THE LEARNING CHANNEL PLUS

User's Guide




©2023 BenchmarkPortal, LLC v6.1

TABLE OF CONTENTS

Table of Contents

INTRODUCTION

Welcome to BenchmarkPortal's Learning Channel Plus (LCP), an outgrowth of our College of Call Center Excellence™ training courses, specifically designed for contact center professionals routinely engaged in the training or coaching of contact center agents. This User's Guide was developed to make it easy for you to implement video-based training as a supplement to your current training program, to provide up-training opportunities for agent development, or to add videos to coaching sessions that enhance and support your agent's performance improvement initiatives.

The videos contained in the Learning Channel Plus have been developed from our 25 plus years' experience working with contact center trainers and leaders in implementing or improving their training programs, as well as over 50 years' combined experience of our senior consultants who have demonstrated success in the contact center industry as directors, managers, and trainers. These videos are crafted around our own research and experience in providing best practice solutions to many of the top contact centers in the Unites States and Canada.

Learning Channel Plus videos have been designed in approximately five-minute lengths, based upon the principles of microlearning, an educational strategy that breaks complex topics down into short-form, stand-alone units of study that can be viewed as many times as necessary, whenever, and wherever the learner has the need. Microlearning videos help Learning & Development teams employ agile training development, picking from a wide array of topics. The five-minute run-times makes it easy to view videos in training meetings, coaching sessions, or huddle groups, while also making it feasible to provide one-on-one agent online training, in even the busiest call center schedule.

We hope you enjoy these videos and find them a valuable component of your onboarding, training, and coaching efforts.

Now, go out there and be great!

GETTING STARTED

Incorporating video training into a contact center agent training program can be an effective way to enhance the learning experience and improve overall performance. Here are steps to guide users (trainers, coaches, or supervisors) in incorporating video training into your agent training program:

1. Familiarize Yourself with Video Content: Review the videos contained in LCP, which are organized by topic in the FLED Quality Framework shown below. These videos are designed to be quick (5 minutes), informative, and visually appealing. They may help you, for example, to level-set your department on how best to handle difficult callers or improve the performance of a specific agent who struggles with tone of voice.

2. Determine the Delivery Method: Decide on the delivery method for the video training. Will it be done in a live classroom setting, in team meetings or huddle sessions, in a one-on-one agent coaching session or through individual assignments of videos pursuant to coaching sessions?

3. Deliver the Video Training: Deliver the video training to the agent(s) as described in "Getting The Most From LCP" below. Be sure to explain its purpose, learning objectives, and anticipated outcome. Make sure to emphasize its importance and how it will enhance their skills and knowledge, and how doing so aligns with your organizational mission.

4. Monitor Progress: Determine the agents' progress from the video training program. This can be done using the post-video survey questions provided below. This will help you to gauge comprehension and retention, facilitate group learning (if in a meeting or classroom), and keep the learning focused on meeting your objectives.

5. Reinforce Learning: After completing the video training, reinforce learning by providing opportunities for agents to practice their newly acquired skills. This can be done through role-playing exercises, simulations, or side-by-side mentoring with veteran agents.

6. Evaluate Effectiveness: Finally, evaluate the effectiveness of the video training. Collect feedback from the agents, assess their performance, and determine if the program achieved its intended outcomes. Where possible, track how specific learnings improve the performance of an agent or a group of agents on metrics shown on individual and collective dashboards. Then adjust your program for future training opportunities that may arise.

GETTING THE MOST FROM LCP

As a contact center instructor, leader, or trainer you may wonder how you can get the most benefit from what LCP offers in your contact center. The answer depends on your operation, but the following are three useful approaches depending upon whether you are training a group or individuals:

