

CALL CENTRES

Workbook – MANAGE CALL CENTRES

Objectives

Having completed this workbook, you will be better able to:

- Recognise the environment and culture in your call centre and how you can contribute to it, performance management techniques and customer relationship management techniques
- Understand channels and flow of information from management to your team and back again, and from the organisation to the customers and back again, using CRM software and managing customer information
- Consider resource management, contingency planning, how to develop strategies to help your organisation grow, and identify new opportunities to improve the relationship with customers

Contents

Section 1

Managing People...

- It's not what you do; it's the way that you do it...
- Creating a high-performance culture
- Performance management
- Customer relationship management (CRM)

Section 2

Spreading the message...

- Collecting and passing on information
- The outside world
- We are the champions
- Inside the organisation
- Communications and CRM

Section 3

Making decisions...

- Challenges ahead
- Resource management
- Contingency planning
- Getting stronger
- Love the one you're with

CALL CENTRES

Workbook – ON THE FRONT LINE

Objectives

Having completed this workbook, you will be better able to:

- Define what quality is in terms of the expectations and requirements your customers have
- Recognise the main steps any organisation has to take to make sure its customers' expectations are met
- Understand the practice steps you can take with your team, within the sphere of your influence, to make sure customers receive a quality service, including the importance of providing feedback to other parts of the organisation so they can work on providing a quality service as well

Contents

Section 1

Quality counts...

- What is quality?
- Who is the customer?
- A customer's perspective
- The organisation's perspective
- Where do standards fit in?

Section 2

Minding the gap...

- Here's the theory
- The right mindset – continuous improvement
- Why the customer gap occurs

Section 3

Minding the gap in practice

- Salvage operations
- Preventing gaps from opening

CALL CENTRES MANAGING TEAM PERFORMANCE

Workbook – GET RESULTS

Objectives

Having completed this workbook, you will be better able to:

- Understand how to find the right aims and objectives that exist in your organisation, for your team by using the simple tool of SMART objectives
- Identify how to develop tasks, roles, resources and schedules that support the team and individual objectives, and understand the importance of agreeing plans with the team and its members
- Consider the importance of monitoring, support, and taking corrective measures to keep plans on track through a variety of methods including system-based and self-monitoring
- Understand how to examine performance criteria and their role in providing evidence of achievement, and how to provide good feedback to your team through informal and formal review processes

Contents

Section 1

Specify the results you need...

- What am I supposed to be doing?
- Aims and objectives
- The performance cycle

Section 2

Plan and agree the work...

- What, who, how and when
- Decide on tasks
- Assign tasks to roles
- Get resources
- Plan schedules
- Agree plans

Section 3

Monitor, control and support...

- The feedback loop
- Monitoring performance criteria
- Monitoring methods
- Taking corrective action
- Providing support

Section 4

Review the results...

- Checking performance criteria
- Providing feedback to the team
- Appraisal review

CALL CENTRES MANAGING RESOURCES

Workbook: RECRUIT and RETAIN

Objectives

Having completed this workbook, you will be better able to:

- Recognise the factors that influence the number and type of staff recruited, what goes into recruitment material such as job and person specifications and advertisements, how to assess candidates so that a shortlist for interview can be drawn up, and the relevant aspects of employment law relating to fair recruitment
- Identify interview skills including preparing and structuring, taking part in competency-based interviews, avoiding interview pitfalls and using follow-up procedures
- Examine the induction programme in your organisation and use a quiz to highlight ways in which you can introduce new staff to your team
- Understand the importance of taking care of recruits to ensure they settle in, and consider ways in which new staff can be encouraged and developed into valuable members of the team

Contents

Section 1

What's your role?...

- Recruitment and selection stages
- Recruitment and the law
- How many staff do you need?
- Drawing up a job description
- Designing a person specification
- Getting the right applicants
- Shortlisting candidates

Section 2

Tell me about yourself...

- Interviewing
- Making a decision

Section 3

First days at work...

- Induction
- The induction timetable
- Getting help

Section 4

And the rest...

- Find 'em, keep 'em
- New faces, old faces
- The feedback factor