

NATIONAL ASSOCIATION OF CALL CENTERS

IN QUEUE

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Welcome to the November 2019 NACC In Queue newsletter!

Contact Center Management: What's In A Role?

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I've had the opportunity to work with a number of outsourcing organizations over the years. One of the greatest differentiators that separates the good organizations from the best organizations is how they ran their contact center, referred to as contact center management. Effective contact center management can make it or break it from a customer experience standpoint.

[Contact center management](#) is the way that each individual outsourcing firm organizes their operation. As an example, how contact centers identify roles and responsibilities for the team interfacing with clients. For the purpose of this article, when it comes to contact center management there are two roles that play an important part and are key in the success of any contact center – client relationship. Telemarketing account managers and [operations managers](#) have a great burden of responsibility for the success of each client. The roles are wildly different, but they unite around the overall success of their clients.

Telemarketing Account Managers in Contact Center Management

This is a group of individuals in the contact center that is client focused from the beginning. They are the main point of contact between the client and the contact center. They are responsible for the overall relationship, account health and identifying any potential risks that may put the relationship in jeopardy.

From the beginning of the contractual engagement between the client and outsourcer, they take the reins and walk through set up, implementation and act as a liaison between the client and operations team. Telemarketing account managers are in constant contact with the client and voice potential issues and even suggest modifications to the program based upon feedback, their independent assessment and collaboration with the entire team. Forecasting can oftentimes be a responsibility of telemarketing account managers based on the structure and set up of the contact center management model.

There is however a pretty clear delineation between their role and the role of an operations manager. While the telemarketing account manager may have a high-level understanding of the operations side, they are not in the daily minutiae and aren't consumed with the finer details that make the overall program perform.

Operations Managers in Contact Center Management

As it relates to contact center management, operations managers are the folks in the trenches making sure the day to day is running smoothly for each client. They are actively pulling on and identifying levers that will impact performance for the better. Operations managers bring real value to the table for each and every client about performance, enhancements, modifications and are in tune with what potential changes will influence performance positively. Operations managers are fantastic communicators and have the ability to lead teams.

Another important aspect of this role is the evaluation and interpretation of data. Not just data in general but the actual results/metrics of each client program. Operations managers have their arms around the data and dissect this information and look for opportunities to improve overall performance.

When it comes to messaging and making sure the team is on point, operations managers focus on the quality of the phone call and program to help ensure the client is being represented appropriately and make changes as needed.

In summary, both telemarketing account managers and operations managers have a large contribution to the overall success of each client. The way the roles are generally structured allow each to complement the other very well. It's a win for the contact center and an even larger win for the client.

In This Issue...

- CC Management: What's In A Role?
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- Survey Time
- Call Center Comics

Pearls Of Wisdom

"Happiness is when what you think, what you say, and what you do are in harmony."

~ Mahatma Gandhi

Reports From NACC

NACC has been burning the midnight oil and typing until our fingers are sore to bring out reports to our members. Each is listed below. If you are interested to see what we are writing about, click on the links below and download the executive summary of each. If you like what you see, join the NACC so that you can view these reports and others that will be coming out soon on our website. These reports will ensure that you know the latest trends in the industry.

- [Research Note: Pushing The Artificial Intelligence\(AI\) Envelope: October 2019](#)
- [Research Note: Aspect Software Enters Merger Agreement with Vector Capital: January 2019](#)
- [U.S. Contact Center 2019 Four Important Trends To Watch; December 2018](#)
- [Research Note: Verint Announces Intelligent Virtual Assistant and Chatbot-Driven Self-](#)

The team at Quality Contact Solutions has [many years of experience](#) with contact center management and in the telemarketing industry. Our team understands how to help our clients succeed. We've been a trusted partner for dozens of organizations over the last 12 years because as a company, we know what winning formulas look like for our clients.

