

SERVICE SUPERVISOR COACHING

Poor coaching hurts performance nearly twice as much as good coaching helps. Coach in the moment and focus on behaviors that drive desired outcomes.

Very little of the modern contact center resembles the call center of yesterday. Service is provided in a variety of channels that barely existed 15 years ago (e.g., social media, mobile apps). Customers are savvier than ever and expectations are a constant moving target. Simple inquiries have gone the way of self-service, and what's left are more complex live interactions for our staff to handle. Metrics have shifted from productivity-focused to quality-focused, and there is more gray area in what used to be a very black-and-white corporate function.

However, companies continue to fill their supervisor ranks in the same way that they always have — by promoting their top-performing reps into leadership roles that they are not prepared to handle. Coaching is the best way to drive rep performance, but it has to be done correctly to be effective. In fact, poor coaching hurts performance almost twice as much as good coaching helps.

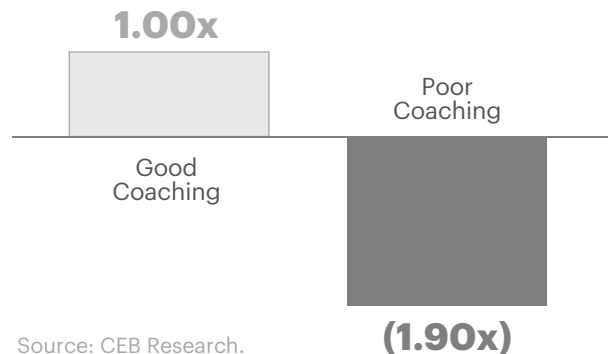
The supervisors who drive outsized performance results from their teams spend a disproportionate amount of their coaching time providing in-the-moment, integrated coaching. In addition, they are focused on helping their reps improve behaviors that drive results instead of focused on coaching to the result itself.

We recommend you teach all your supervisors to follow world-class coaching methods.

Our Coaching Capabilities Builder can help. **Contact us** for more information.

Poor Coaching is Worse Than No Coaching

Relative impact of coaching on performance
Indexed



Source: CEB Research.



- ▶ Only 21% of supervisors practice good coaching
- ▶ Poor coaching hinders performance almost two times as much as good coaching improves performance