

How Installing Coaching into our Culture Helped us Through BIG Change

As told by Vanessa Hyjek and Darren Laybolt

all

Facilitated by: **Winston Siegel**

winston@switchgear.ca

416-566-7573

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We needed something to help...

We had these issues in our Operation...

1. Big variability between the best and worst performers.
2. Customer experience could suffer when we got busy.
3. Finger pointing – “other teams letting us down”
4. Lots of change -- not getting better fast enough
5. Unclear expectations, mixed messages, couldn't agree “what great looks like”



Our definition of coaching...

We thought it was... what we were doing:

- “Walking around with stats...
- “TELLing the Techs what to do...
- Pointing to the metrics -- and asking “what’s going on?” -- is not fun or sustainable.



We know now ...

... what Coaching is not

1. In the meeting room listening to a call and telling CSR what they can do better.
2. Going over yesterday's results / metrics -- asking why they missed.
3. They have a question? Give them the answer!
4. Support team or other agents do the "coaching"
5. If Jimmy misses 3 shifts in 2 weeks, the required disciplinary conversation is not a "coaching" one



We learned about REAL coaching...

→ How Coaching solved some of our culture issues...

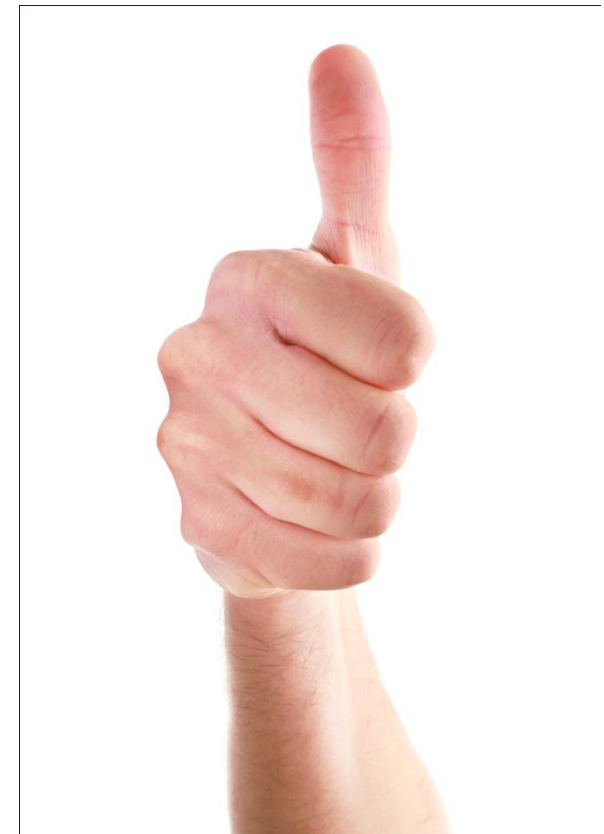
1. 1st focused on Tech relationships. Trust and credibility.
2. Managers back in the business – coaching #1 priority.
3. Clear now: If agents do 70% right, why is our feedback often 70% critical? We dropped “fixated on fixing”.
4. Disciplined focus on specific Results / KPIs – everyone rowing together.
5. “Sustainable” because everyone WANTS to keep doing it.



Here's what coaching IS...

→ Commit to use specific techniques to help the agent self-discover answers / solutions, improve his skill, while you build a long term trusting relationship.

1. Side by side (agents don't come off the floor)
2. HOW not WHAT (Build their skills)
3. Learning from each other (who knows more about the customers – agent or manager?)
4. No pre-judgment (agents are not broken)
5. Provide value with Best Practice sharing (...or else Coach has a “best before” date)
6. Ask not TELL (it's all about self-discovery)



Self Discovery is Critical...

- Coach's #1 skill – **asking great questions** that...
- Get them to **THINK!**
- Don't make them defensive...

- Sometimes, agents **WANT** you to **TELL** – **Why?**
 - Self-awareness is a weak muscle for most
 - She doesn't know how to answer your self-discovery question
 - She won't have to be accountable if you just **TELL** her the answer



