Achieve Business Results with Performance-Based Learning

*Best Business Practices and Call Center Case Study*
Convergys Relationship Management

**Customer Relationships**

- Manage Operational Costs and Efficiencies
- Achieve a Superior Customer Experience

**Employee Relationships**

- Provide an Effective Workforce Environment
- Achieve Superior Talent Management

Convergys Outthinking Outdoing
Presenters

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Vice President,
Learning Solutions
Convergys

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Global Practice Lead
Convergys
Front-Line Touch Points

- Travel Specialist
- Hospitality Representative
- Retail Sales Associate
- Bank Teller
- Call Center

Performance-Based Learning
Polling Question

What results do you expect from Front Line employee training?

*Please select the top three*

- Achieve sales (including cross-sell/up-sell) goals
- Increase effectiveness, consistency, and quality
- Improve employee confidence and decrease turnover
- Improve on efficiency and time to competency
- Provide a differentiating customer experience
Drivers

BUSINESS PRIORITIES
- Consistent Brand Experiences
- Operational and Process Efficiencies
- Leverage Talent
- Leverage acquisitions
- Combat price pressure from new entrants

Grow Revenues and Margins
Employee Relationship Drivers
- Time to competency
- Productivity
- Attrition

Enhance Customer Experience
Customer Relationship Drivers
- Quality
- First call resolution
- Customer Satisfaction
Performance-Based Learning focuses learners on what they need “to do” to drive business results and delivers learning aligned closely to actual need.
Primary Components of a Learning Solution

How do you Design Deliveer Performance-Based Learning?
Client Successes – Wireless Carrier

**Industry Dynamics**
- Non-stop Wireless
- Presence-Based Services
- Multimedia Capabilities: IM, Peripherals
- Competition Driving Innovation
- Mobile TV, Home Control
- Drive for Brand Loyalty
- Retention Programs

**Client Objective**
- Address Industry Needs
- Reduce Attrition
- Improve Quality Metrics
- Reduce Time-in-Training
- Effective New Hire Training
- Rapid Results

**Convergys Solution:**
Performance-based learning applied to transform the curriculum
Client Successes – Wireless Carrier

Convergys Solution and Results

- Training Time: 19 days vs 15 days
- Employee Retention: Improved from 15% to 33%
- Quality Assessment: 65% vs goal 80%, 90%
Performance-Based Learning Focus

Line of sight from Business Objectives...

- Business Objectives
- Drivers of Business Value
- Customer Relationship Management Objectives
- Contact Center Objectives

...to measurable Front Line Performance

- Performance Objectives
- Authentic Learning Activities
- Front Line Performance
- Performance Measures
Polling Question

What challenges do you see in your Training program?

*Please select the top three*

- Employees do not perform to spec day one
- Not developing employees after initial training
- No tangible ROI
- Takes too long (and costs too much)
- Not engaging for learners
Experience vs. Information: Learners have the opportunity to apply knowledge and concepts to job-relevant examples.

Context Before Content: For adult learners, the “why” is as important as the “what.”

Authentic Practice & Assessment: Measure job competencies, not test competencies

Learner (ROI): Training must be engaging and immediately help agents perform better and with more confidence.
Employee Learning Lifecycle

**Learning Lifecycle**
- On boarding
- Sustaining
- Updating
- Upskilling

**Performance-Based Learning Components**
- New Hire Training Transformation
- Performance Support & Coaching
- Timely Communications
- Mastery and Leadership Training

**Learning Outcome**
- Day-One Performance
- Performance Consistency
- Performance Enhancement
- Talent Development
New Hire Performance-Based Design

**OLD Knowledge-Based**

- Orientation
- Products and Services
- Systems
- Quality and Metrics
- Call Handling

**NEW Performance-Based**

- Orientation
- Products and Services Fam.
- Systems Fam.
- Quality and Metrics Fam.
- Call Handling Fam.

