



How to Achieve Continuous Improvement of your Quality Monitoring

Making the Human and Technology Elements work for your Contact Center



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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 lives 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 based on a random selection of calls, it makes it virtually impossible for you to get a true sense of the quality of performance of each individual agent. It makes it hard to identify best practice.

And it makes is hard to spot where improvements can be made and ensure they are implemented on a continuous basis.

After all, todays' best practice, may be yesterdays' 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 interaction analytics solutions can automatically measure and score 100% of interactions. This delivers automated performance feedback to agents and 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 improve your quality monitoring. In some respect, your Quality Assurance continuum should be like your 'Lather-Rinse-Repeat' mantra.

We have put together a list of useful tips on how you can make the 'human' and 'technology' elements work together to achieve the 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 Interaction Analytics to provide your supervisors with the necessary insight 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 behaviours, 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 to identify best practice.

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, this will allow you to automatically tag certain language patterns, keywords, phrases, or other characteristics and score them against set criteria in one system. This will help you create a full picture of your agents' interactions and identify what works best at achieving successful customer outcomes. This insight can be then passed to your agents. They will then know what they should be saying and what should be avoided. This can be tracked in their daily scorecard to show how effective they are at using the right language.

Agent	Agent Quality	Politeness	Empathy	Ownership	Agent Intro	FCR Close	Understandability
Agent avg	40.86 (208)	55.47 (206)	19.19 (208)	30 (15)	44.08 (208)	12.88 (208)	NA (0)
Alex Portnoy	42.06 (19)	63.75 (19)	27.68 (19)	0 (2)	33.33 (19)	11.11 (19)	NA (0)
Atticus Finch	43.97 (11)	60.17 (11)	27.27 (11)	NA (0)	45.45 (11)	9.09 (11)	NA (0)
Augustus McCrae	53.40 (8)	82.94 (8)	12.50 (8)	NA (0)	50 (8)	12.50 (8)	NA (0)
Aureliano Buiendia	46.19 (12)	73.05 (12)	16.67 (12)	100 (1)	33.33 (12)	16.67 (12)	NA (0)
Bigger Thomas	43.25 (14)	62.82 (14)	21.43 (14)	NA (0)	42.86 (14)	7.14 (14)	NA (0)
Gregor Samsa	42.45 (11)	54.80 (11)	18.18 (11)	0 (1)	54.55 (11)	9.09 (11)	NA (0)
Ignatius Reilly	45.01 (17)	67.78 (17)	23.53 (17)	NA (0)	41.18 (17)	5.88 (17)	NA (0)
Jay Gatsby	44.23 (12)	58.76 (12)	16.67 (12)	NA (0)	41.67 (12)	33.33 (12)	NA (0)
Mike McDaniels	12.74 (3)	7.51 (3)	0 (3)	0 (1)	33.33 (3)	0 (3)	NA (0)

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 advisers' 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 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 by 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 feel like physical pain. Not only will it not get the best from your agents, but it also runs the risk of creating a reputation for your call center of acting unfairly. This will damage your capability to attract the best talent. The personal scorecards enable you to remove this risk. They will provide the transparency the agents need to welcome 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

