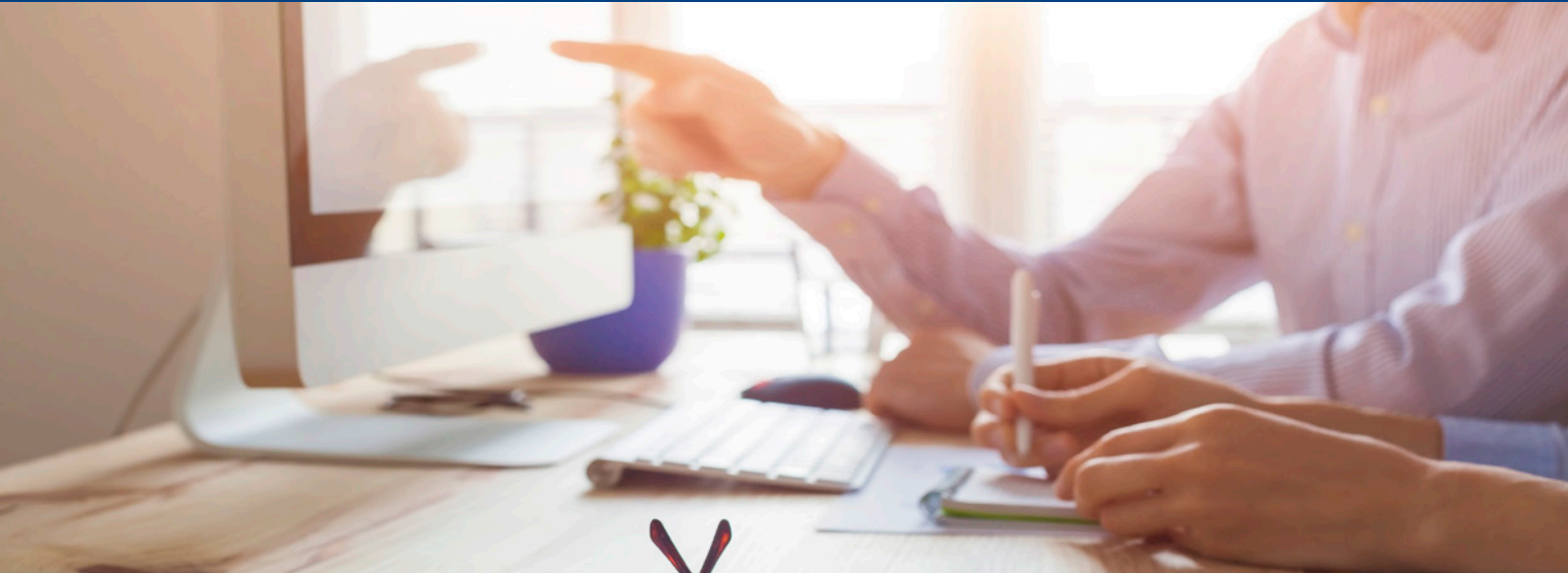


# Using analytics to support hybrid workforce coaching



**With more and more advisors working from home, it's vital that contact centre managers adapt their coaching processes to support new flexible working models. This is particularly the case with many organisations planning to maintain a hybrid staffing approach – featuring a mix of contact centre and home-based advisors - going forward.**

Contact centres have already shown they are able to work more flexibly while working remotely, with evidence of higher productivity, improved service flexibility and greater employee satisfaction. But it's also important that home-based advisors can access the same levels of coaching support that are available to their contact centre-based colleagues.

In this Good Practice Guide, we will look at the steps contact centre managers should be taking to ensure their advisors can be coached to the same high standards regardless of location. We'll also highlight some of the ways that organisations are now working to capture coaching insights across a range of channels, including virtual meetings with remote advisors.

