

Contact Center Management Series
The Human Factor: Empowering Your
Support Center Analysts



*Ric Mims, Founder & Principal
SupportCenter Global Technologies, Inc.*



Agenda



- Vision
- Types of Authority
- Getting your team to buy-in
- Getting your team to work together
- What Your Teams Need From You



Challenges



Challenges

- Unstructured customer support mechanism
- Low customer confidence/perception
- Outgrown customer support system
- Under-managed support resource
- Continual fire-fighting, repetitive incidents
- Over dependence on key staff
- Uncoordinated and unrecorded changes
- Unclear staff resource/cost requirements
- Inconsistent call quality and response times
- Lack of management information

Vision



- **Definition**

¹vi·sion

Pronunciation: 'vi-zh&n

Function: *noun*

Etymology: Middle English, from Anglo-French, from Latin *vision-*, *visio*, from *vidEre* to see -- more at WIT

1 a : something seen in a dream, trance, or ecstasy;
especially : a supernatural appearance that conveys a revelation **b** : a thought, concept, or object formed by the imagination **c** : a manifestation to the senses of something immaterial <look, not at *visions*, but at realities -- Edith Wharton>

2 a : the act or power of imagination **b** (1) : mode of seeing or conceiving (2) : unusual discernment or foresight <a person of *vision*> **c** : direct mystical awareness of the supernatural usually in visible form

3 a : the act or power of seeing : **SIGHT** **b** : the special sense by which the qualities of an object (as color, luminosity, shape, and size) constituting its appearance are perceived through a process in which light rays entering the eye are transformed by the retina into electrical signals that are transmitted to the brain via the optic nerve

4 a : something seen **b** : a lovely or charming sight

Vision



- A mental view of how your team meets goals and objectives
- Future vision through strategic planning to achieve goals and objectives
- Foresight to know and understand pitfalls and barriers to achieve goals and objectives.
- Delivery of that vision to your teams.
- Constantly share vision until the vision becomes theirs
- The end result of being a visionary is setting direction for the organization and team.



Vision



Communications Planning

- Team Meetings - Weekly, Monthly
- Service Catalog Review
- Team Emails (formatted communications)
- Consistent Performance Reviews
- Consistent Rewards and Recognition Programs



Authority



- Authority is the right of an individual to make the necessary decisions required to achieve his/her objectives or responsibilities.
- Responsibility is the assignment for completion of a specific event or activity.
- Accountability is the acceptance of success or failure.



Authority



Authority Type	Description	Examples
Traditional	Subordinate obedience based upon custom or tradition	Indian tribal chiefs, royalty(kings, queens etc.)
Charismatic	Subordinate obedience based upon special personal qualities associated with certain social reformers, political leaders, religious leaders, or organizational leaders	Martin Luther King, Jr., Mahatma Ghandi, Billy Graham, Bill Gates etc...
Rational-Legal	Subordinate obedience based upon the position held by superiors within the organization.	Police officers, organizational executives, managers and supervisors.

