




**“What I need is someone who  
will make me do what I can.”**

*– Ralph Waldo Emerson*



# The Quality Conversation: Driving Desired Results in the Contact Center

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# Food for Thought

- The average cost of replacing an employee is roughly 20% of their annual salary. – *Business News Daily*
- 89% of employers think their people leave for more money, 12% actually do. – *Leigh Branham*
- 30% of executives say motivating their employees is their toughest challenge. – *The Creative Group*
- More than half (53%) of employees are unsatisfied with employee recognition practices. – *American Psychology Association*
- Out of 100 million people in America who hold full time jobs, 70% are not engaged in their work. – *Gallup*



# Food for Thought

- Companies with engaged employees outperform those without by up to 202%. – *Gallup*
- \$2,541: the amount annually that each actively disengaged employee is costing your organization. – *Gallup*
- 87% of employees say that working with a low performer has made them want to change jobs. – *Leadership IQ*
- 93% of employees say that working with a low performer has decreased their productivity. – *Leadership IQ*
- Only 40% of the workforce knew about their company's goals, strategies and tactics. – *Bain*



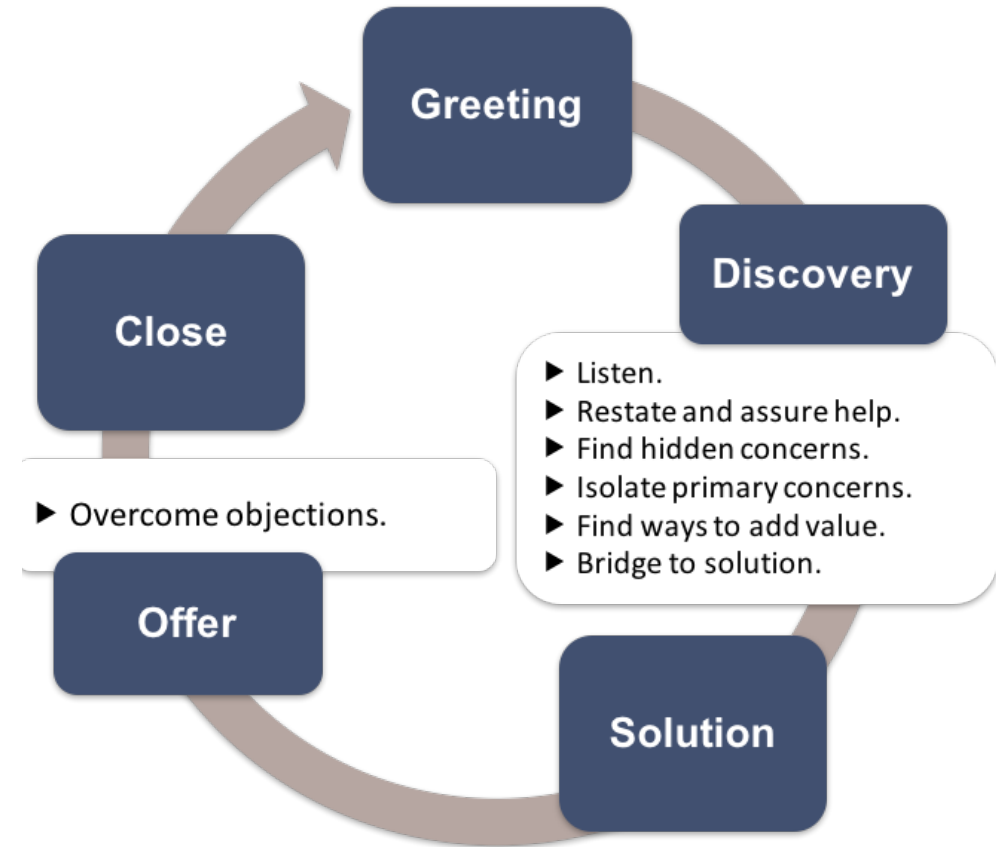
# What is a Quality Conversation?

Quality Conversations are human relations centered on a meaningful and mutually rewarding dialog occurring when a person takes and clearly conveys a genuine interest in another individual's wants, interests, and needs, shows genuine care for others, and makes an emotional connection to establish real trust.

# How Quality Conversations Begin

## A call flow versus a script

- Gives defined steps that lead to better results.
- Provides guidance, but not exact words.
- Works best when personality is inserted.



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# Quality Conversations and Supervisor Coaching Tactics

- One-on-one meeting
- Side-by-side coaching
- Stay interview
- Monthly performance reviews
- Walkabouts with a purpose
- Huddles

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# One-on-One Meeting

In a one-on-one meeting, the supervisor will follow a proven process built around a guided agenda. The process/agenda has 12 items:

1. Inform.
2. Explain.
3. Confirm.
4. Assess.
5. Prepare.
6. Listen.
7. Pause.
8. Assess.
9. Reinforce.
10. Identify.
11. Do skill transfer.
12. Observe.

“The four laws of learning are explanation, demonstration, imitation, repetition. The goal is to create a correct habit that can be produced instinctively under great pressure. To make sure this goal was achieved, I created eight laws of learning namely: Explanation, Demonstration, Imitation, Repetition, Repetition, Repetition, Repetition and Repetition.”

– *John Wooden*

# Basic Skill Transfer Process

- Step 1: Explain.
- Step 2: Demonstrate.
- Step 3: Practice with coaching.
- Step 4: Observe/listen.
- Step 5: Provide feedback.
  - Positive feedback ➡ positive reinforcement
  - Negative feedback ➡ back to step 1, 2 or 3

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# Walkabouts with a purpose

- Used to reinforce side-by-side coaching and MPR goals
- Just checking in, reinforcing the stay interview
- Opportunity to give praise and recognition in a public setting
- Can be planned or unplanned

# Ralph Waldo Emerson and “the Duty of a Friend”

## Tri-Level Coaching

- Inspect what you expect.
- Provides an opportunity for leadership development.
- Must be a scheduled activity.

# Components of an Effective Tri-Level

- Preparation
- Agent
- Supervisors
- Managers
- Site leadership



# The Tri-Level Process

The tri-level follows the same proven 12 steps as a one-on-one meeting:

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4. Assess.
5. Prepare.
6. Listen.
7. Pause.
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11. Do skill transfer.
12. Observe.

# Desired Results

- Improved CSAT
- Increased close rate
- Improved customer retention
- Decreased attrition
- Improved employee engagement

# The Hawthorne Effect

The alteration of behavior by the subjects of a study due to their awareness of being observed.

# Putting It All Together with a Floor Management Strategy

- Who is doing what, when and why

At Robert C. Davis and Associates, we know and understand what Ralph Waldo Emerson meant when he talked about the duty of a friend:

“What I need is someone who will make me do what I can.”


# What We Do at RCDA

A five-year California teacher development study validates our approach.

- With workshops alone, the adoption rate of material was 10%.
- With workshops plus demo practice and feedback, the adoption rate of material was 20%.
- When coaches came into classrooms as well, the adoption rate of material was 90%.
- Most importantly, students of high-adoption-rate teachers outperformed others in the general student population.

# What We Do at RCDA

- Reinforce the processes you already have in place.
- Review and improve the processes you already have in place.
- Implement new processes.



# Q&A

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