOLS

WHAT YOU WILL LEARN:

- Forecasting approaches: Historical, driver-based and event-driven
- Forecasting tools: The most commonly used and the underutilized
- Q & A Forum

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/FORECASTINGACCURACY

CONTACT CENTER FORECASTING: IMPROVING ACCURACY

WHAT YOU WILL LEARN:

- Minimizing variance—why it's so important and how to do it
- Proven techniques for measuring accuracy
- Cleaning the data: proper use of phone modes and making call volume adjustments
- Carryover forecasting: why you shouldn't ignore it
- ICMI's six steps to better AHT forecasting

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

“Through ICMI, we've been able to know how to get what we need and communicate the strategic value of the contact center to executives and the rest of the organization.



| Annie Woo, Director of Customer Service
MINDBODY, Inc.

Contact Center Forecasting: The Fundamentals of Success

WHAT YOU WILL LEARN:

- Forecasting basics: Top criteria for effective forecasting
- Determining responsibility: Who should take charge of forecasting?
- ICMI's five major forecasting steps
- Real-world forecast breakdowns, worksheets and formulas
- Consequences of inaccurate forecasting

Access this Training Through...

-  **Virtual OnDemand** – Available at Your Convenience | \$299
-  **Virtual OnDemand All-Access Pass** – Included in the OnDemand All-Access Pass | Pricing Varies



ADVANCING CONTACT CENTER QUALITY THROUGH MONITORING AND COACHING

Design a comprehensive, cost-effective monitoring and coaching program that boosts quality, drives performance improvement initiatives and increases agent performance and commitment.

Your call center agent is the critical link between your customers and your products and services. Developed for managers, supervisors, team leaders and quality assurance personnel who need a thorough understanding of the monitoring and coaching process, this course teaches how to bring out the best in every agent and deliver exceptional experiences to your customers.

WHAT YOU WILL LEARN:

- Utilize monitoring and coaching practices that increase quality
- Structure a program to increase agent satisfaction and reduce turnover
- Build consensus and gain buy-in from the entire contact center
- Align monitoring and coaching practices with hiring and training
- Fine-tune monitoring and coaching skills
- Leverage business intelligence mined from quality monitoring to improve processes across the board

Access this Training Through...



Symposium – March 21-22 | Orlando, FL Symposium | www.icmi.com/ORLANDO



Symposium – June 20-21 | Chicago, IL Symposium | www.icmi.com/CHICAGO



Symposium – September 26-27 | San Diego, CA Symposium | www.icmi.com/SANDIEGO



Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

“Very informative - It expanded on ideas and practices already in place and brought up new ways to solve staffing issues.

| Justin Davidson
| Delta Dental

CONTACT CENTER CALIBRATION: YOU'RE DOING IT WRONG



WHAT YOU WILL LEARN:

- Pitfalls of calibration programs that everyone thinks are industry best practices (and are not!)
- Critical elements to a successful calibration program
- How to effectively facilitate exceptional calibration sessions that result in performance improvement within just several weeks (yes, that's right...only a few weeks!)
- The key to getting representatives to love and embrace their coaching experience
- How to use the calibration sessions to develop an effective coaching strategy for representatives, gain alignment among management and continuously develop coaching and assessment skills of the coaching, team leader, supervisor staff

Access this Training Through...



Virtual Classroom – June 7 | 2:00pm – 4:00pm ET

CONTACT CENTER MONITORING: CREATING EFFECTIVE MONITORING FORMS

WHAT YOU WILL LEARN:

- What the best monitoring form is, and why your organization needs one
- How to best leverage call center data across your organization
- The necessary components of a good monitoring form
- How to create a scoring methodology to support your program's goals
- ICMI's 6 Critical Steps to monitoring form success

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/CCMD

CONTACT CENTER MONITORING: DESIGNING A PROGRAM THAT ACHIEVES RESULTS

WHAT YOU WILL LEARN:

- Why monitoring is important: measuring quality today and achieving tomorrow's goals
- Who should monitor: working towards an approach to include those at multiple levels of an organization
- How often to monitor: determining the frequency necessary to reach your company's goals
- ICMI's critical eight steps to the right results
- Emerging technology: the latest monitoring tools available and how to choose which fit your plan best

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/AGENTCHALLENGES

CONTACT CENTER AGENT COACHING: ADDRESSING CHALLENGES IN AGENT DEVELOPMENT

WHAT YOU WILL LEARN:

- How to properly address performance challenges
- The real costs associated with ignored or improperly handled performance problems
- ICMI's "Dirty Dozen": 12 points you must remember when addressing concerns with employees
- Why becoming a Sherlock Coach will get you better results
- Creating a SAFE process for dealing with difficult situations and performance challenges

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER AGENT COACHING: IMPROVING PERFORMANCE THROUGH EFFECTIVE COACHING

WHAT YOU WILL LEARN:

- Giving feedback that will positively affect behavior in your call center
- Developing a coaching process that will get you the results you're looking for
- The COACH Model: How to use it and why it works in almost any call center
- The pros and cons of various coaching techniques and when to use them, including "on the fly" vs. "formal coaching"
- Seven coaching pitfalls to avoid

Access this Training Through...



Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

CONTACT CENTER MONITORING: SETTING AGENT PERFORMANCE TARGETS

WHAT YOU WILL LEARN:

- Activity vs. Results: establishing performance standards in line with your specific goals
- Performance Standards in 5 Steps: ICMI's proven approach to blueprinting your best plan
- Online Considerations: Fine tuning the process for customer communications via email and text chats

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Virtual OnDemand – Available at Your Convenience | \$299



Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | Pricing Varies

www.icmi.com/PARTNERSHIPS

POWERFUL PARTNERSHIPS: INTEGRATING TRAINING AND QUALITY ASSURANCE



The training and quality assurance teams should have a collaborative relationship that provides maximum benefit for your contact center.

