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Moving Metrics into Action

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"Good customer service is more important now than ever!"

Not true.

Great customer service is more important than ever.

Merely being "good" or "ok" at serving and supporting customers actually puts your organization at risk. Customer expectations and demands continually evolve, and these days customers expect and demand a lot.

Not only that, but they have a whole set of new tools for telling others about their experiences. The Internet has given them a new vehicle for sharing praise and disappointment about companies with which they interact. Check out some of the many online customer forums and shopping websites, and you'll see hundreds of ratings and comments -- many of which are focused directly on the service provided by the company in question.

Today, just one customer contact that falls through the cracks or that is handled poorly can become the documented example that thousands of people read and consider before choosing to do business (or not) with your company.

This is why "good" customer service is no longer sufficient. Companies now have to be looking for new ways to continually raise the bar and provide experiences that make customers proud of their decision to do business with them – and that compels customers to tell others about it. Negative comments posted on the Internet can bring a company to its knees; positive comments can take your organization to the next level.

Contact centers are at the heart of the customer service experience. The best organizations have developed new ways to convert their contact center into an entity that provides a true competitive advantage. In the past, companies could differentiate themselves from the competition with their customer-facing technologies – the web, advanced speech applications, intelligent routing tools, etc. Nowadays, even the smallest organizations can make their systems act just like that of the big enterprises; the playing field has leveled significantly. The real differentiator between companies is the service they provide on every interaction and the impression that is left with the customer when they hang up the phone.

The data we get from contact center technologies and reporting systems is often

"Every time a customer calls or you call a customer -- you have an opportunity and a choice….Are you creating frequent, lasting, memorable impressions?"

Jeffrey Gitomer

transformed into metrics used to help validate, change, improve and enforce processes and policies. What's often overlooked is that data and metrics are simply indicators of needs or behaviors…and if we spend our time trying to change the metrics, the needs and behaviors are never moved in the way they should be.

What follows are some new ideas on how to help your organization refocus its view of metrics, find new ways to funnel leadership influence, and develop plans for continually improving service in the contact center.

What Customers Want

We often lose sight of the fact that we are all consumers – everyone that works in customer service is a customer, and with that comes a tremendous amount of experience and expertise. Many companies to whom I consult spend countless hours trying to figure out what their customers want without tapping into their own experience as a customer. We often approach our own product or service through the company's eyes and have a hard time looking beyond the organizational chart for solutions. I often find myself moving my clients from thinking like internal product leaders to just being a buyer, consumer, customer and recipient of service. When you're able to make this transition in your mind, you'll find that customers are pretty simple and just want a few key things:

- Promptness and accuracy – get to me quickly and don't make me wait too long. And once I'm being serviced, I need you to do it right.

- Quality for the time invested – my investment in your company is time. My time is valuable and I'd like you to make sure you respect the fact that I am taking time out of my life to work with you and I expect a return on that investment.

- Real first-contact resolution – let's try and get this done the first time without any further action on my part…meaning, I just want to tell you my problem once and you find a way to fix it. I don't care about your internal silo, relationships or departments – just go do it when I tell you.

- A choice in automation – this isn't my first time doing this and I know what I can do myself and I'm calling you because I want to talk to someone because I know that I need to. Let me decide how I want to interact with you – after all, as the customer, I have the choice to go elsewhere.

What Most Companies Want

Not many companies call me simply because they want to sustain mediocrity or reduce the service provided. Most realize they've got to provide good, no, great service,

and many have their needs clearly documented. They know that they need to provide service that is timely, efficient, professional and accurate. Many have read the book and know that companies with happier employees provide better service to customers. They also know that they need to develop an environment that is more flexible and that respects the talents of agents who interact with their customers every day.

Unfortunately, this knowledge of need gets lost in the application and we end up sending the wrong message to the frontline leaders and agents, via:

- **Metrics and reports and metrics and reports** – it often starts with something like "what gets measured, gets done." And, that's not a bad place to start, but measurement doesn't lead to change when people are what need to change…not the metric.   So we give our leaders a lot of metrics, graphs and charts on a daily and hourly basis – so many that leaders often end up ignoring the signals because they don't have time to open, much less digest, all the numbers

- **No time to coach or get coached** – because centers spend so much time looking down, they end up missing out on the opportunities to make real change – via a formal coaching and development session. Without planning, there isn't the time, and without the time, coaching becomes a "might" versus a "must."   Coaching is key and something no one can grow without…and it's not just for agents – all leaders need coaching on a regular basis.