Megan Hottman is an Operations Manager and Brand Evangelist for Quality Contact Solutions. Megan's experience includes working as an outbound telemarketing manager for a Fortune 100 company for many years. Megan has been both a client and an employee of QCS, so she knows first-hand the quality, productivity and passion the team brings to work on a daily basis. As Brand Evangelist, Megan is a freelance contributor to our website. You can reach Megan at <https://www.linkedin.com/in/meganehottman>.

Building A Mentorship Program In The Contact Center

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(This article was submitted by NACC members Brenda Wingert and Tony Listerman in response to a request for advice from another NACC member. I thought it was information that many more would find useful, so I obtained permission to reproduce it here. For more information about becoming a part of the NACC community, contact paul.stockford@nationalcallcenters.org. ~Ed)

What are some good questions to ask when you are trying to build a mentor program?

When trying to build a mentor program the first question you should ask yourself is what are you trying to get out of the program? For example, if you are having large groups of mentees which require large groups of mentors you may at times have to temper your expectations of the mentors you are selecting. If you have small groups and are able to only select a few of your best employees you can have higher expectations from those employees.

What are some questions to ask someone that is looking for a mentor?

One characteristic that you will find in every good mentor is someone that takes a personal interest in the development of their mentee. If the mentor is just as interested and excited as the mentee about their future success it makes for a great mentoring relationship. You want your mentor to be someone with the skills, knowledge, and expertise to be able share those job experiences with their understudy. A good mentor not only knows the information but is able to share it in a way for the mentee to be able to understand and use the information to develop their own strengths and abilities.

There are many characteristics you would look for in a good mentor but one of the most important would be someone with a positive attitude who can lead by example and be a good role model for a new employee looking for guidance. When an employee is paired up with a great mentor who is willing to give the correct guidance and feedback to help the mentee develop, you will be surprised how quickly that mentee is able to develop into a great mentor himself or herself.

What are some good questions to ask when looking for a mentee?

Usually being a mentee isn't always what the employee is requesting but something they are required to participate in when starting a new job or position. The most important characteristic for a mentee to have is drive. As a mentor you don't always care what the skill level or knowledge level of your mentee is as long as they come every day ready and willing to learn. Sometimes the mentee with the least amount of potential is able to surpass and succeed more than the person with the most potential only because they are willing to put in the work and learn as much as they can without having an ego. As a mentee you always want to be worth your mentor's time and energy. If you are not able to be humble and willing to accept feedback from your mentor you will never surpass your current status. Some other things you want your mentee to do is be prepared to ask questions or question what your mentor tells you at times. If you ever don't understand something you don't want to just be a head-nodder. Instead, challenge your mentor to help you further understand the topic at hand.

Need A Laugh? Then You Need To Watch This Video!

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research
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When I first saw this video from Verint, I thought someone had been reading my mail! Or, maybe just reading my Contact Center Pipeline magazine column, <http://bit.ly/32TncW8>.

This is perhaps one of the cleverest industry videos I've seen in a long time. "Customer Service in Real Life." Don't miss it! <https://www.youtube.com/watch?v=Gt-9YGkupw0>.

Survey Time. Will You Help Us This Year?

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research
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I get it. You get inundated with requests to help out with this "one brief survey" every day. Sometimes twice a day! How do I know? Because I get hit with those e-mails too so I can only imagine what might be going through your mind when you read this from me.

The National Association of Call Centers (NACC) is a 503(c)(6) not-for-profit organization. The founder, David Butler, PhD, started this organization in 2005 while an associate professor at The University of Southern Mississippi. The goal was to be an independent research voice in the industry, not driven by client or subscription revenues. The NACC still functions in this manner today and our objectives remain the same. We are still not-for-profit.

Our annual [survey](#) is a major activity for us in terms of understanding where our research should focus in the year ahead in order to best benefit our members and subscribers of our newsletter. All of our data is a result of what we hear from you. We don't make anything up, if you catch my drift.

