



WHAT THE BEST COMPANIES DO

SALES, MARKETING, AND COMMUNICATIONS PRACTICE
CUSTOMER CONTACT COUNCIL®

› Redefining the High-Performing Supervisor

Improving Team Performance
by Integrating Learning into
Everyday Scenarios

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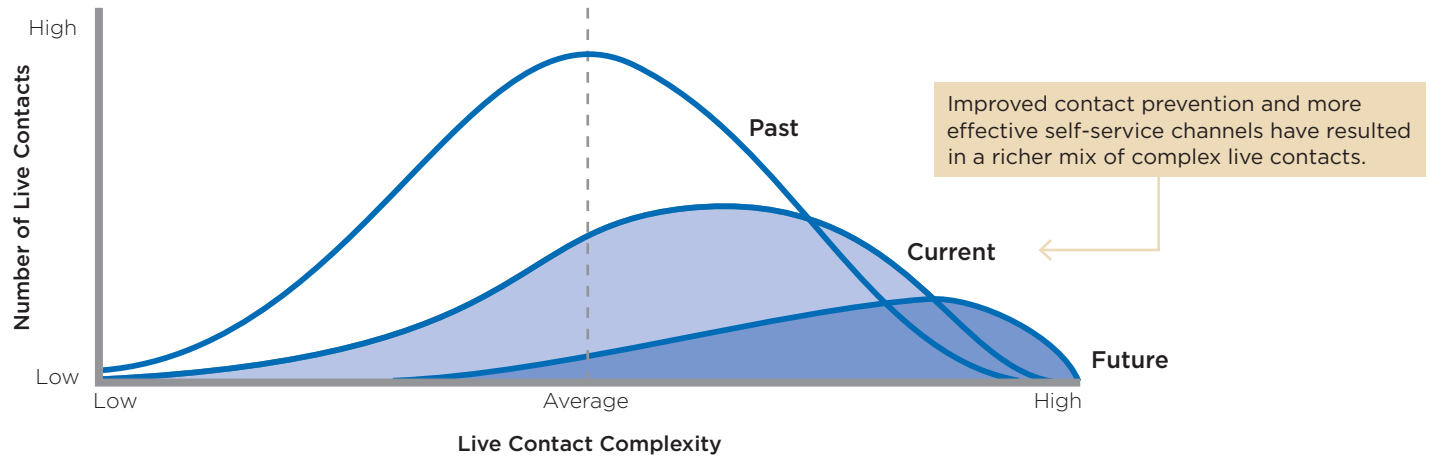


Ever-increasing live contact complexity has led to an erosion of frontline performance indicators.

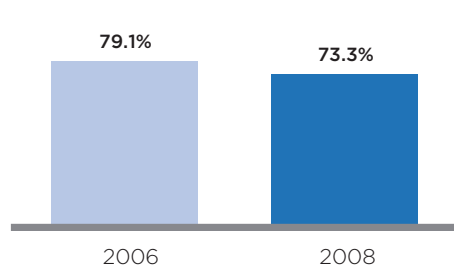
- In the past, service organizations had relatively high live contact volumes and an even distribution of simple and complex live contacts.
- Today's service organizations have lower live contact volume, but a higher percentage of complex live contacts.
- Increasing complexity is signaled by operational metrics and decreased engagement among staff.

NOT GETTING ANY EASIER

The Past, Current, and Future Mix of Live Volume
Illustrative

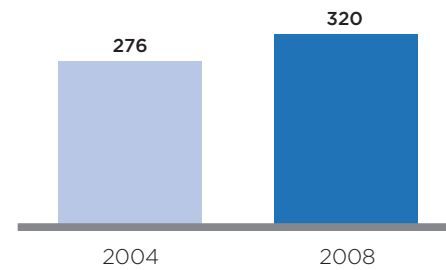


First Contact Resolution Rates
2006-2008



Source: Customer Contact Council Benchmarking Results.

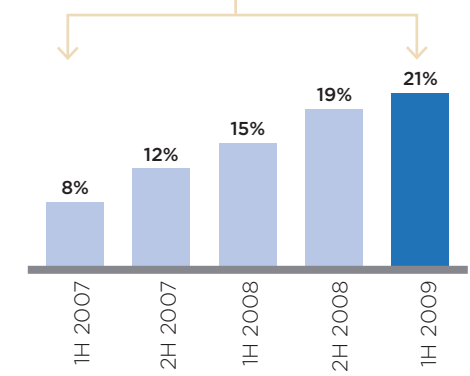
Average Handle Time
2004-2008, Seconds



Source: Dimension Data Benchmarking Report 2008.

Percent of Employees That Are Highly Disengaged
2007-2008

The decline in employee engagement is decreasing overall productivity by 3-5%.



Source: Corporate Leadership Council Research.

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Supervisors play a significant role in driving frontline performance in an increasingly complex environment.

- Supervisors are the service organization's key to maintaining pace in today's environment.
- However, organizations aren't seeing the expected performance from supervisors as complexity increases.

Supervisor Defined

Manages customer-facing frontline staff and is responsible for overseeing day-to-day activities, addressing staff development needs, and responding to escalations.

