

Total Performance Management..... Or Else

*The New Rules of
Customer Service and Support*

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A History of Unrequited Success

- ◆ Customer Contact Centers are successful organizations. Consider:
 - Billions of service requests have been successfully handled.
 - We have higher levels of service and happier customers than ever.
 - Multi-channel support capability is common.
 - Broad level of service competency is expected.
 - There are high levels of individual and organizational professionalism.
 - We are financially and operationally efficient.
 - We now supporting multiple “pilot fish” industries that exist to serve the contact center itself.

- ◆ So why does the Contact Center still:
 - Fight for a place at the table?
 - Struggle for the resources it requires?
 - Get no respect?

What Do Companies Notice?

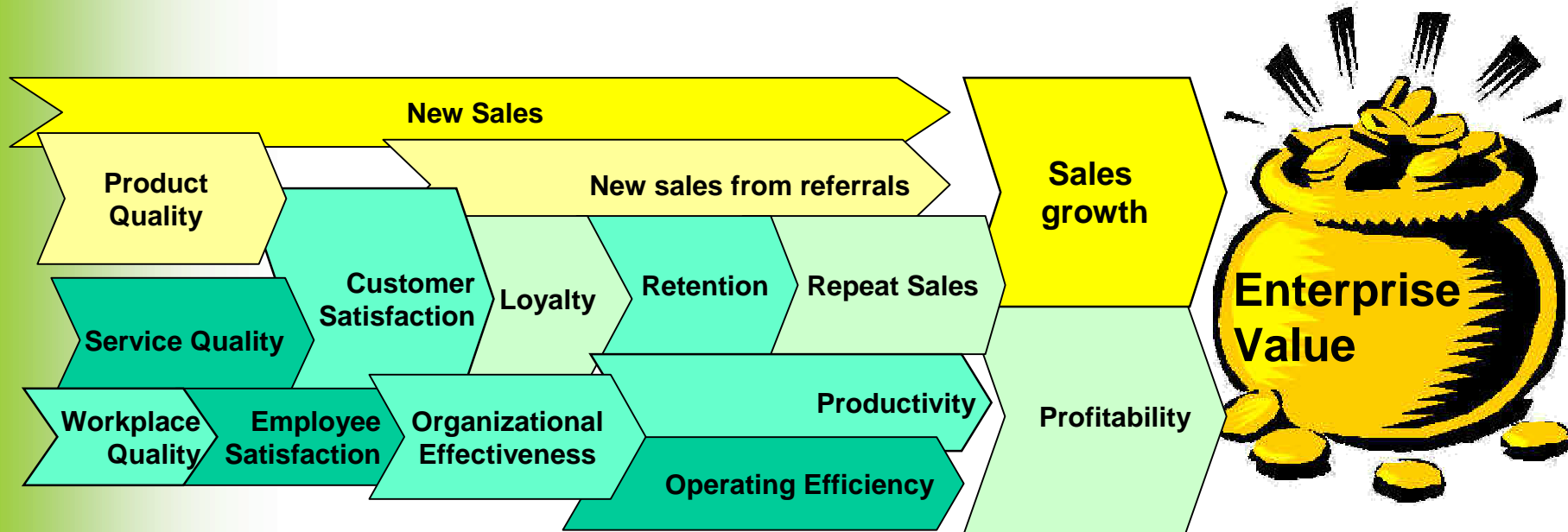


- ◆ Achieving the right objectives.
- ◆ Solving the right problems.
- ◆ Measuring what matters.
- ◆ Communicating results.
- ◆ Getting into the game.
- ◆ Managing performance.

The Traditional Approaches to Managing Performance

- ◆ “Its Never Been So Good!”
 - Things are going fine. Why change anything? Don’t rock the boat!
- ◆ “Smoke Jumpers”
 - Hey look! Another fire!
- ◆ “Look What They’re Doing Over There!”
 - Everyone else is doing it this way, we better get on board!
- ◆ “World Class-ishness”
 - Oh yeah? We’ll we’re certified. We must be good!
- ◆ The M3 Standard
 - Many Meaningless Measurements.

The Enterprise Value Chain



Companies care about creating bottom line value.
What links in the value chain can the Contact Center impact?

Total Performance Management

Total Performance Management (TPM) is taking an integrated approach to understanding what customers want and aligning processes, resources and behaviors to satisfy those customer needs consistently and efficiently, every time.

- ◆ What is it not?
- ◆ Why is it important to you?
- ◆ Why is ignoring it risky?
- ◆ Is it practical?

The Total Performance Management (TPM) Model

◆ The Components of TPM:

– Strategy

- Understanding the Customer and the Business.
- Identifying the Critical Business Drivers.
- Setting the right Goals and Objectives.

– Tactics

- Establishing the Desired Organization and Behaviors.
- Optimizing Processes and Resources.
- Effective Use of Appropriate Technology.

– Intelligence/Control

- Measurement of Results.
- Comparison to Goals and Objectives.
- Feedback Loops and Corrective Action.

TPM Strategy: Doing the Right Things

◆ Hearing the voice of the customer

- What do your customers want from your business?
- What do they really need?
- How do they perceive their relationship with you?

◆ Setting the business requirements

- What customer wants and needs will the business choose to satisfy?
- What key business performance standards must be met?

◆ Understanding the business drivers

- What are the critical parameters that drive business performance?
- What can be done operationally to influence them?

◆ Establishing goals and objectives

- What are the enterprise level performance standards to be met?
- Over what timeframes?
- How does each part of the enterprise contribute to meeting them?