- **Beeping wallboards and frustrated customers** -- it seems that just about every customer has realized that if you're not happy, ask for a supervisor. And just when you get the customer that got frustrated about the hold time, your wallboards begin to bleed red and let you know there will be more frustrated customers to follow.   Upset customers happen, but the resolution is often lost at the end of the call. The best centers treat every frustrated customer as a learning opportunity – documenting the resolution and telling everyone about it…yes, even the frontline reps.

- **Pressure to do it faster and cheaper** – someone, someplace realized and then documented the fact that a shorter phone call means you need fewer people to meet accessibility metrics (service level, ASA, etc). And most people also know that shorter calls, when rushed and handled poorly, end up creating more work and frustrated customers, thus increasing costs.   Unfortunately, the negative aspects of the call-handling isn't often captured by daily reporting tools. Leaders become too focused on what they can measure – e.g., how long are calls taking; how many calls are agents handling per shift, etc. It's key to remember that metrics and reports don't reduce agent interaction time, and many centers have felt the pain of a misguided focus on handle time.

Basics of Improving Results in Processes, Organizations and People

Fostering continuous improvement in the contact center requires five critical steps:

1. **Focus on the drivers.** This is by far the most important of the approaches listed here. Often, contact center managers are so focused on the numbers that they forget about what is driving the numbers – people and their behaviors. A good first step is to take each one of your daily metrics and draw a direct correlation to a driver. The driver could be a single activity or a combination of several – the goal is to have a better understanding of why things are moving and use this understanding as the foundation for change.

2. **Understand the root causes.** Once you know the drivers, you can begin to drill down to and document the root causes. Focus less attention on numbers and look harder at the reasons the drivers have been positively or negatively influenced. Doing this creates the foundation for conversations that have little do to with any type of metric and helps to focus everyone on what needs to be different.

3. **Develop action plans.** The root causes point us in the right direction but moving anything takes planning. It doesn't have to be anything formal or scary – simple documentation to use as a reminder/checklist to help ensure you're on the right track will suffice.

4. **Communicate expectations and accountabilities.** This is where you'll start to see the fruits of your labor. If you're trying to move a department or organization, you'll divide and conquer – giving those that can influence change some skin in the game and clear guidelines. If attempting to move an individual, you'll want to be clear on what needs to change and ensure that they understand their role and responsibility. Again, keep it simple; it's less about the formalization and more about the communication.

5. **Measure results and take action.** You know what you're looking for; if it moves, you're on the right track. At this point you may discover many things: perhaps you're focusing on the wrong cause, or your expectations aren't realistic, or your driving another metric in the wrong direction.. The key is to not worry about getting it right the first or second time… it's about continual improvement.

Revisiting Accessibility Objectives

Just about every contact center has some type of accessibility measure: service level; average speed of answer; abandon rate; etc. These metrics are important to contact center leaders and are often what they look to when determining what to change in the organization. What follows are three views of accessibility objectives -- how companies traditionally view them, plus two fresher and more holistic perspectives..

"Organizations don't execute unless the right people, individually and collectively, focus on the right details at the right time."

Larry Bossidy and Ram Charan Execution, The discipline of getting things done

1. Accessibility objectives are often viewed from the company or department perspective with a very inside-out focus. In many cases, those accountable for meeting the objectives have little input into the development of the goals, and their understanding has been passed on to them from previous leaders. Some of the common internal questions regarding and views of accessibility objectives include:

   • How few people do I need to staff? Often managers make decisions with the end result in mind; this typically means how many people are needed to be successful – or how close can I cut it without missing the mark.

   • What's it going to cost me? Although most contact center leaders know the value provided to customers, it's often a difficult thing to quantify. Without the value buy-in from other departments, the focus becomes cost, and contact center leaders are forced to think of service from a minimum expectation perspective.

   • Meeting the objectives equates to managing the contact center. With so much focus on accessibility metrics in a contact center, leaders often get too caught up in the numbers – often at the expense of agent and customer satisfaction.

   • Some customers don't even give us a chance. When setting metric expectations, many centers begin to blame the customer for things like hanging up too quickly, and begin to adjust the excuses out of the metric.

   • Zero abandons is an unrealistic expectation. Abandoned calls are such a misunderstood result that we end up creating excuses and rationalizations when we see them on a report.

