

“Must-do” items for driving agent behavior

The “must-do” items to drive the right call center behavior when measuring CSRs were:

1. Coaching and mentoring.

- Providing continuous feedback on both negative and positive behaviors
- Setting and communicating clear and measurable goals
- Building a positive and creative team environment including fair, consistent and professional treatment of staff
- Giving consistent recognition of good behavior through verbal praise and incentives, bonus, or rewards programs

2. Focus on the customer.

- Focusing on the customer needs – the customer comes first
- Resolving the problem the first time in a timely manner with accurate information
- Treating the customer with respect by being polite, patient and professional and maintaining a positive attitude at all times

3. Quality monitoring.

- Consistent and fair evaluation of agent productivity and performance
- Call monitoring (end-to-end) and accurate record keeping
- Call center metrics performance – average handling time, talk time, wait times

“Must-not-do” items for driving agent behavior

The “must-not-do” items when measuring CSRs included:

1. Poor treatment of staff.

- Do not publicly discipline
- Do not show unprofessional behavior towards agents
- Do not communicate poorly (ignore staff, not listen, not communicate changes)
- Do not encourage a hostile work environment (manage by fear, not care, not deal with agent issues)
- Do not demonstrate favoritism

2. Inadequate staff development and performance tracking.

- Do not fail to communicate and evaluate goals with the individual on a regular basis
- Do not forget to administer consistent recognition and reward programs for good behavior

3. Inferior coaching and mentoring.

- Failing to provide feedback (punishment without explanation)
- Offering only negative feedback
- Ignoring poor performance or allowing for unprofessional treatment of customers