Getting Them to Buy-in



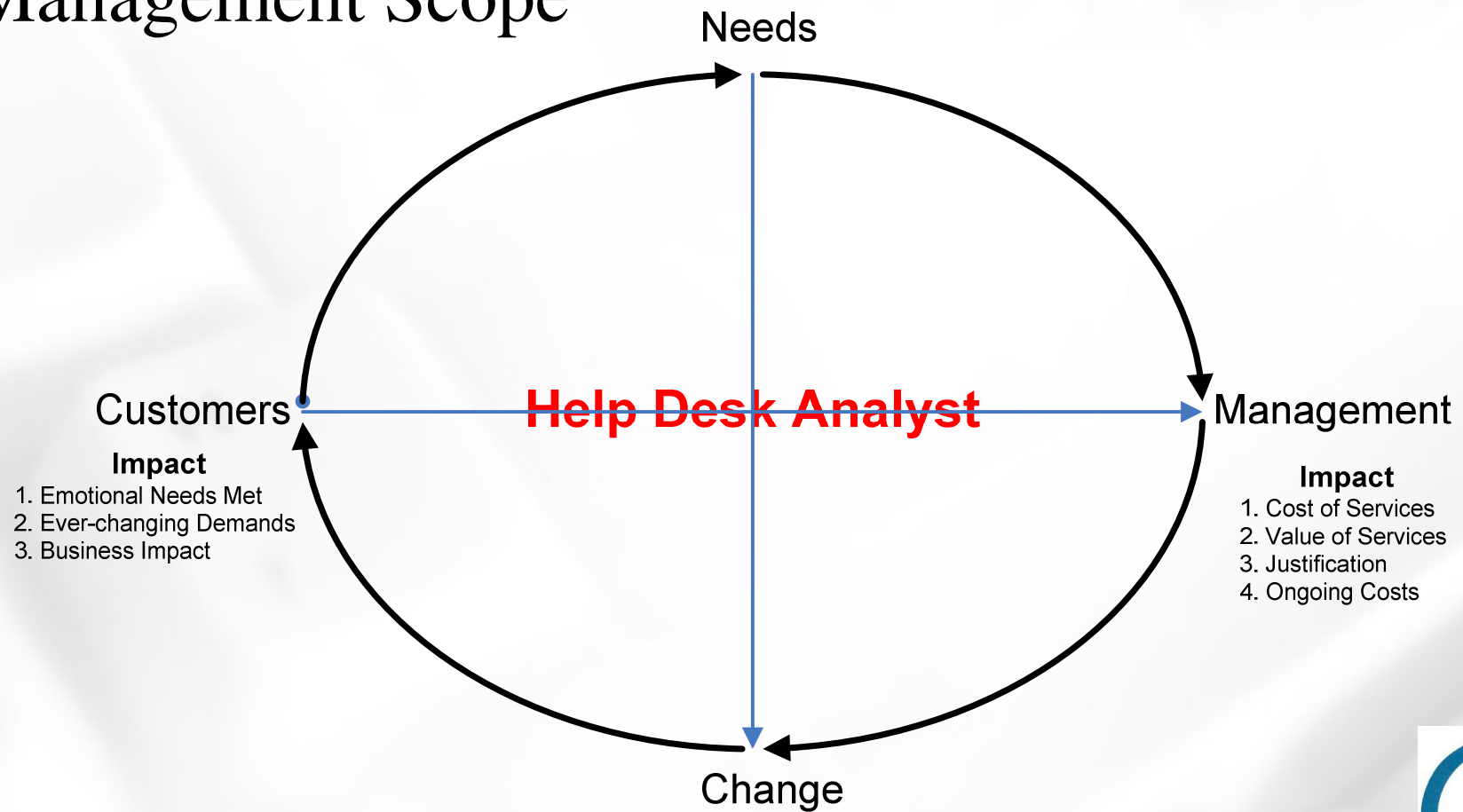
- Your vision for the future
- Your strategy for getting there.
- Why your strategy is different and/or viable.
- Explain every achievement that indicates the team is winning (i.e. metrics, established baselines, industry benchmarks)
- Ongoing and constant communications



People



Management Scope

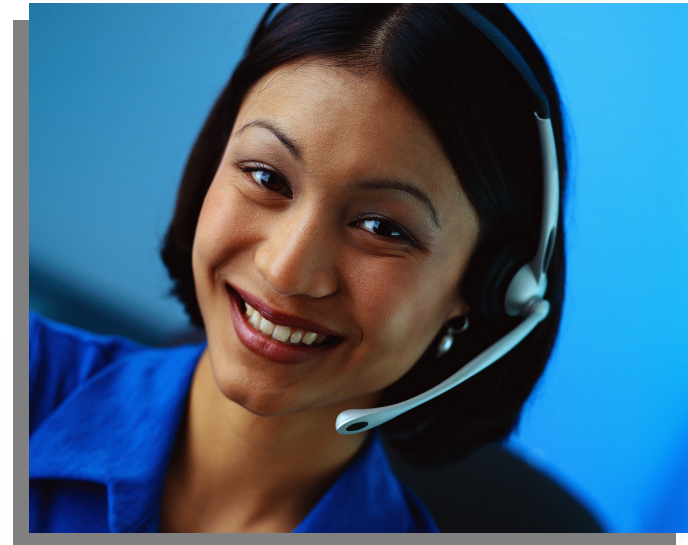


People



Considerations

- Team members with the wrong attitude?
- Lack of business professionalism
- Lack of motivation
- Individuals who have issues with every customer interaction
- Its always someone else's fault.
- They do just enough to get by...
- You wish you could fire them, but you can't.

