



GUIDE TO CREATING WINNING AGENT COACHING STRATEGIES

Why Agent Coaching Matters and
How to Coach Like a Pro





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WHY AGENT COACHING MATTERS

Introduction

Agent coaching matters for the same reasons coaching matters in the NFL. Teams that win Super Bowls don't get there with a mediocre coach. And any hardcore football fan will tell you that good coaching all comes down to strategy.

Even the simplest strategy can win games if it's executed well, and at the right time. Sometimes you want to slowly matriculate the ball down the field to eat time off the clock before scoring at the end of a long drive. But sometimes you need to chuck the ball into the end zone and score quickly.

A good coach knows which strategy to use in every situation. And a great coach knows which players to use in every strategy.

The NFL coaches who know each player's strengths and weaknesses are the ones who win championships. It's no different with agent coaching.

In order to coach agents for success, managers need to know their agents' strengths and weaknesses.

While NFL coaches use team practices and watching game film to improve team performance, call center managers don't have the luxury of watching their agents every minute of the day or listening to every single call.

That's why many businesses are turning to automated tools to gain insights from hundreds or thousands of calls, instead of just the handful that can be reviewed manually.

Automated Quality Monitoring (AQM) solutions are now the standard for companies that want to enhance the customer experience, close agent knowledge gaps, and improve operational efficiency.

In this eBook, we'll explain how to use AQM solutions to accomplish all of that. Most importantly, we'll show you why it all starts with coaching, and how to create winning coaching strategies like a pro.

Coaching Challenges in the Contact Center

NOT ENOUGH TIME FOR COACHING

Call Center Supervisors and those who are typically responsible for coaching contact center agents simply don't have time for coaching. This means that agents receive no coaching at all, or coaching sessions are infrequent. This common issue is often due to over-tasked managers who spend most of their time listening to a small sampling of calls to uncover coaching opportunities while dealing with customer escalations and other performance management duties.

Oddly enough, call center managers spend a lot of time creating reports for upper management, but little or no time coaching agents to improve the KPIs that they are reporting on. Managers also fail to coach agents to prevent the fires that they spend so much time putting out.

FEEDBACK IS INCONSISTENT AND INCIDENTAL

Returning to the NFL analogy for a minute, let's compare how NFL coaches and contact center supervisors provide feedback to their teams.

When a head coach mentors his quarterback, he doesn't provide random tips based on general knowledge of the game. He offers actionable advice specific to the player's performance to improve the QB's technique, timing, pocket presence - anything to elevate QB play week over week.

Additionally, a good NFL coach tracks his QB's progress every step of the way. In the same way, effective agent coaching

shouldn't just focus on what's happening in the moment. It should focus on the skills and techniques that will improve the agent's performance over time.

All too often, call center coaching involves walking around the call center to address any immediate problems. This requires a lot of time, which we've established that managers do not have. This method is also inadequate because it fails to provide a consistent scoring method for all agents.

In football, there's only one QB, but a call center can have anywhere from 10 to 100 agents. Managers need a way to provide an unbiased evaluation of all agents based on specific metrics that matter to the business. They also need a way to track progress over time. Standard agent coaching provides none of these essential components of a successful coaching strategy.

INADEQUATE COACHING METHODS AND POORLY TARGETED GOALS

While many organizations would like to see improved KPIs in the call center, they don't typically set realistic goals. That's because they don't have a consistent scoring method for setting goals and KPI benchmarks based on real data and agent performance.

But when managers have a method for accurately evaluating agents, they can set attainable goals. And when agents can realistically reach their goals, they are more likely to work harder to reach those goals.



Solving Challenges with an AQM Solution

AUTOMATED QUALITY MONITORING SOLUTIONS ASSESS AGENT PERFORMANCE EFFICIENTLY, CONSISTENTLY, AND ACCURATELY.

Compared to manual monitoring, AQM solutions provide a far more efficient way to pinpoint areas where agents need further coaching to overcome common challenges. For instance, automated tools like silence and overtalk detection quickly determine which agents have longer periods of silence on calls; this may be symptomatic of agent knowledge gaps, technical issues, or any number of snags that keep customers on hold for too long. The key is to provide agents with unbiased, consistent feedback to change bad behaviors and enhance performance. **Now let's look at a few specific challenges that can be solved by implementing an AQM solution and complimentary coaching strategies.**

MORE COACHING LEADS TO MORE SALES

The number one challenge on the sales floor is finding effective ways to meet quotas. AQM solutions offer sales leaders a way to quickly capture, record, and analyze sales call data. Managers can use that data to coach agents on better ways to close deals, create upsells, and even retain customers. In this way, an AQM solution simply encourages more coaching. And more coaching is proven to lead to more sales.