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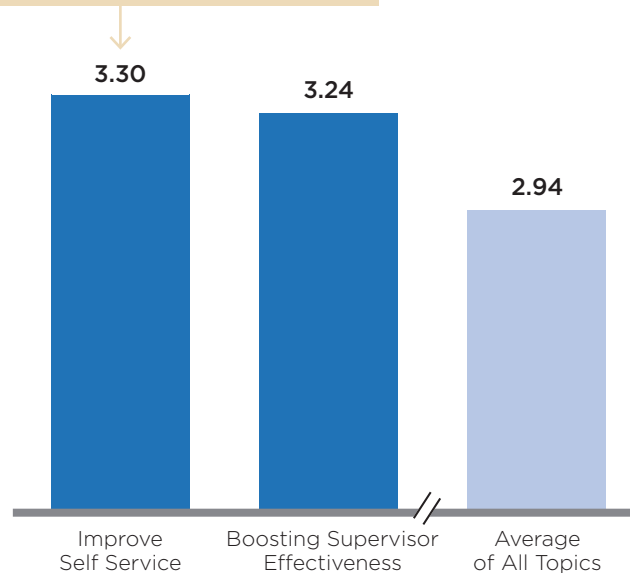
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SUPERVISORS: CRITICAL, BUT NOT KEEPING PACE

Q: Which of these are most valuable to your organization?

Member Reported Data, 2008 (Four-Point Scale)

The topic of CCC's 2009 research *Cost Savings Customers Want*.

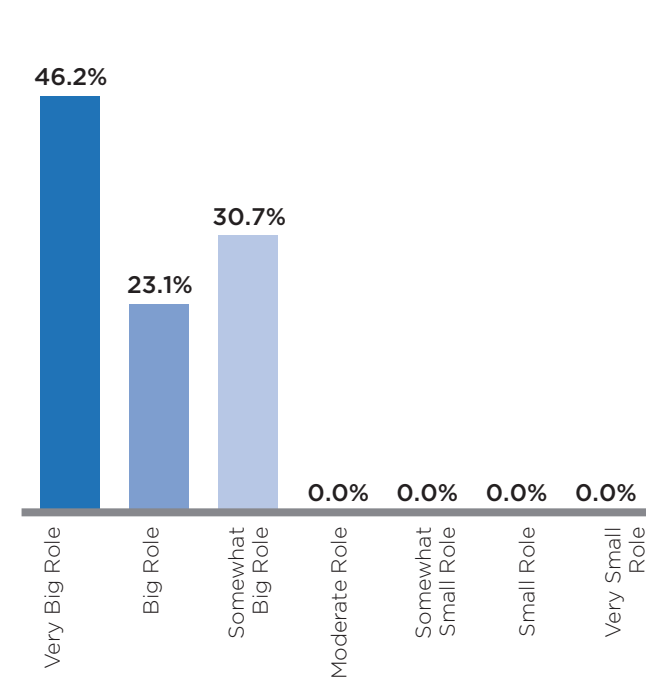


n = 91.

Source: Customer Contact Council 2008 Member Poll.

Q: How big or small of a role do frontline supervisors play in influencing rep performance?

Member Reported Data, 2009



n = 26.

Source: Customer Contact Council 2009 Member Poll.

“The supervisor job has always been hard, but we're reaching a breaking point for supervisors to keep up in today's fast-paced environment.”

Senior Vice President
Retail

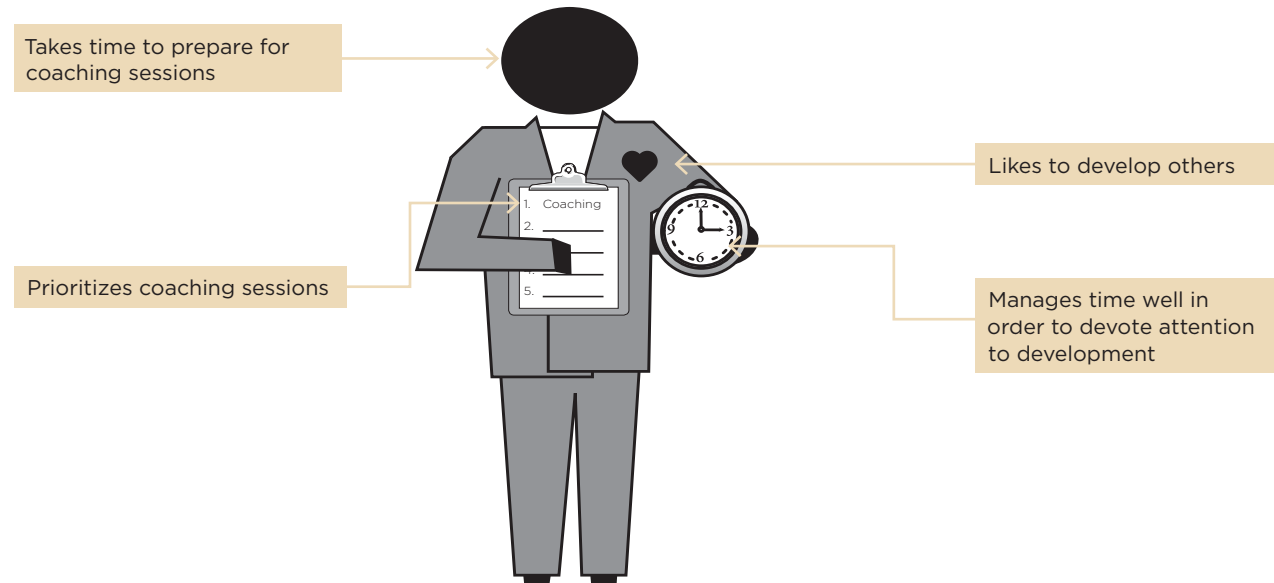


The ideal supervisor embodies a whole-hearted focus on staff development and coaching.