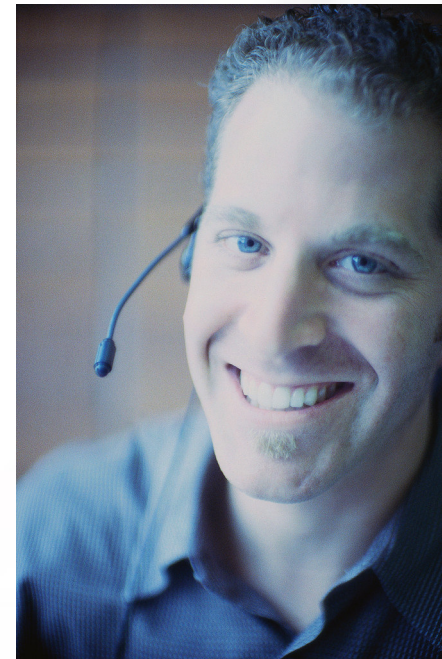


Hiring the Right Resources



Five Rules for Hiring the Right People

- a. Hire people smarter than you.
- b. Select Team Leaders that compliment your strengths and compensate your weaknesses.
- c. Pay attention to detail.
- d. Go beyond the [interview](#).
- e. Bother to monitor during the probationary period.



Ten Things Your People Need

taken from "The New Manager's Starter Kit", Robert Crittendon



- Respect- Treat staff members as trusted associates and not subordinates.
- Ownership of Environment- Employees want to feel they have a home.
- Sense of Affiliation- participation in other projects, shadowing to the next level.
- Fair Compensation- opportunity to retain good employees



Ten Things Your People Need



- **Psychic Rewards-** Work to recognize accomplishments.
- **Straight Talk-** Stay in touch, control rumors and have a reputation for truthfulness.
- **Visibility at the top-** Know your environment.
- **Empathy-** feel your customers' pain.
- **Trust and Safety-** Job Security
- **Favoritism...for everyone.**

