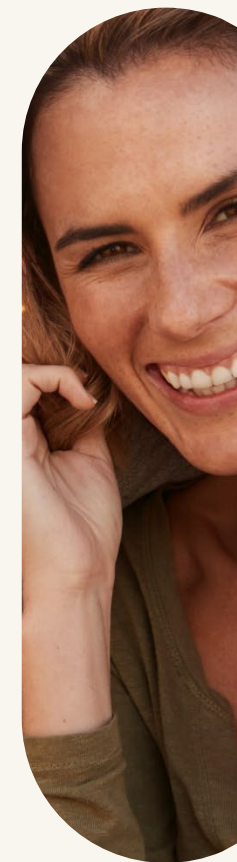
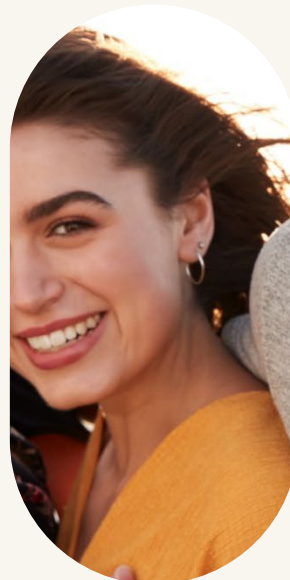


The Power of Agent Feedback: Realising Results Today and Tomorrow



Risa Eldridge

Sr. Director of Product Management
[CallMiner](#)



**“The way your
employees
feel is the way
your customers
will feel”**

Sybil F. Stershic, *Taking Care of the People Who Matter Most: A Guide to Employee-Customer Care*

How do we successfully coach?



Keep it simple



Promote engagement



Focus on outcomes



Poll Question



Primary reason for not coaching:

1. Supervisors are too busy.
2. Agents don't have enough time.
3. Our agents don't need coaching.
4. Call volumes are always too high.
5. It's too hard to coach remotely.
6. I don't know how to coach.
7. We never miss an opportunity to coach.

Keep it simple

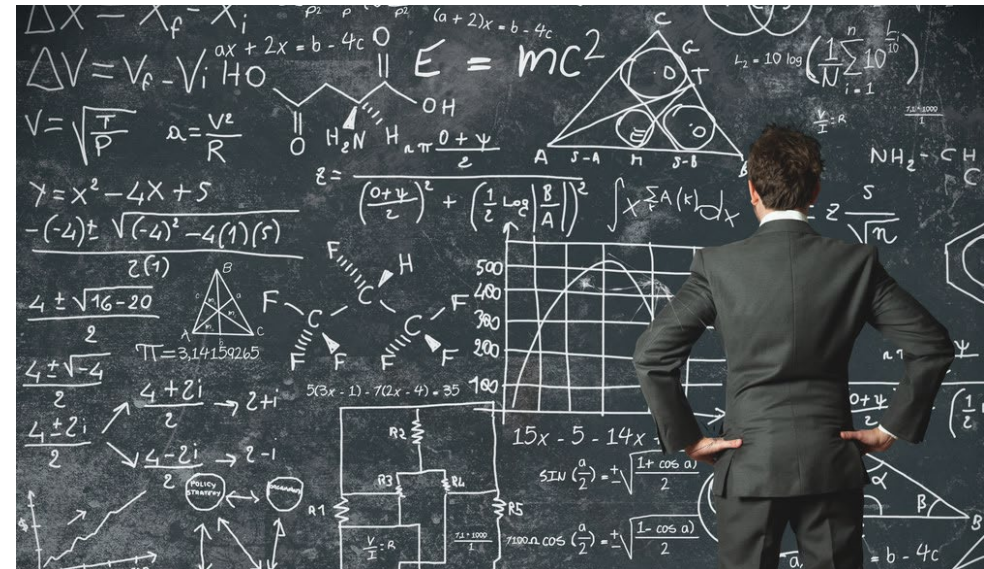


Does this sound familiar?

- Supervisors have “too much on their plate”
- There are not enough supervisors to coach every agent
- It's difficult to coach remote agents

Why?

