



The Call Centre Skills Development Programme

This document outlines the main objectives and content of the Team Leader and Call Centre Representative Skills Workshops. The following pages outline the 7 Team Leader Development Workshops and the 11 Call Centre Representatives Workshops.

Designed to facilitate effective and speedy implementation, this programme is unique in that it is a **complete** 'ready to run' skills training solution; created specifically to address some of

the key issues facing Call Centres today. With the focus on the development of the required skills, attitudes, behaviours and structures, each Workshop links and supports the next.

The Programme can be implemented by either Momenta training professionals or by your own training resource and because it is pre-designed your time to implementation is drastically reduced.

Stage 1 UNDERSTAND

- Understanding yourself and your role
 - Understand the skills, attitudes and behaviours required
 - Understand things from a customer perspective
 - Understand communication style (You and the customer)
 - Understand the importance of behavioural flexibility
 - Understand the needs and requirements of the customer

Stage 2 ALIGN

- Align to the brand and the values
- Align to the organisational vision and objectives
- Align to your department and teams objectives
- Align to the customer profile

Stage 3 ADAPT

- Adapt your skills to meet the needs of the customer and organisation
- Adapt your communication style accordingly
- Adapt your behaviour accordingly



Stage 4 DELIVER

- Deliver a personalised and flexible service
- Deliver beyond the expectations of the customer
- Deliver using consistency and structure
- Deliver added value through offering more

Stage 5 SUPPORT & DEVELOP

- Understand the motivations and motivators of your team
- Develop and maintain a positive team culture
- Observe and deliver balanced behavioural based feedback
- Recognise and reward excellence
- Run frequent and effective 1-1's and team meetings
- Coach, train, develop and direct as appropriate



This programme consists of 18 x 3 Hr skills development workshops. Each one specifically designed to build on, and develop a deep understanding of oneself, the customer, the brand, the business, the role and the skills/structures required to deliver and maintain quality customer service standards

Workshop Details

Call Centre Representative

11 workshops specifically designed to develop the skills of the Call Centre Representatives

AREAS COVERED:

The role, responsibilities, skills and attitudes required
Stepping into the customer shoes
Planning and communication styles/skills
Identifying customer needs
Understanding customer communication styles and behaviours
Adapting to the customer type
Developing sales/service opportunities
Summarising calls
The use of structure
Skills practice, feedback and review

Call Centre Team Leader

7 workshops specifically designed to develop the skills of the Call Centre Team Leader

AREAS COVERED:

An overview of the workshops
The role, responsibilities, skills and attitudes required
Understanding and developing motivation
Observation skills and effective feedback
Running high impact 1-1's and team meetings
Designing personal development plans
Performance coaching

Everything needed to run a series of successful workshops

The programme is 'ready to run' and contains the following comprehensive support materials and tools

- Detailed facilitator notes
- Visuals and hand outs
- Exercises and case studies
- A personal development journal
- Suggested Pre and Post workshop activities
- Hints and tips to get the most out of each

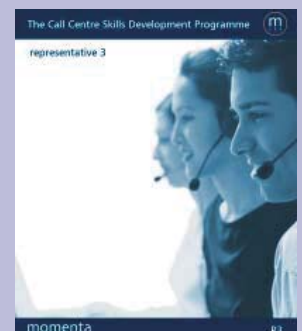
Delivery Flexibility built in – Your programme, your choice

- Deliver the workshop using your existing training resource – Train the trainer available
- Allow us to utilise our call centre training delivery expertise
- Combine both approaches as required
- Develop the existing skills of your trainers who can work alongside us whilst delivering the first few workshops

The benefits of implementing this skills development programme

The skills development programme has been built with the following aims in mind

- Increase staff motivation, buy-in and moral
- Develop the leadership skills and effectiveness of your team leaders
- Increase staff and customer retention rates
- Develop a 'team' approach and culture
- Develop soft skills, consistency and structure
- Develop sales opportunities and cross selling
- Increase 1st call resolution and reduce complaints
- Increase customer service levels and standards
- Develop consistency and structure





A Team Leader guide to the workshops

Objectives

- Explain the structure, content & format of the workshops
- List the activities required to support & develop the workshop content
- Identify the skills & activities required to support the team members
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Overview of each workshop, the objectives & content
- The role of the team leader in supporting the workshops
- The skills & activities required
- Design of support action plans
- Group exercise, review and discussion
- Personal development planning

Benefits

- Identifies the support required
- Identifies the aims & objectives
- Promotes a team culture
- Team leader buy in & support