Studies show that in call centers where agents spend at least 50% of their time in coaching sessions, close rates increased by 70% and revenue grew by 25%.^{iv}



A BETTER CUSTOMER EXPERIENCE REDUCES CHURN

Customer satisfaction is a top priority in today's competitive business landscape. While some customers prefer email and chat, research shows that 51% of customers still prefer using voice calls to contact customer service in 2020.ⁱ **Research also shows that when customers are not satisfied, they will switch to a competitor.**

When supervisors create agent coaching strategies based on real customer data, they can resolve issues specific to their customers while elevating the overall customer experience.

A BETTER AGENT EXPERIENCE INCREASES STAFF RETENTION RATES

The exorbitant cost of employee turnover is a well-known challenge in call centers. Studies show that when employees are engaged in their work, they tend to be more satisfied and stick with their job. Research also shows that for agent teams led by **coaches who spent more than 60 percent of their time on the contact-center floor, staff-retention rates were twice the average.**^{iv}



51% of customers still prefer using voice calls to contact customer service in 2020.



When a customer's problem is resolved on the first call, only 1% are likely to try a competitor, compared to 15% when the issue is not sufficiently addressed.ⁱⁱ



33% of Americans will consider switching companies after just one instance of poor customer service.ⁱⁱⁱ

Improving the Experience on Both Sides of the Call

To complete our football comparison, let's look at how an NFL head coach comes up with a game plan. He works with both his offensive and defensive coordinator to create effective play calling on both sides of the ball. In other words, winning games is all about optimizing performance across the entire field, no matter who has the ball.

Creating a winning customer service team is no different. Agent coaches need to understand what's happening on both sides of the call. What are the customer's feelings about the

agent's performance, and how does the agent respond to the customer? What was the outcome of the call? Could the agent have done anything differently to improve the outcome?

INSIGHTS ON BOTH SIDES OF THE CALL

Context is critical when analyzing customer interactions. Agent coaches need to be able to separate the two voices on a call to understand who said what and why. And only an AQM solution capable of processing dual-channel audio recordings can provide these vital insights on both sides of the call.

Automated Call Transcriptions with Sentiment Insights

To identify phrases and speech patterns that indicate when a customer is anxious or frustrated during an interaction and how the agent handled the situation.

Accurate Agent Performance Assessments

To identify agents who are struggling and which performance metrics they need to improve to better serve customers.

Consistent Scoring Methodology

To identify benchmarks and set realistic goals in order to track progress and effectively improve all aspects of the experience they provide to customers.

How to Use CallFinder to Coach Like a Pro

AUTOMATED TECHNOLOGY ACCURATELY INFORMS COACHING STRATEGIES

CallFinder's AI-fueled technology provides a level of sophistication and granularity that you can't get from manual call monitoring. CallFinder analyzes agent performance against multiple key indicators so that managers can target feedback based on examples of successful calls with top-performing agents.

CUSTOM COACHING REPORTS

CallFinder's customizable Coaching Opportunity reports are designed to provide peer comparisons in the areas that matter most to your organization. For instance, you can create custom reports that score agents on how many times they used certain phrases that are either required for script compliance, or phrases that improve CX, such as empathy statements. In the Coaching Opportunity report example above, you can see how each agent receives a score on the phrase at the top. And with the added ability to sort scores from lowest to highest, you can determine which agents need more specific training, and which agents to model when training struggling agents.

You can also create per-call reports that provide individual agent scores on every call, along with quick access to call recordings and searchable transcripts. Plus, our custom reports are readily available to export so you can schedule daily, weekly, or monthly deliverables that you can share with other supervisors, coaches, and managers.

COACHING OPPORTUNITIES			
Calls From 07/19/2021 through 07/23/2021			
Agent	All Calls	Please give me your first and last name	What product are you inquiring about?
Duncan Gilbert	100	30%	70%
Maurene Reed	100	50%	100%

Get to Know CallFinder

Get Started with a Demo

CallFinder's automated quality monitoring solution provides the necessary tools for building a truly customer-centric environment. Managers can empower agents to resolve situations with ease and improve customer interactions through actionable insights into customer needs and preferences.

In addition to **establishing more effective training and procedures** to improve CX and agent performance, the same insights from CallFinder's AQM solution will benefit sales, marketing, human resources, legal, and other departments.

Sharing the insights from a properly implemented speech analytics solution with leadership and employees from other departments **builds teamwork through a more comprehensive understanding of common goals.**

Using this knowledge across all departments also demonstrates how supporting and participating in a speech analytics program benefits all employees.

As the volume of phone conversations continues to grow, **CallFinder's AI-fueled speech analytics technology recognizes**

patterns, trends, and connections to customer experience insights that empower organizations to create effective strategies for moving the business forward.

LEARN MORE ABOUT CALLFINDER

Contact Us
800-639-1700
mycallfinder.com/contact-us/

Contact Us!

i. Vonage (2020, October). COVID-19 Reshapes the Global Customer Engagement Landscape. ii. VoIP-Info.org (2020, June 11). Call Center Statistics. iii. American Express (2017, December 15). #WellActually, Americans Say Customer Service is Better Than Ever. iv. Smarter call-center coaching for the digital world