

**Achieve Business Results
with Performance - Based Learning**
Best Business Practices and Call Center Case Study

relationship management

CONVERGYS
Outthinking. Outdoing.

Customer Relationships



Employee Relationships

Presenters



Marianne Langlois

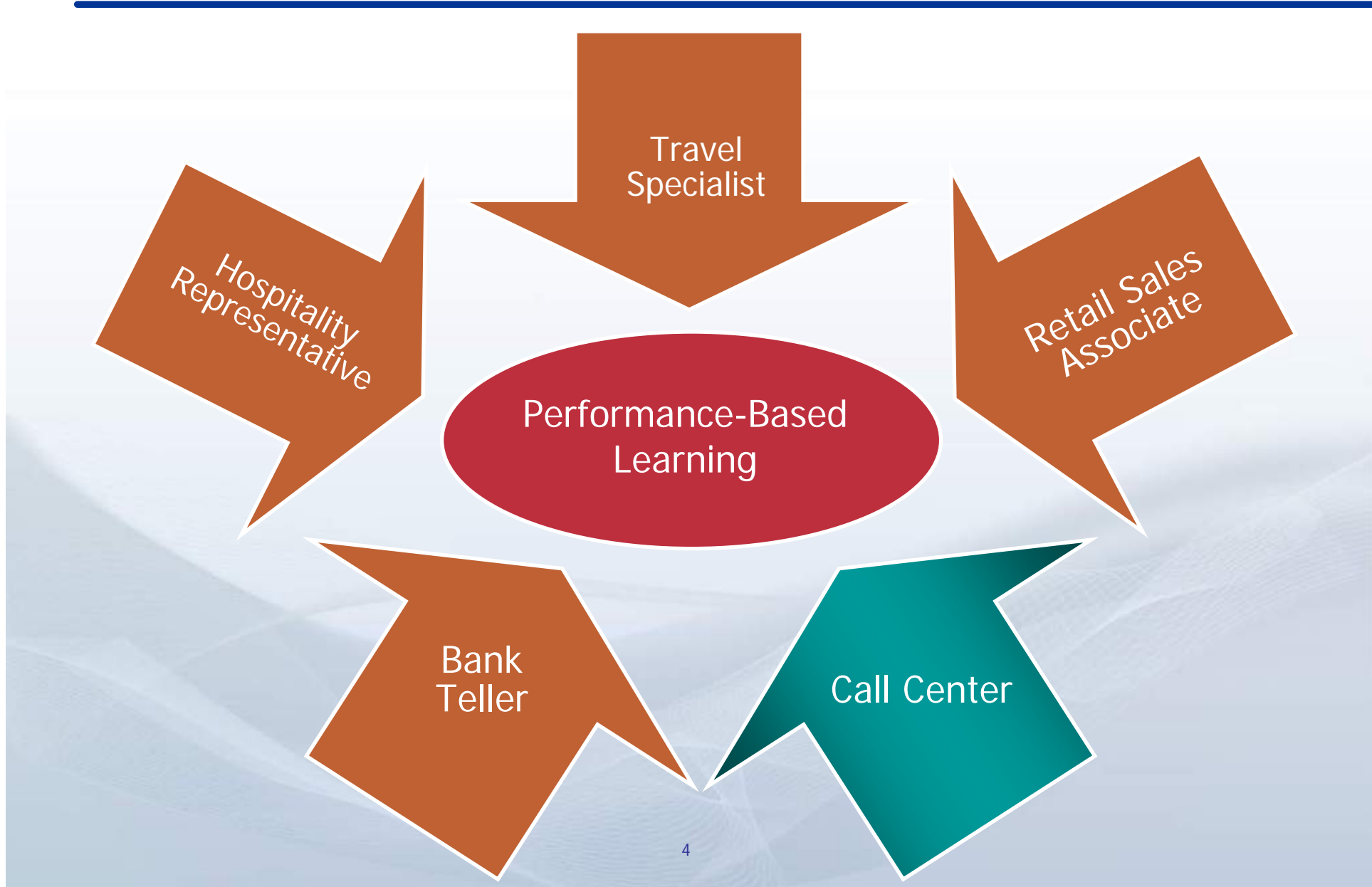
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Front-Line Touch Points



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

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

How do you

Design

Deliver

Performance-Based Learning?

