

THE ROLE OF THE TEAM LEADER

BEST PRACTICE REPORT



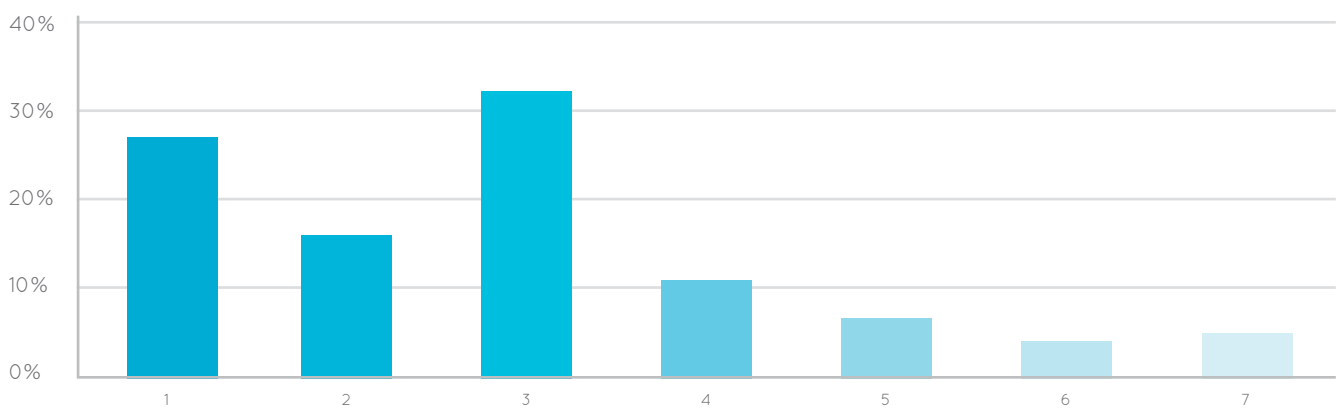
THE ROLE OF THE TEAM LEADER

HOW MANY PEOPLE ARE EMPLOYED BY THE CONTACT CENTRE?

ANSWER CHOICES	#	RESPONSES
0-50	1	27%
50-100	2	17%
100-200	3	31%
200-300	4	10%
300-500	5	6%
500-1,000	6	4%
1,000+	7	5%

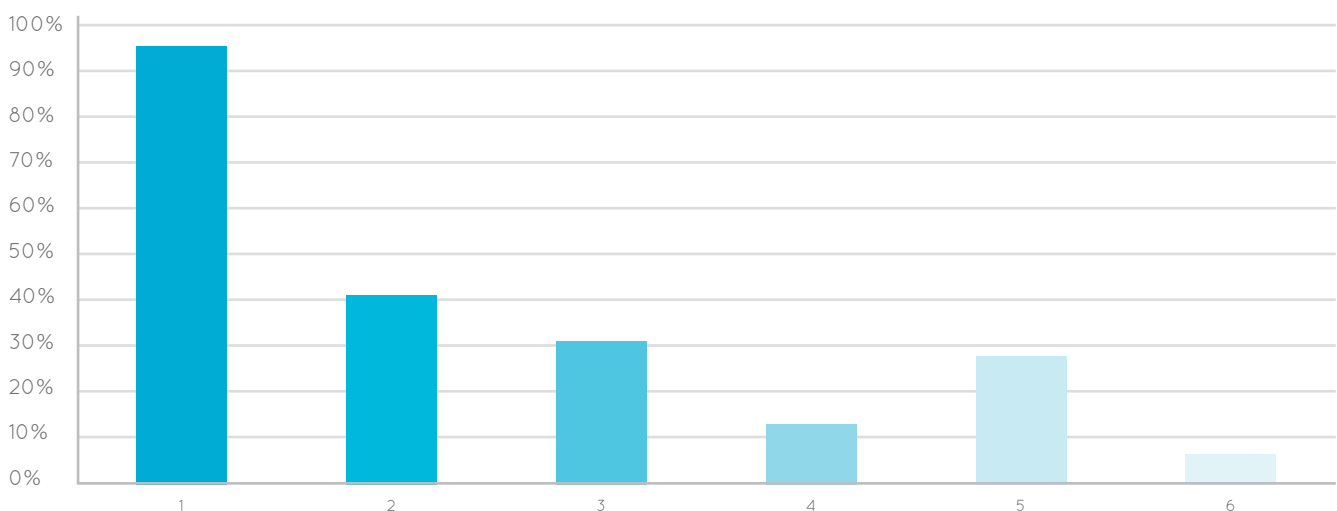


65% of Team Leaders that participated work in a contact centre with 75 or more employees



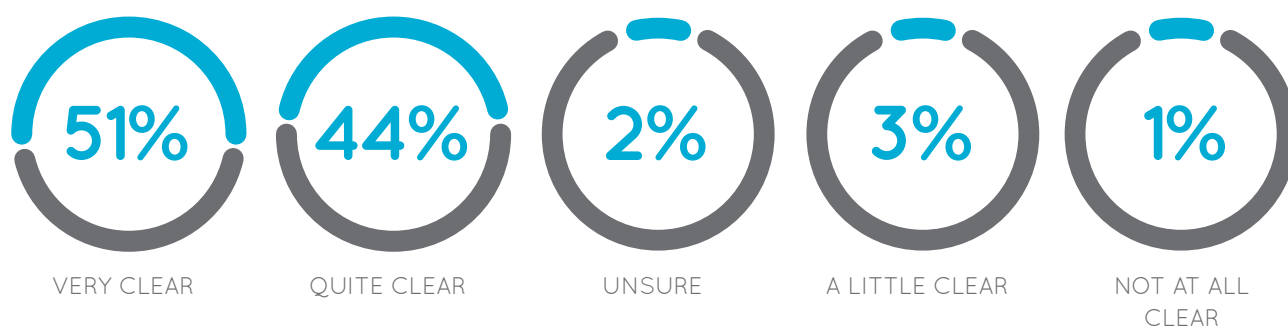
WHAT CALL TYPES DOES YOUR CONTACT CENTRE HANDLE? SELECT ALL THAT APPLY.