You are over-complicating the coaching process



**70% of the
variance in a
team's
performance is
due to
management**

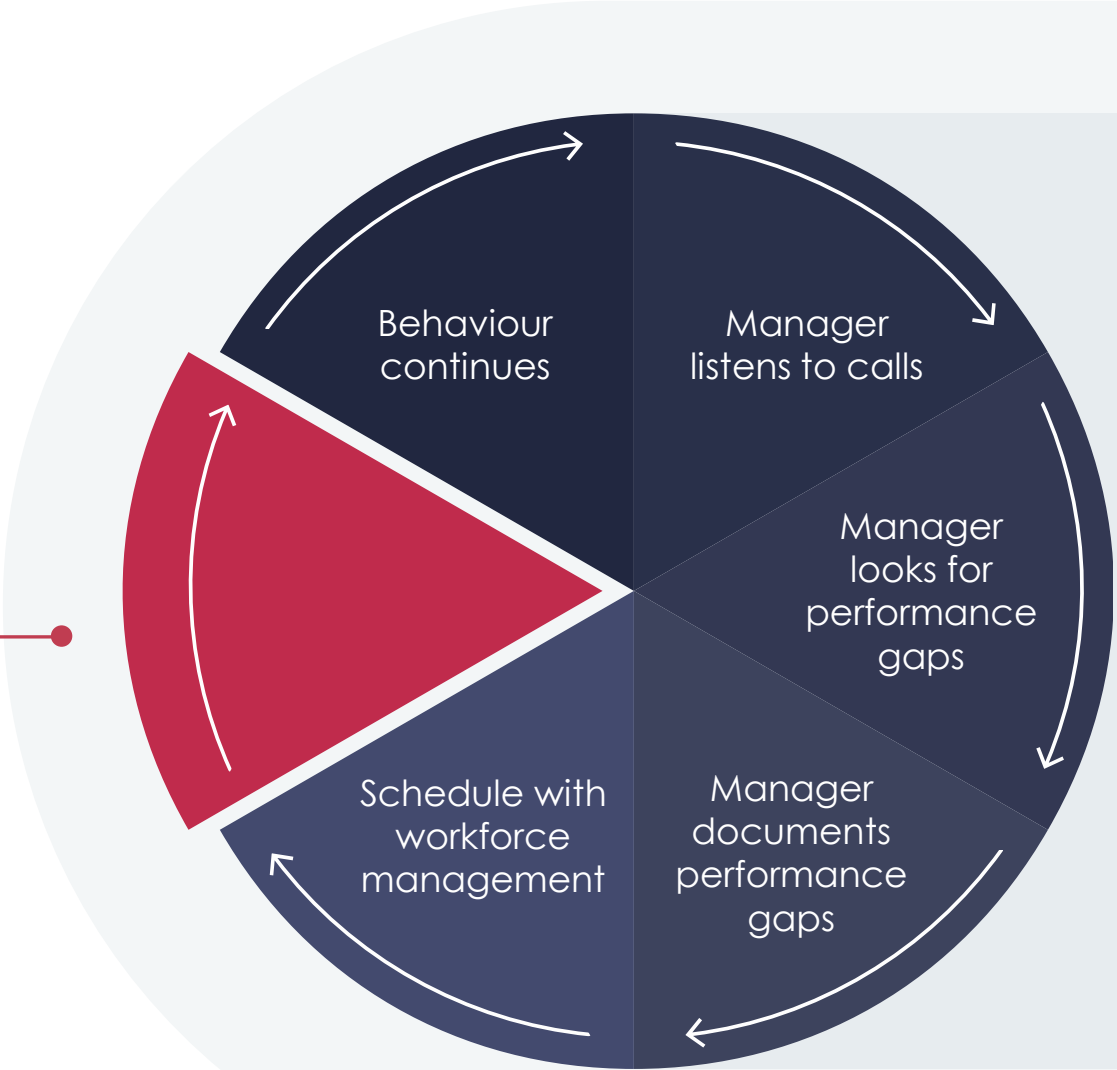
Sybil F. Stershic, *Taking Care of the People Who Matter
Most: A Guide to Employee-Customer Care*



