

SUPERVISOR TRAINING

SUPERVISOR LEADERSHIP DEVELOPMENT

Official Curriculum | Workbook Sample



WE MAKE CONTACT CENTERS BETTER



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WELCOME TO ICMI™

Welcome to ICMI Training!

Welcome to ICMI training and the opportunity to supercharge your contact center career by building a foundation for growth and achievement. Whether you are brand new to contact centers or have been growing a contact center career for decades, ICMI can help you further your knowledge and skills.

ICMI instructors are industry leaders who bring a wealth of experience and knowledge to the classroom. Our classrooms are your place to connect and learn from those who are as passionate about their profession as you are. Consider ICMI your haven—a retreat that offers a welcoming environment, fresh perspectives, and galvanizing new ideas.

How to use this workbook: The content of the workbook follows the content the instructor presents in the full course. Specific lessons have been chosen from the full workbook to provide you with a better understanding of the course content and activities. There is room for additional notes and designated areas for exercises.

Once you are ready to explore the full course, [visit the official course web page](#) to explore available course delivery methods, or [contact our training team](#) to learn more or ask a question.

Warm Regards,

The ICMI Team



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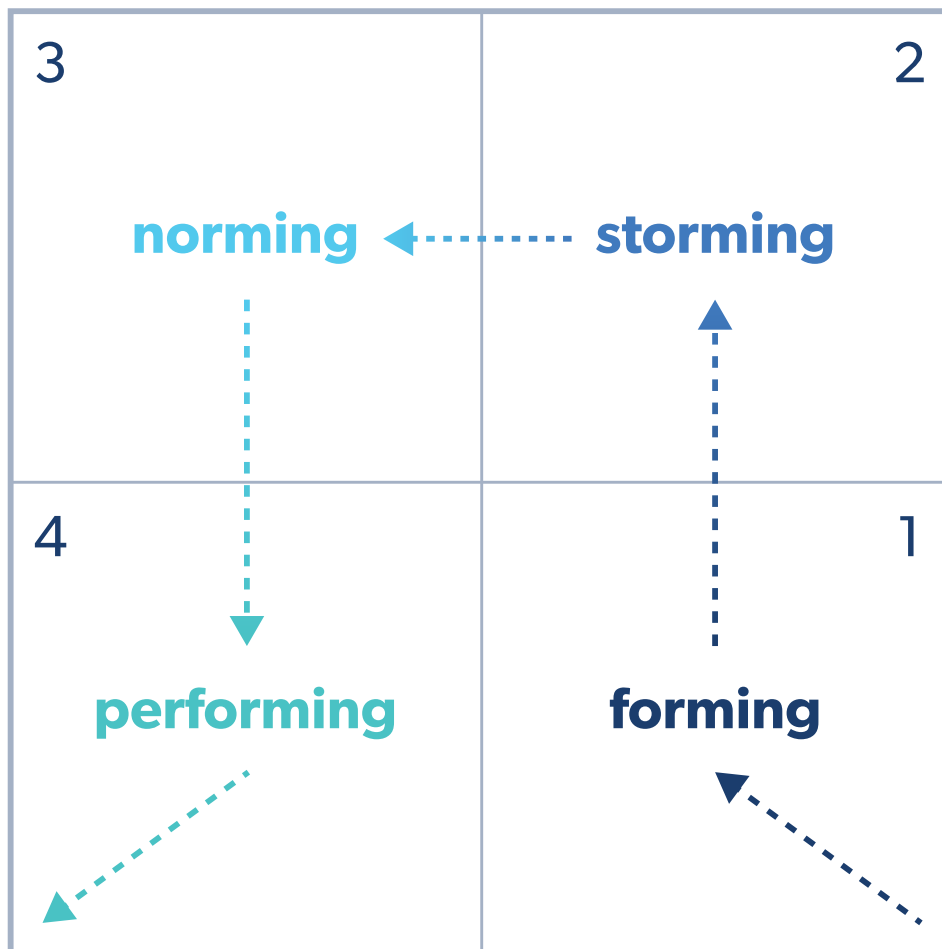
LET'S WORK TOGETHER

Managing Teams

What is a Team?