Workshop 1

The role & skills required

Objectives

- Explain the core tasks & activities required of a Team Leader
- List the skills, attitudes & behaviours required to manage a team
- Start identifying & rating your personal skills, behaviours & attitudes
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of the role, tasks, skills, behaviours & attitudes required
- Review of job descriptions
- Review of the organisational vision & departmental aims/objectives
- A self rating exercise
- Focusing on behaviour
- Skills practice, feedback & review
- Personal development planning

Benefits

- Promotes job importance
- Reinforces the skills required
- Encourages self development
- Promotes pride & esteem

Workshop 2

Understanding motivation

Objectives

- Explain motivational principles
- List the steps required to identify motivational drivers
- Explain the activities required to develop and maintain a positive motivational environment
- Identify individual motivators
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Explore motivational drivers, needs & the subsequent behaviours
- A hierarchy of needs
- Identifying, developing & maintaining motivation
- Exercise around identifying motivational needs & drivers
- Personal development planning

Benefits

- Identifies motivational drivers
- Develops team motivation
- Develops individual motivation
- Encourages motivational awareness

Workshop 3

Observation skills & delivering feedback

Objectives

- Describe the purpose & benefits of observation & feedback
- Explain the skills required when observing & delivering feedback
- List the steps required when observing & delivering feedback
- Demonstrate observation & feedback skills
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- The purpose & structure for observing & delivering feedback
- The skills required
- Exercise to practice skills in observing & delivering feedback
- Personal development planning

Benefits

- Ensures feedback is effective & constructive
- Identifies development areas
- Improves personal relationships
- Develops leadership skills

Workshop 4

Running 1-1's & team meetings

Objectives

- Describe the benefits of running effective 1-1's & team meetings
- List the steps involved in running effective 1-1's & team meetings
- Explain the skills required to run effective 1-1's & team meetings
- Demonstrate the skills involved in running a 1-1 meeting
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Aim & purpose of a team meeting
- Aim & purpose of a 1-1 meeting
- The steps & structure for both
- The skills involved
- Exercise around running a 1-1 meeting
- Personal development planning

Benefits

- Ensures effectiveness of meetings
- Promotes developmental ownership & increases motivation
- Develops structure & consistency
- Develops leadership skills

Workshop 5

Designing personal development action plans

Objectives

- List the steps involved in designing a personal development plan
- Explain the skills required
- Demonstrate the skills involved
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- The purpose of a personal development plan
- The steps to constructing one
- The 'start with the end in mind' principle
- Using the SMART structure
- The skills required
- Exercise around building a personal development plan
- Personal development planning

Benefits

- Ensures structured personal development plans occur
- Promotes consistency & structure
- Develops motivation & buy-in
- Increases the skills of the team
- Increases motivation & retention

Workshop 6

Performance coaching

Objectives

- Explain the principles behind performance coaching
- List the steps & activities required when performance coaching
- Demonstrate performance coaching skills
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- What is performance coaching
- When to do it & the steps involved
- The skills required
- Exercise around performance coaching
- Personal development planning

Benefits

- Promotes an empowered culture
- Develops skills & behaviours
- Increases team inter-relationships
- Develops consistency & structure
- Improves job satisfaction levels

Workshop 7



The role & skills required

Objectives

- Explain the core tasks & activities of the role
- List the skills, attitudes & behaviours required to deliver a customer focused approach
- Start identifying & rating your skills, behaviours & attitudes
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of the role, tasks, skills, behaviours & attitudes required
- Review of job descriptions
- Review of the organisational vision & departmental aims/objectives
- The importance of focusing on behaviour
- Skills practice, feedback & review
- Personal development planning

Benefits

- Promotes job importance
- Reinforces the skills required
- Encourages self development
- Promotes pride & esteem

Workshop 1

An understanding from the customer perspective

Objectives

- List the typical characteristics & profile traits of a customer
- Know what it feels like to be a customer
- Explain the behaviours required to meet & exceed customer expectation
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- The brand & customer profile
- Satisfying customer requirements & brand alignment
- Personal customer experiences
- Outbound call exercise & debrief
- Identification of call development areas within the department
- Personal development planning

Benefits

- Encourages understanding of the customer
- Ensures brand awareness
- Identifies the required behaviours
- Develops customer empathy skills

Workshop 2

Call planning & preparing

Objectives

- Explain the steps involved in effective planning
- List the benefits of call planning
- Explain & demonstrate use of the SMART Concept
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of call planning areas
- Link call planning to objectives
- The SMART concept
- Practise using the SMART concept alongside a 'real' objective
- Skills practice, feedback & review
- Personal development planning

