

Improving Performance Variability: Guide Your Guides

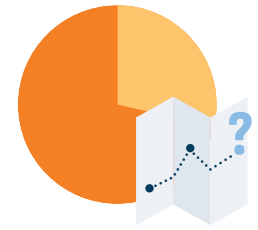


Strength Conditioning: Capabilities for Consistency



Typically, ~~standing~~ behind the top-performing frontline agents are the best and brightest leaders.

But it's important to provide managers with the right guidance as well.



71% of companies say their leaders are unable to lead their organization into the future.ⁱ

The Industry Challenge

Contact centers often suffer from weak spots in their middle management, and there's a compelling theory as to why: 10,000 baby boomers are retiring each day, and in less than two years, 48% of the workforce will be millennials—an overwhelming 91% of whom say they plan to stay at their current job for less than three years.

With these numbers, even the best managers could use extra guidance and support.

A person is performing a bench press in a gym, with a coach standing behind them, providing guidance. The coach's hands are positioned near the lifter's hands on the barbell. The scene is overlaid with a blue tint.

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Exploring Solutions



Chief Learning Officer magazine estimates \$200 billion is spent annually on corporate

Investing in Leadership

Although companies know how important it is to develop strong leaders, they must be willing to invest the proper amount of time and resources into their employees. Listed below are a combination of proven tactics that won't break the bank.

1. **Hire from within** whenever possible.
2. **Deploy a leadership development training program** that is comprehensive and engaging.
3. **Use microlearning techniques** that deliver content in small, specific bursts.

Let's take a further look.

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

— Jack Welch, Past Chairman and CEO of General Electric

Hiring from Within

When hiring from within, the employee is provided with a clear career path and opportunities for growth and recognition. The motivated agent who diligently works her way up to coach and then on to operations manager proves to herself and others that dedication truly pays off.



Hiring from Within

Furthermore, direct reports trust that when their manager started as an agent, she is knowledgeable about any work problems that they might experience in day-to-day operations. This level of familiarity is a comfort to agents and results in both happier agents and happier customers.

And as a bonus, a closer-knit, family-like environment is created when tenures are long and business knowledge runs deep.



“During my 12 years here I have been an agent, a Subject Matter Expert, Manager, Supervisor and I’m currently the Nesting Supervisor. I absolutely love what I do and the people I get to interact with on a daily basis.”

—*Christina P., Alorican
Niles, Ohio*



Leadership Training

When promoting from within, agents must have the right training to develop the necessary skills to become managers.

For example, Alorica Academy, an innovative, in-house program created in collaboration with well-known international educational network ADEN Business School, enhances leadership development by boosting our leaders' career paths for further growth within the company.

Leadership Training

The Alorica Academy leadership development training model consists of the following seven tiers of curricula built to forge passionate people with powerful leading skills:

Leading the Organization for Global Executive roles

Leading Divisions for Regional Directors and Division VPs

Leading Managers for Senior Managers and Directors

Leading Others for Managers

Leading Self for Supervisors

Leading 101 for Floor Support, Team Leads (and all staff)

Specialized Programs for High-Positioning Agents



Leadership Training

Also within Alorica Academy's leadership model is the Alorica Apprenticeship Program, which gives high-performing employees the opportunity to shadow those in other positions. The 15-day course includes instructor-led training, master-led live practice and master-led skill endorsement. In the end, role-specific certification is awarded to those with a healthy balance of management and people skills.



“With today’s millennial generation,
we need to **focus on bite-sized
learning and simplifying processes.**
It’s all an effort to deliver for our
customers, who expect us to create
great value.”

-Vinay Sharma, Alorica Senior Vice President, Learning,
OD and Performance Improvement and Winner of
the World HRD Congress’ Top 100 Global Training and
Development Mind Award, February 2018



Microlearning

Regardless of employee role or level, microlearning is quickly gaining popularity, and for good reason. Companies in all industries are realizing that watching a short, animated video online that delivers digestible bits of info is much more appealing than hours of classroom lecture—for millennials as well as older employees. And since the oldest millennials are already in their mid-30s, they're at the right point in their careers for middle management.



Microlearning

Microlearning videos make learning more engaging for managers and agents alike. These videos can be easily scheduled and viewed by a wide audience and through various applications. The bite-sized modules focus on a specific learning outcome that can be delivered independently or in short bursts, making retaining new knowledge much simpler. They can also be embedded with short assessments to confirm the employee's retention of the information.



Case Study

Microlearning

While managing millions of customer prescriptions daily, a major retail pharmacy provider began to experience some slipping in prescription fulfillment compliance. When we implemented microlearning, we saw instant improvements.

The Benefits

- Recognition that retraining everyone in long PowerPoint sessions is unnecessary and undesirable
- Watching a customized, 10-minute easy-to-understand video is preferable to traditional classroom learning
- Necessary program fixes can be detailed in a simple format
- Retention of knowledge can greatly increase due to improved employee engagement

The Results

- **Pilot-site process compliance hit 96% to goal** 60 days after training, besting non-pilot sites by as much as 62%
- Cost savings: on average, we **reduced retraining time by as much as 80%** per full-time employee
- **Microlearning content was integrated right from the start** in the new-hire training program



“The growth and development of people is the highest calling of leadership.”

*—Harvey S. Firestone,
Founder of Firestone Tire
and Rubber Company*

Closing Thoughts

Though developing great leaders is a challenge for any industry, contact centers are excellent environments for identifying and separating the best from the rest—and shaping them for successful entry into various levels of management.



With the right personality, training and learning techniques, yesterday's polite and clever agent may well become tomorrow's bright and caring operations manager. And when good leaders share knowledge and best practices with their teams, agent performance consistency improves over time.

For more information on transforming your company—and consistently delighting your customers—call 866-ALORICA or email sales@alorica.com.



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About Alorica

Alorica



Alorica is a leading provider of Business Process Outsourcing solutions that span the entire customer lifecycle. Good, glad we got that out of the way. Here's the deal—we think serving customers is awesome. And that's why, when it comes down to it, we really only do one thing—we make lives better...one interaction at a time.

PASSION • PERFORMANCE • POSSIBILITIES

These are the principles that guide us in helping others make better choices and informed decisions. They're more than words. They're our rally cry.

PASSION

Everything starts with conviction. A desire to obliterate the status quo, and the audacity to believe that we will. We're problem solvers. Question answerers.

Strategic dreamers. We see every interaction as an opportunity to create opportunities—for our customers, our clients, our colleagues and our communities.

PERFORMANCE

We're 110% committed to the end result. Onward and upward, it's all about taking our clients to the next level. We stay engaged. We mine new sources of inspiration. And we give it our all, no matter the challenge. They say go big or go home. We don't believe in the latter.

POSSIBILITIES

100,000 employees. Operations in 15 countries. Over 70% of our business is with Fortune 500 companies. So where do we go from here? Anywhere. Everywhere.

We're always innovating, evolving, imagining new ways to continuously improve. Some see the sky as the limit. We see the sky as a stepping stone.

WHAT'S IN OUR SECRET SAUCE?

A spoonful of customer care. A dash of technical support. A pinch of revenue generation. Equal parts receivables management, customer retention and reverse logistics. Fulfillment and B2B solutions, for sweetness. And finally, hosted contact center solutions, direct response and back office processing for that added kick.

Guess it's not so secret anymore, huh...

Bibliography

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