TPM Tactics: Doing Things Right

◆ **Assessment and Analysis**

- Point and Ongoing Diagnostic Tools, Processes and Projects.
- Performance Analysis and Adjustment.

◆ **Architectures and Plans**

- Business and Operating Plans (Commitments) that Support the Strategy.
- Organizational, Process and Technology Architectures that Enable.

◆ **Process optimization**

- Quality and Process Improvement Programs.

◆ **Resources**

- Human, Technology, Information, Facility.

◆ **Budgets and Investment**

- Realistic Financial Support.
- “Level Field” Investment Policies.

TPM Intelligence/Control: Managing Outcomes

◆ **Metrics and measures**

- Metrics drive behaviors.

◆ **Measurement and analysis systems**

- Interpretation converts Data to Information.
- Information drives action.

◆ **Effective reporting**

- Information must Reach those who can Act Upon It.

◆ **Feedback mechanisms**

- Systems and Processes must Identify Defects.
- Defect Information must be Communicated.

◆ **Stimulus to action**

- Both Individuals and Organizations must be Committed to Act.
- Failure to Act must be Identified as a Defect.

Probable Outcomes of Deploying TPM

- ◆ Alignment of enterprise and contact center objectives.
- ◆ Enterprise-wide optimization of business drivers.
- ◆ Common performance standards and expectations.
- ◆ Consistent, fair investment standards and decisions.
- ◆ Contact Center cost optimization (not minimization).
- ◆ Transparent business cases for investment requests.
- ◆ Effective alternative scenario evaluation.
- ◆ “Full Spectrum” decision support resources.
- ◆ Clear link between organizational results and total (enterprise) performance.

Implementing TPM

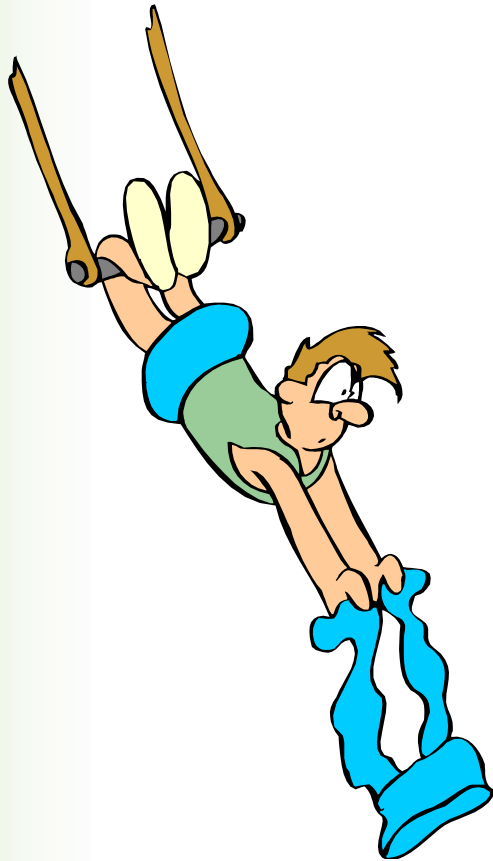
- ◆ Long term, multi-year effort
- ◆ Multi-phase program
- ◆ Cross-functional
- ◆ Cross-organizational



TMP Implementation Roadmap

- ◆ Triage and first aid; douse the fires first.
- ◆ Evaluation and assessment; have a plan.
- ◆ Identify “Quick Hits” and take action.
- ◆ Re-assess and Re-plan.
- ◆ Build Political Support.
- ◆ Expand and implement opportunistically.
- ◆ Measure, evaluate and report.
- ◆ Repeat forever.

Examples and Case Studies



- ◆ **“We Know What Our Customers Want”**
- ◆ **“Good Metrics Gone Bad”**
- ◆ **“Alice in Callcenterland”**
- ◆ **“But We Are World Class! Honest!”**

Some Success Stories

- ◆ **The Million Dollar Oversight**
- ◆ **The High Cost of Ego**
- ◆ **Buried Treasure**
- ◆ **Audience Participation**



A Takeaway Checklist

- ❑ Will the political environment support TPM?
- ❑ Which senior managers/execs must sponsor the effort?
- ❑ Are there any immediate crises that require attention first?
- ❑ Do you really know what your customers want? Need?
- ❑ What customer wants has your company decided to satisfy?
- ❑ What are the performance measures by which your company evaluates its own overall success?
- ❑ What specific things can/do you do that directly impacts these measures?
- ❑ How well are you doing those things?
- ❑ Who knows how well you are doing them?
- ❑ What things are you doing that you should stop doing because they do not contribute to overall company success?
- ❑ What things are you not doing that you could do that would contribute to overall company success?
- ❑ What things are you doing that make it harder for another organization to contribute to overall company success?
- ❑ What things could you do to enable another organization to better contribute to overall company success?
- ❑ What process barriers exist that prevent you from more fully contributing to overall company success?
- ❑ What resource barriers exist that prevent you from more fully contributing to overall company success?
- ❑ What specific things can you do in the next three-six-twelve months to reduce or remove these barriers?
- ❑ Where can you obtain information and assistance for proceeding?

Some Final Thoughts

- ◆ **There are no Magic Bullets**
- ◆ **Success is a Moving Target**
- ◆ **The only Constant is the Customer**
- ◆ **You are not Alone**



Contact Information

Steven Murtagh

Tyche Consulting Group, Inc.

*9580 Bennison Terrace
Colorado Springs, CO 80908-4422*

719-495-8134 (W) 791-229-3669 (M) 719-495-3977 (F)

smurtagh@TycheConsuling.com

www.tycheconsulting.com