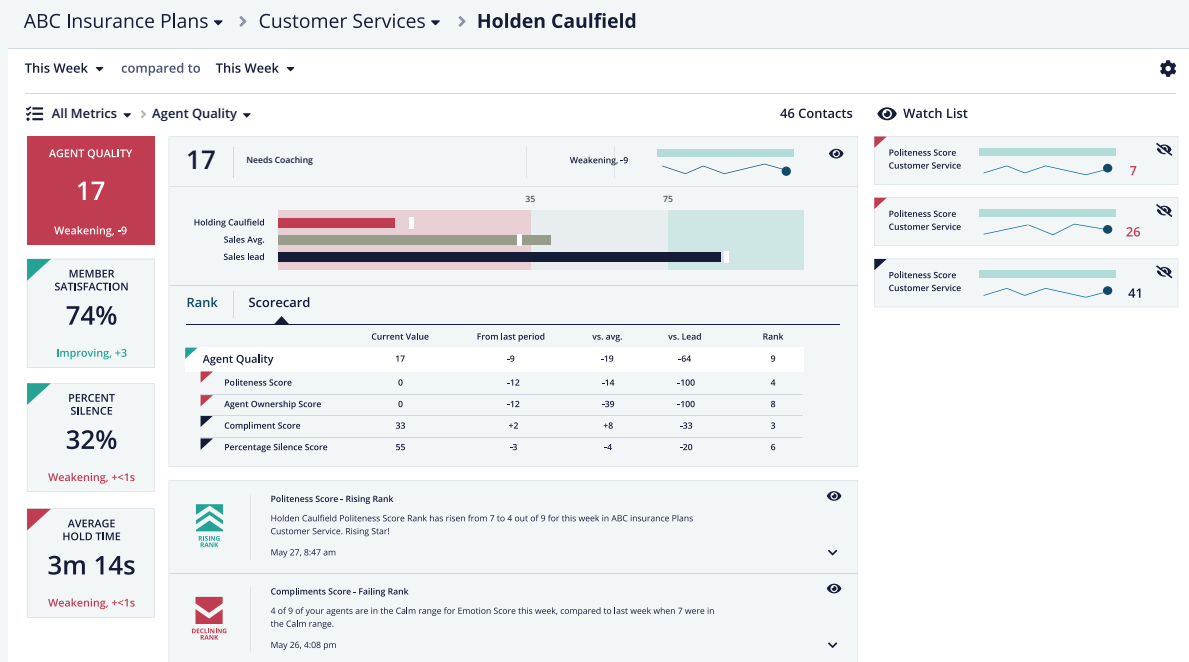
Being able to create a complete picture of the customer journey, increases the opportunity to identify possible trends, issues, or opportunities, not only within the call center but also the entire business. For example, if an agent repeatedly fails to disclose 3rd party content, he or she increases 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 you set 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

Contact 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 agents' ability to monitor their scores 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. Interaction 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 on stage further. They can help deliver the best possible customer experience and prevent escalations, by using just-in-time feedback and nextbest-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 behaviour 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

Interaction 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.

For more information

CallMiner is a proud provider of interaction analytics solutions for improving agent performance. Pioneering the industry since 2002 and having mined billions and billions of hours of conversations mined, we can deliver exceptional value to customers by delivering highly effective, usable, and scalable conversation analytics solutions.

CallMiner Eureka is the leading solution to improve contact center and enterprise performance through interaction analytics. It immediately reveals insights from automated analysis of communications between you and your customers across multiple channels – including calls, chat, email, texts, social media, surveys and more.

Here are some resources to learn more about CallMiner, interaction analytics technology, and how they are helping organizations improve their performance and comply with a wide range of requirements.

The CallMiner Learning Center is frequently updated with new presentations, white papers, case studies, videos and other material.

See solutions and resources for different roles and industries, including **collections**, **finance & banking**, **BPO**, **healthcare**, **travel & hospitality**, **retail/etail** and others. CallMiner's **Blog** provides updates on new regulations and how interaction analytics is being used to support them, including presentations and testimonials from users and guidance from legal and compliance experts.

This **video** provides an overview of interaction analytics technology and its value.

This **ebook** provides an overview of how interaction analytics can improve agent performance

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About CallMiner

CallMiner is a speech analytics platform that drives business improvement by connecting insight to tangible action. We use the power of A.I. to scale human understanding, analyze interactions at the deepest levels, identify patterns and root causes, and reveal opportunities.

We believe that business improvement starts with a deep interest and curiosity in people. How do we detect a customer's true emotion, and how do we act on it to shift a business's culture and steer it on the most successful path? We aim to close these gaps through innovation, but the heart of our work lies in humanity: understanding, followed by action. We apply this same principle within our culture, promoting an attitude of kindness, compassion, genuine interest and respect for one another.



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