



## Motivation Misunderstandings

The Call Center Learning Center presents a new tutorial series focused on identifying and improving common problems related to motivating agents. This tutorial series will pull from Prosci's research-based toolkits and best practices reports. The [first module](#) in the series explained the importance of understanding call center culture and what it means to your agents. The [second tutorial](#) addressed the disconnect between agents and supervisors. Last week's [tutorial](#) compared the most popular agent incentives and motivators. Now we will explore the concept of agent development.

### Module 4: Agent Development

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#### Background

The last tutorial in the "[Motivation Misunderstandings](#)" series examined the meanings of incentives and motivators, comparing and contrasting to discover missed opportunities for keeping agents satisfied and successful. One of the top ways to motivate agents mentioned in the tutorial focused on development of agents skills and career advancement. This tutorial will further discuss the concept of agent development and its impact on the performance of your call center. Note: the techniques described also apply to team leads and supervisors.

Learn from hundreds of call center professionals with the following data, excerpted from our [Best Practices in Call Center Operations Report](#) and the [Motivating Agents Toolkit](#).

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#### Development defined

Career development for call center employees refers to those activities or **opportunities** that provide a sense of growth or advancement. Although promotions may be a key aspect of your agents' development plans, they are not the only aspect. Agents may not be ready to move up to supervisor positions, but they can be offered additional responsibilities. The next section explains possible options that can be used for **developing** your agents.

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#### Examples of agent development

The following are examples of agent development **activities** as discovered by Prosci's research with hundreds of call center managers around the world. Use these examples as a starting point, not an all-encompassing list. Gather inspiration and think about what you can add that would be **valuable** to the

employees in your call center.

**Enrich** and develop agent skills through **ongoing** work place opportunities:

- offer rotational job assignments
- allow agents to work on **special projects**
- cross-train for additional competencies
- increase job responsibilities
- nurture a yearning for lifelong **learning** and personal growth
- provide advancement and promotions based on abilities and individual goals
- allow **participation** in seminars and workshops
- offer additional self-paced training
- institute tuition reimbursement programs
- sit down and **talk** to your agents- find out what they want from this job!

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## The impact on turnover

The point of providing development opportunities is to further the **growth** of your agents. By taking an honest interest in the well-being of employees, they learn to **appreciate** the job and what it offers for their future. Most agents do not want to spend the next twenty years being yelled at by angry customers; find out ways to help them get what they want, be it a promotion or better work schedules, and they will be better employees because of it.

By providing a **structured** development plan for agents on an individual basis, agents will be more **loyal** to the organization and work hard to meet the goals you have set together.

To learn more about factors that **impact** agent performance, check out the [Motivating Agents Toolkit](#).

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*For more information on principles of motivation, check out Prosci's Motivating Agents Toolkit.*

Click [here](#) to find out more

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### Recommended Resources:

#### [Motivating Call Center Agents Toolkit](#)

A comprehensive guide specifically designed to increase productivity and motivate agents. Discover what truly motivates your agents to do their best work with easy-to-follow steps that guide you through the principles of motivation and how to overcome the agent-manager disconnect. Interactive assessments are included that allow you to find the root cause of low agent productivity and reduce your turnover rate.

#### [Call Center Best Practices - Operations Edition](#)

Benchmarking report - Over 240 call centers from around the world share how they have improved service quality, productivity and customer satisfaction. This report shares lessons learned by call center managers regarding their

most effective management practices. It also identifies the operational changes that are having the greatest impact on customer satisfaction and call center efficiency.

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