Trust Destructors:

The **Top 5 Ways** to Ruin Engagement with Your Coaching Practices!

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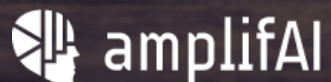
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Session Intent

- Discuss Top 5 reasons coaching fails
- Learn how that erodes trust, engagement and performance
- Share tips to mitigate those outcomes!

30+
Contact Center Sites

100+
Coaching Classes

1,000+
Coaching Sessions

Let's Share

1. Who coaches Agents?

2. Who coaches Coaches?

3. #1 Challenge in performing coaching in your company or site?

Trust Destructor #5

Inconsistent or Absent Performance Feedback

#5 Inconsistent or Absent Performance Feedback

"**Frontline managers at best practice companies spend 60-70% of their time on the floor, much of it in individual coaching.**"

- McKinsey & Company

#5 Inconsistent or Absent Performance Feedback

- **Why are we inconsistent?**

  1. Coach Skill – avoidance

  2. Call Volume/SLAs – cancellations

  3. Tracking/Organization – follow-through

  4. Leadership Expectation & Visibility – accountability

- **Trust Destructors:**

  1. Can I trust I will get feedback?

  2. Can I trust I will actually get the time you scheduled with me?

  3. Can I trust that what you say/ask, matters?

  4. Can I trust I will get feedback at useful, and dependable, intervals?

Take-Away Tip

✓ Focus on coaching consistently! And do as we ask <u>them</u> to do!

What We Train Agents:	Leader Trust-Building Behaviors:
Build Rapport!	Resist the urge to get right to business - i.e., your agenda. Talk with them first, about them, for them!
Use prior contact/ticket history	Ask about things shared with you in past conversations to show caring - family, pets, school, car, etc.
Probe for needs and to gain understanding	Ask other probing and opinion questions to demonstrate interest and uncover motivations!
Listen and show empathy!	React to what is shared with you; accept the gift of personal connection so as to communicate value
Be accurate and follow-through (documentation, callbacks, escalations)	Keep follow-through commitments. Don't let being busy, or unfortunate organization, ruin your reliability!

Trust Destructor #4

No Historical Reference for Commitments, History and Progress

#4 No Historical Reference for Commitments, History and Progress

"A defining condition of being human is that we have to understand the meaning of our experiences."

- Columbia Professor and Adult Learning Pioneer, Jack Mezirow

#4 No Historical Reference for Commitments, History and Progress

- **Why don't we have access?**

    1. No tools / No budget

    2. No process created

    3. Process created, but is not communicated or not evaluated

- **Trust Destructors:**

    1. Can I trust that the coachings you say happened, actually happened?

    2. Can I trust that you know how much progress or improvement I made since our last session?

    3. Can I trust that my new TM will know what's been done by my old TM?

Take-Away Tip

➢ **Design an Internal Process**

    ○ Create a form and place/space to store coaching session details

➢ **Source or Build a Platform**

    ○ Including session entry, post-coaching commitment and progress tracking, and coaching history that's visible for both employees and supervisors

Trust Destructor #3

Not Following-Through or
Not Recognizing Effort and Progress

#3 Not Following-Through or Not Recognizing Effort and Progress

"**Many managers fail to follow up because they either don't think about it, or are afraid of being seen as a micromanager.**"

- The Leadership Effect

#3 Not Following-Through or Not Recognizing Effort and Progress

- **Why do we miss doing them?**

    1. Poor organization / failure to track commitments and due dates

    2. Too busy to check-in

    3. Too much work to do to stop and observe behavior before checking-in

    4. Skill or comfort with praise

- **Trust Destructors:**

    1. Can I trust that you believe I am important?

    2. Can I trust you to organize and manage your workload so you're there for me?

    3. Can I trust that if I take the time to work on what you ask, that you will notice?

Take-Away Tip

1. Make and share a Follow-Through document everyone can use

2. Make a process or use an application to track commitments and due dates

3. Model follow-through as critical; we honor our direct reports by showing we care, just as if they were our customers, depending on us to do what we say

4. Focus on progress, not just goal attainment or complete success –

   It doesn't have to be perfect… it just has to be progress!   -MPollock

Trust Destructor #2

Not Providing Effective Praise

#2 Not Providing Effective Praise

"What we reinforce, they repeat."

- Melissa Pollock

#2 Not Providing Effective Praise

- **Why don't we praise effectively?**

    1. Skill and/or Comfort

    2. Not being trained

    3. Overwhelm – "there's SO many things they need to work on!"

    4. Perceived unimportance - Not receiving from your own manager

- **Trust Destructors:**

    1. Can I trust you will recognize more than just what I need to fix?

    2. Can I trust you have the ability to identify what I do well?

    3. Can I trust that you can make me feel good about my efforts?

Take-Away Tip

1. Praise first!   Emotional deposits are required before we can make withdrawals!

2. When we praise, we should **SEE** people 'light up' over our appreciation… and we only see that when they **FEEL** it. How do we make them feel it?

   ➢ **Make sure language, face, and tone are all in agreement!**

   ➢ **Avoid – great, good, thanks**

   ➢ **Emphasize – SO, REALLY, Adjectives & Adverbs, and Smile!)**
     - *You did a REALLY great job making that customer feel appreciated!*
     - *Thank you, SO much for your FANTASTIC effort!*
     - *I'm VERY happy with how quickly you completed that work!*

Trust Destructor #1

Not Evaluating Coaching Effectiveness

#1 Not Evaluating Coaching Effectiveness

"**Coaching requires different skills than managing, and most people aren't inherently good at coaching aptitudes and skills.**"

- HRB.org Jack Zenger & Joseph Folkman

#1 Not Evaluating Coaching Effectiveness

- **Why don't we evaluate coaching?**

  1. Assumed competence

  2. Lack of skill and/or comfort

  3. Lack of precedent and/or process

  4. Confusion around how to evaluate / measure effectivity

- **Trust Destructors:**

  1. Can I trust you know how to coach?

  2. Can I trust you to be fair, honest, direct, and supportive?

  3. Can I trust I will get meaningful feedback that helps me grow?

Take-Away Tip

➢ **To effectively coach, we have to identify behaviors...**

Physical Actions	What we DO	Can be SEEN
Non-Verbal/Body Language	HOW we do it	Can be SEEN
Verbal/Language	WHAT we SAY	Can be HEARD
Vocal Delivery/Tone	HOW we SAY it	Can be HEARD

➢ **To start an objective dialog about behaviors:**

Observation Statement ("I saw", "I didn't see", "I heard", "I didn't hear")
+ BEHAVIOR OBSERVED (topic and action) + Question (value, impact, cause, etc.)

Summary

Trust Destructors Recap

1. Give feedback, consistently – protect and honor that time with your people!

2. Provide a means for employees to see previous coaching topics, commitments and progress so they can review and reflect.

3. Follow-through on what you ask, and recognize *progress*, not just success!

4. Work on giving genuine praise that people can feel, so they want to do more!

5. Evaluate and develop your coaches coaching competency!

Q&A / Resources

✓ [Read the McKenzie article on Coaching](#)

✓ [Learn more about AmplifAI's Performance Acceleration Platform](#)

✓ [Watch our Webinar on Supercharging Agent performance and get a free Coaching Bonus Pack!](#)

✓ [Connect with Melissa](#)