- The ideal supervisor is a “Focused People Developer” who carefully manages his time to focus on coaching.
- Members agree that the supervisor’s main responsibility is coaching and staff development.

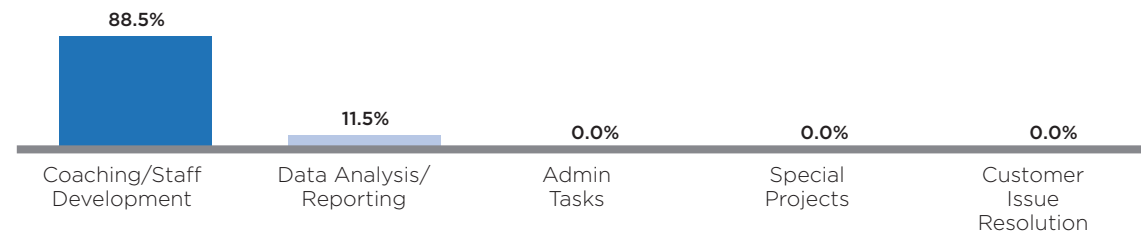
ON THE HUNT FOR THE IDEAL SUPERVISOR

Profile of the “Focused People Developer”



Q: What is the most important responsibility of the frontline supervisor role?

Member Reported Data, 2009



n = 26.

Source: Customer Contact Council 2009 Member Poll.

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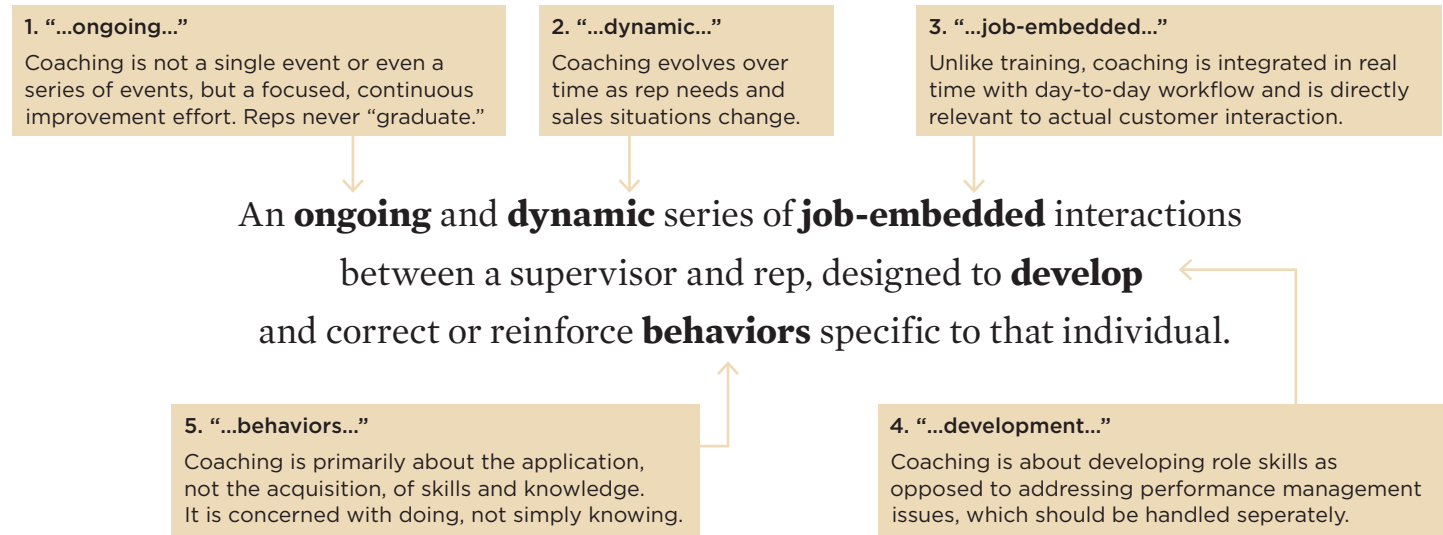
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Coaching has clearly defined attributes that separate it from performance management or informal training sessions.

COACHING DEFINED

Coaching Definition



What is Coaching?

Coaching is not...

- Assesing past performance
- Usually delivered biannually or annually
- Manager-led with little input from the recipient
- Generic content applied to all attendees

Coaching is...

- Focusing on improving future performance
- Ongoing
- Equally driven by coach and coachee
- Tailored to an individual development needs

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A global sample of frontline supervisors and staff was surveyed to identify what drives supervisor performance.

- Part 1 examined supervisor activities, timespend, and key traits.
- Part 2 examined reps' perceptions of their supervisors, including coaching and supervisor abilities/traits.
- The survey was intended to identify the combination of supervisor activities that most effectively drives team performance.
- Team performance is defined through staff productivity and quality scores.

IN SEARCH OF ANSWERS

Two-Part Employee Survey

Part I: Frontline Supervisor Survey

Total Respondents: 304 supervisors

Questions asked of supervisors:

- Team Development**
 - Coaching Time
 - Coaching Style
 - Supervisor Coaching Preferences
- Knowledge**
 - Issue Resolution
 - Products/Services
 - Systems/Technologies
- Self-Development Activities**
 - Onboarding
 - Ongoing Self-Development
- Traits**
 - Leadership
 - Communication Style
 - Trust of Team
 - Listening Ability
 - Self-Confidence
 - Inspiration
- Time Spend**
 - Developing/Coaching Staff
 - Administration
 - Attending Meetings
 - Attending Training
 - Handling Customer Issues
 - Workforce Management
 - Special Projects

Sample of Participating Companies



n = 26 Companies.