taken from "The New Manager's Starter Kit", Robert Crittendon



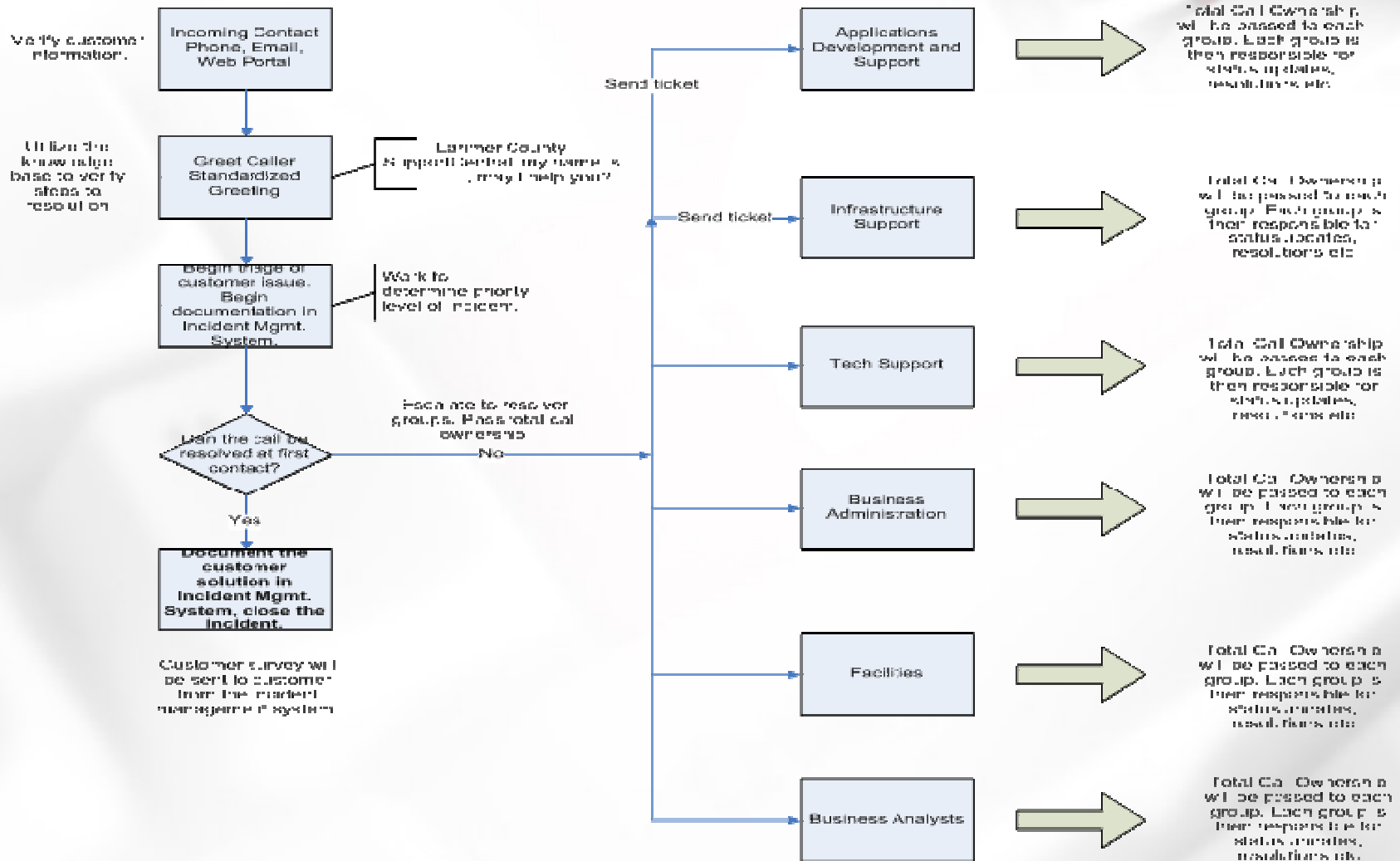
Service Needs



- Incident Management Process
- Documented service processes
- Technology Tools (Implemented Properly)
- Service Level Objectives and agreed upon targets
- Illustrate published Service Catalog
- Provide the proper ergonomics
- Training Plan and Program
- Supporting supervision
- Senior management support



Service Needs



Service Needs



Service Catalog

- List of all services IT provides to customers.
- Provides a clear explanation of the services, customers/users, descriptions and costs.
- Essential to any service business in order to define products and services.

What is an IT Service?

One or more systems that enable a business process.

Service Needs



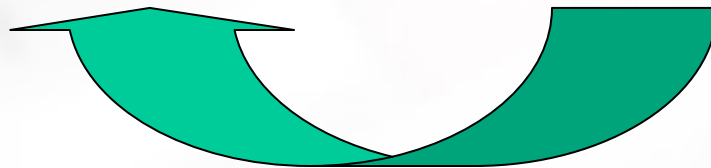
Business

- Products
- Sales and Marketing
- Order Fulfillment
- Customer Support
- Administrative



IT

- Prod./Inv. Systems
- CRM, ERP eCommerce
- Distribution/Inventory
- CRM, Service Desk
- Email, HR, Finance, IT infrastructure



Each service has a supporting SLA

Service Needs



- Discussion Point

“I thought the point of implementing ITIL was to empower my support team and it would give me the processes we need!”