For many contact centers, however, there is a great divide between the roles and responsibilities of QA and Training. Whether it is poor communication, blurred lines of responsibility, or other factors at fault, this session will guide you through the top challenges facing these two areas, engage you in exercises that can build a foundation for trust, and provide insight on the behaviors and results that should be expected when QA and training form a symbiotic relationship.

WHAT YOU WILL LEARN:

- Develop strategies for leveraging the knowledge and experience of both QA and Training
- Identify the gaps between your existing QA and Training programs and develop solutions
- Enhance communication between the two teams
- Create an ROI in QA and training programs
- Provide clarity to the roles and responsibilities of the QA and training teams.
- Establish metrics and performance measures that are relevant to the functions of these unique departments

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- Call Center Psychology 101: What's really going on and how can we improve upon it
- The best and often missed opportunities to praise employees
- "Nice work" is not enough; learn what praise should really sound like
- Creating a SAFE process for praising employees
- Practical applications for integrating regular employee recognition into your coaching style

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Call Center Management on Fast Forward: Succeeding in the New Era of Customer Relationships

Brad Cleveland

This book is the most widely read book on call center/contact center management available today. Trusted for its proven guidance, it has become required reading in organizations worldwide. Now, this third edition is updated and expanded to include social media, evolving customer expectations, new performance objectives and metrics, the contact center's evolving role in strategy, and much more.

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A Mobile Customer Service Strategy: The Contact Center, the Agent, and the Challenges of Implementation Report

ICMI Research | Published 2013

Gain detailed statistics on key findings including; the current state of mobile and the competitive landscape, expectations of the mobile customer, motivators driving companies to implement a Mobile Customer Service Strategy, impact of shared ownership on the Mobile Customer Service Strategy, the role of self-service and the live agent in mobile customer service, and more.

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Contact Center Agent Salary, Retention & Productivity Report

ICMI Research | Published 2012

This report will give you the statistics you need to get executive-level support on key findings including; the cost of agent attrition, causes of agent attrition, agent ROI, tools for improving the agent experience and ROI, how centers are measuring agent satisfaction, and more.

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ICMI Research | Published 2012

Gain detailed statistics on key findings including; what is important in upcoming years, what investment companies are planning to make to achieve their priorities, how increased complexity is affecting call center performance, what will be different in your call center in the next 5 years, and the top priorities in the call center.

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Training Calendar

Date	Course	Supervisor	Management & Strategy	Workforce Management	Quality Assurance
MARCH					
ICMI Symposium – Orlando, FL – p5					
19-20	Essential Skills and Knowledge for Effective Contact Center Management – p24		●		
19-20	Essential Principles of People Management – p16	●	●		
19-20	Mastering Contact Center Financials: Strategies for Planning, and Reporting – p26		●		
19-22	The Workforce Management Boot Camp – p36			●	
21-22	Advancing Contact Center Quality Through Monitoring and Coaching – p44	●			●
21-22	Contact Center Strategy: A Planning Workshop – p25		●		
21	Small Contact Center Workshop – New – p37		●		
APRIL					
26	Do-It-Yourself Workforce Management: For Small Contact Centers Without the Fancy Software – p38			●	
MAY					
13-16	ACCE Conference & Expo Seattle, WA – p21		●	●	●
JUNE					
7	Contact Center Calibration: You're Doing it Wrong – New – p45	●			●
ICMI Symposium – Chicago, IL – p5					
18-19	Essential Principles of People Management – p16	●	●		
18-19	Essential Skills and Knowledge for Effective Contact Center Management – p24		●		
18-21	The Workforce Management Boot Camp – p36			●	
19	Enabling Excellence through Strong Leadership – New – p19		●		
20	Small Contact Center Workshop – New – p37		●		
20-21	Advancing Contact Center Quality Through Monitoring and Coaching – p44	●			●
20-21	Contact Center Strategy: A Planning Workshop – p25		●		

Date	Course	Supervisor	Management & Strategy	Workforce Management	Quality Assurance
SEPTEMBER					
19	Contact Center Culture: Building Brand Advocacy – New – p32	●	●		
ICMI Symposium – San Diego, CA – p5					
24-26	Knowledge Management Foundations: KCS Principles – p29		●		
24-25	Contact Center Strategy: A Planning Workshop – p25		●		
24-25	Essential Skills and Knowledge for Effective Contact Center Management – p24		●		
24-27	The Workforce Management Boot Camp – p36			●	
25	Powerful Partnerships: Integrating Training and Quality Assurance – New – p48				●
26	Developing an Actionable, Customer-Focused Strategy – New – p28	●	●		
26-27	More than Metrics: Harnessing Data to Drive Performance – New - p27			●	
26-27	Advancing Contact Center Quality Through Monitoring and Coaching – p44	●			●
OCTOBER					
21-23	Call Center Demo & Conference Atlanta, GA		●	●	●
NOVEMBER					
1	Leading Practices in IVR Design: Turn Your IVR from a Liability to an Asset – p20		●		
DECEMBER					
4	Contact Center Staffing: Hiring and Onboarding – New – p27		●		

AGENT TRAINING AVAILABLE – SEE PAGES 10-15

“ ICMI always offers training that is relevant to contact center issues.

| Amanda McKenney
| Winston Financial