Part II: Frontline Rep Survey

Total Respondents: 2,705 reps

Questions asked of reps about their supervisors:

- Team Development**
 - Coaching Time
 - Supervisor Coaching Style
 - Coaching Effectiveness
 - Rep Coaching Preferences
- Supervisor Knowledge**
 - Issue Resolution
 - Products/Services
 - Systems/Technologies
- Supervisor Traits**
 - Leadership
 - Communication Style
 - Trust of Team
 - Listening Ability
 - Self-Confidence
 - Inspiration

Control Variables

- Individual**
 - Age
 - Tenure with Team
 - Tenure with Company
 - Tenure in Role
 - Education
 - Previous Experience
- Company**
 - Geography (Global Representation)
 - Business Model
 - Industry
 - Type of Contacts
 - Outsourced/In-House Operations

The Outcomes We Tested

- Team Performance**
 - Rep Productivity Scores
 - Rep Quality Scores

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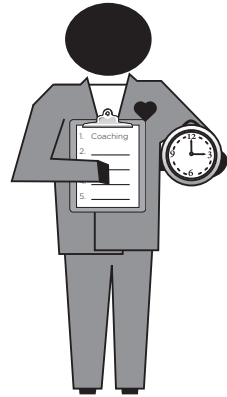
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Pursuing a strategy of creating “Focused People Developers” is not a viable option given operational realities.

CAN'T EXIST IN REALITY

Frequency of the “Focused People Developer” Supervisor Profile



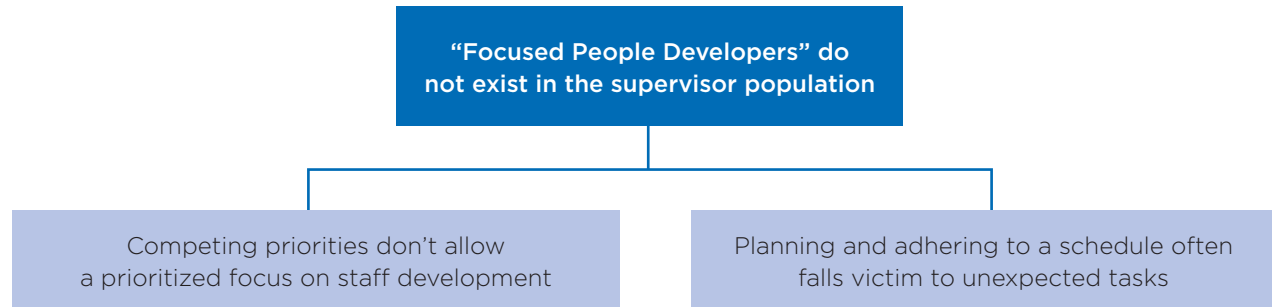
=

0.0% of
Supervisor
Population

n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

Barriers to the “Focused People Developer”



These barriers are present because the “catch-all nature” of the supervisor role does not permit an overt focus on coaching and team development activities.



Spending more time coaching is not the answer to boost team performance.

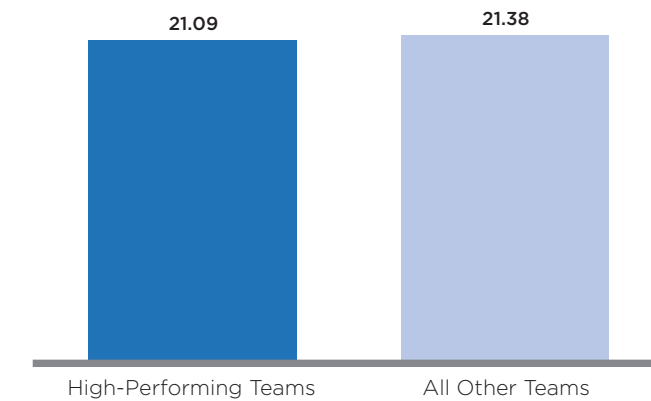
- Removing activities like workforce management and administrative tasks can lead to a 21.2% increase in coaching time, but will not boost team performance.
- Consolidation of workforce management and administrative tasks is still a good idea for productivity and cost benefit reasons, but should not be implemented to increase coaching activities.

NOT A TIME GAME

Companies that have centralized processes spend **21.2%** more time coaching as compared to companies with decentralized processes.

Source: Customer Contact Council Supervisor Effectiveness Survey.

Average Number of Coaching Hours per Team per Month



n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

Centralize processes for productivity gains, not to increase coaching time.

More time spent coaching is not required and does not result in increased team performance.



