

## **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