2. While the accessibility objectives and their corresponding goals are often predetermined, contact center leaders can refocus their organization to gain a better connection between the accessibility goal and the customer. Doing this requires leaders to rethink everything they know about their accessibility metrics and to look at what it really means to the people they are there to serve. Because the accessibility metrics have become so engrained into the day-to-day life in a center, it's often difficult to make this connection. The points below are from the customer's perspective and what accessibility objectives mean to them.

   • Is the door open when promised? A service level or ASA objective is the price of admission – if you advertise your hours of operation, you're going to want to have the doors open at those times. Anytime there is a delay, it's the equivalent of making people stand outside waiting for admission.

   • How much of my time are you willing to take? Your accessibility objectives really measure the amount of disrespect you're providing to a customer. When someone says they need service, every second that you make them wait is taking time away from their life.

- Should I begin to look for an alternative? Making people wait on hold in a contact center allows them to reconsider their relationship with the organization. And, with the fingertip alternatives available via the Internet, an extended hold time can result in a new opportunity for a competitor.

- I'm too busy right now. When people hang up, they are telling you "I don't have tolerance for wasting time" or "I have alternatives." By hanging up once placed in queue, customers are sending you a direct message.

"The best contact centers spend less time managing queues and more time managing the customer experience."

Tim Montgomery

3. While looking at your accessibility objectives through different glasses provides a nice perspective, it can leave some of the reasons open to interpretation. Key to getting everyone involved is to set some foundational standards associated with each accessibility objective that make it clear to everyone the importance to the customer and the contact center:

- It's the price of admission. You cannot succeed in providing centralized contact center support without having the door open when promised. It's important to understand that providing service when customers want it is not merely a goal – it's one of the reasons contact centers exist..

- The objectives impact everything down the line. When you aren't accessible to one customer, the next customer will also suffer. It's a combination of a vicious cycle and domino effect – the first time you start to lose control of a contact, it begins to negatively impact the next one…and customers who are negatively impacted call back and the entire frustration starts over again.

- The objectives must be measured and managed by interval.   Every customer has the same chance to receive the same level of service, regardless of when they choose to contact you. The customer is in charge. They contact you throughout the day, when they have a need. In every contact center, the workload needs to be managed and measured in every interval of every day – that's how the customer expects service.

- Accessibility metrics vary based on different customers and products.   A one-size-fits-all approach to accessibility objectives is a mistake; not all customers are the same, and your products provide different value. With that in mind, you should have as many accessibility targets as you do customer types and products supported. The customer's expectations are forever evolving, so you'll want to continuously revisit them as part of your planning process.

Revisiting Agent Quality and Productivity Objectives

We can measure just about everything that moves in a contact center – and, unfortunately, often do. It's also not uncommon for managers to convert things into metrics just because they need a way to balance the score card.

As with accessibility objectives, quality and productivity objectives are developed from the inside out to meet the organization's definition of quality and productivity. Even with the best intentions, these internally focused measures can make the environment a lot more challenging than it has to be. As we did with the accessibility objectives above, following are three views of agent quality and productivity objectives – how companies traditionally view them, plus two newer, more effective ways:

1. From the customer's perspective, it's pretty simple – do what you said were going to do and make it quick and accurate. Keep it simple for everyone involved and don't waste my time. The best service is that where the customer doesn't have to waste an ounce of energy being engaged in the process – they tell you want they want or need and you provide it. Sounds simple, but we often make it a lot harder than needed. Many times, the challenges are self-inflicted. Below are some examples of how companies tend to approach agent quality and productivity metrics:

   • They are the resulting score on the monitoring form. Quality becomes a number that is an output of an internally designed monitoring form and internally designed point program. And, in a lot of companies, there are people whose job is to do nothing other than keep score against the forms, and quality becomes even more about the resulting numbers.

   • Team and group comparisons of the score. When quality and productivity are focused on numbers, there are new ways to compare results. Companies are often proud of the group and team comparison displays and reports. In some cases, there is internal competition to be better than each other against the internally created metrics.

   • Number of audits completed. A quota approach to the number of audits completed exists in the majority of contact centers. Again with good intentions, but often at the expense of those who really need help to improve. This approach moves more (and often unnecessary) audit attention to the agents who provide wonderful service on a regular basis.

   • How much time was focused on customer work? Trying to ensure people are busy through metrics leads to a focus on how much work they are doing. With measures like this in place, centers are continually looking for the definition of "work" and tweaking the inputs to the calculation. As with quality, there are teams dedicated to tracking, trending and updating a number that most working in the center know has flaws.