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

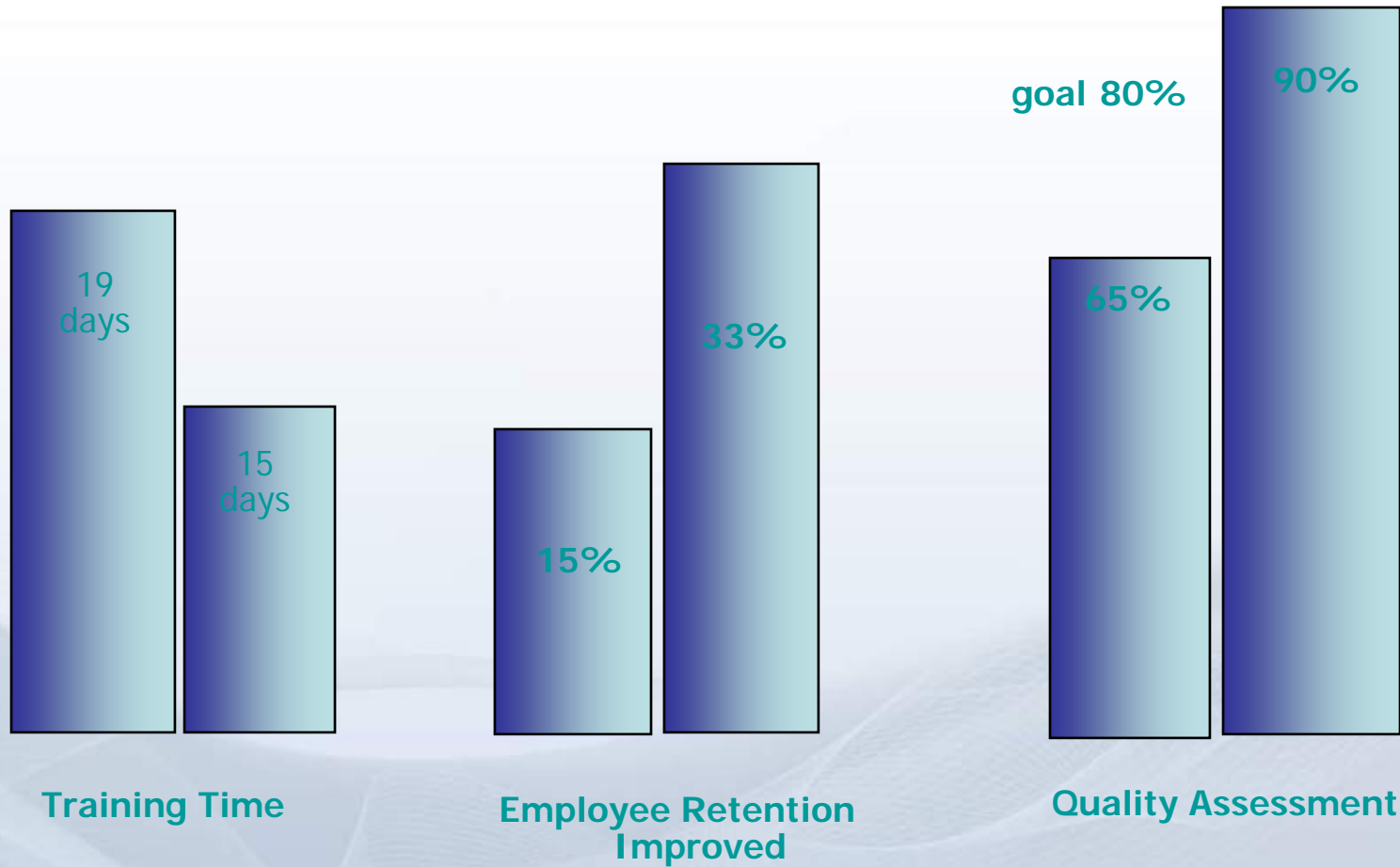
Client Objective

- 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

Convergys Solution and Results



Line of sight from Business Objectives...



