

Monitoring and Coaching for Supervisors



“The variety and content of the ICMI seminars are invaluable to taking your call center to the next level.”

*Reye Kenney
Telecommunications Director,
Hagerty Insurance*

COURSE PRICE

Classroom Course

\$1695

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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 customers, products and services. Through ICMI's Monitoring and Coaching for Supervisors one-day course, supervisors will discover how to bring out the best in every agent and deliver the best experience to customers. They'll start right from the beginning defining what it takes to create a performance culture in the organization. They'll examine the costly threat of agent turnover and how it can be prevented by using monitoring and coaching to create lasting motivation and engagement.

Using case studies of real companies, as well as a hypothetical practice company exercises, supervisors will discover how to use the organization's mission statement as a guide in developing performance standards. Using numerous examples and exercises, they'll decide which performance standards are foundation standards and which are finesse standards and how to monitor for each. They'll review sample performance standards before learning the elements that show how to monitor and coach for performance standards.

Having determined performance standards, supervisors move on to the monitoring process, including why they should monitor, who should do it, how often and what to monitor for. To answer these questions, they'll review the results of several ICMI community member surveys in order gain insight about what their peers are doing. Armed with this information, along with sample forms and exercises, they'll develop your own monitoring form.

Finally they'll explore the ways to use the data gathered from monitoring to make lasting improvements in the contact center through coaching. They'll review the six basic principles of coaching and the SAFE coaching model. They'll also role play and practice coaching skills, so they learn by doing.

Developed for supervisors and team leaders who need a thorough understanding of the monitoring and coaching process and want to learn ways to:

- 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.

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

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COURSE OUTLINE

Unit 1: Performance Standards

- ▶ Performance standards should be based on customer and organizational needs
- ▶ Categorize performance standards into foundation and finesse categories
- ▶ Characteristics of foundation standards and finesse standards
- ▶ The value of defining performance standards for a consistent performance improvement program

Unit 2: Monitoring

- ▶ The purposes of your monitoring program
- ▶ List various monitoring methods and the advantages and disadvantages of each
- ▶ How to make time for monitoring
- ▶ Elements of an effective monitoring form
- ▶ Calculate monitoring scores using a variety of scoring methodology
- ▶ Monitoring data can be used for process improvement, voice of the customer and individual performance improvement

Unit 3: A Performance Improvement Culture

- ▶ Supervisor's role in performance improvement
- ▶ Signs of a well-supervised center
- ▶ Representatives need to be successful

Unit 4: Coaching

- ▶ Describe how to make the case for coaching
- ▶ Articulate the role of a coach in the call center context

- ▶ Discuss common coaching challenges and how to overcome them
- ▶ Explain why praise is important for positive performance
- ▶ Write example praise statements
- ▶ Identify how to praise more
- ▶ Categorize performance standards as negotiable and non-negotiable
- ▶ Identify what to coach after evaluating a call
- ▶ Describe key elements of an effective coaching model
- ▶ Prepare for a coaching session

About ICMI

The International Customer Management Institute (ICMI) is the leading global provider of comprehensive resources for customer management professionals – from frontline agents to executives – who wish to improve customer experiences and increase efficiencies at every level of the contact center. ICMI's experienced and dedicated team of industry insiders, analysts, and consultants are committed to providing uncompromised objectivity and results-oriented vision through the organization's respected lineup of professional services including training, consulting, events, and information resources.