   • A way to reward and punish. These measures can be used as punishment or incentives; either way, they often foster unwanted behaviors in agents -- behaviors that are not in the best interest of the customer, the agent or the organization. Rewards and punishment create fear – of looking bad or getting fired -- and result in agents focusing on things outside of their customer service mission.

"As you establish measures, track performance and work toward achieving important objectives, it is essential that your team understand what measures are REALLY saying"

Brad Cleveland
Call Center Management on Fast Forward

2. As discussed earlier, what customers want is, for the most part, simple. And with that in mind, our quality and productivity measures, processes, reports and improvement initiatives should also be simple. Just look at your world through the customer's eyes and make the connection with agent quality and productivity.

Start by reviewing the questions that customers ask, and see if they're addressed by your current agent measures and focus. Looking at the world from the customer's standpoint will immediately highlight the opportunities for your current productivity and quality metrics.   In many cases, companies discover they've built too many internal perceptions into what is reported as an external view. Take the customer's point of view and ask yourself the following questions:

- Was it right and do I feel comfortable? This is the easiest of all. Was the right solution provided and did the customer feel good at the end of the call. Sounds simple, and is.   Something that should be included in every discussion on quality: Did you leave the customer feeling comfortable? This is easily assessed, but often overlooked.

- Do I feel valued? At the end of every interaction, the customer asks themselves if they moved forward with a feeling of value. Did you make them feel good about calling on their terms, or did they hang up feeling like they cost you money?

- Did I get everything I needed? Too many companies shortchange the customer…leaving them with a desire to contact you again to get the rest of the solution. When customers call back, it's frustrating for everyone – particularly the customer, who may decide to go elsewhere to do business, as well as share their negative experience with others.

- How much time was taken from me? In most cases, the customer looks at every interaction from their own time perspective. This isn't a bad thing and is something that every contact center must embrace. When customers are interacting with you, it's their time….and their life – be respectful from every angle.

- Did I feel rushed? You want to take as little of the customer's time as possible, but you don't want anyone to feel rushed and/or leave the transaction feeling like they were an inconvenience.

- Was someone available when I wanted? You have to make the connection with productivity and the customer requirement. In real-time contact centers, the customer wants service when they choose. Adherence to schedule is a key indicator of how much you care about being there when the customer wants you to be.

3. Moving an organization closer to achieving admirable quality and productivity metrics starts with self-reflection. This is often the most painful part of change, but is key in elevating contact centers to the next level. The alternative views described below are the enablers to change – those things that call center managers

"When people tell me they don't have time for coaching, I say, "Spend ALL of your time on coaching – the rest will come easy.""

Herb Kelleher

can express to their leaders and ask them to consider as they interact with their teams. These are simple statements with very powerful potential outcomes.

- Scores don't change behaviors. Racking, stacking, ranking and displaying – none of these change an agent's desire to improve. In many cases, a focus on the score makes people uncomfortable, leading them to whatever it takes to achieve the prescribed numbers without regard for the the customer experience.

- Trends indicate opportunities. Outcomes are your view into the future, and the only way to make an informed decision is to understand the drivers to the trend. The key is to realize that the trend is driven by something…so the focus should be on something…not the resulting measure.

- The goal is to improve service, not manage agents. Often forgotten is the reason we have quality and adherence measures in the first place – it's more about the customer than the contact center. Don't let agent measures become the focus, otherwise your agents – and you – will lose sight of the connection with the customer. Quality and productivity metrics are much more than mere numbers; they are a key competitive advantage when fully understood and applied.

- Without the reality of adherence, the planning process is flawed. Most contact centers forget that you MUST know the reality of the agent's "schedule behavior" to plan effectively. Without this knowledge, schedules will be flawed and customer service will be a moving target.

- Numbers are merely indicators of opportunities to coach agents on new behaviors. The best leaders don't react based on a few metrics, rather they use them to identify trends and focus on behaviors that need to be addressed. When plotted over time, leaders find that most agent metrics are really just noise and a natural variation in a process. Focus on individual agent metrics that fall far outside of the "normal" range; that's where the real improvement opportunities exist.

- All metrics and measures need to be flexible and change as often as the underlying process does. One thing is certain in a contact center – change. It is paramount to appreciate the external changes and the impact they have on the internal agent quality and productivity measures. Always keep in mind that if the inputs move the agent's expected behaviors the inputs MUST change as often as the process that drives them.

