



Three Ways Quality Management Technology Can Improve *Employee Retention*

Attrition: A Result of Poor Employee Engagement



High Cost

Attrition has a high cost. To replace an agent, it costs approximately 30-60% range of a full salary

Customer Experience

1/3 of employees are engaged in their jobs. Poor agent engagement levels and CSAT scores are related

Motivation

88% of employees say turnover is for reasons other than pay. Lack of recognition, opportunity, training, tools and resources, communications, workload, teamwork

Millennial Factor

60% of millennials are open to new job opportunities at any given time. They will make up 75% of the global workforce by 2025

3 Ways Quality Management Technology Can Improve Employee Retention

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Automate to allow more time for coaching

6



Treating agents as individuals

7



Letting employees have a voice



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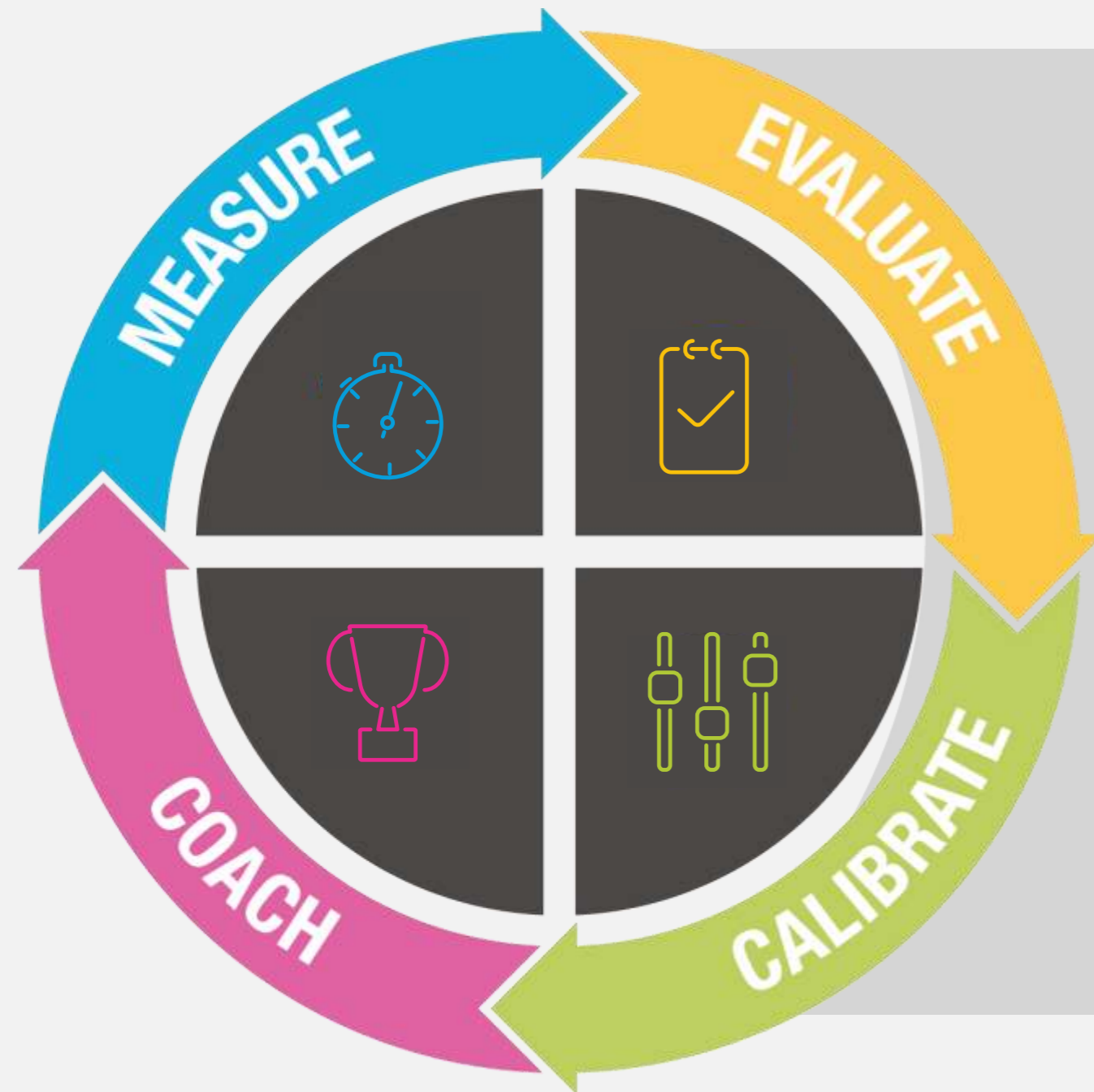
Automate task to allow more time for analysis & coaching

“An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

Jack Welch



Fully Automate All Quality Assurance Tasks



Examples of Tasks You Can Automate

- Report performance trends automatically
- Target your interaction selection
- Use interactions for calibrations and results reporting
- Schedule coaching
- Distribute of coaching material and acknowledgement
- Measure coaching effectiveness

