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How to Achieve Continuous Improvement of Your Quality Monitoring

Making the human and technology elements work for your contact center

What are Your Quality Monitoring Challenges?

The vast majority of contact centers still manually evaluate just 1-3% of their monthly calls. This brings some significant quality monitoring challenges:

- Depending on the type of call, it can take 3-6 times the length of the call to manually score it, making the process very labor intensive and costly

- Performance evaluations and coaching can be inaccurate, because of the small sample and subjectivity

- Agent performance feedback is often slow and inefficient due to manual processes – it is often shared only during weekly call calibration meetings or at the end of the month

- The insight gathered during the process does not get translated into action

- Often, key performance data comes from various channels that live in several different operational systems and needs to be manually aggregated.

Most importantly, your agents may be disengaged because they do not receive appropriate coaching. They may also feel that they have been treated unfairly because the analysis does not take into account all of their calls. This can have a negative ripple effect on your business.

For example, it can cause:

- Diminishing revenue recovery
- Low Net Promotor and other CSAT scores
- Flat or declining sales
- High call abandonment rates
- Lost business to competitors
- Elevated compliance risk
- Low employee retention

So if you are still relying on monitoring quality using a random selection of calls, it is virtually impossible for you to get a true sense of the performance of each individual agent. It is hard to identify best practices. And it is hard to spot where improvements can be made and ensure they are implemented on a continuous basis. After all, today's best practice, may be yesterday's news. Therefore, it is very important to always stay on top of your performance quality measures.

Having a fair and holistic approach to quality management can help overcome these challenges. But to achieve that, you need to ensure your quality monitoring process can be continuously improved. Best-in-class engagement analytics solutions can automatically measure and score 100% of interactions. This delivers automated performance feedback to agents/supervisors, and necessary insights to manage your quality assurance processes more efficiently. The speed and certainty with which the insights are delivered allows you to continuously and rapidly improve your quality monitoring. In some respects, your quality assurance cycle of continuous improvement should be a "Lather-Rinse-Repeat" mantra.

We have compiled a list of useful tips on how you can make the 'human' and 'technology' elements work together to achieve a continuous improvement of your quality monitoring process.

Making the Human and Technology Elements of Your Quality Monitoring Work More Effectively

1. *Focus 80% of your Team Leaders' time on developing people by removing administrative tasks assigned to them.* By doing so, you will free up their time to deliver more coaching.

   TECHNOLOGY TIP: Use engagement analytics to provide your supervisors with the necessary insight

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to deliver more targeted and accurate coaching. Because 100% of your agents' interactions are measured automatically, they will no longer need to spend hours analyzing and marking calls manually.

2. *Remove fixed and scripted approaches to conversations. Instead encourage a personalized customer experience with a holistic quality view.* Sometimes an agent's strict adherence to a script can bypass common sense and cause anything but customer delight. Giving agents the freedom to act with common sense – and not stick rigidly to a script regardless of the customer circumstances – can deliver quick wins with customer satisfaction.

   TECHNOLOGY TIP: By capturing and analyzing every interaction, it is possible to identify what impact a rigid script can have on satisfaction and brief agents accordingly. For example, if a customer who has not had their problem resolved is asked: 'Is there anything else I can help you with today', it is likely to be met with a negative response and likely to cause dissatisfaction as the customer hasn't been helped yet. You must strike the right balance between strict script adherence and common sense.

3. *Introduce self-assessments.* Enable your agents to view their own scores and allow them to learn from each other.

   TECHNOLOGY TIP: If you provide each agent with a daily, personalized scorecard that identifies their performance against a range of key metrics and behaviors, it makes it easier for them to focus on specific areas that need improvement. It also

makes it possible for them to quickly set specific improvement goals for each shift and to ask for coaching assistance where they need it the most. The coaching can be also delivered by your best performing agents who have been identified by the analytics.

4. *Create a complete picture of all your agents' interactions.* Use a 360-degree automated scorecard that does not rely on a single, manual assessment that may be subjective.

   TECHNOLOGY TIP: Because you will be able to convert all interactions (including calls, chat, SMS etc.) to text, you can automatically tag certain language patterns, keywords, phrases, or other characteristics and score them against pre-determined criteria in one system. You will be creating a full picture of your agents' interactions that identifies what works best at achieving successful customer outcomes. This insight can be then passed to your agents, so they know what they should be saying and what should be avoided. Key metrics can be tracked in their daily scorecards to show how effective they are at using the right language.

