



Managing Performance for Excellence...and Doing it Right!

By Lori Fraser and Steve Suhn, Consultants

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We've all heard the old adage: ***"If you can't measure it, you can't manage it."*** With tools like workforce management (WFM), quality monitoring (QM), Voice of the Customer (VoC) satisfaction surveys, analytics, and a gaggle of management reports, we can measure, measure, measure. But if we want to drive results, we should add: ***"... and you had better do it right."***

Bypass the common mistakes

The road to performance management is paved with good intentions. Misguided executives and "eager beaver" managers jump at solutions to align their operations with industry best practices. To their credit, they understand the need to leverage the tools of the trade to manage performance. But *how* they define and measure quality can make the difference between success and failure. Common mistakes include:

- *Rushing to implement a performance management program without linking it to business strategy.* It's easy to imitate other centers' programs, especially when they're highlighted as beacons of success. But if their goals are different from yours, you'll drive your agents to achieve something that doesn't really matter or is counterproductive to your mission. Metrics affect behavior. Make sure you choose the right ones.
- *Looking at quality through company-colored glasses.* QM is essential to performance management, but it's not the whole story. QM measures your *internal* adherence to interaction standards, policies, and resource use. To get the whole picture, you need VoC surveys to capture the *external* quality perception. Align your internal and external measurements to make sure your quality perspective is balanced.
- *Beating up agents with numbers.* It's amazing how many centers think they will get better results with the "stick" than the "carrot." Then they wonder why turnover is high! Top centers use metrics in conjunction with collaborative coaching. Agents know their targets, understand how those targets support center goals, and have ready access to daily updates. When they meet with their coaches, they celebrate their successes while setting goals for skill development. They're confident in their ability to "stretch" because their track record demonstrates the capacity for continuous improvement.

Keys to "do it right"

Avoiding the common mistakes will put you on the path to performance management success. To "do it right," make sure you have the following:

- *Strategy: know your mission, the behaviors/results that support it, and the metrics that drive the right performance at all levels of the organization.* Define clear roles/responsibilities and the key performance indicators that go with them. Everything you do with performance management must support your contact center strategy.
- *Design: create balanced scorecards.* Connect the dots between traditional customer contact metrics and business outcomes to assess productivity (efficiency), quality (effectiveness), financial impact (cost, revenue), and the employee experience.
- *WFM, QM, and VOC: invest in performance management tools... and the staffing/training to use them properly.* Whatever your center size, you need a systematic and effective means to address



workforce and quality management. Tools vary by center size and sophistication. But with all the sourcing options at your disposal, you'll find something that suits your needs... and your wallet.

- *Analytics: invest in enabling technologies.* Provide the means to measure agent performance, then report and trend it for ongoing continuous improvement initiatives.
- *Training: invest in your people.* It's not enough to provide new hire training and then declare victory. Top centers provide at least 40 hours of training per agent each year to sustain continuous improvement.

Doing it "right" requires a methodical approach that brings strategy, operations, and technology together to drive excellence in contact center performance. There is no silver bullet to success, yet balancing your efforts across all performance management components will make the effort worthwhile.