

# Mastering the Art of Call Centre Team Leadership

Effective tools and techniques to deliver professional and proactive service to your customers

## An Introduction

The call centre industry is the fastest growing industry within the UK today. An increase in tele-banking and tele-shopping means that more business will be done via the telephone.

The call centre is a high pressure, reactive environment creating many daily challenges. To be able to cope and succeed, call centre staff must be able to deal with the customers and at the same time stay motivated.

## Designed for...

This course is aimed at both new and experienced call centre team leaders that would like to improve their management skills in order to raise the call centre service to the highest of professional levels.

Managers of call centres should also note that this course would contribute to enhancing the call centre's reputation with the customers and increase the information flow through the call centre making your service more effective and professional.

## Objectives

As a result of participating on this course you will...

- Understand how to communicate effectively with customers and staff
- Develop effective communication and behavioural skills to enhance customer service
- Deliver a professional service when working under pressure
- Take the principles of managing and delivering customer expectations to a higher level
- Develop a fuller understanding of what motivates and de-motivates your team
- Understand your customers' behaviour model/map of the world
- Develop effective assertiveness techniques to be able to 'manage' your team
- Develop high quality personal effectiveness techniques to enable you to work effectively against deadlines
- Understand the differences between urgent and important tasks within the call centre environment
- Reinforce teamwork by looking at team factors and dynamics

## Focus - THE CALL CENTRE TEAM LEADER – THE CRITERIA FOR EXCELLENCE

- Identifying the key attributes needed to be an excellent team leader
- Recognising the challenges faced by the team leader within the call centre environment
- Identifying the core skills you need to become an excellent leader

Team Exercise: Working as a team you will determine the skills needed to become an excellent team leader.

From this exercise you will audit your existing management skills against the list and create your personal new managers skills set

## SELF MANAGEMENT – PERSONAL EFFECTIVENESS

- Develop the ability to work effectively under pressure
- Understand the art of setting effective priorities
- Defining what is urgent and what is important within your role
- The urgent v's important matrix and how to use it to prioritise your tasks
- The Personal Effectiveness maxim: "When you fail to plan, you plan to fail"
- Why both business and personal planning are essential in today's competitive call centre environment
- Identifies the three key areas in planning – Long, medium and short term planning
- Recognising your time wasters
- Taking effective action to minimise and eliminate them
- Breaking time wasters into two clear categories – self inflicted and externally influenced

Practical exercise: You will consider your work schedule and establish tasks that are urgent & important and also your most common time wasters and how to deal with them

## INTERPERSONAL COMMUNICATION

- Understanding the key interpersonal skills you need to be an effective leader
- Projecting a professional presence and image to those with whom you interact
- Impact Management and the use of the '3V's' –
  - Visual Assertiveness
  - Vocal Assertiveness
  - Verbal Assertiveness
- The importance of building and maintaining rapport by using empathy and 'pacing'
- Using highly effective questioning techniques and models to establish stated and hidden needs of your team
- The key skills of active listening and how to use them to develop understanding and control the flow of any meeting
- Using effective assertiveness techniques to put your point across in a fair and proactive way
- Practising the art of behaviour adaptability by understanding that everyone is different therefore adjusting your style to get the best out of others

Practical exercise: Working in small teams to practise your interpersonal skills

## DEVELOPING YOUR SKILLS AS AN INFLUENTIAL LEADER

- Understanding the difference between leadership and management
- Knowing when to lead instead of manage
- Understanding the long term benefits you will gain by leading and developing your team
- Learn how to put leadership theory into practise

Self-discovery exercise: You will complete a personal leadership questionnaire to determine your leadership style and how to apply it effectively in the work environment

Group leadership exercise: A practical exercise to practise your leadership style

## DEVELOPING POWERFUL MOTIVATION STRATEGIES

- Defining and understanding motivation
- Identifying your motivational drivers
- Identifying your team members motivational drivers
- Understanding the de-motivators – the 'Hygiene Factors'
- Understanding the connection between beliefs, values and motivation
- How to turn motivation theory into practical everyday applications that work

Self-discovery exercise: You will complete a motivation profile to identify your current motivation level.

Practical exercise: You will get the opportunity to profile your team members' motivators and develop a motivation action plan

## BUILDING HIGH PERFORMING TEAMS

- Understanding the six stage team development model
- Identifying where your team currently is positioned within this model
- Addressing the areas of -
  - The task to be done
  - The team requirements
  - The individual's needs
- Understanding the effect of individual behaviours on the dynamics of your team
- Functional behaviours within the team
- Dysfunctional behaviours and their underlying reason/cause
- Task behaviours and maintenance behaviours and why you need both
- The ten team performance factors (10TPF) and how to apply them to build a performing team

Team Discovery Questionnaire: You will complete a team profile questionnaire that will enable you to establish what stage your team is at in the six stage model and then develop an action plan to take back to the workplace