5. *Only give fair and honest feedback, to avoid upsetting agents for no reason.* Call monitoring and quality processes should be used as a way of building agents' confidence and motivating them to do better. You can use the personalized agent scorecards to have regular conversations. The insight on the scorecards will enable you to recognize and

ALVARIA™   DASHBOARD   SEARCH   AGENT EXPLORER   SCORECARDS   CATEGORY BUILDER   SCORE BUILDER   ADMIN

Agent Explorer | Select filters, score and dimensions to obtain results of your interest

FILTERS: All Contacts ▼   SCORE: Agent Quality ▼   DIMENSIONS: 2 Dimensions selected ▼

All Agent Group items > Agent Group > Department > Contact ID

Agent Group ▲	Agent Quality	Percentage Silence Score	Politeness Score	Empathy Score	Agent Ownership Score	Compliments Score
AgentGroup avg	28.39 (570)	50.68 (570)	14.25 (570)	38.04 (38)	30.07 (570)	14.84 (570)
Agent Group 1	34.23 (79)	61.59 (79)	17.72 (79)	28.57 (7)	31.65 (79)	16.46 (79)
Agent Group 2	28.45 (89)	59.41 (89)	7.87 (89)	45.83 (6)	24.72 (89)	14.61 (89)
Agent Group 3	35.81 (103)	53.22 (103)	20.39 (103)	30 (10)	39.81 (103)	10.68 (103)
Agent Group 4	37.73 (30)	62.27 (30)	23.33 (30)	100 (2)	33.33 (30)	26.67 (30)
Agent Group 5	32.21 (72)	53.28 (72)	16.67 (72)	33.33 (3)	30.56 (72)	23.61 (72)
Agent Group 6	35.86 (151)	65.01 (151)	21.19 (151)	28.57 (7)	30.46 (151)	19.87 (151)
Agent Group 7	22.84 (44)	N/A (44)	6.82 (44)	N/A (3)	50 (44)	6.82 (44)
Email Support	N/A (2)	N/A (2)	N/A (2)	N/A (0)	N/A (2)	N/A (2)

affirm good performance and provide helpful tips for areas that require improvement.

TECHNOLOGY TIP: Making decisions about agent performance based on listening to random calls, or reviewing random interactions, can create a negative response from the agent. They will think this random sample is not representative of their whole performance and therefore, that any coaching is not only unnecessary but also unfair. Agents feeling unfairly treated can really hurt your business. Research into the way the brain works proves that feeling unfairly treated can be like physical pain. Not only will it discourage your agents, but you also run the risk of creating a reputation for your call center of acting unfairly. Personal scorecards mitigate this risk by providing the transparency agents need to be receptive to coaching.

6. *Make agents aware of how their performance is affecting the business.* Regularly discuss the wider impact of underperformance on the team, the call center and the business. Do likewise when they perform well to encourage further improvement.

TECHNOLOGY TIP: Being able to create a complete picture of the customer journey increases the opportunity to identify possible trends, issues, or opportunities, not only within the call center but also the entire business. For example, if an agent repeatedly fails to disclose third party content, he or she increases the risk of noncompliance fines. By having access to such information, you can quickly rectify the problem by coaching the agents appropriately and then continue monitoring their

performance. The valuable insight from interactions can also be passed to other departments such as, HR for recruitment, Sales, Marketing and Product Development.

7. *Encourage your agents to self-improve by allowing them to monitor their own calls.* Ensure that you establish and communicate what 'good performance' looks like so agents know where they can improve. Build a culture where agents are encouraged to share their 'good' and 'bad' calls to set relevant examples for other agents.

TECHNOLOGY TIP: Engagement analytics tools help you identify individual coaching and training needs as well as provide agents with actionable information they can use to improve their own performance and quality scores. The agent's ability to monitor his or her score and listen to problem areas reinforces their training and helps them maintain high scores, creating a culture of self-improvement.

8. *Be careful when linking pay/rewards to performance.* Agents may not want to openly admit to making mistakes when there is a significant reward at stake.