## **Ensuring better coaching for employees – regardless of location**

Working away from the office of course means that advisors don't have the advantage of a nearby manager able to listen to their calls and offer advice and support in real-time. This means that ongoing communication with remote advisors is important, with key recommendations including:

- Taking advantage of video collaboration tools - such as Zoom or Microsoft Teams - for face-to face meetings when it comes to replicating one-on-one coaching
- Ensuring advisor calendars are up-to-date, and that remote

advisors benefit from regular catch-up sessions to keep that team feeling alive

- Replicating team huddles with virtual sessions
- Providing advisors working from home with regular updates – including weekly corporate updates, sessions with peer coaches as well as team-building activities

Coaching teams also need to recognise that while home-based advisors may have more flexibility in terms of start and stop times, there will also be times when they are unable to work due to family or childcare challenges. Providing advisors with access to workforce management features such as overtime and absence requests, intraday dynamic scheduling and self-scheduling will help them to create the shifts and coaching schedule needed to combine home and work life successfully.

At the same time, an effective quality management programme will be key to monitoring performance wherever advisors are based. Here tools such as post-call surveys, evaluation forms with feedback loop and gamification can all play a key part in keeping remote employees engaged, motivated, trained and on task.

## **Augmenting existing coaching techniques with analytics**

Today's cloud-based contact centre platforms can also harness the power of analytics to remove much of the operational burden of traditional advisor quality monitoring and coaching

administration, particularly for remote advisors. Using predictive modeling, machine learning and artificial intelligence, analytics provides a predicted evaluation score for 100% of interactions. This creates a broad and deep foundation for more accurate and more complete quality monitoring metrics – wherever an advisor might be.

With AI-based metrics, managers and coaches can:

- See if advisors are listening and being empathetic
- Track how customers are reacting
- Check if advisors are correctly recognising customer loyalty during interactions
- Monitor whether conversations are being driven to build stronger relationships.

Applying analytics makes it much easier for coaches to identify the right training opportunities, removing much of the administrative burden and improving productivity. And with analytics services increasingly accessible via the cloud, contact centres can augment their existing coaching processes - allowing both coaches and advisors to focus on where they can be most impactful.

Capabilities such as predictive evaluations and predictive NPS (Net Promoter Score) also have an important role to play here, drawing on AI-powered analytics to generate quality scores for every single customer interaction with remarkable accuracy. Contact centres can use tools like predictive evaluations to drive more targeted quality management and coaching – instead of having to rely on random monitoring. Managers can also apply the same approach to Net Promoter Scoring, deploying a machine learning algorithm to generate a predicted Net Promoter Score for each interaction. And because these analytics tools are typically cloud-based, they can deliver across the board, supporting all contact centre interactions, advisors working remotely, as well as the growing volume of automated engagement via bots.

Sentiment Analysis is another AI-powered tool that provides automated delivery of sentiment scores – positive, neutral or negative - for every interaction. This helps in spotting trends in sentiment, as it happens, to quickly make changes in areas impacting the advisors and overall customer experience. Managers can focus coaching efforts on interactions with negative sentiment scores. It can also be used to identify key words or phrases that an agent can use to drive more positive customer sentiment, or helping to avoid agent language that correlates with negative sentiment.

Agents are working in new ways and with new technologies.

Desktop Analytics is a must for work-from-home agents – and beyond. AI-driven desktop analytics automatically monitors agent activity to help managers stay in tune with agents, help them make the best use of their time, and ensure they're following standard procedures and protocols no matter where the agent sits. Desktop Analytics connects the agent desktop activity with what's going on in the customer interaction. This helps identify any technology or process issues that are creating roadblocks or bottlenecks, especially for remote agents.

### **Broadening analytics to integrate virtual meetings into coaching**

Another key concern for CX coaching is the requirement to understand advisor performance across the complete customer journey. That means coaching teams are now having to think about ways to capture insights from customer interactions that are being conducted via virtual meeting systems such as Microsoft Teams and Zoom.

It is possible for virtual meeting analytics that enable web and video meeting recordings to be analysed - unlocking actionable insights from each interaction. Not only does this provide coaches with a more complete view of an advisor's interactions, but it can also be valuable for identifying those agents that work particularly well across video engagement channels.

**With so many interactions now taking place remotely, there's clearly an opportunity for contact centres to deploy the latest analytics techniques to enable more consistent coaching across their estate. Using analytics to support and augment the coaching experience provides a great platform not just for identifying the right coaching opportunities, but also to empower advisors with the insights they need to deal proactively with customers.**

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