ANSWER CHOICES	#	RESPONSES
Customer Service	1	93%
Sales - inbound	2	40%
Sales - outbound	3	30%
Debt collection	4	11%
Technical support/help desk	5	28%
Other	6	7%



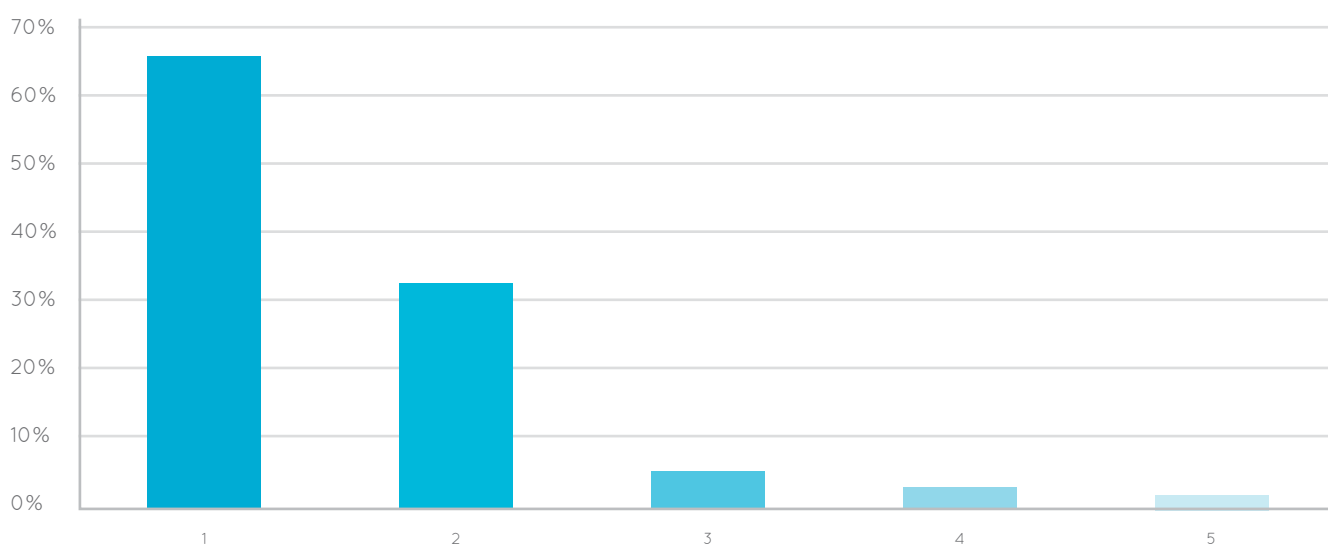
**HOW CLEAR IS YOUR ORGANISATIONS PURPOSE TO YOUR TEAMS?
(IN ANSWERING CONSIDER IF YOU AND YOUR TEAMS COULD
EXPLAIN HOW THEIR ROLE DIRECTLY SUPPORTS THE PURPOSE).**

ANSWER CHOICES	RESPONSES
Very clear	51%
Quite clear	44%
Unsure	2%
A little clear	3%
Not at all clear	1%



HOW CLEAR ARE YOU ON HOW YOUR ROLE CONTRIBUTES TO FULFILLING THE PURPOSE?

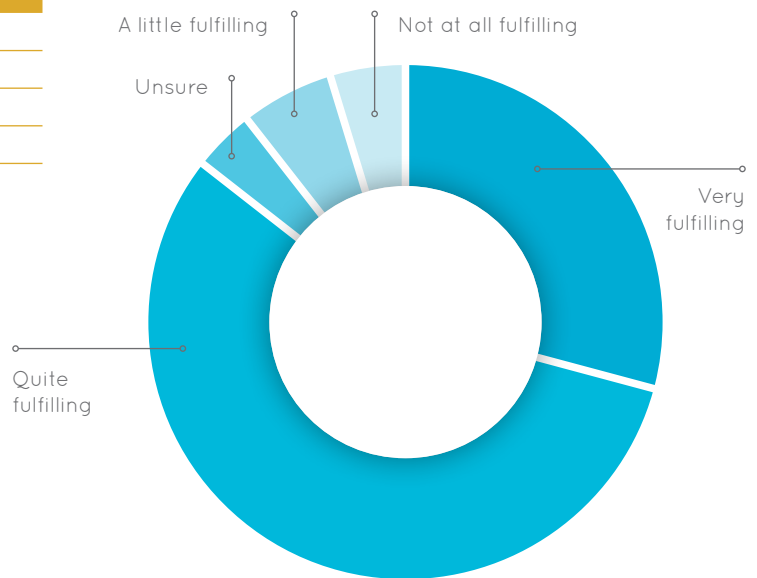
ANSWER CHOICES	#	RESPONSES
Very clear	1	64%
Quite clear	2	31%
Unsure	3	3%
A little clear	4	2%
Not at all clear	5	1%



THE ROLE OF THE TEAM LEADER

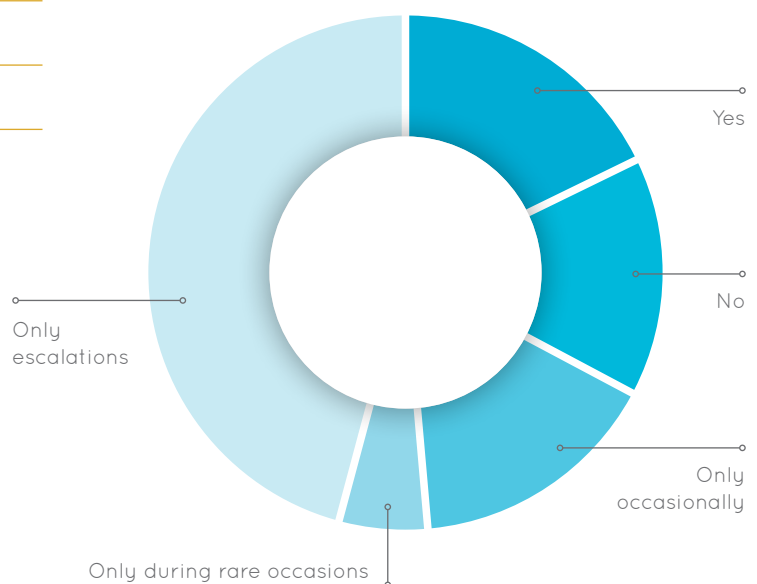
HOW FULFILLING IS THE WORK YOU DO?

ANSWER CHOICES	RESPONSES
Very fulfilling	32%
Quite fulfilling	57%
Unsure	4%
A little fulfilling	6%
Not at all fulfilling	2%



ARE YOU REQUIRED TO TAKE CALLS?

ANSWER CHOICES	RESPONSES
Yes	18%
No	15%
Only occasionally (once or twice a quarter)	16%
Only during rare occasions (once or twice a year)	7%
Only escalations	45%



WHAT PERCENTAGE OF YOUR TIME IS SPENT TAKING CALLS?



AVERAGE



"For those that answered "Yes, we are required to take calls" the average amount of time spent on calls was 22%

