

How do we develop the people management skills of Call Center Managers of a BPO

The Client – A premier third party BPO handling the collections business of a leading MNC Bank

Target Audience – Team Leaders from Collections team, pan India.

The Need – A team of highly experienced Collections Call Center Managers and team leaders were managing their teams and results in a typically 'Hard' fashion, resulting in low motivation, high turnover, mediocre business results. The management recognized that they needed to view their roles in a holistic manner, understand their own skills and gaps, and learn how to give feedback in a way that led to improved performance

- How do we get experienced managers to realize that they needed to improve?
- How do we get them to change their people management styles?

What We Did:

Always – Client First

- Conducted Focus Group discussions with the potential participants, their managers and their subordinates to understand the current situation, real issues as well as success factors
- Interviewed senior stake holders from the BPO as well as their client to understand their vision and business imperatives
- Identified the top 8 competencies that the managers needed to exhibit to perform well, and the desired behaviors in each competency

The Intervention

- Custom designed a 360 degree assessment across 8 competencies
- Conducted the assessment for 80 managers in 3 locations – responses from their supervisors and subordinates were taken
- Got Business Psychologist reviews and inputs for each manager
- Tabulated the responses and created individual reports for each manager
- Conducted a 2 day program for the managers in groups of 20
- Quiz at the end of every program
- **Key program elements –**
 - Taking accountability
 - Understanding their 360 feedback
 - Recognizing gaps and strengths
 - Giving feedback
 - Coaching
 - Goal Setting
 - Motivating people

And that's not all

- Post program small group coaching for Supervisors

The Game Changers

- Pre, post 360 for all levels, including the CEO, all leadership roles.
- Self-assessment was introspective and application focused
- Short training for the supervisors of the managers, to help them understand the changes we wanted the participants to make
- Post program coaching discussion to help them embed behaviors

The Results

- **11** programs across locations in India, covering **178** Team Leaders & Managers
- Entire leadership team also covered on this program
- All programs received a feedback score of **above 4.8 on a scale of 5**
- **64%** increase in productivity post training. This considers data for all 178 participants from all regions.

- Steady decrease in Problem Incidence and Complaints
- Participants appreciated the case studies & role plays which they found relevant and relatable to their day to day work life