...to measurable Front Line Performance

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

Performance-Based Learning Design



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



New Hire Performance-Based Design



OLD Knowledge-Based

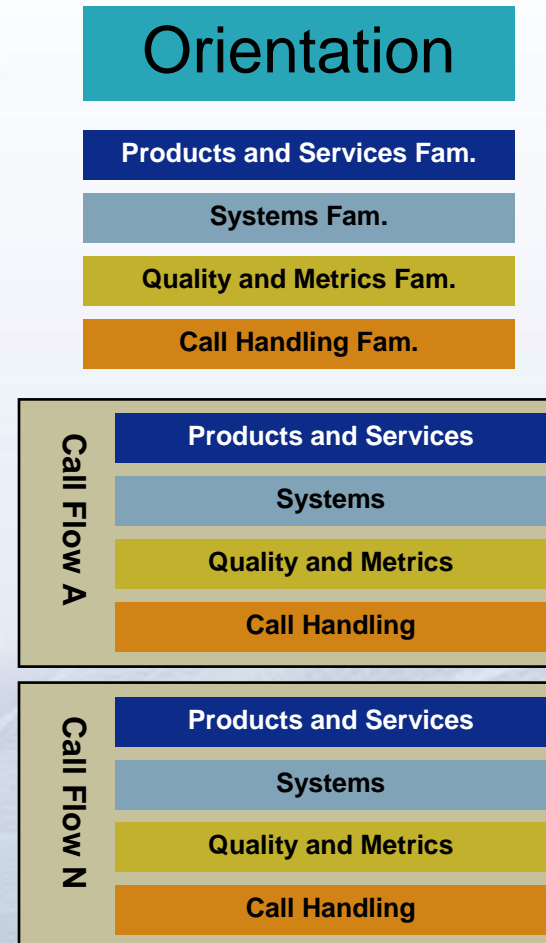


Day 1



Day X

NEW Performance-Based



Industry Dynamics

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