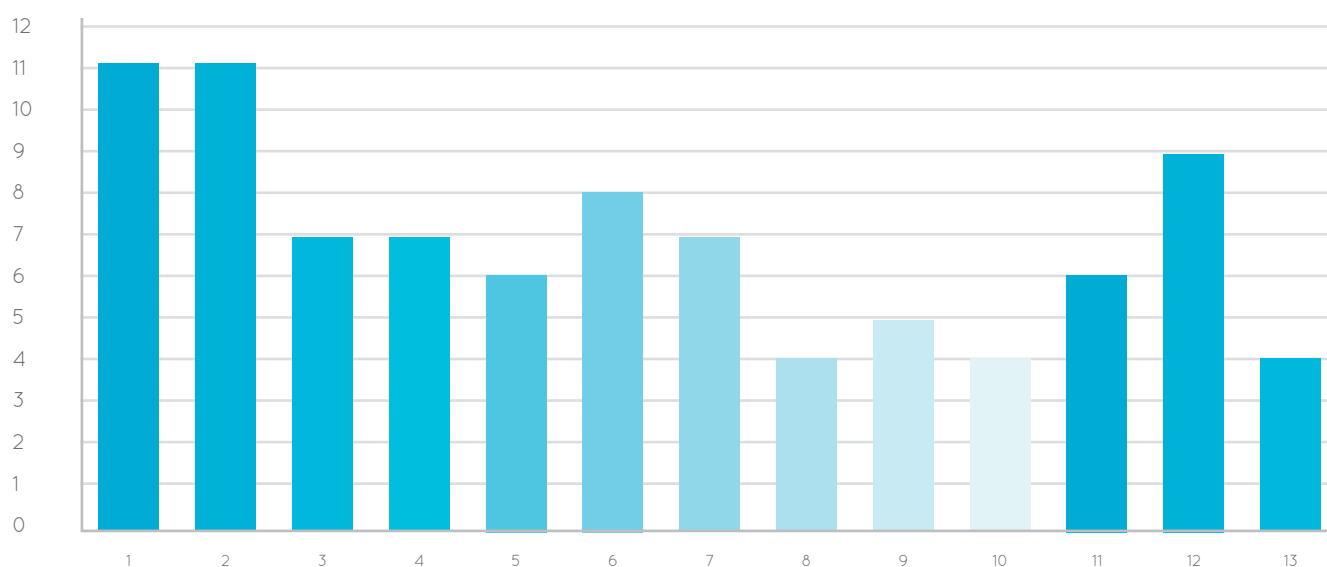
Around one-third of respondents spend under 10% of their time taking calls.

RANK THE FOLLOWING IN ORDER OF IMPORTANCE IN THE DUTIES THAT YOU HAVE AS A TEAM LEADER:

ANSWER CHOICES	#	RESPONSES
Coaching and development	1	11%
Leadership	2	11%
Reporting and analysis	3	7%
Subject matter expert	4	7%
Dealing with escalations/complaints	5	6%
Hitting KPI's/targets	6	8%
Quality assurance	7	7%
Coordination (rostering etc)	8	4%
In meetings	9	5%
Recruitment	10	4%
Personnel issue (absenteeism, staff issues)	11	6%
"Checking in" with team members	12	9%
Dealing with remote working issues	13	4%

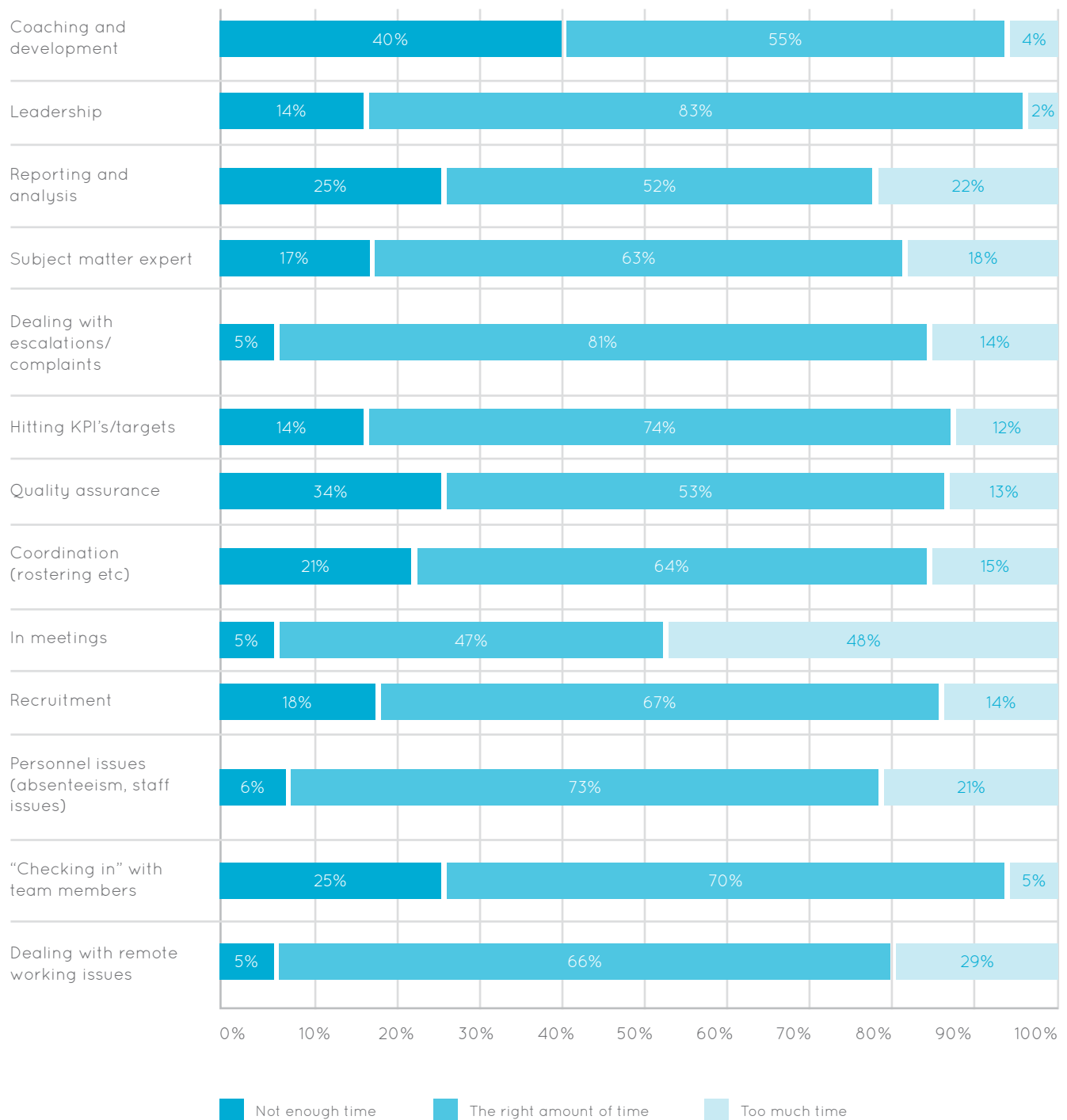


Team Leaders clearly identify leading as well as coaching and development as the most important component of their role.



