



## HOW TO MAKE YOUR AGENTS MORE PRODUCTIVE

Paul Cooper – Customer Plus



Speaker

customer plus



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## Why? - The Customer Effect

*“ 86% of people say that a good experience with a contact centre agent impacts positively on their loyalty to an organisation ”*

- BT Research - Dr Nicola Millard – BT Futurologist

*“ 83% of people want organisations to make it easier to deal with them ”*

- BT Research - Dr Nicola Millard – BT Futurologist

## Why? - The People Effect

Reputation is driven by organisational values and the right staff

*“Many banks offer some or all of what we do, except for one thing. The only difference that can’t be copied is the way we do things around here.”*

– Alan Hughes, CEO, First Direct

*“The first step is to recognise that good management starts with good people; all the processes in the world will not make up for weak individuals.”*

- Simon Wolfson, CEO Next

## Classic Contact Centre Issues

- “Nobody ever tells me...”
- “Nobody ever asks me...”
- Patronised - treated like children - “The test” – how many things can’t do at work that can do at home?
- Technology – 73% of stress
- Stress due to not having been given the skills
- Excessive measuring - never looked at

- AMA research

## Just Measuring or Benefiting?

Sometimes less is more...

*“ We stopped over-controlling the amount of time agents spent on the telephone. Average call handling time went up 10 seconds, but overall call volume went down 10% due to improved call resolution!”*

– RBS Card Centre

## Why? - Surveys & Targets

### Customer Satisfaction Surveys:

- To please bosses? – Fear
- To get self-gratification? – Conceit
- To please staff – Patronising

Only one good reason – to learn about what you need to improve

### Targets

- Only 100% is good enough

# Metrics

## Golden Rules:

- Measure right things, not easiest things
- Only measure things that will be reviewed/analysed/acted on
- Measure what is relevant to time/need, and change over time
- Look for, and act on, trends, not one-offs
- Remember human nature:
  - set a target
  - staff sees it's important
  - Find ways to “cheat”, esp if bonus involved!



## Making Agents More Productive

- Hire the right ones in the first place
- Have a comprehensive induction programme, then on-going coaching and training
- Introduce as much empowerment as possible
- Have clear targets, objectives, culture and practices
- Measure the right things and feedback
- Use positive strokes to develop responsibility
- Have clear and well-understood career and job opportunities
- Have active programme to make sure they stay