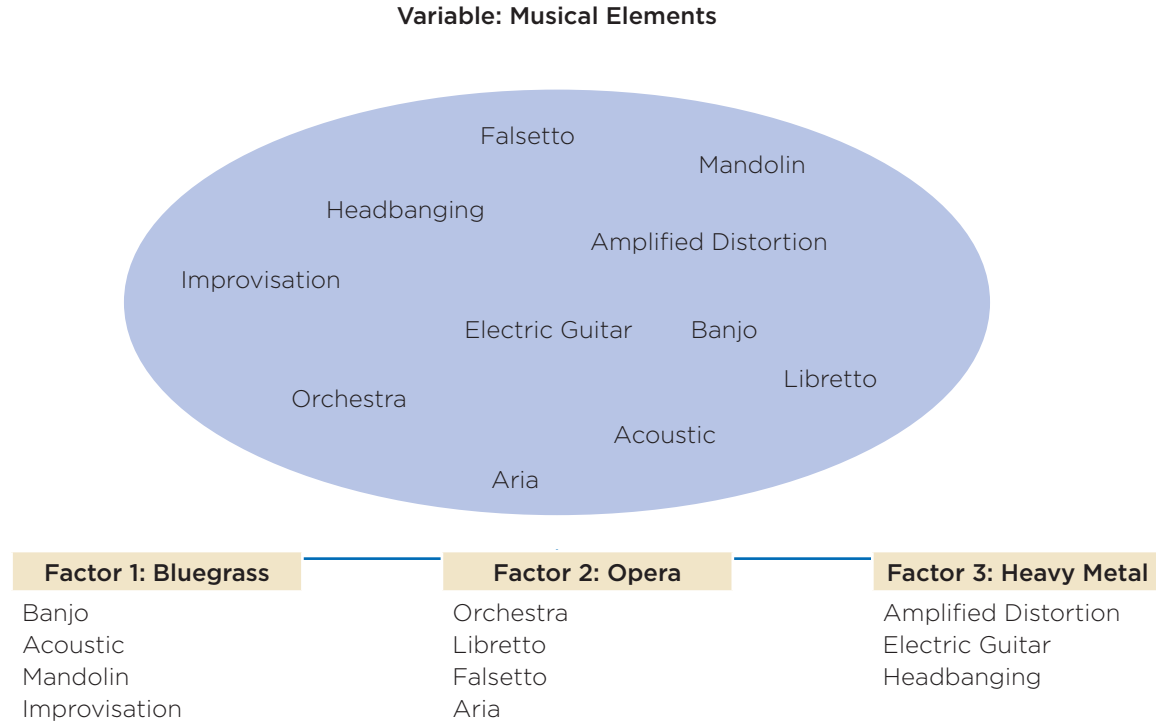
CCC conducted a factor analysis to determine underlying groupings that exist in nature.

- In the hypothetical example to the right, the variables are musical elements and survey respondents are asked how much they enjoy each element.
- In this case, factor analysis reveals that the enjoyment of given musical elements naturally groups into musical genres.
- CCC wanted to see which supervisor activities tended to naturally group into various supervisor personas.

FINDING COMMONALITIES

Applying Factor Analysis: Illustrative

Question: *How Much Do You Enjoy Each of These Musical Elements?*



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Based on factor analysis, supervisors cluster into five distinct personas.

- As many supervisors exhibit relationships skills and leadership traits, few of these characteristics spiked in any one persona, but they were accounted for in the research model.

THE HAND YOU'RE DEALT

Supervisor Personas Based on Factor Analysis



Firefighter (33% of sample)

- Attends to urgent situations
- Wants to develop others
- Multitasks
- Detail-oriented



Maverick (29% of sample)

- Follows instincts
- Independent
- Seeks creative ways to spend time
- Delegates responsibility



Opportunist (21% of sample)

- Knows team needs
- Few set patterns
- Flexible
- Informally develops team



Learner (10% of sample)

- Self-motivated
- Interested in own development
- Seeks out learning opportunities



Internal Consultant (7% of sample)

- Ambitious
- Works on tasks outside core role expectation
- Career-focused
- Focused on results

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Source: Customer Contact Council Supervisor Effectiveness Survey.

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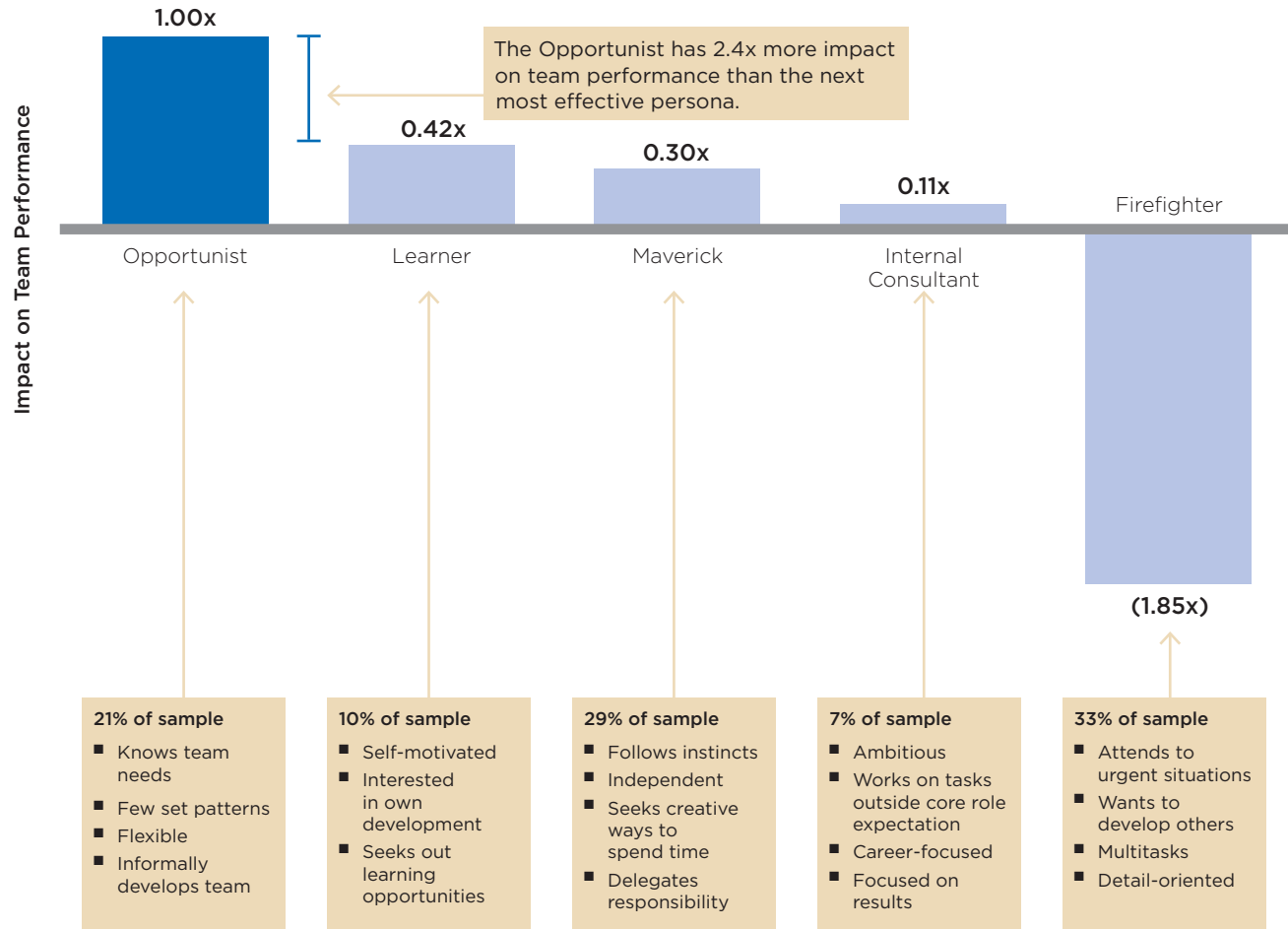