I. - Group Development of Current Agents

1. Develop a leadership team consisting of individuals who represent the following:
   a. Training (Onboarding or on-going)
   b. QA (Quality Assurance, Quality Analysis, QA Monitoring, etc.)
   c. Coaching (QA, Leads, Supervisors, or anyone who provides agent coaching)
2. Task this group with reviewing all the LCP videos over the course of a week (approximately 2.5 to 3 hours of total viewing time). Members of this group should take notes of important points on the videos that can help your center. Look for topics that may be relevant to current agent trends or departmental performance needs.
3. Organize your video training into a schedule or training plan. This can be done as a one-time session to address a specific current need in your team (ex. tone of voice), or as a series of training sessions meant to address a broader and more comprehensive development of soft skills on various topics.
4. Begin using the videos in your team meetings or huddle sessions. We do not recommend showing more than two or three videos per meeting, and only if they are on the same topic. Too many videos can send mixed messages, diluting the concepts you are trying to deliver.
5. After each video, ask agents to complete a four-question post video survey (provided below) which is designed to solicit feedback and key learnings. Alternatively, you can ask (read) the survey questions aloud to the group to stimulate conversation.
6. Use the responses from the survey questions to facilitate group discussion about what was learned and how it can apply to your work environment. The meeting leader or instructor should get involvement from all participants to facilitate group learning about key points and takeaways that can be immediately and directly applied to the agent's work. These post video discussions are critical for agents in learning from others; a powerful means of creating understanding and relevance to agents' daily work routines.
7. Videos can be assigned for re-viewing later, one-on-one, with agents who may be struggling with new concepts to ensure that the messages are being absorbed.
8. Get feedback from your agents about how the up-training session(s) went, and where improvements can be made to these sessions in the future.
9. Review feedback you received from agents with your training and/or supervisory team to determine how and where improvements can be made in the future.

©2023 BenchmarkPortal, LLC v6.1

II. - New Hire Agents In Onboard or Initial Training Group

1. Review the video in the LCP video deck, "For Coaches and Supervisors – How To Use These Videos."
2. Task your training team (or a subgroup) with reviewing all the videos over the course of a week (approximately 2.5 to 3 hours of total viewing time). Members of this group should take notes of important points on the videos, looking for topics that are relevant and helpful to your onboard training program.
3. An easy way to locate, organize, and use these videos is through the main topics shown in the FLED Quality Framework (focus, listen, empathy, deliver) provided for you later in this document.
4. Identify places in your curriculum where these videos can be used to effectively support or enhance your learning modules or training topics. Keep in mind that videos, when strategically placed, can provide a welcome change of pace to your learners, particularly in longer training programs that consist of significant classroom or online work.
5. Begin using videos in your onboard training. We do not recommend showing more than one video at a time during initial training. Too many videos can send mixed messages, diluting the concepts you are trying to deliver.
6. After each video, ask agents to complete a four-question post video survey (provided below) which is designed to solicit feedback and key learnings. Alternatively, you can ask (read) the survey questions aloud to the group to stimulate conversation.
7. Use the responses from the survey questions to facilitate group discussion about what was learned. The trainer should work to get involvement from all participants that facilitate group conversation and learning about key points and takeaways. This discussion is critical for new agents in learning from others; a powerful means of creating understanding and relevance to the topics at hand.
8. Videos can be assigned for re-viewing later, one-on-one, with agents who may be struggling with new concepts to ensure that the messages are being absorbed.
9. Get feedback from your agents about the videos, and where improvements can be made.
10. Meet with your training team at the conclusion of the onboarding program to determine where changes may need to be made to the videos in your program, either the timing (placement of the video in the curriculum) or which video to utilize.

III. – Coaching for Individual Agent Coaching Session

1. Review the video in the LCP video deck, "For Coaches and Supervisors – How To Use These Videos."
2. When the QA team (Quality Assurance, Quality Analysis, Quality Monitoring), Team Leads, or Supervisors identify a specific coaching need for an agent, LCP videos can be used to enhance key points to be addressed in the coaching sessions, where the video messages may best hit home. Coaches should know all these videos and understand how to use them to best effect.

3. An easy way to find and use these videos is through the main topics shown in the FLED Quality Framework (focus, listen, empathy, deliver) provided for you in the next section below.
4. Prior to a coaching session the agent should be provided a link to the video you have determined is most relevant to the need being addressed, along with a copy of the monitoring form, score card or other documentation that will be referred to in the coaching session. Ask the agent to view the video prior to coaching, paying particular attention for issues that may improve their performance.
5. As the coaching session begins, make the agent aware of the specific improvement opportunity, then play the video at a specific time range (ex. 1:25 through 3:22) that pertains to that key opportunity. It is not advisable to play the whole video since that has already been done by the agent, and because this can dilute the message you are trying to provide.
6. Discuss what was viewed, asking some or all these questions:
    a. What did you learn from viewing this portion of the video?
    b. Do you see how this can help you to improve at (key opportunity)?
    c. Is this something you would be willing to try today?
    d. Do you have any questions or concerns about trying this approach?
7. Get agreement from the agent to try this new approach, then set a date/time to meet again in one week to see how it’s going. Doing so grounds this effort, encouraging and empowering the agent to try new things. Do not simply leave the implementation of this open for the agent to try at their own will or pace.
8. During that week, monitor the agent to see if he/she is attempting to implement the approach that you agreed upon. Then provide your observations to the agent at the meeting scheduled for one week after initial coaching. You may need to repeat some or all of this process if the agent is not fully implementing or is struggling to apply the changes you have agreed upon.