Benefits

- Ensures thorough planning occurs
- Encourages a proactive approach
- Increase call effectiveness
- Ensures consistency of approach

Workshop 3

REPRESENTATIVE

Personal communication skills & styles

Objectives

- Explain the purpose & benefits of effective communication
- List the skills, attitudes & behaviours required for effective communication
- Explain the impact that our communication style has on delivering a message
- Demonstrate the impact of adapting communication style
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of communication
- Purpose of communication
- Review the impact of adapting communication style
- Skills practice, feedback & review
- Personal development planning

Benefits

- Promotes personal awareness
- Enhances communication skills
- Improves the customer experience
- Develops soft skills

Workshop 4

Identifying & understanding customer needs

Objectives

- Explain the difference between need & want
- Explain the reasons underlying customer needs
- Explain the 4 steps required to identify & understand customer needs
- Demonstrate the use of a 4 step structure for understanding & satisfying customer needs
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Difference between need & want
- Different customer types
- 4 steps to identifying & understanding customer needs
- Feature, advantage & benefit
- Skills practice, feedback & review
- Personal development planning

Benefits

- Promotes a needs based service
- Develops skills flexibility
- Encourages customer retention
- Develops sales opportunities

Workshop 5

Identifying & understanding customer communication style

Objectives

- Explain the different customer communication styles
- List the steps required to identify customer communication style
- Demonstrate how to identify customer communication style
- Demonstrate how to adapt communication style to match the customer
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Different customer communication styles
- Own preferred communication style
- Matching communication style & the benefits
- Skills practice, feedback & review
- Personal development planning

Benefits

- Develops communication skills
- Increases personal awareness
- Delivers a personalised service
- Enhances the customer experience

Workshop 6



Identifying & understanding customer behaviour

Objectives

- Explain the skills involved in identifying & understanding customer behaviour
- List the steps & activities involved in identifying & understanding customer behavioural style
- Demonstrate the skills involved in identifying customer behavioural style
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Different behavioural types
- Identifying behavioural types
- The reasons & motivators behind customer behaviour
- Exercise around identifying customer behaviour
- Personal development planning

Benefits

- Promotes behavioural awareness
- Develops understanding of different customer types
- Enables adaptability of style
- Develops soft skills

Workshop 7

Adapting to a customers style

Objectives

- Explain the skills required to adapt to customer behaviour & communication style
- List the steps involved
- Demonstrate customer adaptability skills
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of behavioural styles
- Review of communication styles
- Responding to different behaviours
- Responding to different communication styles
- Case study skills exercise and review
- Personal development planning

Benefits

- Encourages a customer focused approach
- Increases confidence & skills
- Develops skills adaptability
- Promotes a personal service

Workshop 8

Developing understanding of product/service

Objectives

- Describe your product/service offer
- List the specific features, advantages & benefits (FAB) of your product/service
- Explain how these FAB's translate into customer benefits
- Demonstrate how to communicate your product/service in a way appropriate to customer type
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Review of product/service offering
- Features, advantages & benefits
- Linking FAB's to customers
- Review product/service knowledge
- Personal development planning

Benefits

- Develops knowledge & understanding
- Satisfies customer needs
- Identifies sales opportunities
- Develops personal confidence

Workshop 9

REPRESENTATIVE

Developing sales opportunities

Objectives

- Describe what a sales opportunity is
- List the skills & behaviours required to identify & develop sales opportunities
- Explain what a 'buying signal' is & how to identify one
- List 'how' & 'when' sales opportunities might occur
- Demonstrate how to identify & develop a sales opportunity
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- Identifying sales opportunities
- Buying signals & how we behave
- Review of communication structure
- Skills practice, feedback & review
- Personal development planning

Benefits

- Increases sales opportunities
- Enhances the customer experience
- Promotes structure & consistency
- Develops soft skills & confidence

Workshop 10

Summarising & ending the call

Objectives

- Explain the skills required to summarise a call effectively
- List the steps involved in summarising a call
- Describe the best approach to each of the 4 behavioural styles
- Demonstrate summarising effectively
- Start the design of a personal development action plan

Content

- Workshop Introduction & aims
- What is a summary
- Different ways of summarising
- A structure for summarising the call
- Leaving on a positive note
- Summarising a call, exercise & review
- Personal development planning

Benefits

- Promotes a quality service
- Ensures customer satisfaction
- Reduces complaints
- Increases confidence & motivation
- Increases 1st call resolution

Workshop 11

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Momenta Consulting Ltd is part of the Momenta Holdings group of companies, which offer a complete range of outsourced consulting, training, compliance & strategic services including:

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- Management development
- Trainer development
- Mystery shopping

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