Coaching Reality

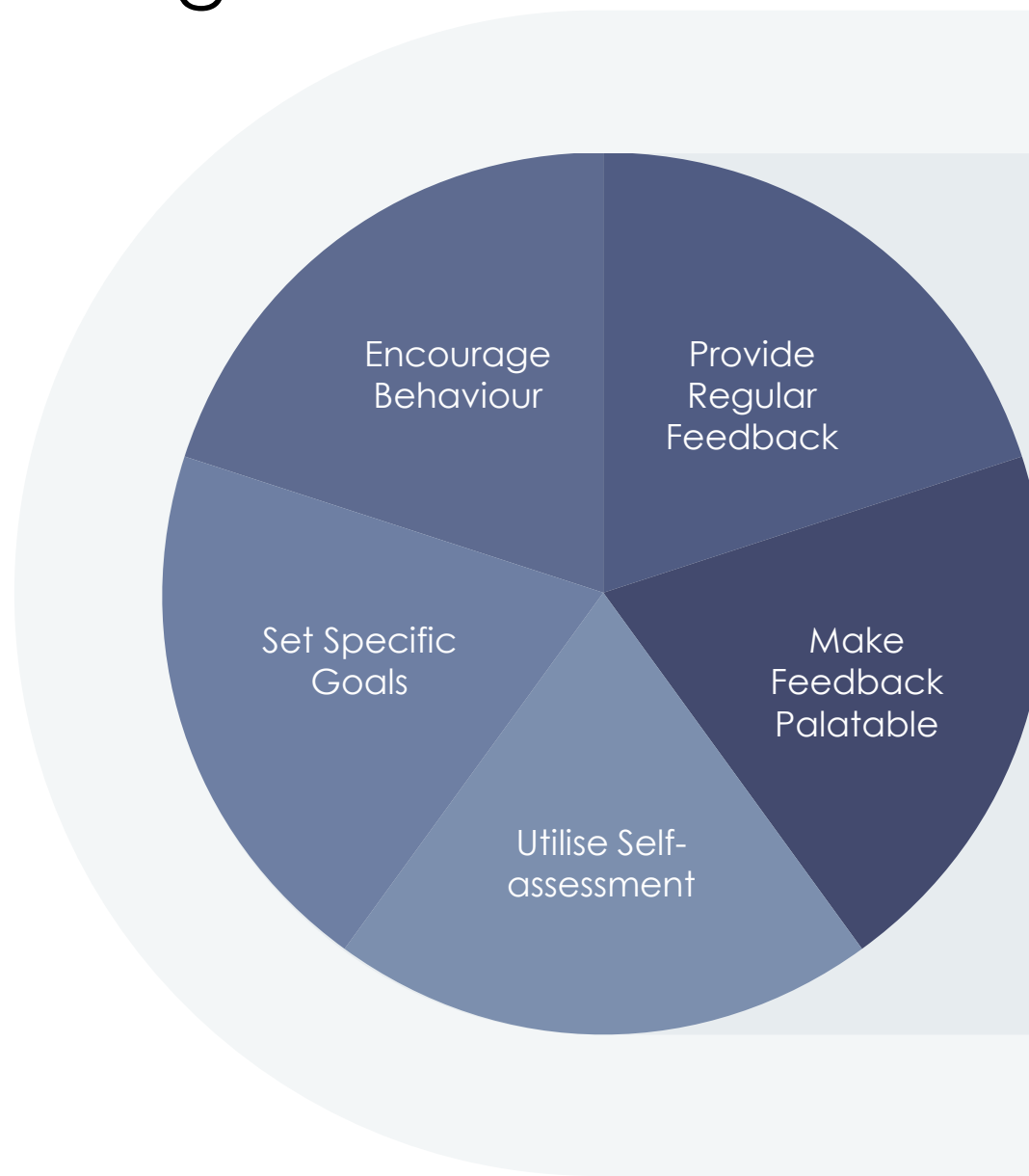


High call volume coaching is cancelled





Effective Coaching Cycle



Provide guidance at the right time



During the Interaction

The screenshot shows the 'Agent Assistant' interface. At the top, there is a hand icon, a bar chart icon, and the text 'Agent Assistant'. Below this, there are two tabs: 'Alerts' with a red circle containing the number '2', and 'Insights' with an orange circle containing the number '56'. The main content area has a light orange background with the text: 'Please make sure to advise the customer that they are being recorded.' At the bottom, there is a dark orange rounded rectangle containing a timer '00:04:15' and the text 'Lack of Recording Disclosure' with a downward arrow.

After the Interaction

The screenshot shows the 'Coach' interface. At the top, there is a navigation bar with 'Coach', 'Dashboard', 'Find', 'Insight', and 'Command Post'. On the right, it says 'Hi, Alexis' with a user icon. Below the navigation bar, there are filters for 'Saved Searches', 'Sample', 'Score Display', 'Baseline Score', 'Silence/Delay', 'Categories', 'Tags', and 'Alerts'. A search bar is also present. The main content area shows a list of interactions. The first interaction is for 'Eureka ID: 28272', 'Location: Jacksonville', 'Department: Sales', 'Agent Group: Andrew's Team', and 'Agent: Henry Ford'. It features a 'Baseline Score' of 82.41, a play button, a timer '00:00', and a progress bar. Below this, there is a text input field with the prompt: 'Start a discussion by adding a comment here. You can also flag an indicator for review by selecting it from the indicator list!'. Underneath, there are 'Actions' for 'Workflow' (Open, Set owner...) and 'Insights' (Send insight to..., Due date (optional), Highlight a section, Send section only). A 'Begin Evaluation' button is visible. The second interaction is for 'Eureka ID: 28273', 'Location: Jacksonville', 'Department: Sales', 'Agent Group: Andrew's Team', and 'Agent: Victor Fernandez', with a 'Baseline Score' of 82.41 and a timer '01:34'.