More Time for Coaching



Improve coaching effectiveness

- More frequency & quicker feedback



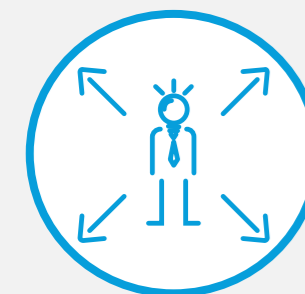
Focus on positive behaviors and areas of opportunities

- Avoid all negative feedback



Target coaching with analytics

- Create a perception of fairness and focus high impact interactions



Encourage self help

- Knowledge base, request coaching, peer learning

Financial Institution 5 Steps Program: “Near Real-time Coaching”



Challenge

Supervisors were **challenged** when managing their team's performance, but **lacked a clear direction** on where their opportunities are.

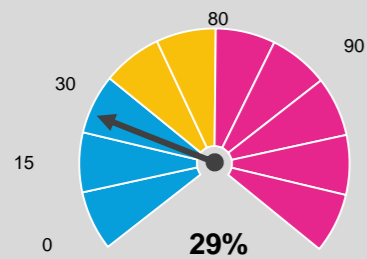
Solution

Step 1

Dashboard Alerts

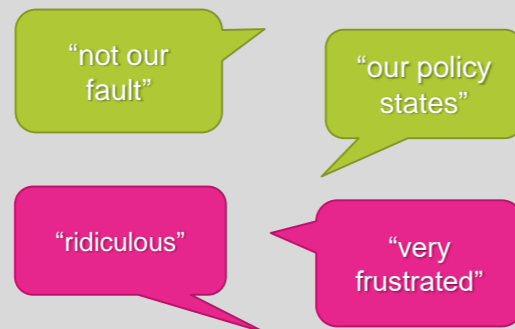
Customer Experience

Target = 80%



Step 2

Customer Experience Root Cause



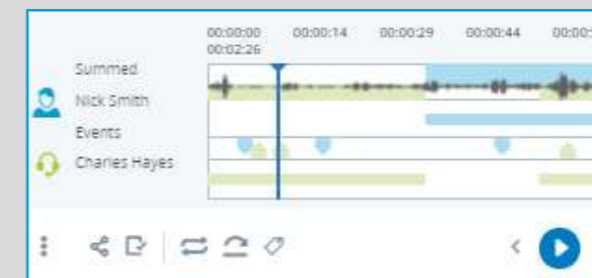
Step 3

Drill down to identify team member that needs training

AGENT	SCORE	RANK
Charles E. Hayes (304779)	71	20
Frank P. Hill (168288)	60	19
Gary S. King (638742)	55	18
Scott T. Moore (306358)	51	17
Jeffrey M. Rogers (746948)	42	16
Linda W. Smith (907816)	35	15

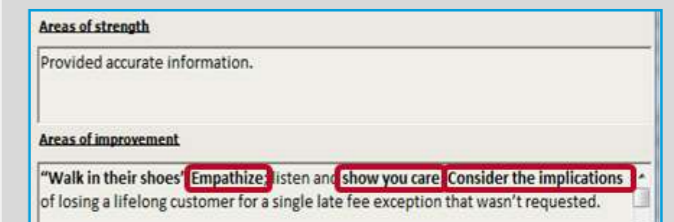
Step 4

Focus on listening to understand – jump right to the issue



Step 5

Provide coaching



Result

Delivered coaching within **6 hours of the interactions** with more time for coaching because **3030+ hours saved** in call listening in one department alone. Agent **job satisfaction improved** and **attrition declined**.



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Treat Agents as Individuals

“Highly engaged employees make the customer experience. Disengaged employees break it.”