Opportunists are far more effective than any other supervisor persona.

- Fortunately, 21% of the current supervisor set embodies the Opportunist's behaviors.
- Additionally, 41% of the remaining supervisor population—the Learners, Mavericks, and Internal Consultants aren't harming team performance—though they could better perform.
- Unfortunately, 33% of supervisors—the Firefighters—are actively degrading team performance.

A CLEAR WINNER

Supervisor Effectiveness by Personas, Indexed



n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

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Opportunists excel at a different-in-kind type of development called integrated coaching.

- Integrated coaching was the single greatest driver of supervisor performance—the Opportunist is strongly oriented towards this development approach.
- Opportunists practice far more integrated coaching than any of the other supervisor profiles, which has led to their teams' successes.
- The key attributes of Opportunists reflect the ability to execute well on integrated coaching.

Integrated Coaching Defined

Creating real-time learning opportunities out of everyday scenarios on a regular basis.

Scheduled Coaching Defined

Planned time for 1:1 meetings that occur on a regular basis, typically away from the floor.

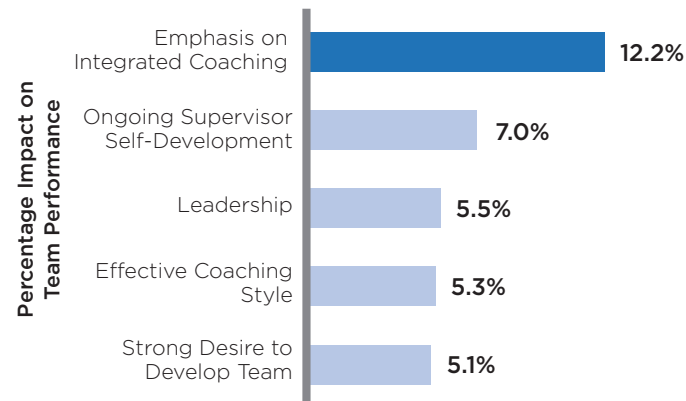
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OPPORTUNIST: INTEGRATED COACHING SPECIALIST

Ranked Impact of Superior Activities¹

Top Five

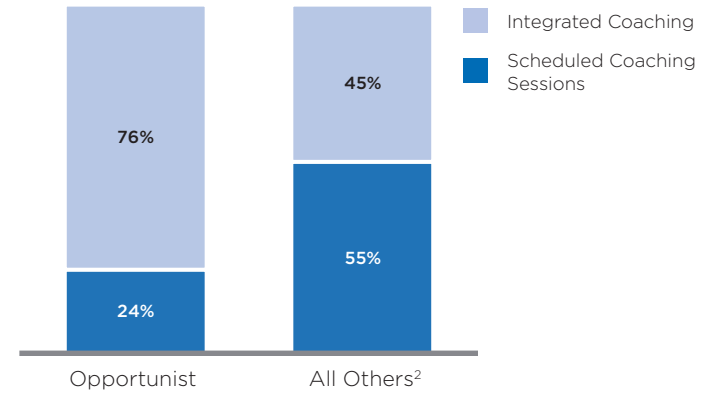


n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

Distribution of Coaching Format

By Supervisor Personas



n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

The Opportunist Persona



Opportunist

- Knows team needs
- Few set patterns
- Flexible
- Informally develops team

The Opportunist's traits are oriented toward integrated coaching.

Source: Customer Contact Council Supervisor Effectiveness Survey.

¹ See appendix for full set of drivers, as determined by regression analysis.

² With the exception of the Opportunist, there is virtually no variation in distribution of coaching formats among personas.



Integrated coaching is defined by active teaching, separating it from in the moment feedback.

- Integrated coaching transcends time on the floor, talking with reps.
- Properly executed integrated coaching is not easy, and is more art than science.

INTEGRATED COACHING: CLOSE TO AN ART FORM

In the Moment Feedback Example



Integrated Coaching Example



What is Integrated Coaching?

Integrated coaching is not...

Giving instruction

Based on a standardized coaching approach

Measured by quantity of interactions

Integrated coaching is...