Service Needs



- What do customers want?
 1. I want to reach the resource. (Availability Management)
 2. Access to what I want. (Security)
 3. Retrieve what I need on time to do my job. (Capacity)
 4. My data must be definite and accurate. (Incident)



Service Needs



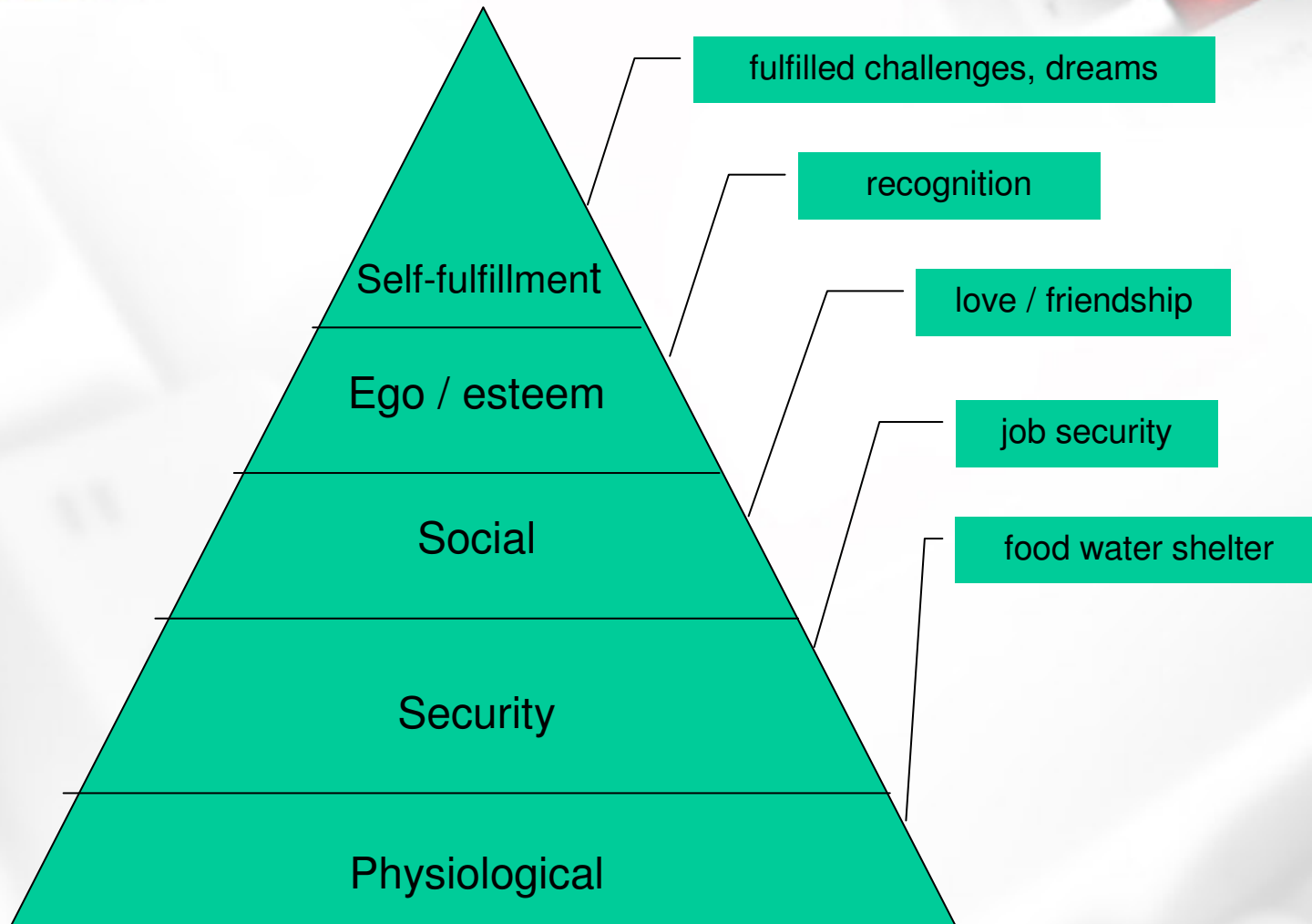
Vendor Considerations

- Perform proper due diligence
- Develop requirements from documented needs
- Ensure management approval
- Make selection of technology tools against sound selection criteria



Reward and Recognition

Maslow's Hierarchy of Need



Reward and Recognition



- Discussion

Rewards, incentives and recognition.

