

**Facilitator Guide**  
**Group # 7**  
**“Recognizing Interviewers”**

Audience for this Module:	Telephone Survey Supervisors
Goal of this Module:	<p>At the end of this session, Managers who have completed this course should be able to:</p> <ul style="list-style-type: none"> <li>– Develop a working recognition program for telephone interviewers.</li> <li>– Justify the cost of recognition programs to senior management.</li> <li>– Explore other sources of recognition ideas to expand the program.</li> </ul>
Logistics: Materials, Room type/setup, Time needed, etc.:	<p>The Trainer will need a PC and LCD Projector in order to display this Powerpoint module.</p> <p>He/she will also need a flip chart, easel, and markers, as well as candy or other small prizes to give to attendees.</p> <p>It is recommended that the leader of the session designate someone to take notes or write down on the flip chart the recognition ideas the group comes up with during the course.</p>
How to make the most of this Module:	<p>The presentation is customizable to meet with your company’s standard procedures and protocols, so long as it does not substantively change the content or nature of the training modules.</p>
How to assess learning:	<p>Along with questions and answers during the PowerPoint training, activities will allow you to assess learning while reinforcing the material from the module. In addition, an exam is included in the addendum to asses learning.</p>



**Group VII**

**“Recognizing Interviewers”**

**Facilitator Guide**

## TABLE OF CONTENTS

<b>Introduction</b>	<b>4</b>
<b>Objectives</b>	<b>4</b>
<b>Points of Focus</b>	<b>5</b>
<b>Exam (addendum)</b>	<b>-</b>

## **INTRODUCTION**

The Call Center Administration: Basic Management group is designed for supervisors to assist in facilitating a positive, collaborative, work environment for telephone interviewers.

Areas explored are: interviewer incentives, recognizing interviewers, and career growth for interviewers. All presentations can be used individually or in combination to train new interviewers or to enhance the skills in experienced interviewers.

## **OVERVIEW**

Supervisors and Managers of call centers face an ever-increasing challenge in finding, hiring, training, motivating, and retaining good telephone interviewers. While employees in call centers today are certainly looking for the basic physical satisfiers of good pay, benefits, pleasant working environment and adequate equipment, interviewers are also looking for psychological and emotional fulfillment. Telephone interviewing is the toughest job in a research company and interviewers need constant reinforcement, positive support, and recognition of a difficult job done well.

This module gives the supervisor/manager of today's telephone interviewers a valuable tool in the effort to motivate and satisfy a highly mobile workforce. A high level of interactivity between management and interviewers helps get and keep the loyalty and focus of today's employees, and helps win their respect and confidence, through constant appreciation of the interviewer contribution to the survey process.

Effective use of recognition programs on the calling floor will earn the management lower turnover, lower costs, and better employee evaluations of the management's style and effectiveness. This improved relationship should make the supervisor and manager's day to day operation of survey projects easier to fulfill and complete.

## **OBJECTIVES**

At the end of this session, Managers who have completed this course should be able to:

- Develop a working recognition program for telephone interviewers.
- Justify the cost of recognition programs to senior management.
- Explore other sources of recognition ideas to expand the program.

## **POINT OF FOCUS:**

The audience of this module will be either senior management who need information on whether to decide to implement a recognition program, or middle-level/first line management who are charged with developing and implementing a recognition program.

### **Slides 1-4:**

The presenter discusses these slides in order to explain the objective of the course.

These slides also provide justification for having a recognition program. To begin the review of the first three slides, the presenter should ask the class to start the module by answering the question on Slide 2. The group should be asked for their ideas on why recognition is important.

As participants volunteer their answers, the presenter can show recognition of their contribution either through verbal praise or through awarding a small token (piece of candy, plastic toy) to begin demonstration of how people feel when recognized.

Slide 3 explains that studies show recognition is a major motivation source for employees. The session leader can then remind the group of how they felt when praised, on Slide 2-3.

### **Slides 5-9:**

Slides 5-9 review the objective of the module. Slide 7 is critical in getting a sense for whether there exists buy-in from the participants toward the idea of recognition. If the presenter senses resistance, he/she can hold discussion, asking members to describe past jobs with and without recognition for their work.

### **Slides 10-16:**

The presenter can begin to draw-out the concerns participants may be feeling toward recognition programs.