Collaboration and discussion

Highly dynamic depending on the situation and individual

Measured by quality of interactions.

"Coaching is another activity on my list"

"Coaching is part of nearly everything that I do"

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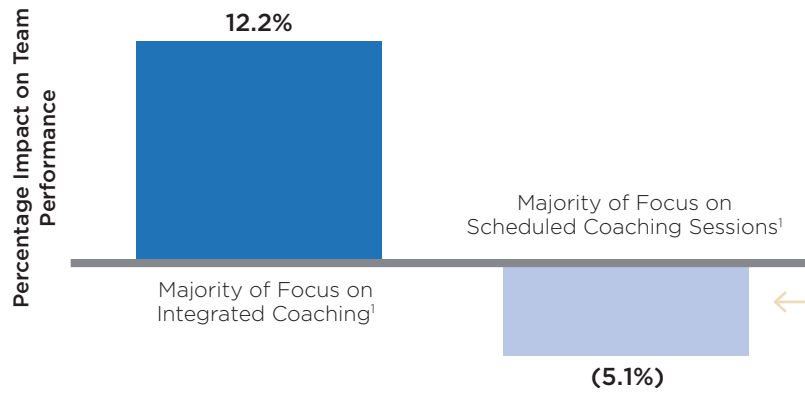


Integrated coaching is far more powerful a driver of team performance than the more traditional scheduled approach.

- Supervisors who deliver integrated coaching are far more effective than those who focus on scheduled coaching.
- Once scheduled coaching exceeds 50% of coaching activity, it begins to have a negative impact on team performance.
- This doesn't mean that companies should eliminate scheduled coaching sessions, as some scheduled coaching is necessary.

INTEGRATED COACHING IS NOT SCHEDULED COACHING

Relative Effectiveness of Coaching Formats



Scheduled coaching is not inherently bad, but primarily focusing on it at the expense of integrated coaching can result in relatively lower team performance.

n = 304.

Source: Customer Contact Council Supervisor Effectiveness Survey.

Assessment of Scheduled Coaching Shortcomings

- ### Scheduled Coaching Hinges on Freeing Time for Sessions

 - 64.1% of supervisors wish they had more time to spend with their team.
 - Scheduled sessions are postponed or canceled in favor of customer issues or other urgent matters.
- ### Distance From Coaching Lessons

 - Reps can't remember all of the details from an event that happened in the past.
 - Reps won't recall the coaching session when they come across a similar situation in the future.
- ### Coaching Sessions Aren't Relevant to Individual Reps

 - Reps leave coaching sessions feeling like their supervisors don't know their development needs.
 - Believing their supervisors aren't focused on them, reps become disengaged and their performance suffers.

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¹ "Majority of focus" is defined by spending 75% of coaching time on the specified coaching type, though any amount beyond 50% results in relatively lower team performance.

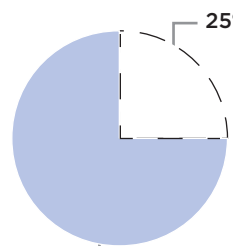


A balance between integrated and scheduled coaching ensures staff buy-in and productive development.

- While integrated coaching serves as the most effective way for supervisors to drive team performance, scheduled coaching serves as an opportunity to level set and refine developmental focus.

75/25 INTEGRATED VERSUS SCHEDULED

Ideal Coaching Activity System



Integrated Coaching 75%

25% Scheduled Coaching

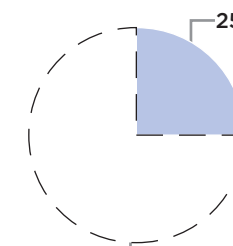
Purpose of Integrated Coaching

- Actual teaching and development forum
- Identify behavior(s) in need of refinement
- Occurs as part of daily activity

Opportunist coaching activity: 76%



Integrated coaching and scheduled coaching work together to form a cohesive coaching system.

Integrated Coaching 75%

25% Scheduled Coaching

Purpose of Scheduled Coaching

- Agree on new development areas
- Reconcile any conflicting development messages
- Occurs on a set basis (once or twice a month)

Opportunist coaching activity: 24%

Source: Customer Contact Council Supervisor Effectiveness Survey.

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True art cannot be fully replicated—but it can be imitated.

- While teaching all supervisors to perform like Opportunists might not be realistic, teaching them a framework to more closely resemble the Opportunist is realistic.

NOT VAN GOGH, BUT CLOSE

Vincent Van Gogh's *Starry Night*



Source: http://www.vangoghartprints.net/images/van_gogh_starry_night.jpg.

Paint by Number *Starry Night*



Source: http://www.amazon.com/STARRY-NIGHT-Acrylic-Paint-Number/dp/B001ROTO68/ref=pd_sim_t_1.