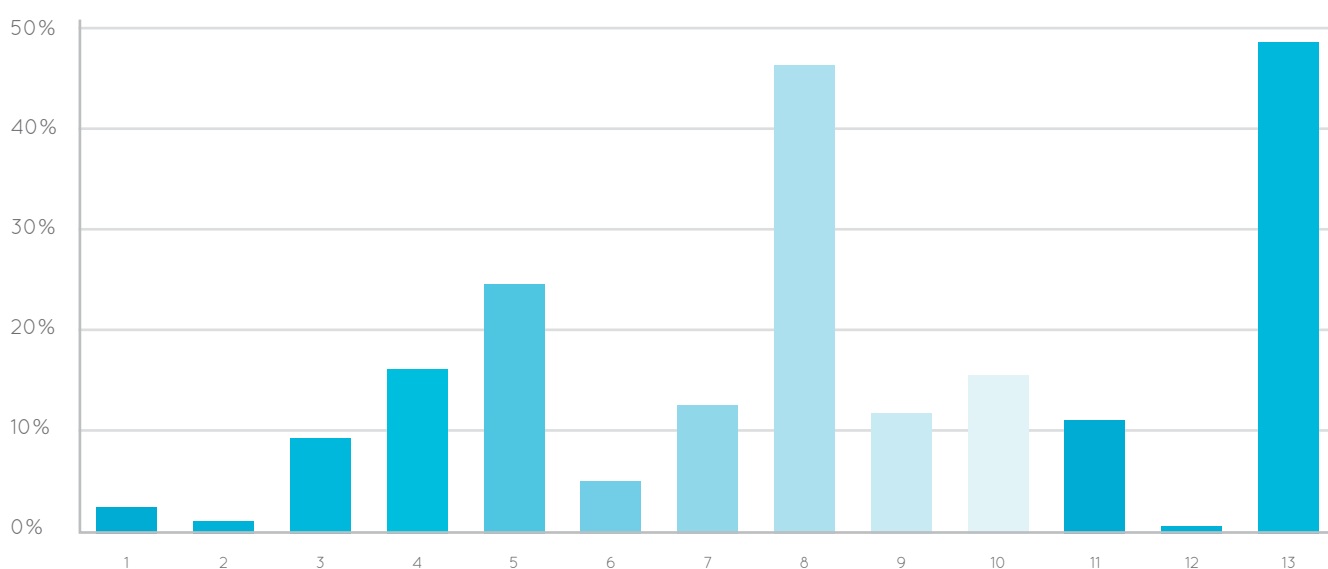
THE ROLE OF THE TEAM LEADER

HOW MUCH TIME DO YOU SPEND ON THE FOLLOWING ACTIVITIES?



SELECT THE TWO DUTIES YOU WOULD MOST LIKE TO REMOVE FROM YOUR ROLE:

ANSWER CHOICES	#	RESPONSES
Coaching and development	1	3%
Leadership	2	1%
Reporting and analysis	3	9%
Subject matter expert	4	16%
Dealing with escalations/complaints	5	23%
Hitting KPI's/targets	6	4%
Quality assurance	7	11%
Coordination (rostering etc)	8	46%
In meetings	9	11%
Recruitment	10	15%
Personnel issue (absenteeism, staff issues)	11	11%
"Checking in" with team members	12	1%
Dealing with remote working issues	13	49%

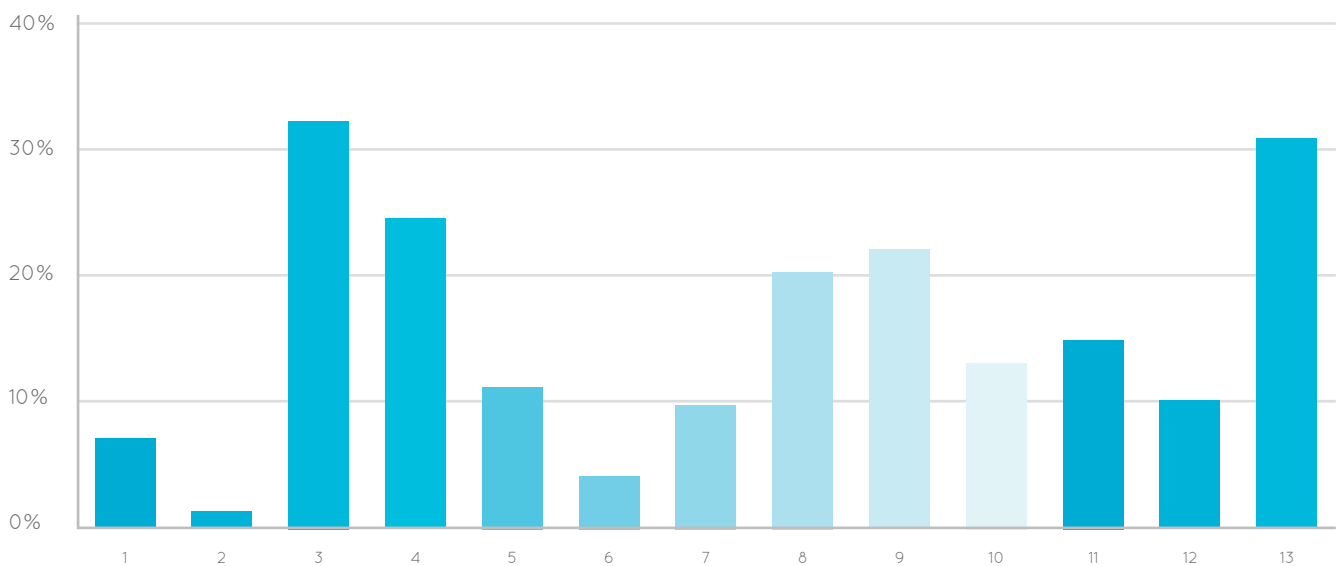


The results on pages 194 and 195 tell us that Team Leaders really dislike some of the “administration” parts to their job – the things that keep them away from leading, coach and developing. The main obstacles include time spent in meetings, dealing with remote working issues and coordination responsibilities, such as rostering.

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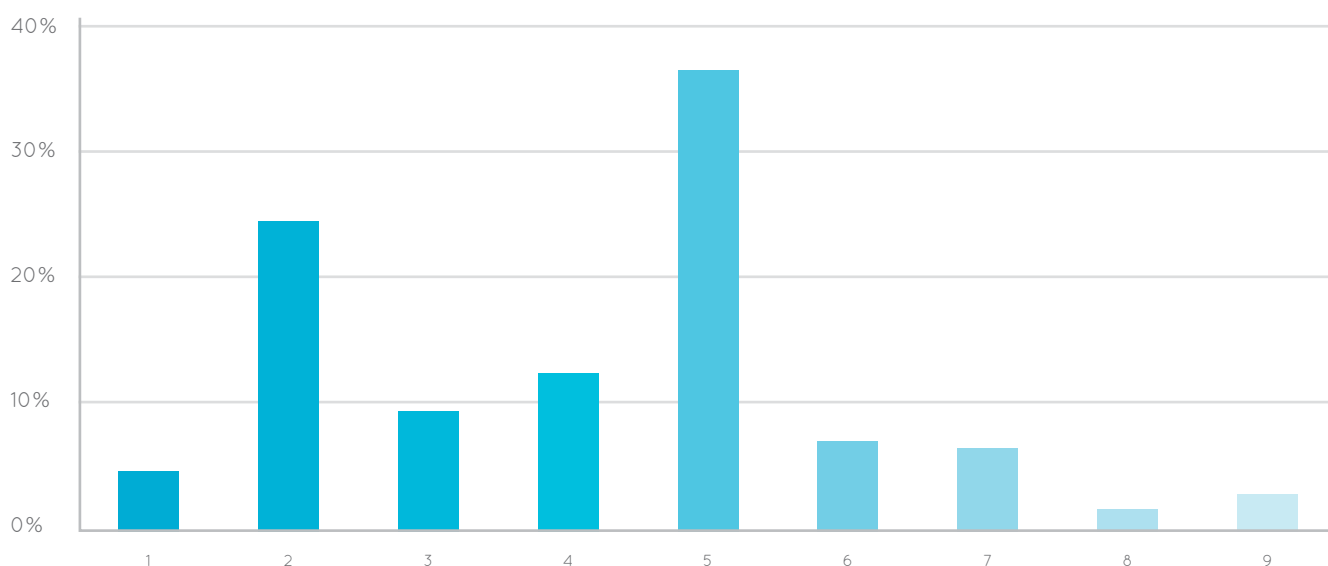
WHAT ARE YOUR TWO GREATEST WEAKNESSES AS A TEAM LEADER?