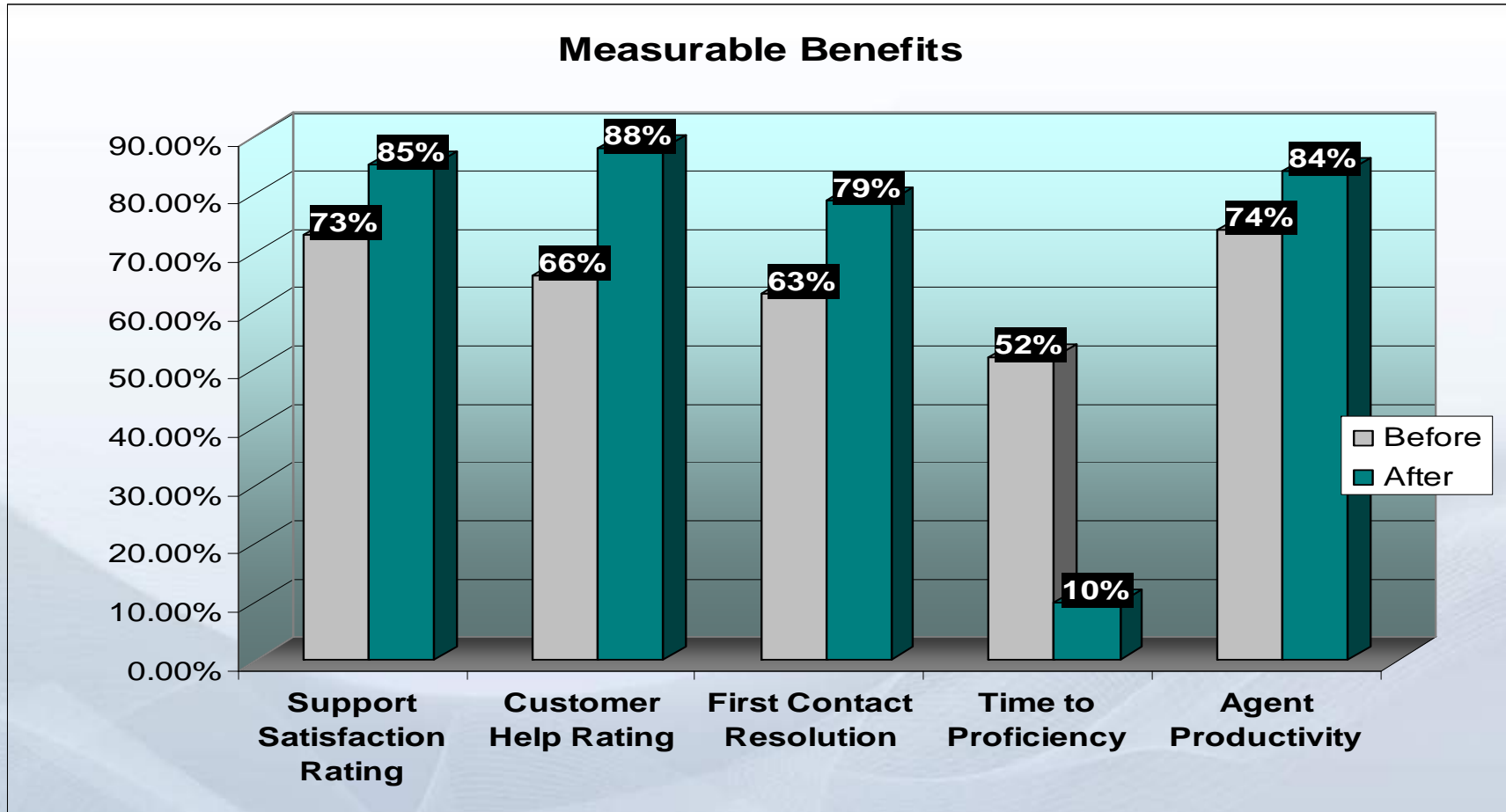
Client Objective

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

Convergys Solution

Performance-based learning design and delivery

Convergys Solution and Results



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:

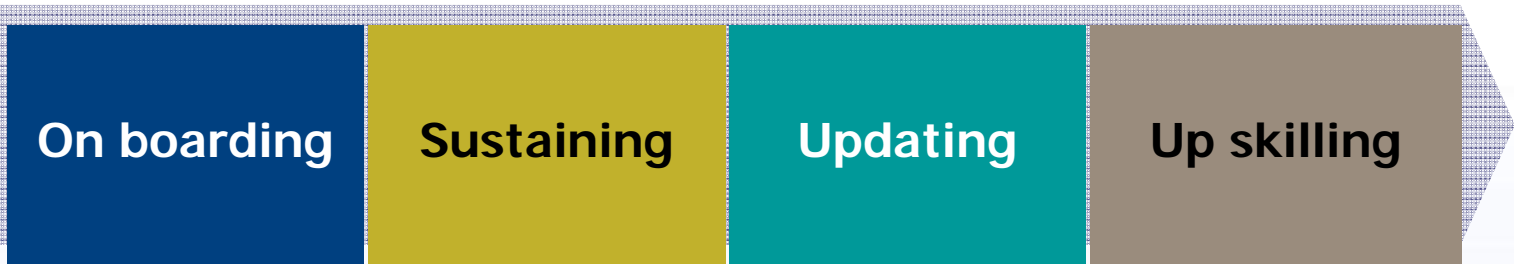
Time for learning to drive skills to the next level cares for the long-term health of the operation.



