

“M&A effectively managed the project and timeline, but they were flexible to allow our input and changes along the way.”
~ Director of Operations



Working with Michaels & Associates was money well spent.



~ Director of Operations

CHALLENGES

Overhaul the existing call center new hire training program to meet business needs and serve as a model for the entire training curriculum

Reduce training time while concentrating on key behaviors for success

APPROACH

Conduct a thorough analysis of the existing program to identify knowledge gaps and areas for improvement

Interview and observe successful call center employees to identify key competencies to address in the program

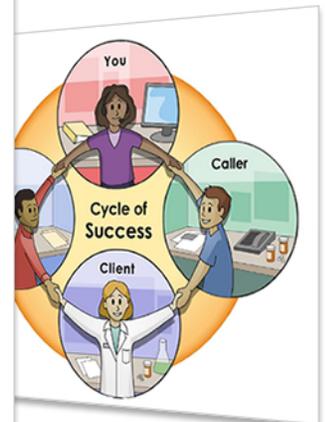
Redesign the program based on adult learning principles and instructional design concepts while aligning skills with desirable business outcomes

RESULTS

Training time reduced by one full day but with 30% more content

Multiple opportunities for hands-on learning, collaboration and role plays throughout the training program

A single source facilitator / participant guide for consistency and ease-of-use



HEALTHCARE SERVICES COMPANY NEEDS EFFECTIVE CALL CENTER TRAINING

The patient relationship branch of a Fortune 100 healthcare services company faced a challenge: they wanted to overhaul their existing call center new hire training to meet the following business needs:

- Reduce training and ramp-up time for Level 1 call center employees
- Reduce turnover in an industry that experiences an average of 26-33% annual turnover
- Establish training at the appropriate learning levels and enhance the learning results of the program

The existing new hire program encompassed approximately 60 hours of training, delivered in the first 8 days of employment. The client had the goal of updating the existing content and recasting it into a more usable format. They also wanted recommendations and direction in a redesign of their entire training curriculum.

Due to the success of past partnerships with Michaels & Associates, the client looked to us for help.

“I was amazed at how quickly they engaged to understand our services and review our current materials. Very quickly they were able to ‘speak our language’ using our own internal terminology to engage us.

I highly recommend Michaels & Associates and would definitely engage them again.”

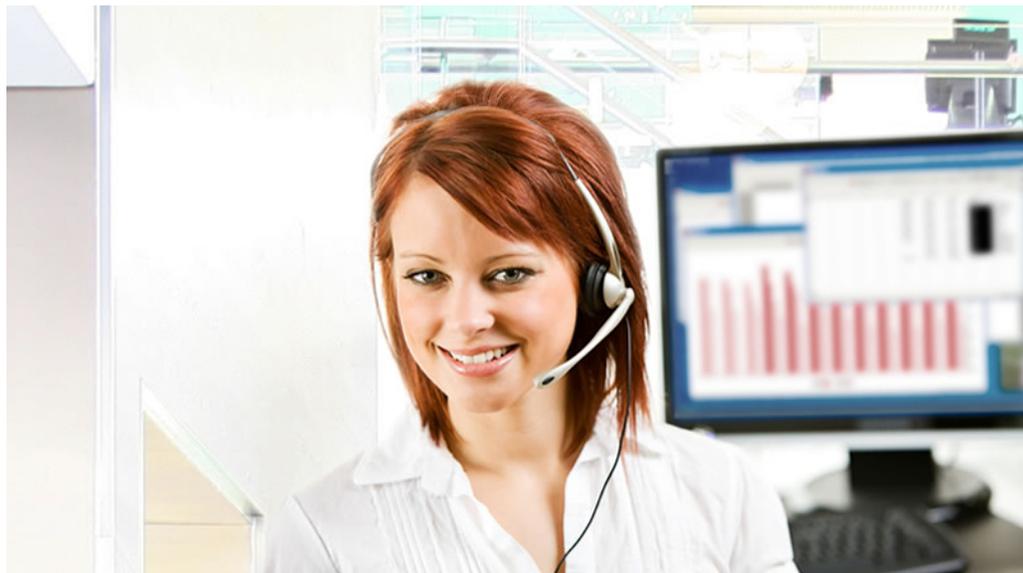
~ Director of Operations

CLIENT INSIGHTS

“Our Call Center training program and materials were pieced together over several years.

As a result, training did not flow well, did not optimize adult learning and did not have a standard presentation. We could see the negative effects of this whenever new agents began taking live calls. It was time to step back and redesign the program as a whole.”

~ Director of Operations



ANALYSIS FOCUSES ON PRINCIPLES FOR SUCCESS

To begin the project, Michaels & Associates consultants worked closely with the lead facilitator and call center managers to review the existing materials and identify how to successfully redesign the program based on adult learning theory and sound instructional design principles. The following needs were identified:

- Effective quick reference documents for new hires to use on the job
- A participant guide customized for students
- PowerPoint slides and a facilitator guide to help any call center supervisor deliver the training
- Activities geared to the audience and focused on desired behaviors and realistic scenarios
- Learning objectives for all modules that clearly identify desired behaviors

After reviewing the existing program, the clients welcomed a more in-depth evaluation. Our consultants:

- Interviewed and observed the facilitator and supervisors presenting the existing program, looking for holes in the learning process.
- Observed successful call center employees performing their daily work to identify key competencies to be addressed in the new hire program.
- Reviewed performance criteria for employees to help identify learning objectives for the program.

After a thorough analysis and collaboration on the appropriate next steps, Michaels & Associates began designing and developing the new program.

“We do continue to enjoy the work that your team accomplished last year for us. Thank you.”
~ Division Vice President

FUTURE

The call center managers and facilitators found the resulting materials to be highly professional in appearance, complete in content and easy to manage for future program additions or revisions.



COMPLETE REDESIGN IN HALF THE INDUSTRY STANDARD TIME

Although the industry standard for facilitator-led training development is 40 hours per 1 hour of technical instruction, Michaels & Associates was able to exceed the client's expectations in less than half that time. The new training program had the following benefits:

- Training time was reduced by one full day; however, it included approximately 30% more content that focused on key skills needed to be an effective Level 1 call center employee.
- Well-written behavioral learning objectives helped the facilitator and new hires direct their focus to acquiring those key skills.
- Fun, audience-appropriate illustrations and Flash interactions helped set the training mood and keep learners engaged.
- Accelerated Learning principles immersed learners in the program with role play and kinesthetic activities and create lots of opportunities for collaboration and success.
- A single source document functioned as both the facilitator guide and participant guide. Thorough facilitator notes could be hidden to print the participant guide. This was a significant consistency and ease-of-use improvement for the facilitator and the supervisors who often taught some of the modules.
- The program used company-branded templates and designs that could be applied to other call center training, offering a more consistent and complete curriculum.

Because call center statistics in every industry indicate that turnover is overwhelmingly pinpointed to a discomfort with working on the phone, the new program also included several opportunities for the learners to observe actual client calls and role play realistic caller scenarios. This practice was carried throughout the program, so by the time the learners left training, they felt confident in their call handling skills.

The client could immediately see an increase in the effectiveness of new hires on the phones because they felt more comfortable taking calls. The project took the training to a higher level of professionalism and effectiveness, and the entire patient relationship branch was proud of the result.