TECHNOLOGY TIP: Instead, you can use gamification to encourage agents to up their game. Engagement analytics can provide the option to tell an agent that today he or she is – for example - number 3 of 28 agents. This introduces a competitive drive to use the insight provided by the personal scorecard to improve. It also enables you to
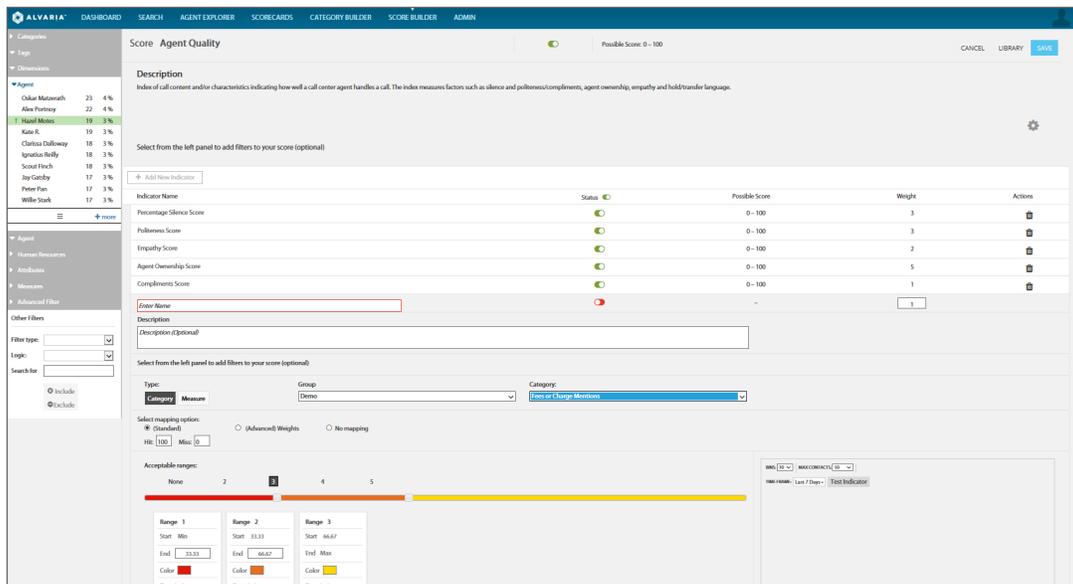
introduce a competitive mindset in relation to peers, yet keep it anonymous so that the competition doesn't become personal and destructive. With an agent performance dashboard in place, agents can be kept motivated, informed and empowered to better serve customers.

9. *Allow your agents to take a break after a difficult or negative call.* The more emotionally involved we get, the less rational we become. Therefore, it's good to give agents some space to calm down after a bad call. It's also good to allow agents to assess the call with a coach once there has been enough time for the rational brain to re-engage.

TECHNOLOGY TIP: With the automated personalized scorecard, agents can have immediate access to their scores and performance information. It is then possible to assess those difficult calls with a supervisor as quickly as the end of each shift and provide agents with coaching assistance if needed. Real-time analytics solutions can go one stage further. They can help deliver the best possible customer experience and prevent escalations, by using just-in-time feedback and next-best-action guidance for agents and supervisors, in real-time while still on a call. This means that alerts can be provided on the call to warn the agent that the call is deteriorating and provide guidance on how to change behavior to bring the call back on track.

10. *Think of ways you can improve the delivery of your compliance statements.* Keep them to a minimum – go back though your compliance statements, remove unnecessary repetition and

automate as much of them as possible in advance in the IVR. Try to make them sound as natural as possible by introducing a question or a phrase, such as "Thanks for sticking with me through that."

TECHNOLOGY TIP: Engagement analytics can help by analyzing and scoring every single agent contact, either during or after the call, as opposed to traditional, random compliance checks. It can also help by automatically redacting your customers' sensitive data. The result is lower cost and effort in call center quality monitoring when it comes to compliance adherence. It also provides faster response times, the ability to identify auditing needs and ultimately the reduction/elimination of possible fines or lawsuits for non-compliance.

The quality of the insight on agent performance and the timing of its availability, are the two most important issues affecting your manual quality monitoring today. Being able to automatically score 100% of interactions, as well as monitor calls in real-time, helps eliminate these issues by providing necessary insights to manage quality assurance processes more efficiently. By using this insight to combine the human and technology elements of your quality monitoring, you can transform your performance by improving your processes, eliminating inefficiencies and reducing non-compliance risk. Most importantly you will enhance the experience and outcomes delivered to your customers.