**“Questions turn the brain
ON.”
-Socrates-**

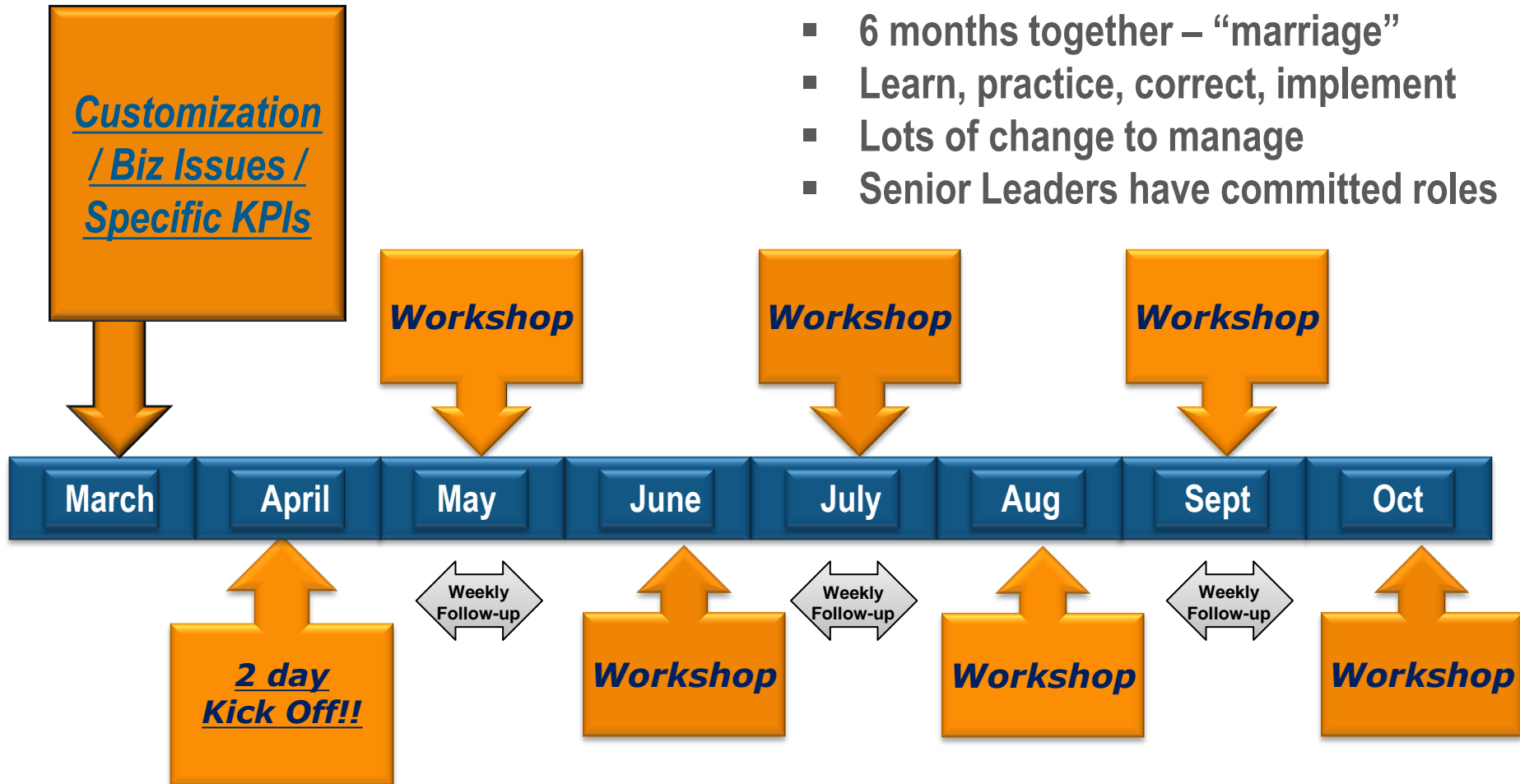
And sometimes the Coach thinks...

“Yeah...but answering THEIR questions makes me an expert...”



SwitchGear's Coaching "Installation" is NOT casual...

- Customized for our business
- 6 months together – "marriage"
- Learn, practice, correct, implement
- Lots of change to manage
- Senior Leaders have committed roles



The impacts we saw...

1. Skills?
2. Commitment?
3. Morale, relationships?
4. Culture?
5. Manager's Job Satisfaction?

Darren said...

- Great relationship between Tech and Mgr
- Learning from each other – I learn the biz from cx POV and I share Best Practices with techs
- More complete view of what they do – stats don't always tell the story about cx experience and communication

Vanessa said...

- Helps make the 60% in middle visible – otherwise, Top 20 get attention and bottom 20 get our "fix" attention
- Managers now have purpose out on floor
- Consistent approach for managers – have your own style but there is now an expected behaviour and outcomes



Vanessa Hyjek and Darren Laybolt

Service Assurance @ MTS Allstream

Vanessa.Hyjek@mtsallstream.com

Darren.Laybolt@mtsallstream.com

**Get your
Handout at
door –
Coaching
article**

**Coaching,
leadership tsunami**



Dan Stark, sales manager of corporate accounts for Microsoft, says the efficiency of the inside sales team improved 63 percent through a daily focus on coaching.



Kevin Marchmont of On-Line Support says that the company asks agents to do so much more complex than even five years ago.



Rick Gook of On-Line Support says the management teams provides a consistent way of responding to changing business priorities and helping agents change direction and behaviours quickly.

"OLS" reality was a collision course between the complexity of the work agents are being asked to do and the available GenY & GenX workforce.

"What we now ask agents to do between 'hello and goodbye' is so much more complex than even five years ago," says Marchmont. "In the past it could take a year to get a new hire to become fully competent. Yet like most of the industry 50 percent of agents leave the company within three to six months. If GenY and

mostly because changing behaviour takes time. Such is not the case for installing a disciplined, consistent, all-hands approach to coaching. As you make the capability of your frontline managers into coaches and leaders, it changes every thing.

"We made more progress in one year than the previous five years combined," says Gook. "Sales improved by 45 percent, FCR increased by 13 percent and even with our client doing our QA

thanks

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