**Managing Performance**

Everything is measured in a contact centre environment and individual performance has a major impact on the team performance. The ability to get the most out of your team by ensuring that every member is making a fair contribution is key to success in contact centre management.

This module will help you to-

* Set meaningful objectives
* Give effective feedback
* Build successful plans to improve performance

**Attitude to Performance**

We have spoken in other modules about holding people in positive regard. If we are coaching someone then we do it with the confidence that they can improve. If we are looking to manage performance through implementing a performance improvement plan then again, we should do it the hope that their performance will improve.

Holding this attitude will ensure that we adopt a balanced and fair approach to the plan and maintain respect for the team member.

**The performance cycle**

Everything needs a structure and performance management is no exception.

**Stating expectations-** All parties need to be clear on what is expected. A s.m.a.r.t goal is the most used format, and clarity on timing is essential. Think carefully about its communication. Is everyone informed who needs to be and has the goal been recorded? Remember SMART stands for-

Specific, Measurable, Agreed, Realistic and Time bound

**Support-** For the sake of fairness we need to consider all aspects of support. What does our subject need to be able to achieve the agreed goal. This could be in the form of training, or tolls for the job. It is vital that we are clear on owners and timescales for any agreed support.

**Implementation-** The H.A.M model (see this model in the “messy desk” cartoon) is really useful in planning the implementation as it can also provide clear milestones. It is also useful in breaking big milestones down into more manageable chunks.

**Reviewing performance-** The beauty of a well structured performance improvement plan is that we can monitor performance at every stage. This enables us to correct performance early on and gives us the opportunity to get things back on track with reviewed targets and corrective advice. It makes sense to build regular review dates into your plan

**Managing Performance**

Managing performance falls into 3 key areas:

1. Giving clear feedback on the performance

2. Setting a clear action plan that includes objectives

3. Reviewing the plan

**Giving Feedback**

Why do we give feedback? Feedback is given either to improve performance or to encourage continued good performance. It needs to be both specific and timely and focus on the behaviour.

|  |  |  |  |
| --- | --- | --- | --- |
| Incomplete | Issue | Questions unanswered | Suggestion |
| You’re good with customersYou’re crap with peopleYou’re not at the right levelYou’re ideal | Not specificNot specific and personalNot specificNot specific | What is that I do well?In what way am I crap?How dare you?Where do I need to improve?What is the right level?In what way? | You are very good at building rapport with customers.When you are under stress I have observed you snap with your team.You did not display sufficient commercial awareness in your reportYou have the right experience and your consultative style is a good fit with the team |

**Make it smart-**

You will notice that the objectives below have a clear and measurable output.

In managing performance objectives also need completion dates and owners

|  |  |  |
| --- | --- | --- |
| Action | Owner | Timescale |
| Provide a daily report on customer escalations | Kev | With immediate effect |
| Complete all customer call backs within 24 hours | Kev | From 20th May |
| Arrange replacement headset | Cassie | 19th May |

**Review**

Any action plan needs to be reviewed and monitored. These dates should be agreed and recorded. It can also improve commitment if the review document is signed.

Use what you have learned about feedback to give fair and objective feedback.

**Key Learnings**

• Be specific and clear in your feedback.

• Identify the areas for improvement and set clear actions around these.

• Ensure that objectives are concrete and focus on an output that can be measured

• Set clear dates for review and monitoring.

• Ensure you deliver on any support needs.

This has kindly been supplied by Rob Wilkinson

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