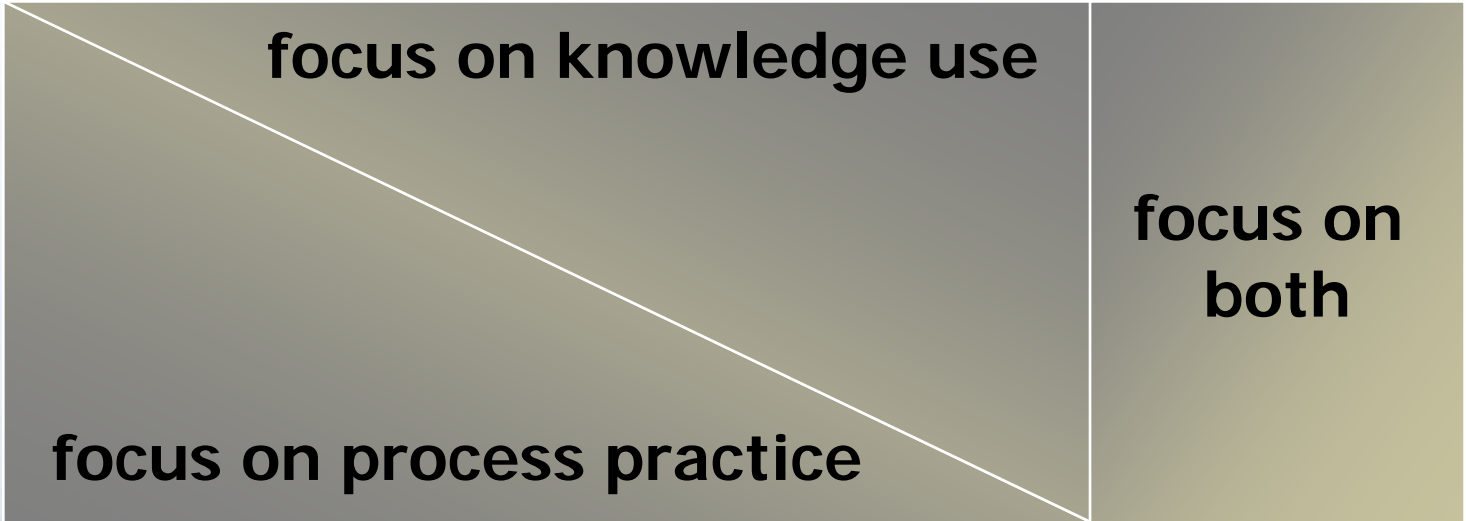
Learning Delivery Through the Employee Lifecycle



Learning Lifecycle



Performance-Based Learning Strategy



Learning Outcome



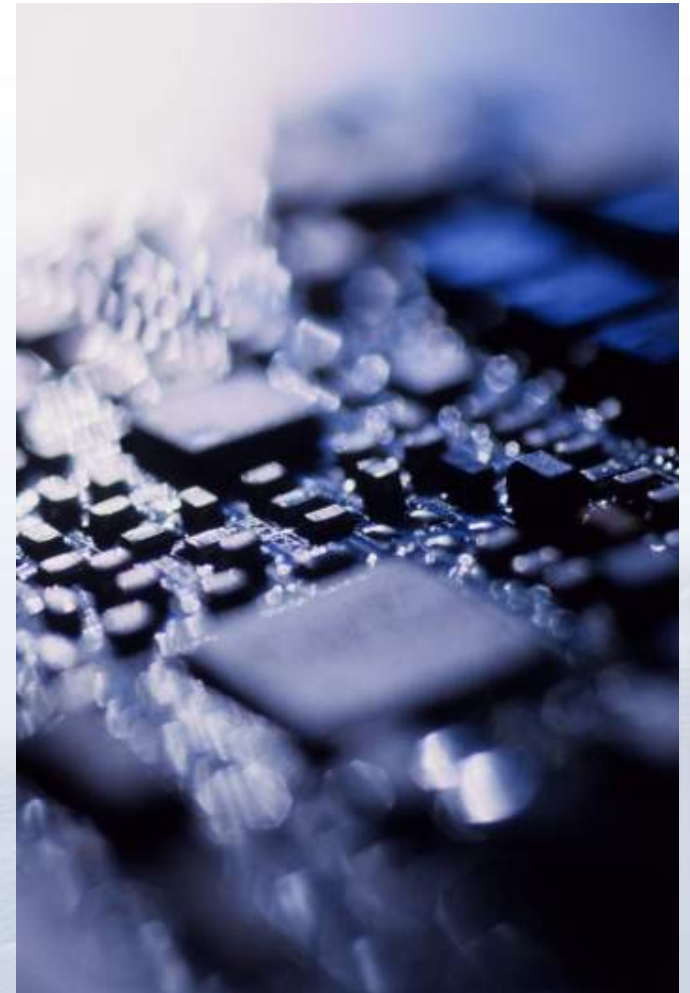
Technology Capabilities to Consider

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

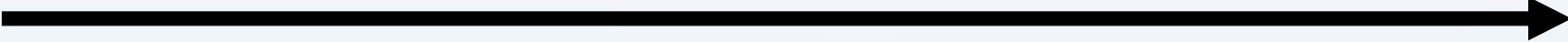


Does PBL Result in Learner Performance?