ANSWER CHOICES	#	RESPONSES
Coaching and development	1	9%
Leadership	2	2%
Reporting and analysis	3	32%
Subject matter expert	4	26%
Dealing with escalations/complaints	5	11%
Hitting KPI's/targets	6	4%
Quality assurance	7	10%
Coordination (rostering etc)	8	20%
In meetings	9	22%
Recruitment	10	13%
Personnel issue (absenteeism, staff issues)	11	14%
"Checking in" with team members	12	9%
Dealing with remote working issues	13	31%



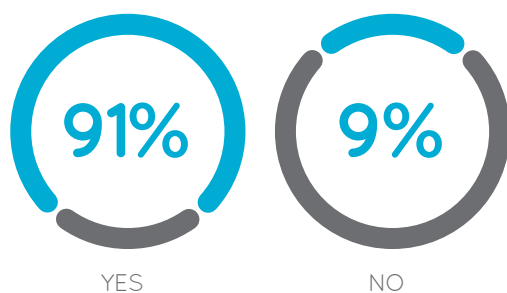
HOW REGULARLY DO YOU HAVE TEAM LEADER GROUP MEETINGS?

ANSWER CHOICES	#	RESPONSES
Twice a day	1	4%
Daily	2	24%
Three times a week	3	9%
Twice a week	4	12%
Weekly	5	35%
Fortnightly	6	7%
Monthly	7	6%
Quarterly	8	1%
Other	9	2%



DO YOU HAVE KPI'S YOU NEED TO MEET?

ANSWER CHOICES	RESPONSES
Yes	91%
No	9%



THE ROLE OF THE TEAM LEADER

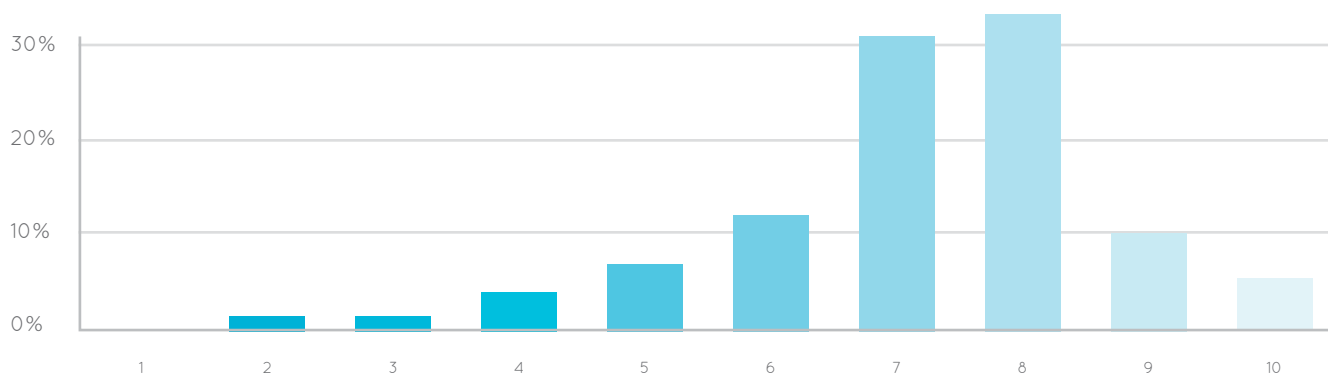


WHAT ARE YOUR TOP 3 KPI'S?

team quality average handling time customer service sales
satisfaction development level target meeting complete resolution
performance hour efficiency engagement compliance
email experience work phone
achieve targets call per gos calls kpi's ensuring
conversion nps revenue adherence qa staff
csat productivity rate monthly employee
coaching day first sla assurance successful

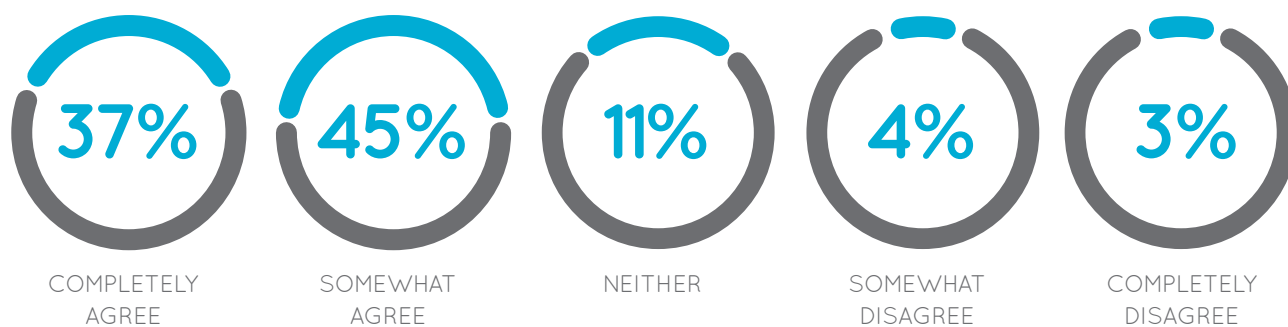
ON A SCALE OF 1 - 10, HOW ENGAGED DO YOU BELIEVE THE MAJORITY OF YOUR TEAM CURRENTLY FEEL?

ANSWER CHOICES	#	RESPONSES
1 - Completely disengaged	1	0%
2	2	1%
3	3	1%
4	4	3%
5 - Neutral	5	7%
6	6	11%
7	7	30%
8	8	33%
9	9	10%
10 - Completely engaged	10	4%



**HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENT:
I HAVE TRUST IN THE ORGANISATION?**

ANSWER CHOICES	RESPONSES
Completely agree	37%
Somewhat agree	45%
Neither agree nor disagree	11%
Somewhat disagree	4%
Completely disagree	3%



THE ROLE OF THE TEAM LEADER

HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENT: I FEEL THAT I CAN PUT FORWARD MY IDEAS AND SUGGESTIONS, AND THAT I WILL BE HEARD AND VALUED.

