



The Benefits of Behavior-Based Coaching: Build Trust and Create a Consultative, Customer-Centric Team

Direct human connection between seller and customer has always been critical for a successful business. For that reason, it's important to optimize the quality of conversations that happen during sales and collections processes at call centers. When companies transition to behavior-based coaching, they create a more effective feedback loop for employees that improves two relationships in the sales cycle: coach with rep, and rep with customer. When connections between these two groups get stronger, revenue results get better.

Table of Contents

03

Introduction to
Behavior-Based
Coaching

04

The Connection
Between Coach
and Rep

06

The Connection
Between Rep
and Customer

08

Benefits of
Behavior-Based
Coaching



Introduction to Behavior-Based Coaching

Direct, consultative conversation is becoming increasingly important for building competitive differentiation in crowded industries.

In fact, a compelling 84% of customers want to be treated like a person, not a number, according to the 2018 Salesforce “[State of the Connected Customer](#)” report. That’s evidence that consumers desire more interactive, personalized experiences. And when they get those, conversion rates increase.

For that reason, it’s important to optimize the quality of conversations that happen in sales and collections processes in call centers. As we discussed [in our last ebook](#), increasing adherence to key behaviors will improve these conversations, and the Behavior Change Cycle methodology provides five steps to implement behavioral change across call center teams:

1. Identify key behaviors
2. Measure floor-wide adherence
3. Set improvement targets
4. Coach on key behaviors
5. Track progress toward goals

“84% of customers want to be treated like a person, not a number.”

2018 Salesforce “[State of the Connected Customer](#)” report

Successfully implementing the Behavior Change Cycle requires a transition from a more traditional call-based coaching approach to behavior-based coaching. While call-based coaching looks at many behaviors within only one call (thus limiting the context and effectiveness of a coach’s review), behavior-based coaching focuses on one behavior across many calls to drive home areas for improvement and how to get there. This approach improves conversations (and human connection) in two key areas that reinforce each other to exponentially impact results for businesses: conversations between coaches and reps, and conversations between reps and customers.



CALL-BASED COACHING VS. BEHAVIOR-BASED COACHING

Call-based coaching looks at many behaviors within only one call, which limits the context and effectiveness of a coach's review.

Behavior-based coaching focuses on one behavior across many calls to underscore areas for improvement—and how to get there.



The Connection Between Coach and Rep

Coaches are crucial to transforming human conversations and connections in sales. According to the CCW Market Study, “[The Future of the Contact Center in 2019](#),” coaching and training is the most urgent investment priority for call center executives.

The coach-rep relationship is often fraught, however. Coaches are often overloaded, sifting through mountains of call data and firefighting call escalations daily. Their call analytics tools are rife with errors and only incrementally better than having no tool at all. All of these issues make it impossible to effectively coach or have valuable and consistent conversations with the reps on their teams.

“I love being able to share and converse with my team on their opportunities to improve and great points of conversation they can recycle on calls and share with their peers. This allows me to show stats and examples behind it consistently.”

VoiceOps Customer

Reps become frustrated with inadequate feedback, not trusting the guidance they do get from coaches since it's based on incomplete context (such as only one call at a time). Reps are left unable to understand where and how they can improve.



Exacerbating the problem, 94% of the call center leaders surveyed by **McKinsey** for a 2018 report expected skill demands for call center reps to increase by 2023. Without effective coaching, additional demands only leave reps more flustered with subpar performance—and dissatisfied with their jobs.

Creating two-way engagement and communication between coaches and reps facilitates richer, more productive conversations. When coaches are equipped to provide reps with clear guidance on exactly which behaviors need to change and how, reps gain trust in their coaches, which improves the feedback cycle. **This is where behavior-based coaching comes in.**

Focusing on one behavior at a time, coaches review many calls to gather instances of both success and failure for that behavior. This context sets the foundation for practical guidance they can give the rep about how to improve. With every new instance of feedback about the behavior in each call, the coach's guidance is reinforced, and the rep is better able to apply it to future calls. Very quickly, the rep's adherence to that key behavior improves, and overall performance follows. The coach then moves on to focus on another behavior, and another, and impact on performance of both the rep and the company continues to increase.

The coaching approach described above can be implemented by any team, regardless of technology. However, adopting a coaching enablement platform such as **VoiceOps** can help your call center implement behavior-based coaching quickly and smoothly.

The right technology solution will provide visibility into all of your team's conversations with customers, giving insight into the reasons behind team performance trends and empowering coaches to focus on specific behaviors that will improve conversations and business revenue.