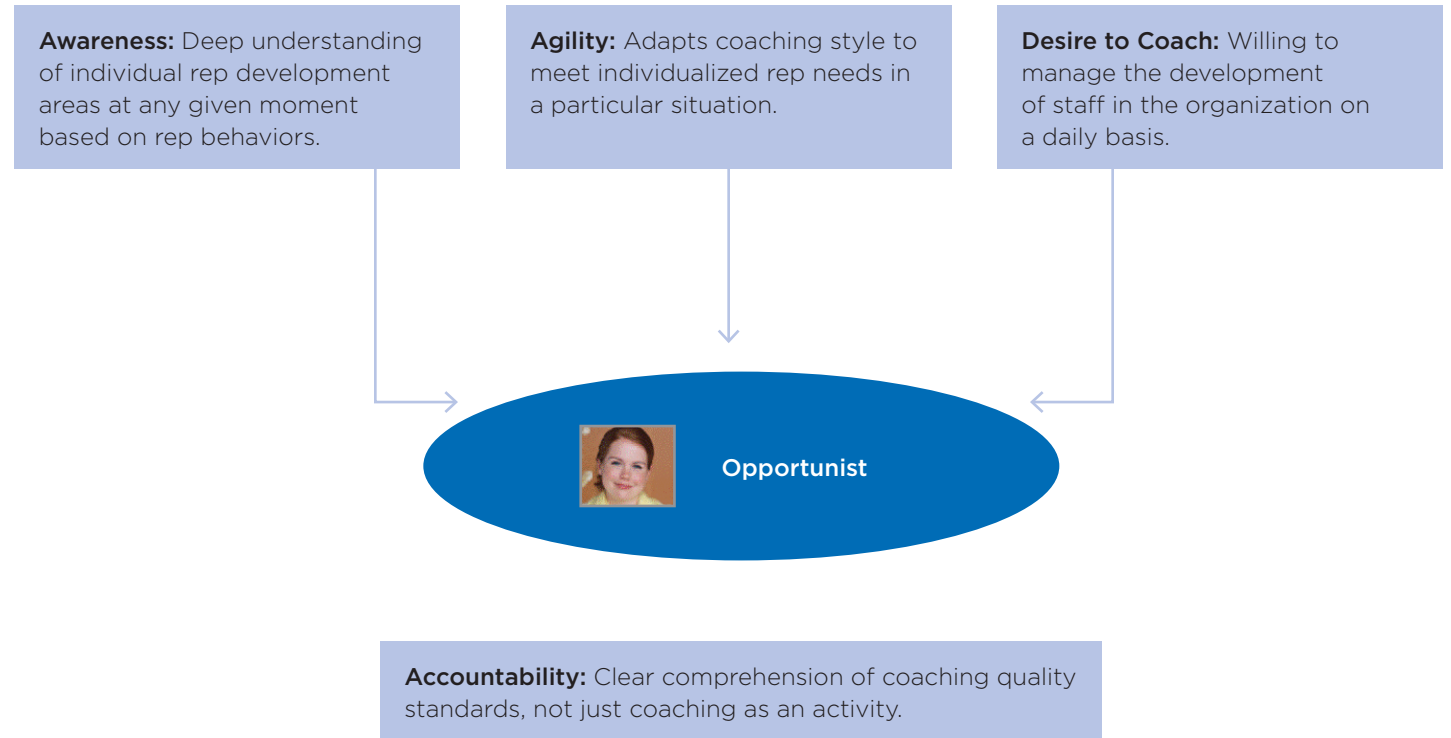


Four activities can help closely replicate the Opportunist.

- While not every supervisor is an Opportunist, there are clear actions to help supervisors embody the activities and behaviors of an Opportunist.
- This research study will detail practical steps to help all supervisors more closely resemble the Opportunist.

CONVERTING AN ART FORM INTO A SCIENCE

Critical Components of the Opportunist



UPCOMING CCC SERVICE OFFERINGS

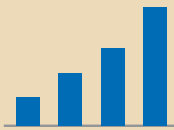
CCC Coaching Effectiveness Workshop for Trainers

How to Engage Staff with Coaching



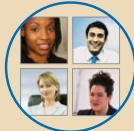
- Learn appropriate language and methods to foster productive sessions
- Leave with CCC's Coaching Starter Guide that you can customize to your organization

The Importance of Coaching



- Learn what drives and harms performance
- Leave with presentation material to explain to your organization

Deploying Personality-Based Coaching



- Learn how to lead introduction sessions to this technique
- Leave with templates and facilitator guides to do it yourself

CCC Coaching E-Learning Modules for Supervisors









CCC Coaching E-Module Series

- 101: Increasing Coaching Effectiveness**—Learn what activities the best performing coaches exhibit
- 201: Constructive Communication**—Learn how to deliver effective coaching and start a coaching session
- 301: Coaching Communication Styles**—Learn how to tailor coaching to the individual needs of colleagues

- The e-modules last five minutes each
- The e-modules include diagnostic quizzes to drive application
- Coaches can complete the e-modules as schedules permit

REDEFINING THE HIGH-PERFORMING SUPERVISOR

Improving Team Performance by Integrating Learning into Everyday Scenarios

	<p>1 How can we improve awareness of development needs?</p>	<p>2 How can we develop agility?</p>	<p>3 How should we hold supervisors accountable for coaching interactions?</p>
<p>How should we screen for the desire to coach?</p> <p>PRIORITIZE FOR COACHING RELUCTANCE</p>  <p>Reluctance Screening Questions</p>  <p>Screening Process for Coaching Ability</p>	<p>CREATE UNINTERRUPTED MOMENTS TO LEARN TEAM NEEDS</p>  <p>Distraction-Free Development Week</p>  <p>Coaching Starter Guide and Coaching Prep Plan</p>	<p>USE FLEXIBLE DEVELOPMENT FRAMEWORKS</p>  <p>Personality-Based Coaching Program</p>	<p>FORCE QUALITY OF COACHING PERFORMANCE</p>  <p>Coaching Prerequisite for Promotions</p>  <p>Coaching Pulse Survey</p>  <p>Coach-the-Coach Scorecard</p>

Additional Resources



Additional Supervisor Survey Data



Integrated Coaching Supervisor Workbook



Experiential Reluctance Screening



PAUSE Coaching Framework

* Pseudonym.

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