Ending the Barriers to Coaching

I don't have time
to coach!

—● The best coaching is made up of small bits of feedback over time that an agent can internalise and use for improvement.

My team is
amazing. They
don't need
coaching!

—● Your top performers are looking for ways to move to the next level and may crave coaching even more than your lower performers.

Coaching is HR's
job!

—● Coaching is a critical management responsibility and should be embraced by everyone in the organisation.

My boss doesn't
coach me!

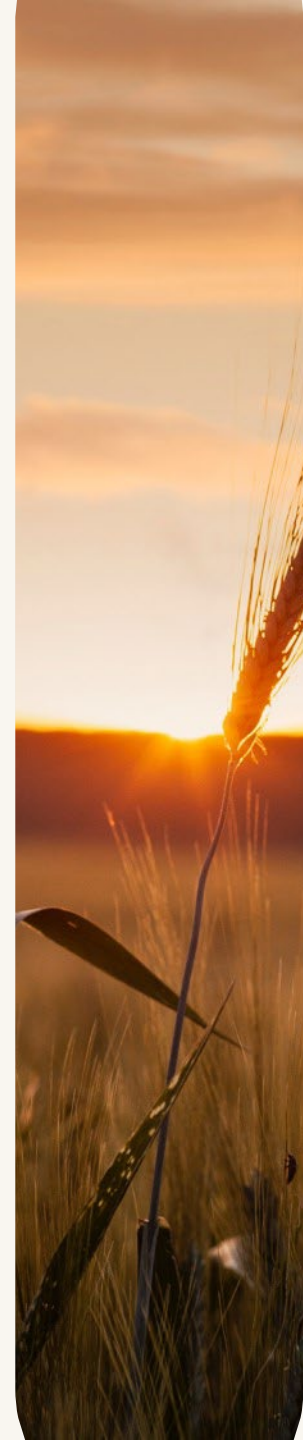
—● The lack of senior role models can break any good coaching platform; remember that we learn how to coach by example.

I don't know how
to coach!

—● Coaching is as simple as giving good, consistent feedback. Everyone can learn how to coach.



**Only 15 % of
employees across
the world are
engaged in their
jobs**



Promote Engagement



Does this sound familiar?

- Supervisors coach agents about the latest topic
- Agents are not receptive to the coaching
- Performance decrease again and again

Why?