The questions are all multiple choice and the answers require no research on your part, just opinions or top-of-mind information. You should be able to breeze through it in eight minutes or less and we will be forever grateful. If I've convinced you to help us at this point, please go to:

- [Service Capabilities: March 2018](#)
- [Research Note: The Return of Industry Employment Data Third Quarter 2017 Reveals Strong Industry Growth: February 2018](#)
- [Research Note: NICE Introduces CXone - Fully Integrated Open Cloud Contact Center Platform: August 2017](#)
- [Research Note: Verint Introduces Knowledge Management Professional Knowledge Management for the Masses: July 2017](#)
- [NICE Introduces Nexidia Analytics: Omni-Channel Analytics For The Contact Center: January 2017](#)
- [Text Analytics Market Update: April 2016](#)
- [HireIQ Candidate Optimizer Disrupts The Status Quo, Powers Revolution In Customer Service Human Capital Management: May 2015](#)
- [Verint Jumps Into The Gamification Game: April 2015](#)
- [Research Update - Strong 4th Quarter Tops Year Of Growth For The 2014 U.S. Contact Center Industry Employment: March 2015](#)
- [Geo-Fencing: Expanding The Contact Center Boundaries?: November 2014](#)
- [Neural Phonetic Speech Analytics: The Brains behind Nexidia Interactions Analytics 11.0: July 2014](#)
- [Nexidia Pushes Speech Analytics Envelope with Nexidia Interaction Analytics 11.0: July 2014](#)
- [The Time is Now: Workforce Optimization Becomes Reality for the Small-to-Medium-Sized Contact Center: July 2013](#)
- [Finding the Silver Lining in the Contact Center Cloud: May 2013](#)
- [The At-Home Agent Movement - A Benchmark Quantitative Analysis: January 2013](#)
- [State of the Call Center Industry Report: 2nd Quarter 2012 Data](#)
- [State of the Call Center Industry Report: 1st Quarter 2012 Data](#)
- [Contact Center Mobility Study: May 2012](#)
- [State of the Call Center Industry Report: 4th Quarter 2011 Data](#)
- [State of the Call Center Industry Report: 3rd Quarter 2011 Data](#)
- [State of the Call Center Industry Report: 2nd Quarter 2011 Data](#)
- [State of the Call Center Industry Report: 1st Quarter 2011 Data](#)
- [State of the Call Center Industry Report: 4th Quarter 2010 Data](#)
- [State of the Call Center Industry Report: 3rd Quarter 2010 Data](#)
- [State of the Call Center Industry Report: 2nd Quarter 2010 Data](#)
- [State of the Call Center Industry Report: 1st Quarter 2010 Data](#)
- [State of the Call Center Industry Report: 4th Quarter 2009 Data](#)
- [State of the Call Center Industry Report: 3rd Quarter 2009 Data](#)
- [State of the Call Center Industry Report: 2nd Quarter 2009 Data](#)
- [State of the Call Center Industry Report: 1st Quarter 2009 Data](#)
- [North American Contact Center Industry 2008-2009: The Year in Review and a Look Ahead](#)
- [State of the Call Center Industry Report: 4th Quarter 2008 Data](#)

<https://www.surveymonkey.com/r/5PDV96R-NACC2020>

We ask for no identifying information on the survey, just some simple demographics at the end for classification purposes, so you are guaranteed that no one will ever contact you as a result of your participation. As any NACC member will tell you, we absolutely protect our members' and research participants' privacy.

Finally, consider joining our community and gain access to an entire network of contact center professionals who are willing to help, as the members from Pearl Interactive Network helped a fellow member this month. For more membership information, send me an e-mail and I'll get back to you with details.

Thank you in advance for helping us with this important work again this year.



If you like this comic and would like to see more, write Ozzie at callcentercomics@yahoo.com. The NACC appreciates Ozzie letting us use some of his comics in our newsletter.

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