THE FLED QUALITY FRAMEWORK

The following framework can be used to help you organize and locate by category, videos that may be best to use in your training and coaching efforts. These have been organized by how they support and emphasize a soft skills structure based upon four quality service goals of focusing, listening, empathizing, and delivering (FLED) that are applicable to most calls in any contact center industry.

Note that video content may overlap in some topics, or in some cases may not be directly relevant to your organization’s operational goals, policies, or needs. Therefore, viewing videos in advance of provided training or coaching is advisable to ensure that the content is relatable to your center’s needs, or that it can be used in a way that, while not directly applicable, may serve to enlighten or enhance an agent’s overall skill levels.

LCP's training videos align with the FLED Quality Framework (focus, listen, empathy, deliver):

- **Focus**:
  - Tips for New Agents (#17)
  - Communications (#1)
  - How to Handle Stress (#10)
  - Why Agents are Heroes (#18)
  - Work at Home Stress (#21)
  - How to Become a Rockstar Agent (#22)
  - How to Be A Great Team Player (#7)
  - How to Greet Callers (#29)
  - Why Metrics Matter (#26)
  - 10 Ways To Succeed At Your Job (#31)
  - How To Deal With Conflict (#32)
- **Listen**:
  - Call Mirroring (#14)
  - Active Listening (#5)
  - Effective Questioning (#6)
  - Building Rapport (#13)
  - Controlling Talkative Callers (#15)
  - Active Listening Exercises (#20)
  - How to Ask Probing Questions (#23)
  - How to Handle Foreign Accents (#27)
- **Empathy**:
  - Empathy (#2)
  - Handling Angry Customers (#3)
  - Tone of Voice (#4)
  - How to Say No (#8)
  - Making Callers Feel Important (#16)
  - Using the Right Tone of Voice (#24)
- **Deliver**:
  - Five Key Plays to a Great Call Performance (#0.5)
  - How to Put Caller on Hold (#9)
  - How to Get The Most From Coaching Sessions (#11)
  - Common Mistakes Agents Make (#12)
  - Managing Silent Gaps in Calls (#19)
  - Dos and Don'ts (#25)
  - How Avoid a Monotone Voice (#30)
  - Survive and Thrive (#28)

MAXIMIZING YOUR TRAINING

The Learning Channel Plus was built for trainers by contact center experts with years of experience in developing and implementing training programs. Here are some of our tips and best practices to help you create an engaging and unforgettable experience for your participants.

- **Customize it.** By tailoring each session to your participants, your results increase tremendously.
  - Use examples, case studies, or stories that are relevant to the group and that support the content provided in the videos. People connect with great stories that connect content to what they are learning.
  - Know if participants are new to contact center work, new to the center, or if they have been working together, then tailor your approach accordingly.
  - Remember that people learn in different ways. Some learn and retain the most through group discussions, while others need a more individualistic hands-on approach. So, try different approaches that appeal to participants' age groups and experience levels to balance it all out.
- **Make it fun and interactive.** Most people do not enjoy listening to someone talk for long periods. Make use of these tips and your own experiences to keep your participants engaged. Encourage your participants to get involved in the discussions or create some fun activities for small group work or large group discussions.
- **Make it relevant**. Participants are much more receptive to learning if they understand why they are learning something and how they can apply it to their work. They want to know how it will benefit them and make their lives at work easier. Take every opportunity to tie what you are teaching back to the context of your participants' jobs or daily lives in the workplace.
- **Keep an open mind**. Many trainers find that they learn something new each time they teach, so encourage two-way communication. Enjoy it, learn from it, and make the most of it in your training or coaching sessions. Be sure to share what you learn with others in your training team so they can learn from your learning as well.

Incorporating videos into a contact center agent training can be a valuable tool for enhancing learning and improving performance. By following these steps, instructors can effectively integrate video training into their training programs and help agents acquire the skills and knowledge they need to succeed.

We hope this User's Guide has been helpful to you and wish you the best in training success!

Post – Video Survey

Please answer the following questions based upon your viewing of today's video(s):

1. What was your understanding of the content presented?

2. How will following this video advice elevate a caller's experience while interacting with you?

3. Based on this training video, how will you adjust your approach to calls you take from now on?

4. How does the training video content align with our center's quality goals?