ANSWER CHOICES	RESPONSES
Completely agree	45%
Somewhat agree	38%
Neither agree nor disagree	8%
Somewhat disagree	6%
Completely disagree	2%



COMPLETELY
AGREE



SOMEWHAT
AGREE



NEITHER



SOMEWHAT
DISAGREE



COMPLETELY
DISAGREE

SINCE COVID, I HAVE FELT:

ANSWER CHOICES	RESPONSES
Less connected to my team and the organisation	34%
About the same level of connection with my team and the organisation	45%
More connected to my team and the organisation	21%



LESS
CONNECTED



ABOUT THE
SAME



MORE
CONNECTED



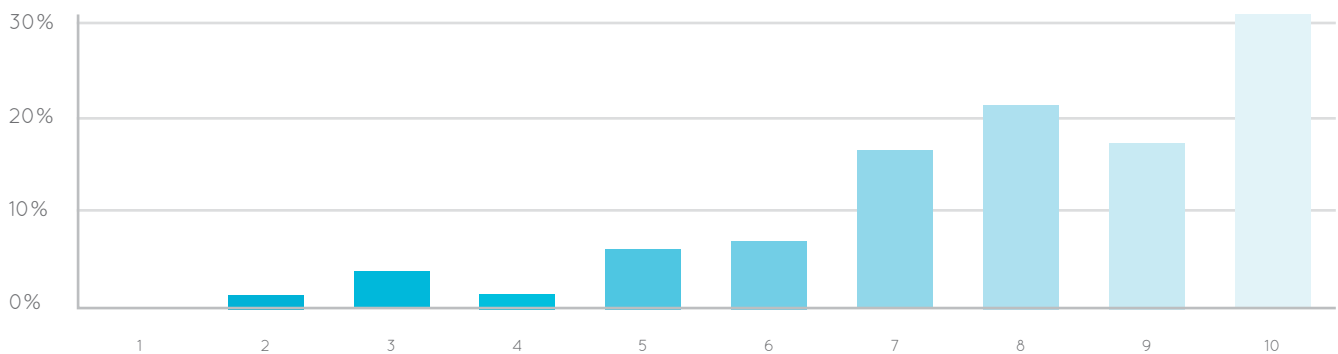
WHAT ACTIVITIES / INITIATIVES HAVE YOU IMPLEMENTED AS A TL OVER THE PAST 6-12 MONTHS THAT HAS HAD THE MOST POSITIVE IMPACT ON EMPLOYEE ENGAGEMENT?



THE ROLE OF THE TEAM LEADER

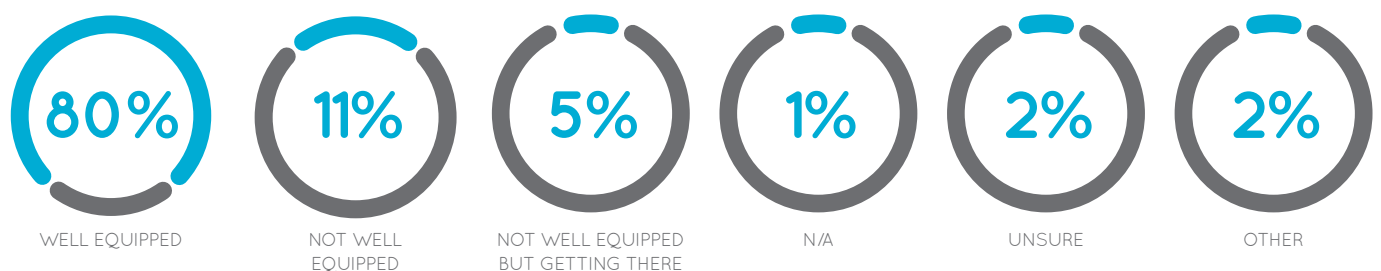
ON A SCALE FROM 1-10, HOW LIKELY ARE YOU TO RECOMMEND YOUR ORGANISATION AS A PLACE OF EMPLOYMENT TO YOUR FAMILY AND FRIENDS?

ANSWER CHOICES	#	RESPONSES
1 - Very Unlikely	1	0%
2	2	1%
3	3	3%
4	4	1%
5 - Neutral	5	4%
6	6	6%
7	7	17%
8	8	21%
9	9	17%
10 - Very Likely	10	30%



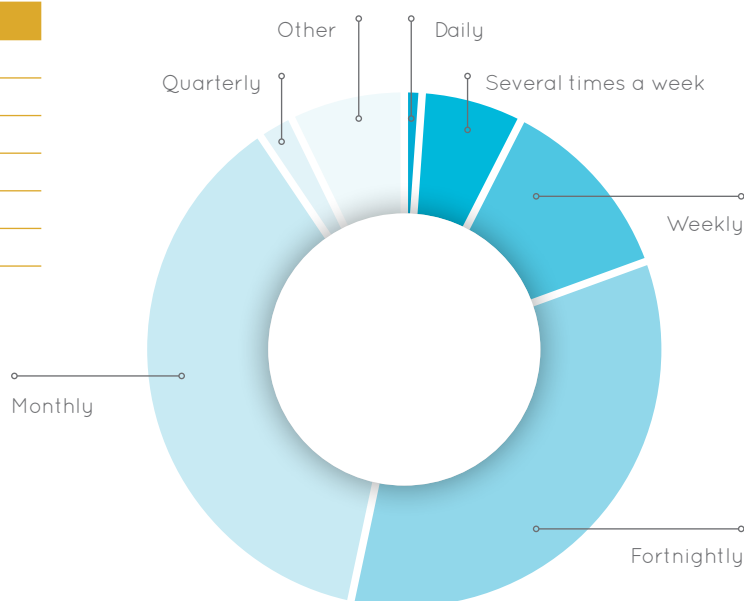
SELECT THE STATEMENT WHICH MOST CLOSELY ALIGNS WITH HOW YOU FEEL?

ANSWER CHOICES	RESPONSES
I'm well equipped to manage agents remotely	80%
I'm not well equipped to manage agents remotely	11%
I'm not well equipped to manage agents remotely but I'm getting there	5%
N/A - I don't manage remote agents	1%
Unsure	2%
Other	2%



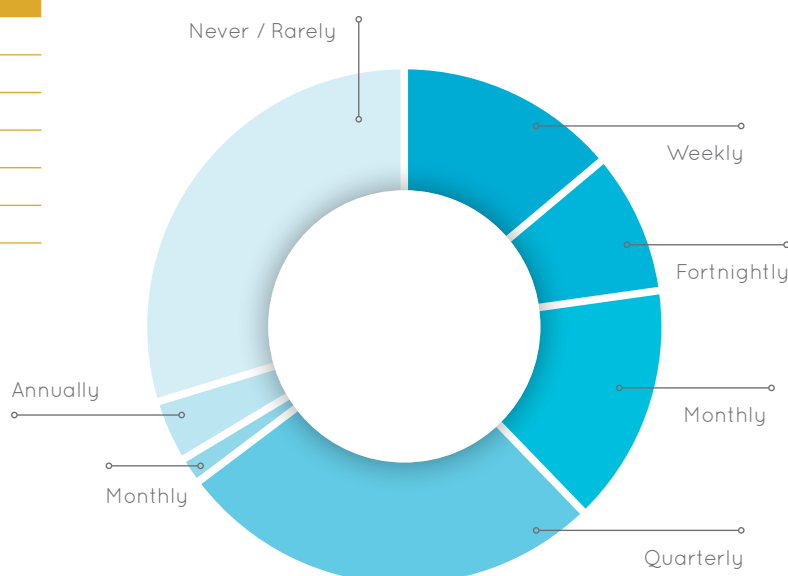
HOW OFTEN DO YOU CONDUCT ONE-ON-ONES WITH YOUR AGENTS (ON AVERAGE?)

ANSWER CHOICES	RESPONSES
Daily	1%
Several times a week	6%
Weekly	12%
Fortnightly	34%
Monthly	37%
Quarterly	2%
Other	7%



HOW REGULARLY DO YOU HAVE TEAM LEADER TRAINING SESSIONS, TO INCREASE YOUR SKILLS AS A TEAM LEADER?