Timothy R. Clark, Author, Employee Engagement Mindset



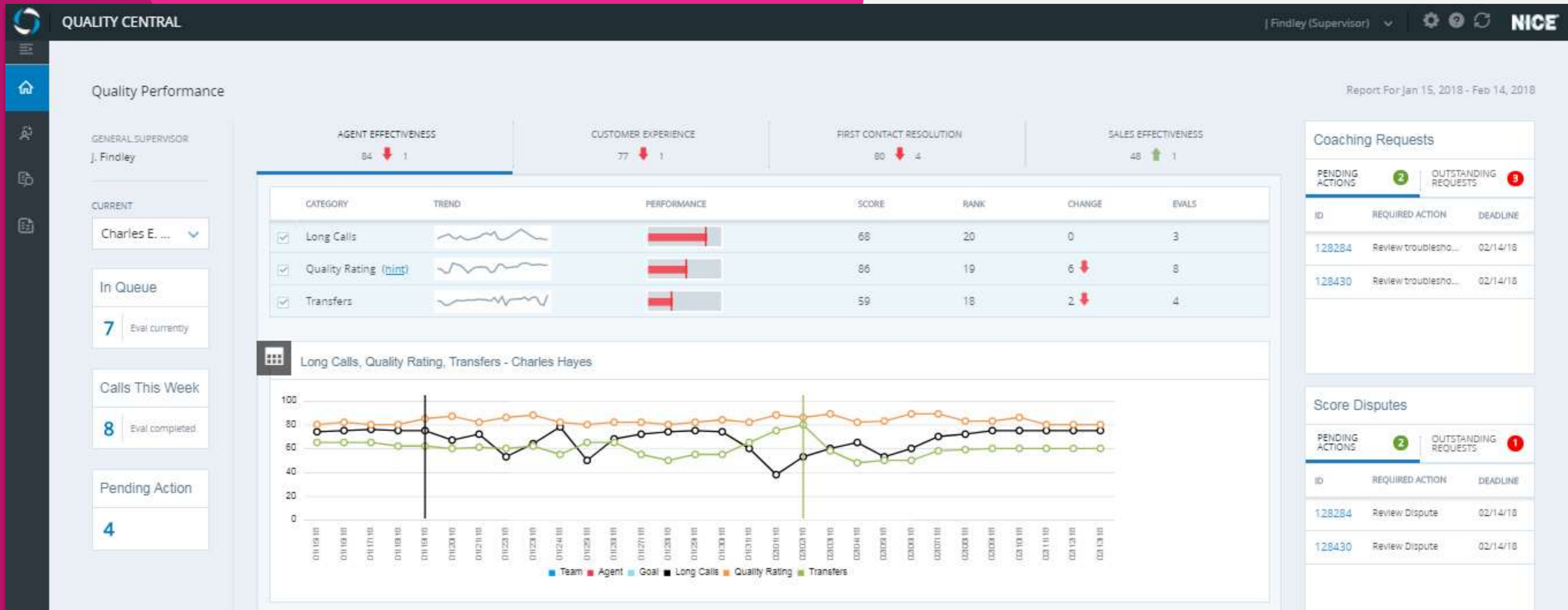
Treat Agents As Individuals



Be transparent with timely information



Use performance trends to identify individual coaching needs



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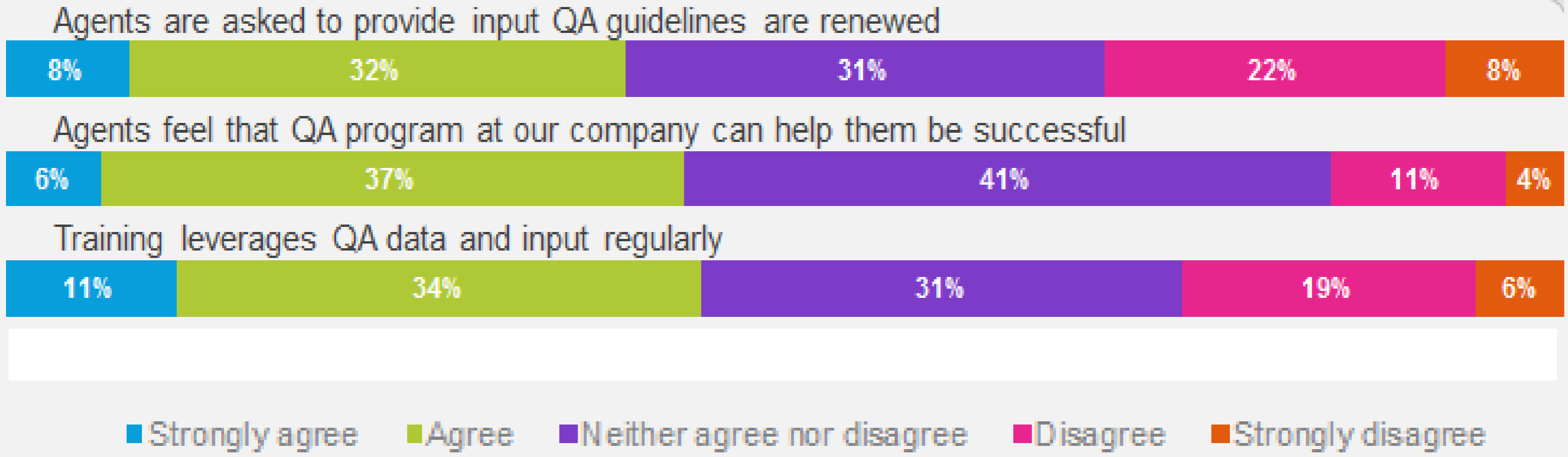
Letting employees have a voice

“Always treat your employees exactly as you want them to treat your best customers.”

Stephen R. Covey
Author of *The 7 Habits of Highly Effective People*



What is the Influence of Quality Management on Agents?



ICMI Benchmark Study - over 350 contact center executive respondents

Leverage QM to Influence Agent Engagement



Self Manage



Self assessment



Request coaching



Request rescore

360 feedback forms



Gain additional insight



Make agents stakeholder

Thank You

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