A group of individuals with complementary skills who are committed to a common purpose and performance goals to which they hold themselves mutually accountable.

The purpose of creating a team is to bring together people whose work is related and interdependent.



Source: Bruce Tuckman 'Forming Storming' concept 1965.

Forming

Characteristics

- High, often unrealistic expectations
- Polite, conforming behavior
- Unclear on purpose, norms, roles, goals
- Initial “silent” leaders may take the rein
- Dependent on authority for direction & support

You _____

Needs

- Common understanding of team’s purpose
- Agreement on values & norms
- Agreement on roles, goals, standards
- Agreement on structure & boundaries
- Learning about strengths/weaknesses of team members

Issues

- Personal well-being
- Acceptance
- Trust

Storming

Characteristics

- Discrepancy between expectations & reality
- Confusion & frustration around roles & goals
- Expression of dissatisfaction
- Low trust
- Competition for power & authority

Needs

- Redefinition of purpose, roles, goals & structure, values & norms
- Development of communication processes
- Access to information & resources
- Encouragement & reassurance
- Mutual accountability & responsibility

Issues

- Power
- Control
- Trust

You _____

Norming

Characteristics

- Increased clarity on roles, goals, tasks & structure
- Increased commitment to norms & values
- Willingness to share responsibility & leadership
- Understanding & valuing differences
- Use of team language—"we"
- Tendency to avoid conflict

You _____

Needs

- Integration of team & individual roles & goals, norms & structure
- Continued skill development
- Encouragement to share different perspectives & develop problemsolving skills
- Recognition & celebration of success
- Focus on increasing productivity

Issues

- Sharing control
- Avoiding conflict

Performing

Characteristics

- Clear purpose, values, roles & goals
- Empowering team practices
- Relationships and continued build on trust
- Flexibility & shared leadership
- Optimal productivity & high standards
- High morale

You _____

Needs

- Continued focus on productivity
- New challenges
- Recognition & celebration of team accomplishments
- Individual acknowledgement
- Decision-making autonomy within boundaries

Issues

- New challenges
- Continued growth & learning

Team Building Tips

- Have a known purpose and identity for your team
- Consider the personality of your team
- Team building is a process, not an event
- Ask for input
- Reinforce with positive feedback
- Designate leaders
- Mentor your agents
- Encourage open communication

Managing Remote Teams

- Encourage empathy and mutual support
- Make data available
- Expect everyone to use the same tools
- Have standardized processes and metrics that are available to everyone
- Hold regular one-on-ones
- Give them special projects and consider them for promotions
- Quick, daily check-ins (huddles)
- Focus on outcomes, not activity
- Use the “cloud” for storing files
- Send swag, cards, and letters to remote members
- Make whiteboarding and ideating virtual activities
- Use several different communication channels
- Trust your team

Supervisory Conversations

Informal

- Noticing what is going on
- Undocumented

Transitional

- Bridge between noticing and monitoring
- Make notes about the conversation

Disciplinary

- Very formal
- Requires formal documentation

Developmental

- Making the agent better
- Grooming for future opportunities
- Require notes

Performance Appraisal

- Follow company guidelines
- No surprises!

Disciplinary Conversations

- Focus on correction, not punishment
- Encourage desired behaviors, not absence of misbehavior
- Maintain and enhance relationships
- Make the agent feel understood, accepted, and supported
- Emphasize choices, decisions, responsibility
- Consistently and fairly applied