Three Things the Best Companies Know

The best companies understand the "why" behind the following and apply it daily in their contact centers:

1. **It's all about the interval in advance** – if you're not tracking the interval in advance you're not taking full advantage of your contact center. And, if you're not doing it, you're most likely struggling to meet performance objectives and have frustrated agents and customers. Keep it simple and look at things from a coverage gap perspective -- green is okay and red is bad. Never let your center embark into an interval of not being properly staffed (or prepared) to meet the desired service objective. Not only is this bad for customers, agents feel it and change their approach to service in subsequent intervals. Sounds harsh, but if you don't have daily view of the

	7:00 AM	7:15 AM	7:30 AM	7:45 AM	8:00 AM	8:15 AM	8:30 AM	8:45 AM	9:00 AM	9:15 AM	9:30 AM
Monday	3	3	(1)	(1)	6	6	(2)	(6)	(4)	(3)	(1)
Tuesday	4	4	1	(5)	2	2	2	(1)	6	2	0
Wednesday	5	5	2	2	10	10	10	6	3	2	1
Thursday	(1)	(1)	(4)	(4)	4	4	4	3	8	6	8
Friday	(1)	(1)	(4)	(4)	4	4	4	0	9	6	7

   agent need/gap summary similar to the one below you are flying blind:

2. **Don't try to outsmart the reality.** Queuing environments are real time, and when we apply service level objectives, the need to get to customers quickly becomes more of a challenge. The 80/20 rule applies. This ISN'T service level -- it's the simple fact that when meeting a service level objective, most of the calls will be handed immediately – in no time with no queue. So, if the frustration is the queue, and only 20% to 30% of call should even queue in the first place, why is so much focus placed on the queue? The best companies know that queues happen – the key is to understand and appreciate the queue and educate others on its potential impact.

3. **The "power of one"**. Everyone in a contact center impacts the workload and results of everyone else, as well the customer experience and the overall cost of service. Although many people will disagree, contact centers are all essentially the same. Yes, some people focus on the difference as it relates to customer type, industry, and service/product supported, but the reality is that all centers are in the business of providing service when an external source (the customer) want s it. The impact of each individual in the contact center is significant – if just one person doesn't do what was planned or isn't in place when they are supposed to be, it can wreak havoc on the customer experience and revenues. The best contact centers don't highlight the power of one to create fear among staff; they use it to educate and inspire them, and leverage it within their planning process.

Help Others Connect the Dots

With so many possible metrics to track in a contact center, it can be difficult to nar-

row down what you should actually be measuring. To determine which key metrics to focus on, the best contact centers use a common approach: they consider the impact of each potential metric on their customers, and focus on those things that an agent can control and improve.

If any of your agent performance metrics include something beyond the agent's direct influence, revisit those metrics. Prime examples of important customer-centric metrics over which agents have immediate control and influence are quality and schedule adherence. If these are not among your center's KPIs (Key Performance Indicators), they need to be.

Below is a visual display of to help you gain a better understanding of the impact that quality and schedule adherence have on just about every critical element of your customers' experience.

In the middle is schedule adherence and quality. You can make the connection with the elements together or individually – the story is the same. For example, if your schedule adherence is lower than planned (i.e., agents aren't available when you planned for them to be available), your service level will be lower than planned during a given interval. When this happens, everyone's workload is impacted because they are forced to work harder and handle more calls to make up for their absent/unavailable colleague. This leads to lower customer satisfaction, longer calls, forecast inaccuracy, additional staffing needs in subsequent intervals and, ultimately, lower quality. In turn, agents become frustrated by customer dissatisfaction, get sloppy in providing necessary information, stall on calls to get a breather, etc. This leads to an increase in staffing needs to meet service level.

Throwing bodies at the problem is often the remedy – hiring more people, cancelling necessary activities like coaching and training, moving leaders onto the phones, etc. With this approach, the root cause is never addressed and underlying problems continue to escalate, ultimately resulting in higher agent turnover and lower customer satisfaction. This vicious cycle will continue until everyone realizes the importance of measuring and managing schedule adherence and quality.

The question then is, which should you focus on more – adherence or quality?.

The answer? Both.

Key to achieving success with each of these metrics is how they are perceived by agents. Be sure to clearly explain to staff the importance of each, why they are measured, and the impact on not only the customer but also the enterprise as a whole.

Again, focus less on improving the numbers and more on coaching to improving agent behaviors that contribute to the numbers. This is critical in sustaining agent buy-in and fostering continuous progress – not to mention customer satisfaction.