- **Your coaches are not focused on emotional intelligence**



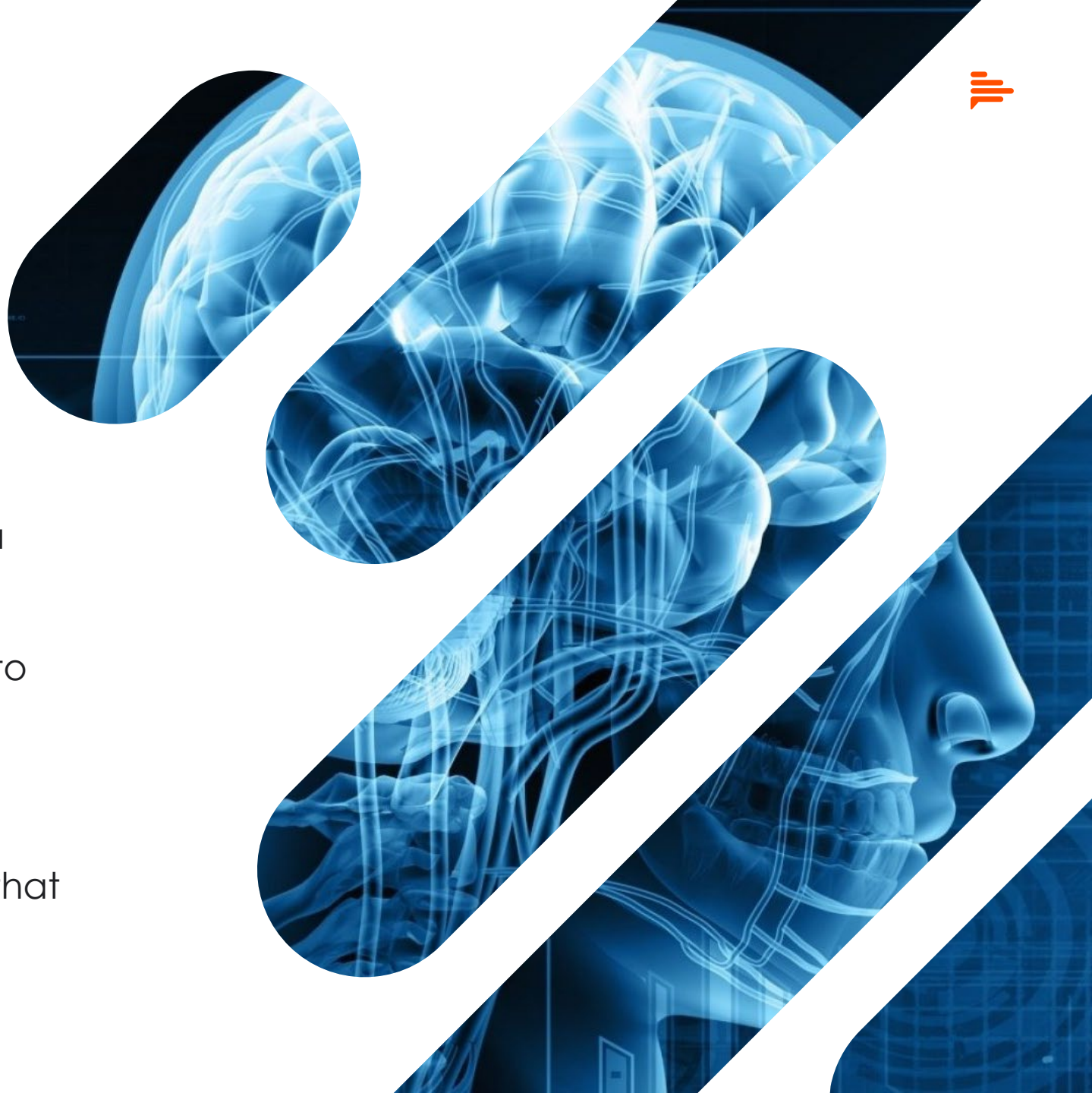
“Emotional intelligence, more than any other factor, more than I.Q. or expertise, accounts for 85-90% of success at work...”

Warren G. Bennis

What is Emotional Intelligence?



- Being able to accept criticism and responsibility
- Being able to move on after making a mistake
- Being able to say no when you need to
- Being able to share your feelings with others
- Being able to solve problems in ways that work for everyone



Coaching toward Engagement



Define and communicate a powerful vision

- Demonstrate how everyday tasks align with and contribute to the vision and mission

Understand peoples' strengths

- Empower people with opportunities to use their strengths

Give people the training, resources and support they need to do their jobs well

- Sincerely ask what would make their jobs better and find ways to help

Communicate regularly and with transparency

- Give genuine recognition and appreciation

Ask for opinions, ideas and feedback



Ask The Real Questions



I clearly understand the mission and purpose and how I contribute to each

I know what is expected of me and my work quality

My voice is heard and valued

I frequently receive recognition, praise and constructive criticism

I have opportunities to learn and grow personally and professionally.



I have the resources and training to thrive in my job

I have the opportunity to do what I do best - every day



I trust my manager and believe they have my best interests in mind

Why does coaching not work?



Does this sound familiar?

- Agents choose their own areas of focus based on assumptions
- Agents may invent new methods of doing their job
- Agents don't understand examples of good behaviour

Why?

- **Your organisation's message is being overshadowed by the people closest to the front line.**

Make your coaching work



Set a clear message from the top down

- Everyone in the organisation should be speaking the same way

Ask your team members how they solve problems

- People often don't realise they have been doing something the wrong way

Identify your vocal team members

- Ensure that they have bought in to the right message so that it can spread

Don't forget about your silent types

- Without guidance they will continue to do the same thing over and over until it becomes a bad habit



**Focus on
Outcomes
Not Metrics**



Transforming the coaching experience

Before

Your organisation isn't optimised to promote positive employee coaching

- Leadership is hesitant to coach because it is too complicated
- Agents are unresponsive to coaching and feedback
- Your message is getting lost before it reaches your customers



After

Agents are satisfied in their role and are delivering exceptional customer experiences

- Coaching is simple and it's performed and celebrated at all levels of the organisation
- Feedback is consistent and delivered in an emotionally intelligent manner to ensure everyone buys in to the same message
- Your vocal team members are an asset to driving the right behaviours and desired outcomes



Questions?

Thank you!