BENEFITS OF IMPROVED COACH-REP CONNECTIONS

- Clear, actionable feedback
- Improved accountability and trust
- Higher rep motivation and momentum
- Inherent job satisfaction
- Reduced turnover and associated costs
- Higher-quality conversations





The Connection Between Rep and Customer

Today's customers don't want to be sold to or face pushy sales reps. They're able to do considerable research on their own to determine the product or service they think best meets their needs. For some types of purchases, though, when customers are ready to purchase, they want to talk to a live person. Consumers increasingly want a personalized, consultative experience from reps, and that must extend beyond each individual call.

“It helps me with better identifying areas that require improvement that the employee probably doesn't even know about. So it enables me to effectively coach someone and help them become better.”

VoiceOps Customer

According to a 2018 PwC survey on customer experience, 73% of consumers say a positive experience drives deeper brand loyalty. But 64% of respondents feel companies are out of touch with the human element of the customer experience, which negatively affects brand loyalty.

Interestingly enough, 40% of those surveyed for a 2018 Usabilla study believe reps need better training. That training is crucial, since 82% of customers who have a negative encounter are not likely to recommend the brand to others or will share negative opinions by word of mouth or social media, which can be worse.

As consumers demand a more relational experience, the disconnect between them and sales reps will grow unless organizations take measures to curb it. Focusing on behavior-based coaching sets the stage for major improvement in rep training and customer experience.

BENEFITS OF IMPROVED REP-CUSTOMER CONNECTIONS

- Better customer experience
- More engaged, loyal customers
- More efficient sales process
- More conversions
- Improved revenue results



More effective coaching empowers reps to treat every customer conversation as unique. Delivering a personalized experience to each customer leads to better interactions and customer engagement, which directly impacts the business's bottom line through increased conversions. Behavior-based coaching drives this improvement by increasing behavior adherence among reps.

Behavior adherence is a hidden weakness for many call center teams—most managers and sales leaders vastly overestimate how often their reps are performing the key behaviors on the phone that they know will lead to success. Leveraging behavior-based coaching, managers give reps focused, consistent feedback that's reinforced every time a behavior should happen. (If it does, the coach can give positive feedback; if it doesn't happen, the manager can point it out and provide guidance for next time.) With diligent application of behavior-based coaching that follows the Behavior Change Cycle methodology, adherence will rise floor-wide to the behaviors that matter most to the business.

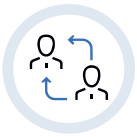
When behavior adherence rises, so does the quality of the conversations between reps and customers. When reps get the feedback they need to improve specific behaviors, they find it easier to reach their goals, which results in better pay and long-term commitment to the company.

The impact of behavior-based coaching goes beyond hitting and improving numbers, however. When reps are more successful, they contribute to the company's overall customer-focused mission, such as enrolling more people in a program or helping to address their individual needs. This creates a positive ripple effect from the coach to the rep, and to the company, the customer and beyond.

“I can coach my direct reports quickly and effectively. Results are dramatically different than old coaching methods.”

VoiceOps Customer





Benefits of Behavior-Based Coaching

Behavior-based coaching improves the human connections between coach and rep, and between rep and customer. But it does much more than that. It also results in measurable business benefits for the company and better experiences for everyone involved.

Increasing the success of reps improves overall revenue and decreases costs. When coaches are more efficient, less headcount is required. In addition, effective coaches correlate to less churn on the rep side.

CREATING LASTING VALUE WITH HUMAN CONNECTIONS

Contact center teams are hungry for helpful feedback from their coaches. Coaches are eager to get out from under the hunt-and-peck method of finding behaviors on which to coach their reps. Business decision-makers want to unlock the full value of their sales teams.

Meeting all of these needs is possible through behavior-based coaching, which is the key to facilitating human connections that create lasting value.

Businesses gain better visibility into call center teams and return on investment in a coaching enablement platform by taking a behavior-based coaching approach. Increased behavior adherence and visibility into it can also lead to more efficient compliance processes.

Clear, actionable, and repeatable coaching produces lasting behavior change. Coaches and reps are not only empowered to improve weak areas, but they're also encouraged to celebrate successes. More effective coaching equips call center teams to have conversations that maximize revenue.

Learn more about how your teams can adopt behavior-based coaching to improve the human connection between coaches and reps, and between reps and customers at voiceops.com.



ABOUT VOICEOPS

VoiceOps is a coaching enablement platform for call centers that unlocks the value of sales and collections conversations by making coaches more effective.