



Moving Metrics into Action

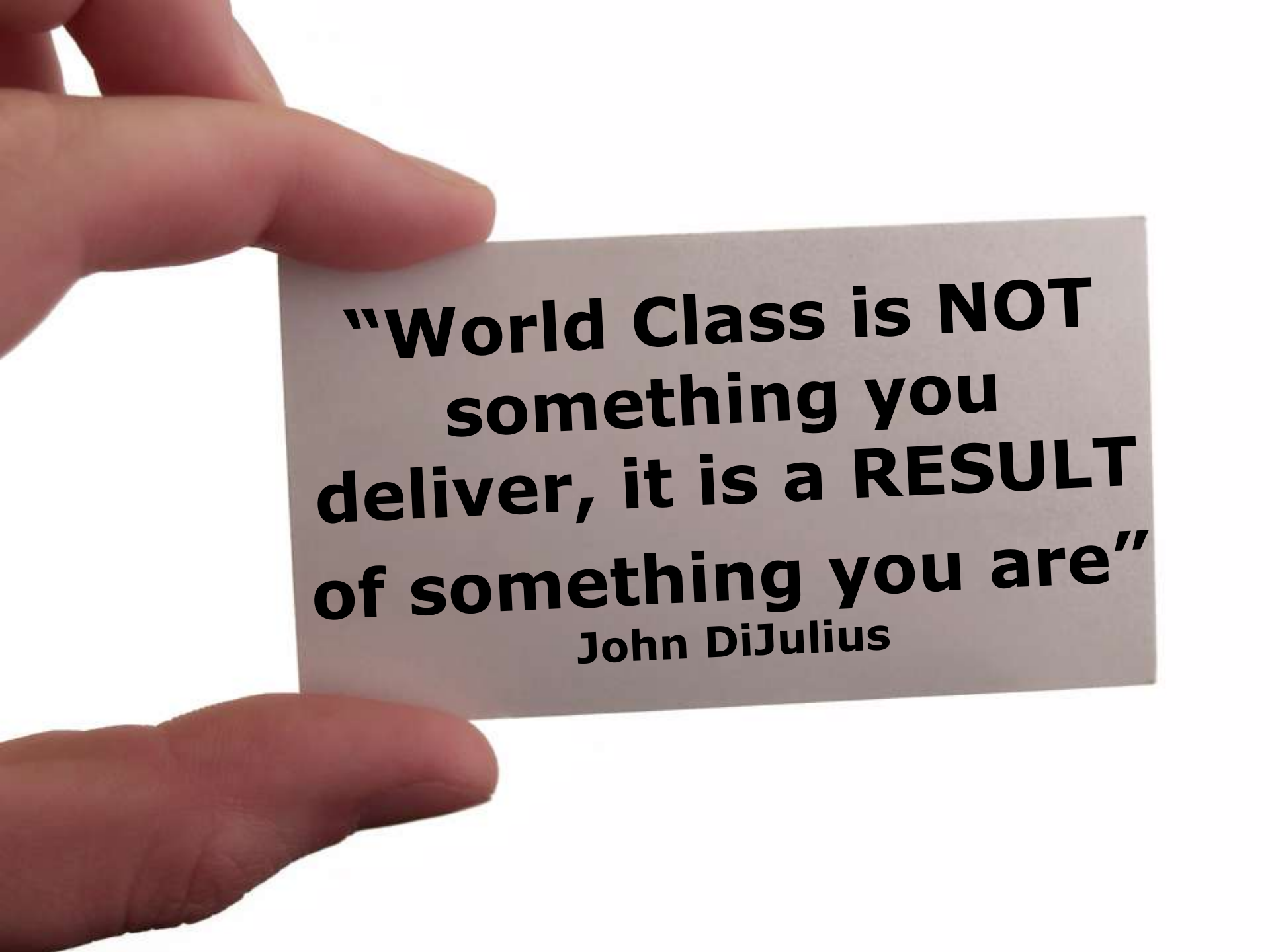
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Tim Handren



CSG has honed its expertise by working closely with and advising some of the world's most recognized service organizations



A hand is holding a white rectangular card against a white background. The card features a quote in bold black text. The quote is: "World Class is NOT something you deliver, it is a RESULT of something you are".

**"World Class is NOT
something you
deliver, it is a RESULT
of something you are"**

John DiJulius



Metrics are Everywhere

Talk Time

Adherence

FCR

Sick

Service Levels

Bathroom

Time

Hold Time

Recommendations

Wrap Time

Accuracy






Measurement Traps

1. Focused on Self
2. Looking Backwards
3. FAITH in Numbers
4. Gaming the Metrics
5. Sticking TOO Long

— Harvard Business Review



**Too Much Time
Spent Analyzing
the Score**

Moving
Metrics



**More Time On the
Game Film and
Moving Players**

Into
Action

CAUTION

**Outliers from the Norm
Personal Best
Behaviors from Metrics
Coaching beyond QA
...Buy-In and Easy**

**Call Volume
Talk Time
Quality
Adherence**

**Measures With
Holes That Lead
to Excuses**

Moving
Metrics

**- Connected to
your customer
...Look Beyond
the 4 Walls**

Into
Action

“I went to visit our call center outsourcer for our annual executive discussion. They reviewed all the basic call volume information, average handle time, average speed of answer, average numbers about several things. However, they didn't tell me one thing I didn't already know. They aren't helping me improve my operation.”

- Senior Executive from a Fortune 100 Company

Moving
Metrics

Into
Action



**Quality Monitoring
Becomes a
Numbers Game**

Moving
Metrics



**Connect Quality to
Improvement in
the Entire Process**

Into
Action

Objectives

- Increase Customer Satisfaction
- Increase First Call Resolution
- Increase Employee Satisfaction
- Increase Call Quality

Metrics

- Agent Quality Results - Accuracy, Knowledge, Communication Skills
- Customer Satisfaction Results – Repeat Calls, Complaint Calls, Survey Results

Sources

- Quality Forms
- Voice and Screen Captures
- Surveys
- Management Review Sessions

Output

- Agent Trend Analysis
- Customer Trend Analysis
- Operational Opportunity Report
- First Contact Resolution Rates

Actions

- Agent Specific Coaching and Training
- Operational Process Improvements
- Communication Changes – Internal and External
- Systems Utilization Adjustments




**Quality
Defined &
Continually
Improved**



Vendor or Business Partner?

**You Can't lose 20
pounds in a day**





To Do:

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