What do you do in your own environments?



Reward and Recognition



- HDI All Star Award (Monthly)
- HDI Help Desk Hero Award (Quarterly)
- HDI Team Excellence Award (Annual)
- Local Chapter Awards
- Team – based awards
- Peer Awards
- Food
- T-Shirts
- Novelties
- Vendor



Reward and Recognition



- Programs do not have to be expensive
- Programs do not always need management approval.
- Let employees provide input to program suggestions.
- Work within the specified guidelines of your organization.
- Seek out vendor based prizes/awards.



Teams



- Have team members take part in the hiring process of new team members.
- Assign specific projects for two team members to work on together.
- Try to arrange for close proximity of offices.
- Create an incentive-pay plan based on common goals such as profitability.
- Have a specific part of the salary review dependent upon "interaction with others."
- Take your team off-site for formal meetings as well as casual get-togethers to build a sense of bonding.

Teams



- According to the book, the 360 degree Leader, the main reason people don't like their jobs is that they are not working in their area of strength. How to get them there?
 1. Discover your employees true strength.
 2. Give them the right job.
 3. Identify the skills they need and provide industry and technical training.
 4. All workers can have a place where they provide the best value.



Avoid Office Politics



People Who Rely On Production

- Depend on how they grow
- Focus on what they do
- Become better than they appear
- Provide substance
- Do what's necessary
- Work to control their own destiny
- Grow into the next level.
- Base decisions on principles.

People Who Rely on Politics

- Depend on who they know.
- Focus on what they say
- Appear better than they are
- Take shortcuts
- Do what's popular
- Let others control their destiny
- Hope to be given the next level
- Base decisions on opinions.

* The 360° Leader, John C. Maxwell

Coaching Performance Problems



- Understand the company policies/procedure
- Talk with another manager or HR
- Explain impact of behavior
- Emphasize behavior, not the individual
- Discuss situation before solutions
- Address issues one-on-one, not in a group
- Emphasize rewards for good performance
- Maintain focus—no redirection
- Ensure understanding, and listen



Coaching Performance Problems



Sandwich Methodology for Performance Coaching



Present performance problem

A. Explain why they are being counseled. Explain employee's value and contribution to the team.

What occurred in detail

A. Who it impacted (Team/Organizational if applicable)

B. Provide any supporting metrics or paperwork.

C. Remain focused on the subject at hand

D. Performance Improvement Planning

E. Allow employee input

F. Do not allow interruptions during session

Re-iterate Performance Improvement Plan

A. Re-iterate employee's value and contribution to the team.

B. Ask them is there anything you can do to help them in their efforts.

C. Thank them for their feedback.



Empowering Your Team



- Tips for Success
 - Begin small. Fight battles that you can control.
 - Don't be an accidental Manager, be aware of what you are doing.
 - Understand your own strengths and weaknesses.
 - Delegate, Mentor and Educate.
 - Anticipate the problems that will arise.
 - Build strategic allies throughout your organization.
 - Market your business. Be prepared to illustrate success.
 - Go beneath the surface illusions, dig to find the real situation.



Recommended Resources



- “The New Manager’s Starter Kit” Robert Crittendon
- “Modern Management” Samuel C. Certo
- “Management: Challenges in the 21st Century” Pamela S. Lewis, Stephen Goodman, Patricia M. Fandt
- “The 360° Leader” John C. Maxwell
- Managing Projects in Organizations, J.Davidson Frame
- “The One Minute Manager, Kenneth Blanchard, PhD and Spencer Johnson, M.D.



Questions and Answers



Ric Mims, Founder and Principal
SupportCenter Global Technologies, Inc.
(866) 827-7135-toll free
rmims@supportcenterglobal.com
www.supportcenterglobal.com

HDI Faculty Instructor