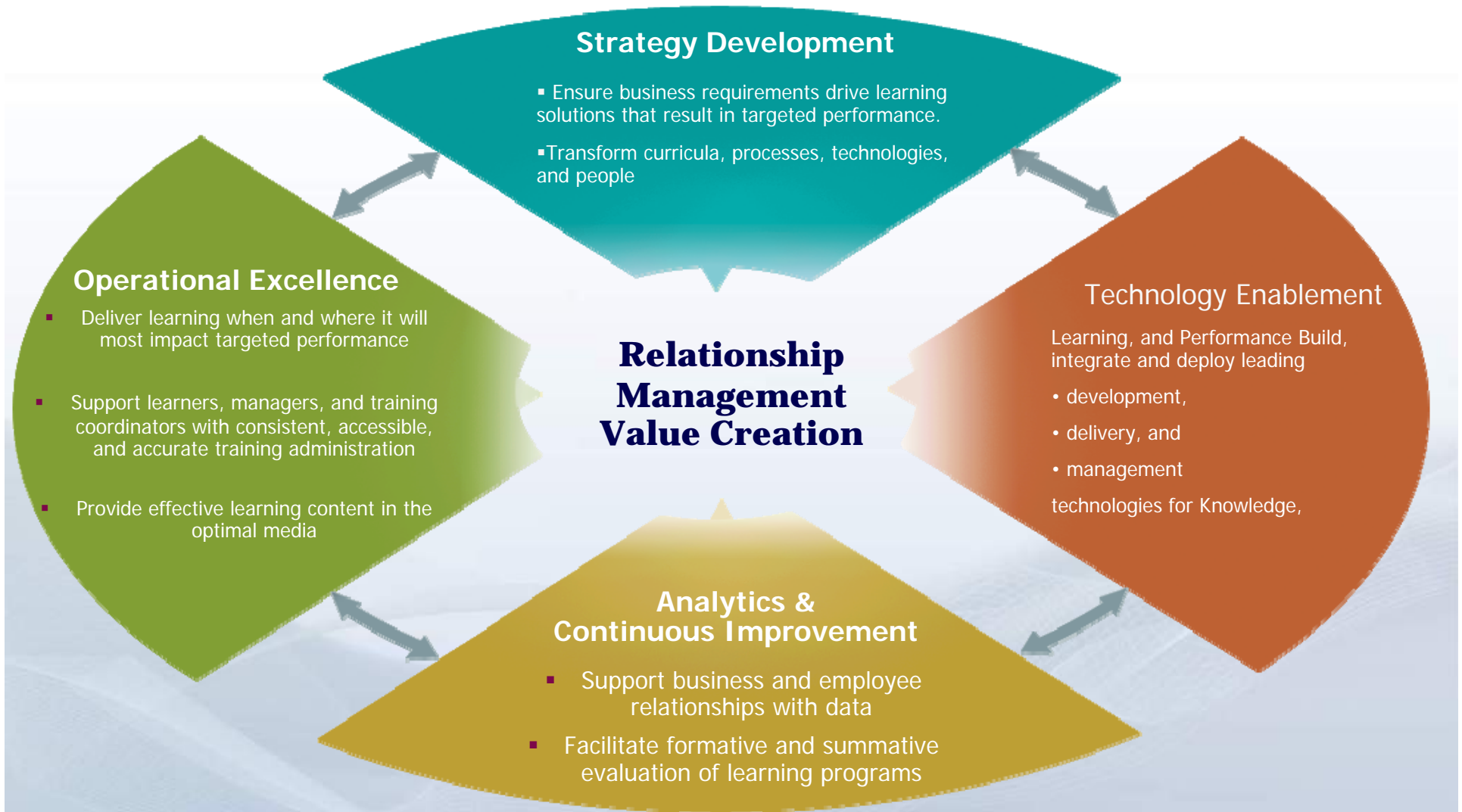


- Link to business, performance, and learning objectives through design
- Leverage contact center, learning, and HRIS technologies to gather data
- Pre/post evaluation of metrics against baseline
- Analysis assesses business impact and continuous improvement opportunities for learners, operations, and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

Critical Measures by Timeline



Training	Transition	Production
Reaction to Learning	Performance	Customer Satisfaction
Graduation Rate	Attrition	Skill Transfer
		AHT
		Attrition
		Quality
		Time to Proficiency





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