Dinosaurs



Dealing with Dinosaurs

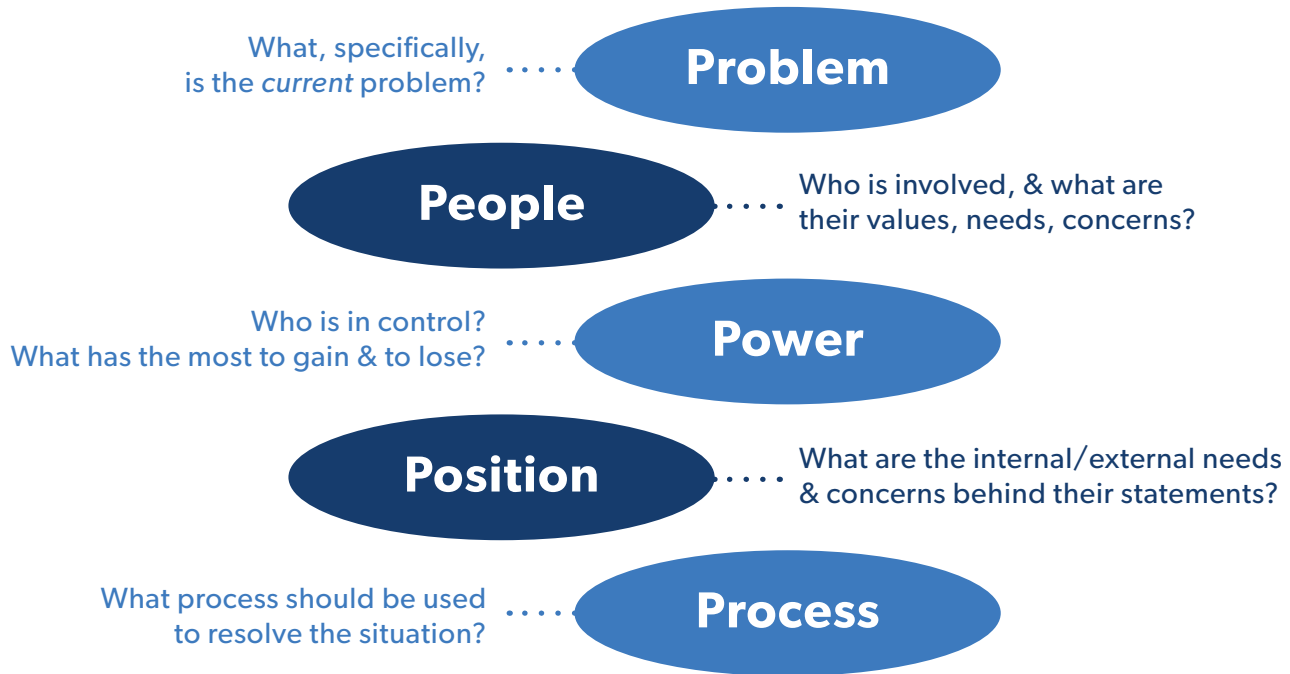
In your table group, talk about a time when you or one of your peers ignored a performance issue that grew into a much bigger issue later.

- What happened? Why wasn't the issue addressed sooner?
- What strategies can you use to keep small issues from growing into big issues?

Conflict is...

...a disagreement through with the parties involved perceive a threat to their needs, interests, or concerns. It is more than a mere disagreement, it is a situation where the person perceives a threat to their well being.

1. Diagnose the Situation



2. Plan Your Strategy

Strategy	Service Level
Avoidance	Problem is inconsequential Problem is not recurring
Accommodation	It means more to them than it does to you It will not result in a negative business outcome
Domination	Need a quick solution Need to show authority Win/lose is appropriate
Compromise	Need to achieve temporary settlement to complex issues Two people are strongly committed to mutually exclusive goals
Collaboration	You have the time or the issue is worth the time A creative, new solution can be found Everyone's goals are equally important

3. Prepare to Implement



- Listen
 - Allow to vent
 - Don't try to be rational
-
- Ask if ready to discuss the issue calmly
 - Proceed from there

4. Implement Your Strategy

- Use good timing
- Clear excess anger beforehand
- Find a private place without interruptions
- Separate the people from the problem
- Use "I" statements rather than "you" statements
- Avoid defensiveness and reacting
- Avoid placating
- Really listen to the other person
- Reflect back what the person is saying
- Utilize the 100 + 1% principle
- Put your *but* in the right place

5. Evaluate the Outcome

- If a full account of what you said or did appeared in the newspaper, would you be embarrassed?
- In literature, would your behavior be more appropriate for the hero or the villain?
- If you were the other person, would you be willing to engage in future discussions with me?

The Student Resource Page contains notes on 4 drama types that often cause conflict in workplaces, with tips for handling each type.

Take a Moment

Turn to the Ideas tab to record your thoughts and ideas.



Supervisor Leadership Development Program

Day 2: People Management

[**VIEW COURSE DETAILS**](#)

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