ANSWER CHOICES	RESPONSES
Weekly	14%
Fortnightly	9%
Monthly	15%
Quarterly	27%
Bi-Annually	2%
Annually	4%
Never/Rarely	30%



There is a big difference in the way contact centres approach Team Leader development.

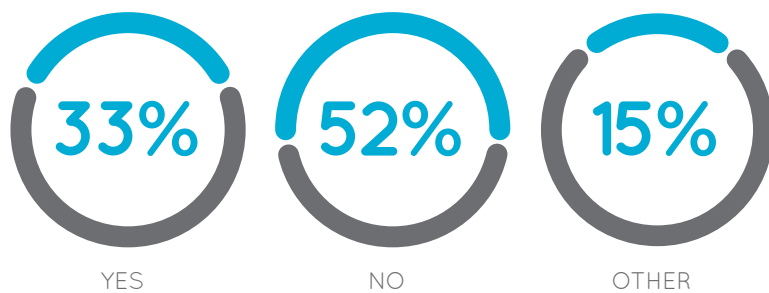
38% of contact centres have training sessions at least once a month, whereas 30% of Team Leaders indicated that training occurred rarely or never.

Those Team Leaders that did not have training sessions provided comments highlighting their level of disappointment.

THE ROLE OF THE TEAM LEADER

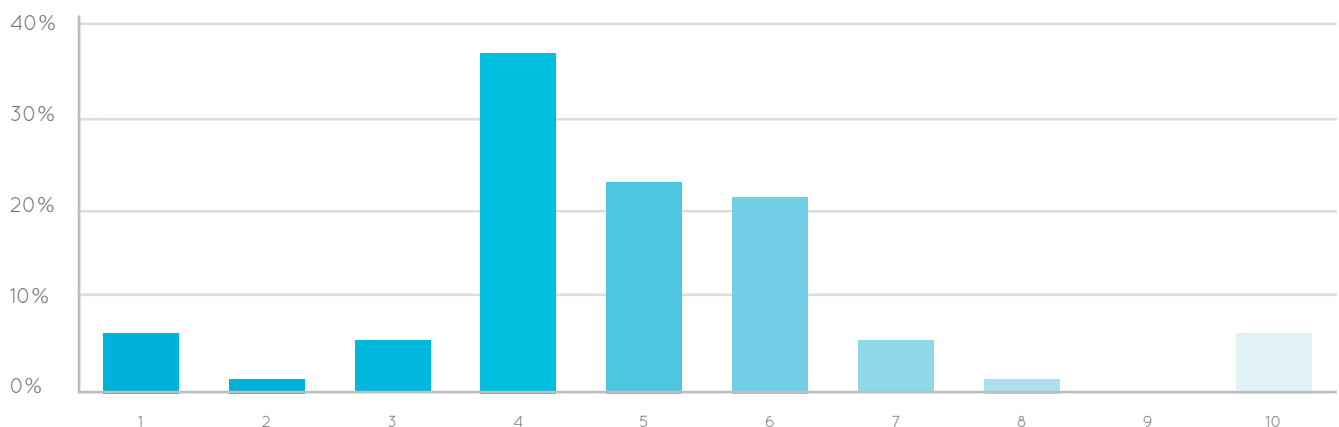
DOES YOUR CONTACT CENTRE HAVE A STRUCTURED AND ONGOING LEARNING AND DEVELOPMENT PROGRAM FOR TEAM LEADERS?

ANSWER CHOICES	RESPONSES
Yes	33%
No	52%
Other	15%



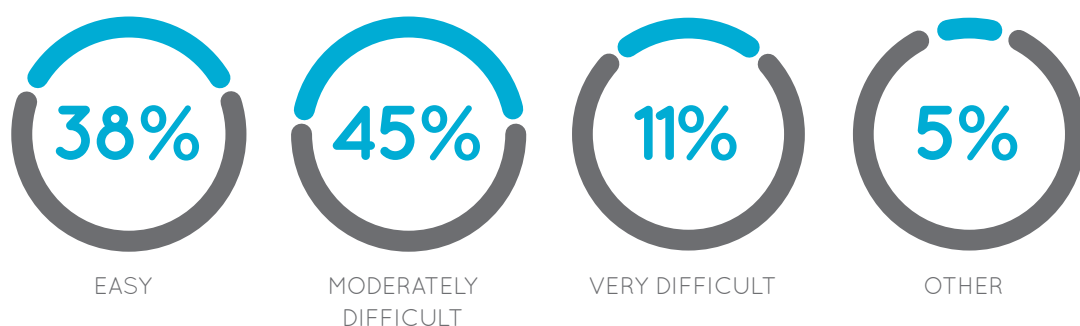
HOW REGULARLY DOES YOUR MANAGER HAVE A ONE ON ONE WITH YOU?

ANSWER CHOICES	#	RESPONSES
Daily	1	5%
Three times a week	2	1%
Twice a week	3	4%
Weekly	4	36%
Fortnightly	5	22%
Monthly	6	21%
Quarterly	7	4%
Half yearly	8	2%
Yearly	9	0%
Other	10	6%



HOW DIFFICULT DO YOU BELIEVE IT IS FOR FRONTLINE AGENTS TO MAKE CHANGES TO THEIR ROSTER?

ANSWER CHOICES	RESPONSES
It is easy	38%
It is moderately difficult	45%
It is very difficult	11%
Other	5%



IF IT WERE EASIER FOR FRONTLINE AGENTS TO MAKE CHANGES TO THEIR ROSTER, WHAT IMPACT DO YOU BELIEVE IT WOULD HAVE ON THEIR SICK LEAVE?

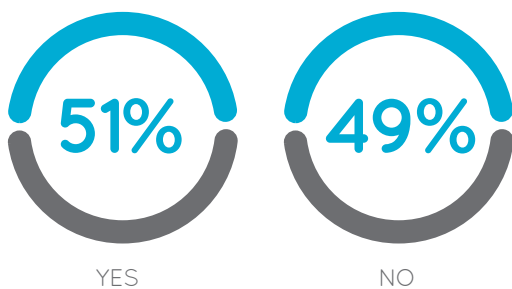
ANSWER CHOICES	RESPONSES
No reduction	37%
A slight to moderate reduction	47%
A large to significant reduction	16%