The presenter can ask participants to first raise their current objections to using recognition programs on slide 10 (*what are your specific concerns about using time and money*), then on slide 12, ask the group to develop ways to justify these costs and respond to concerns.

These ideas should be written on the flip chart and saved for later when the individual company program is planned and developed.

### **Slides 13-16:**

These slides can be used by the presenter to compare the group's answers to the points made in the module.

It can also be suggested that these are the specific formulas that can be used later on to justify the company's new recognition program.

**Slide 17:**

Ask the group when the recognition program development should start.

The presenter can listen to the answers, and then give out praise and little rewards again to members of the group (more reinforcement).

**Slides 18-31:**

Introduce the stages of interviewer employment that offer opportunities or recognition.

The presenter can explain that every company is different in terms of how orientation, training, practice and transition are handled. The company/organization can take the general milestones mentioned, and shape them to their particular operation.

The presenter should also ask the group to suggest additional opportunities in their own organization. These ideas can be written down and saved for later program development.

**Slides 32-34:**

Recognize the interviewer's first year anniversary.

This slide explains how important this milestone can be. Many companies do not take advantage of this opportunity to congratulate the employee.

**Slides 35-37:**

The presenter brings up the other important daily occasion for recognition – survey feedback (as well as project feedback).

He/she should ask the class how often the interviewer is recognized during these interactions, and ask the participants to suggest ways to recognize achievement in the context of the feedback session when a survey or project is finished.

**Slides 38-45:**

Cover the annual performance review milestone.

Supervisors often find doing annual reviews stressful and difficult. These slides give the reasons why supervisors should take the time needed to make the annual review an opportunity for recognition.

The presenter can ask the group for other ideas on how to make time for this step and for other concerns that need to be addressed in order for praise to occur. These concerns should be saved for program development later.

**Slides 46-49:**

Talk about the other kinds of anniversaries that can be used for recognition. The group can be asked to suggest what can be done to celebrate the different anniversaries before the module suggestions can be revealed.

**Slides 50-53:**

These slides concern defining spot incentives and how to use them. The leader/trainer can lecture through these four slides.

**Slides 54-57:**

Explain the use/purpose of regular recognition meetings.

The presenter continues the lecture at this point, but can also stop and ask the group what other concerns should be addressed in having these meetings. Then the leader can add these issues/answers to the waiting development plan.

**Slides 58-60:**

Link communication and dialogue with recognition.

The presenter can ask what other ways managers/supervisors can stimulate dialogue to praise interviewers, and add these answers to the growing list of components on the flip chart that will help form the recognition program to be developed at the end.

**Slides 61-70:**

These slides should be conveyed in an excited in lively fashion.

The group of slides presents a good recognition slogan – interviewers are #1! The presenter engages the group by first asking them to suggest other ideas for making interviewers feeling they are appreciated, important, etc. (i.e. “#1”). Then the presenter goes through the slides to see how many presentation ideas match what the group came up with.

Additional ideas should be added to the flip chart list. This series of slides offers another chance to praise and recognize participants for their ideas (candy, toys!).

**Slides 71-74:**

These slides cover the last recognition opportunity management can use: interviewer levels.

If the company giving the course already has levels, the group can discuss whether those levels reflect proper levels of recognition. If the company does not use levels for interviewers, a discussion can be held of whether or not to use this technique in developing the recognition program later on.

**Slide 75:**

The slides stimulate discussion of more ideas for recognition that can be used in the program development phase.

The presenter should note the offerings on the flip chart. For example, the presenter can suggest contests between teams for highest production, lowest refusal rates, with the winning team getting a pizza party.

If the group cannot come with additional ideas, the presenter can hit return to go to the next slide for sources of more ideas,

**Slides 76-77:**

These slides offer the group some additional reference sources for more ideas.

**Slide 78**

This slide concludes the session with a practical invitation to begin developing the recognition program.

The presenter can collect the ideas raised through the module, and begin to build with the group how, when, and where the program will be operated. Opportunities should be considered & customized to the company/organization.

The group should leave the meeting with the outline or even specific details of how the program will be implemented and how it will be tracked to justify the cost.

If a company already has recognition in place, then the group can explore how the current program can be adjusted or revised according to the new ideas that have been presented by and to the group.

***\*\* Please note that an exam is also provided with the Facilitator Guide to assess learning from the course. \*\****