

## Press Release

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### For Immediate Release

#### How to... improve targets through staff motivation

**Call centres are often plagued with high staff turnover, employee absence and poor motivation, which in turn leads to reduced productivity and a poor reputation. Many have turned to coaching as a solution, but why does the suspicion remain that this approach isn't working? Helen Bailey, from coaching company Pinna, looks at how Call Centres need to address the basics...**

Coaching is a remarkably effective technique, transforming individuals and businesses. Coaching can make a difference to the performance in call centres:

##### **Coach the right people**

All too often, coaching is put in place at a low level. It is used either remedially or to up-skill agents – to help them spend less time on a call, to help first time resolutions, to help underperformance. It is seen very much as an add-on; a quick fix; a way to keep staff and a way to meet targets.

But coaching needs to be incorporated right at the top of an organisation. Create managers as coaches. If this happens, it will cascade through the whole company, from the directors to the managers, team-leaders and agents.

In many ways, it's pointless coaching just agents, because who then coaches the team-leaders? To change agents' behaviour requires changed behaviour from managers – different conversations need to happen. Remember the saying 'if you do what you've always done... you'll get what you've always got?'.

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### **Think about what coaching is**

Don't be misled by the term 'coaching'. Quite simply, it's a way to make conversations count – whether that is a conversation between manager and agent, or between sales person and customer.

So it's not another term for training, or telling people what to do or guiding them. It's a way to inject enthusiasm, to motivate people to think for themselves. It is a way to help people work out what they need to do to improve their own performance, and that of others.

### **Don't be ruled by the same old targets**

Although easy to measure, bald statistics can be so demotivating . Don't just look at length of time on a call; number of calls in a queue; answer in so-many seconds... do they really matter to the person at the other end of the phone?

A better approach is to check outcomes. Listen to the calls; invest in a 'mystery shopper' system; explore the actual quality of the call. That way agents will be more motivated, will have the skills passed down from their managers, and the barriers to good customer service removed.

**ENDS**

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