Take Action on Change Management

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Change is constant in every contact center. Organizational structure, processes/policies, technology, channels, staff, products – whatever your center focus (e.g., sales, customer service, help desk support), something is about to change. Here's a quick guide on *how* to build agent buy-in as you roll out the next new "thing."

Activities in the Change Management Process	How to Make them a Reality in your Center
Raise center-wide understanding of the need for change	Share why the change is beneficial to the company and customers using a variety of communication channels such as: • Newsletter updates • Town hall meetings • Stand up team meetings And deliver some meaningful messages such as: • KPI trend line and impact analysis • Customer quotes or recordings from quality monitoring (QM) or Voice of the Customer (VoC), customer letters, and/or social media posts • Agent feedback from a pilot or focus groups
Appeal to self-interest and team pride	Address what's in it for the individual and the team through: • Balanced coaching sessions for individuals • Collaborative team meetings
Provide training on the change	Educate and transfer knowledge across the center through: • Agent specific training with skill steps on how to use a new technology, process, or policy • Management specific training on how to coach agents for compliance, linking the discussion to working agreements, skill competencies, and KPIs • Support functions that help verify compliance and tie to QM, VoC, and reporting and trend analysis
Reinforce key messages and learnings	Practice, practice, practice using: • Adult learning techniques so participants see, say, do, review, and do again to form habits • One-on-one coaching sessions with role-playing • Team meetings with "how to" tip sharing and examples • On-line interactive role-based scenarios
Track progress towards your goals	Elevate visibility on initiative-specific KPIs through: • Weekly agent, team, and center KPI tracking and trending • Proactive actions when KPIs indicate activities are working at cross-purposes or there is a need for additional training or coaching • Meaningful celebrations as the agents achieve success

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Keep in mind two key points:

- *Everyone plays a part.* Make sure roles and responsibilities are clear from Executive sponsor to center management, agents, and support team functions.
- *Everyone has accountability* for project implementation and ongoing success. Periodic progress reports build momentum one step at a time toward successful transition… and the celebration!

By sharing the reasons for change and providing an open and collaborative structure to engage it, you'll increase the odds of bringing positive results for customers, the company and, most importantly, your agents, the heart of your center.

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