



Protect Frontline Supervisors from “other duties as assigned”

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Supervisors are the Contact Center’s Most Valuable Players. Because they’re seasoned front-line specialists, they are your “go to” resource to address the most challenging and/or complex tasks. They are resourceful, critical thinkers when you need input on people, process, and technology initiatives. Their breadth of knowledge and experience help marketing and corporate communications develop effective campaigns and messaging. HR and others tap them for a host of administrative and project tasks. Corporate and IT initiatives require participation from many areas, and Supervisors are often the contact center’s representative to these projects.

But wait! Isn’t a Supervisor’s primary job developing and coaching front-line staff?

Call a Time Out

It should be! You’d be surprised how often that primary responsibility gets reduced to an “in my spare time” task. See for yourself. Call a time out and ask your Supervisors to track the time they spend on the following activities for a week:

- Coaching and Development (e.g., team meetings/huddles, side-by-side call monitoring, formal coaching, career development discussions, etc.)
- Customer Contact Handling
- Escalation Calls from customers
- Systems issue tracking (IT/IS)
- Administrative Tasks (HR, WFM, QA, etc.)
- Meetings outside of team huddles (e.g., management, peers, other departments)
- Special Projects (internal and external to contact center)
- Other (ask for specifics)

Gather the results and determine how much time your frontline supervisors are actually spending on various tasks both within the Contact Center and for other departments.

Have a Game Plan

Supervisors should be spending at least 50% of their time on coaching and developing. How do your Supervisors measure up?

If they’re falling short, it’s time to identify the “time moochers” and find ways to let your organization leverage the Supervisor’s wisdom while enabling them to continue to focus on their primary role. After you know what your Supervisors are spending their time on, sift through the results to begin reclaiming coaching and development time.

1. Identify all non-coaching and non-development activities
2. Separate the activities into contact center and “other department”

You have autonomy in the Contact Center and can work on creative solutions including proper delegation and assignment of tasks. With “other departments,” it may require additional education about the differences of the supervisor role in a Contact Center versus other departments. Take the time to educate.



It will be worth it when the time comes that you have to say “no” to a request for a resource and your peers will understand why.

Hit a Home Run

Here are some proven strategies to put more coaching time back on the clock and protect frontline Supervisors during the game:

- Educate all parties on the importance of coaching and development (including IT, Marketing, Sales, etc.)
 - Communicate resource availability on a frequent basis at cross-functional meetings
- Rotate frontline supervisors available for other department efforts (projects, meetings, etc.)
 - Offers all frontline leadership staff equal opportunity and evens out time demands
 - Mitigates the agent response of, “My supervisor is *always* in meetings.”
- Develop an internal policy that all requests of resources need to be funneled through the contact center manager/director
 - Reinforce with the frontline supervisor team, as well as other department leaders
 - Track and monitor the frontline supervisor task utilization to make adjustments as needed

When coaching takes a back seat, Supervisors can get caught in a downward spiral of daily crises and firefighting – something that effective front line staff coaching prevents! Before you find yourself slipping into that downward spiral, call a time out to understand where your supervisors are spending their time and develop a game plan to hit a home run for your frontline supervisors and agents.