Moving away from a numerical metrics-based conversation is simple – get the agents involved in identifying their own "why" and "what". When addressing quality, ask the agent to focus on three things: 1) What was good about the call; 2) What could have been better; and 3) two or three behaviors/skills to work on before the next coaching session. The coach's role here is to discuss these identified items with the agent, then work together to come up with specific actions to aid improvement. Use the same approach with adherence: Without talking numbers, focus on the behaviors and agents' approach to their job – e.g., understanding of new policies, application of phone usage, external life events, etc. The objective is to gain a better understanding of why there is an adherence challenge and to get the agent to focus on the underlying behavior, then to develop action plans for improvement.

Be sure to document the behavior/action agreements – the things agents will work on to improve.   Just as important is the leader agreement – documenting the support that will be provided to help the agent improve.   .
For agents who continue to struggle with improvement in the earlier identified areas after receiving ample coaching, this documentation can serve as the catalyst for finding the agent a position (inside or outside of the company) where they'll be more successful This may be more work for leaders, but in the long run it's better for the contact center, as the bad apples are weeded out and the people who want to and have the capability to improve are given the proper attention.

A Leader's Next Steps

Leaders typically agree with the concepts of moving metrics into action, but often struggle with where to begin. Recognizing that there needs to be a change is a good starting point. Next, make sure you're armed with a complete understanding of contact center fundamentals and why a change in how metrics are viewed is important. Read about the basics of how centers operate. Even if you've been working in one for years, you'll want to revisit the essentials, as you'll need to be sure you are saying the

right things to senior management in order to gain their full support.

Keep in mind that running contact centers isn't rocket science, and most of the pain is self-inflected. By helping others realize the need to move back to the basics, you'll engage them and inspire them to take a different look at metrics.

Take the time to walk through the experience from the customer's perspective. Start with calling your own contact center and walking through the prompt options looking for quick wins. How quickly can you get to an agent? Do the options make sense to someone not familiar with the company? Is the automated voice uniform throughout?

Once you've made it easier for customers to reach an agent, move to the interaction and evaluate calls – not from a managerial but a customer perspective. What is the caller really telling you about their needs and your company's ability to meet those needs? How does the customer really feel about interacting with your center? You'll find several examples that will help reinforce the need for change – and you'll be able to let others in your organization hear it directly from the customer.

Continually ask "why?" along with "why not?" This will help to provide a clear understanding of the roadblocks hindering positive change in others. Focusing on the organizational barriers and looking beyond the conventional wisdom will highlight even more opportunities, as most companies have several processes in place without a clear understanding of how they started or why they exist. Your job is to get people outside of their comfort zone and to see the possibilities.

Pulling the Pieces Together

Moving metrics into action takes time and a commitment from all levels of the organization. You'll need to connect with external departments to ensure that they have an appreciation for a behavioral-focused performance program that is more closely tied to what the customer has defined as a need vs. what the company has developed as measures of success. The best contact centers know that metrics are simply an indicator of opportunities, and that real positive change happens when leaders focus on the right behaviors that help the voice of your company continuously improve.

"There is only one way under high Heaven to get anybody to do anything. Did you ever stop and think of that? Yes, just one way. And that is by making the other person want to do it. Remember, there is NO other way."

Dale Carnegie

About the Author

Tim Montgomery is CEO of **Cooney Solutions Group**. Tim is an accomplished author and has written numerous insightful and forward-thinking articles and whitepapers on a wide range of leadership/management, customer service, and contact center topics. His work has been featured in many global publications, industry journals and position papers. He is also a contributing author to highly regarded books on Leadership and Business Management, Customer Relationship Management, Call Center Operations Management and People Management.

Tim has personally assisted some of the world's most recognized service organizations – **USAA, DELL, AIG, Lifetouch Publishing, ADP, Mitsubishi Motors, The Scooter Store, Farmers Insurance, Premera Blue Cross, Deluxe Corporation, Allstate, Kodak, Liberty Mutual, Cinergy, Prudential, Meguiar's, Coca-Cola, Isagenix, Department of Veterans Affairs, AAA of Canada, American Family Insurance, The Gartner Group, Amerigroup, Prime Therapeutics, Erie Insurance, Harvard Medical School, and many more**.

About Cooney Solutions Group

General Bill Cooney and Tim Montgomery, two of the most experienced and respected experts in customer service and contact center management, founded CSG with the goal of offering affordable, world-class outsourcing solutions to organizations committed to delivering high-quality, customer experiences. They are further supported by a team of recognized experts in the areas of network utilization, operational efficiency and culture development. This "dream team" has served as advisors to some of the world's most recognized and celebrated customer care organizations.

For more information, please visit **www.cooneysolutionsgroup.com**.