Call Flow A

- Products and Services
- Systems
- Quality and Metrics
- Call Handling

Call Flow N

- Products and Services
- Systems
- Quality and Metrics
- Call Handling
Client Successes – Software Manufacturer

**Industry Dynamics**

- Landscape competitive
- Brand Power and Mind share
- Short R&D cycles
- Multiple product launches
- Convergence of hardware & software
- Entertainment and telecommunications

**Client Objective**

- Increase productivity
- Improve time-to proficiency
- Increase customer satisfaction
- Decrease escalation rate
- Consistent customer experience

**Convergys Solution**

Performance-based learning design and delivery
Client Successes – Software Manufacturer

Convergys Solution and Results

Measurable Benefits

- Support Satisfaction Rating: 73% Before, 85% After
- Customer Help Rating: 66% Before, 88% After
- First Contact Resolution: 63% Before, 79% After
- Time to Proficiency: 52% Before, 10% After
- Agent Productivity: 74% Before, 84% After
Polling Question

What Learning Delivery approaches do you primarily use today?

Please select the top three

- E-learning
- Classroom-Based
- Virtual Classroom
- Electronic Performance Support
- Coaching and On-The-Job Training
Blended Learning Solutions

**Instructor-Led**: Classroom-based or virtual facilitated learning with role-play activities, feedback, and remediation

**E-Learning**: Interactive self-study with audio, animation, graphics, and text including feedback, remediation, and testing

**Simulation**: Interactive practice environment that combines product, system, customer, and quality to reflect the real job

**Performance Support Systems**: Task related facts, procedures, and guidance easily accessible as agents perform on the floor
Performance-Based Learning Delivery

**Blended Learning:**
Each delivery mode builds authenticity and engagement. Learners need systems practice with simulations and role plays with feedback monitored by instructors for key tasks.

**Performance Support:**
Knowledge just when the Learner needs it, in context with their work develops capability with facts and data.

**Targeted Learning Delivery:**
Learning and coaching deployed when there are performance gaps in individuals drives competency standards across the operation.

**Increased Training Capacity:**
Time for learning to drive skills to the next level cares for the long-term health of the operation.
# Learning Delivery Through the Employee Lifecycle

## Learning Lifecycle
- **On boarding**
- **Sustaining**
- **Updating**
- **Up skilling**

## Performance-Based Learning Strategy
- **focus on knowledge use**
- **focus on both**
  - **Day-One Performance**
  - **Performance Consistency**
  - **Performance Enhancement**
  - **Talent Development**

## Learning Outcome

<table>
<thead>
<tr>
<th>Learning Outcome</th>
<th>Day-One Performance</th>
<th>Performance Consistency</th>
<th>Performance Enhancement</th>
<th>Talent Development</th>
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<tbody>
<tr>
<td><strong>focus on process practice</strong></td>
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Technology Capabilities to Consider

Contact center technology integration for:
- Scheduling of training and communications
- Measurement of training and communications
- Deployment to meet performance gaps
- Deployment during low volume service periods

Learning system integration for:
- Content leverage
- Measurement of training within corporate LMS
- Enable corporate shared services
Does PBL Result in Learner Performance?

- Link to business, performance, and learning objectives through design
- Leverage contact center, learning, and HRIS technologies to gather data
- Pre/post evaluation of metrics against baseline
- Analysis assesses business impact and continuous improvement opportunities for learners, operations, and the learning program

**Critical Measures by Timeline**

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<th>Training</th>
<th>Transition</th>
<th>Production</th>
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<tbody>
<tr>
<td>Reaction to Learning</td>
<td>Performance</td>
<td>Customer Satisfaction</td>
</tr>
<tr>
<td>Graduation Rate</td>
<td>Attrition</td>
<td>Skill Transfer</td>
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- AHT
- Attrition
- Quality
- Time to Proficiency
Learning Dimensions of Relationship Management

Strategy Development
- Ensure business requirements drive learning solutions that result in targeted performance.
- Transform curricula, processes, technologies, and people

Operational Excellence
- Deliver learning when and where it will most impact targeted performance
- Support learners, managers, and training coordinators with consistent, accessible, and accurate training administration
- Provide effective learning content in the optimal media

Relationship Management
Value Creation

Analytics & Continuous Improvement
- Support business and employee relationships with data
- Facilitate formative and summative evaluation of learning programs

Technology Enablement
Learning, and Performance Build, integrate and deploy leading technologies for Knowledge,