THE ROLE OF YOUR TEAM LEADERS

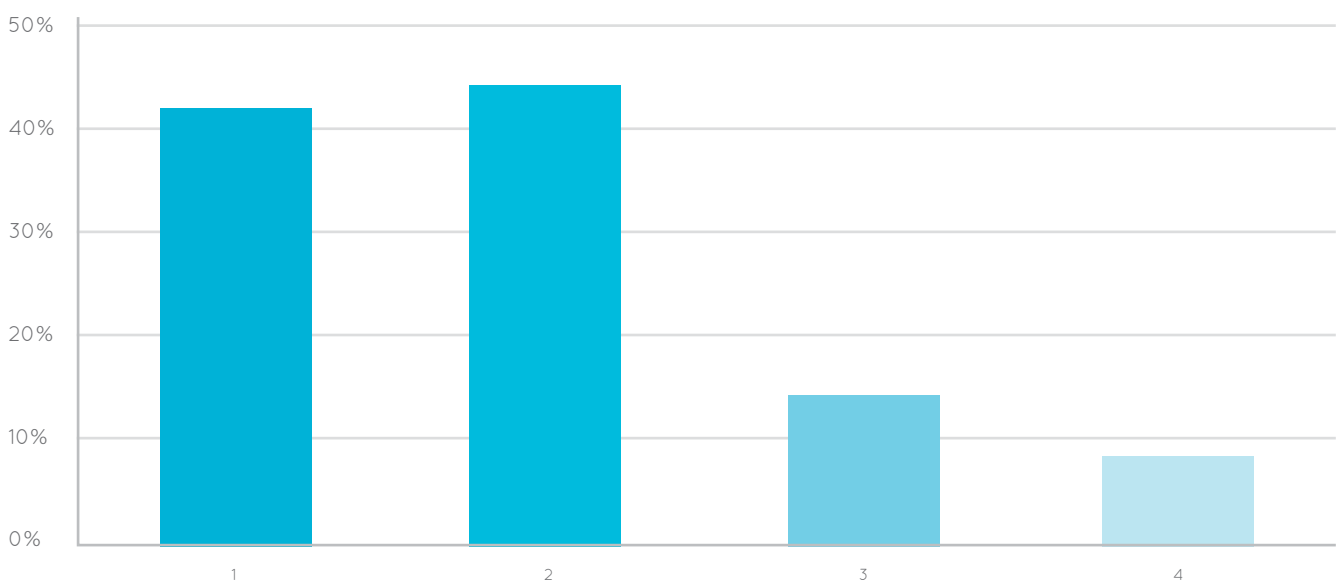
DO YOU BELIEVE TEAM MEMBERS WOULD BE LESS LIKELY TO LEAVE THE ORGANISATION IF IT WERE EASIER FOR THEM TO MAKE CHANGES TO THEIR ROSTER?

ANSWER CHOICES	RESPONSES
Yes	51%
No	49%



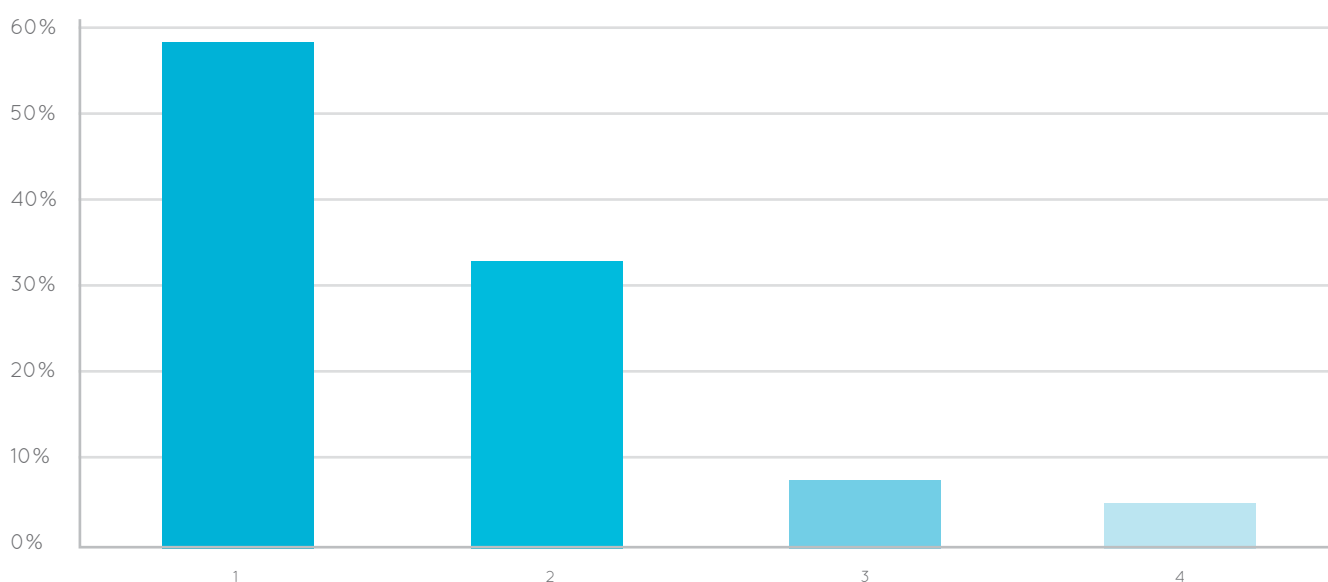
IN OUR ORGANISATION PEOPLE LEADERS ARE WELL EQUIPPED AND CONFIDENT TO HAVE A CONVERSATION WITH A PERSON WHO SHOWS SIGNS OF POTENTIALLY DECLINING MENTAL HEALTH AND/OR WELLBEING

ANSWER CHOICES	#	RESPONSES
Strongly Agree	1	41%
Slightly Agree	2	42%
Slightly Disagree	3	11%
Strongly Disagree	4	6%



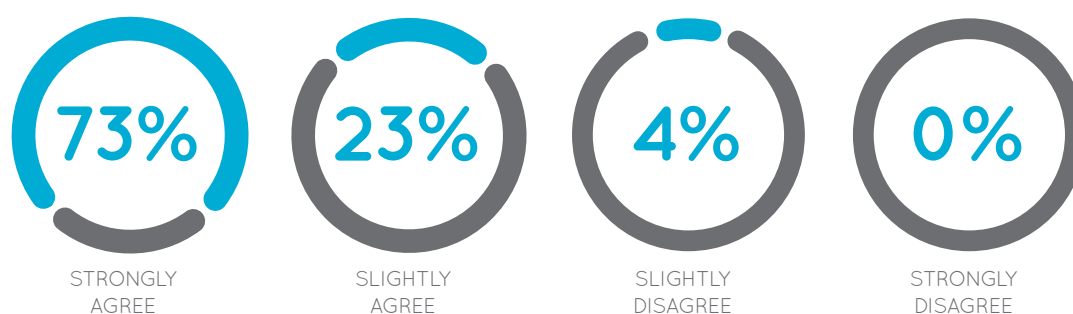
I FEEL SUPPORTED TO DO WHAT I NEED TO DO TO TAKE CARE OF MY MENTAL HEALTH AND WELLBEING

ANSWER CHOICES	#	RESPONSES
Strongly Agree	1	57%
Slightly Agree	2	31%
Slightly Disagree	3	8%
Strongly Disagree	4	3%



I KNOW WHAT RELEVANT SUPPORTS AND POLICIES ARE AVAILABLE WITHIN OUR ORGANISATION AND HOW TO ACCESS THEM IN CASE MY TEAM OR I ARE DEALING WITH AN ISSUE THAT IMPACTS THEIR/MY MENTAL HEALTH AND WELLBEING

ANSWER CHOICES	RESPONSES
Strongly Agree	73%
Slightly Agree	23%
Slightly Disagree	4%
Strongly Disagree	0%



THE ROLE OF THE TEAM LEADER

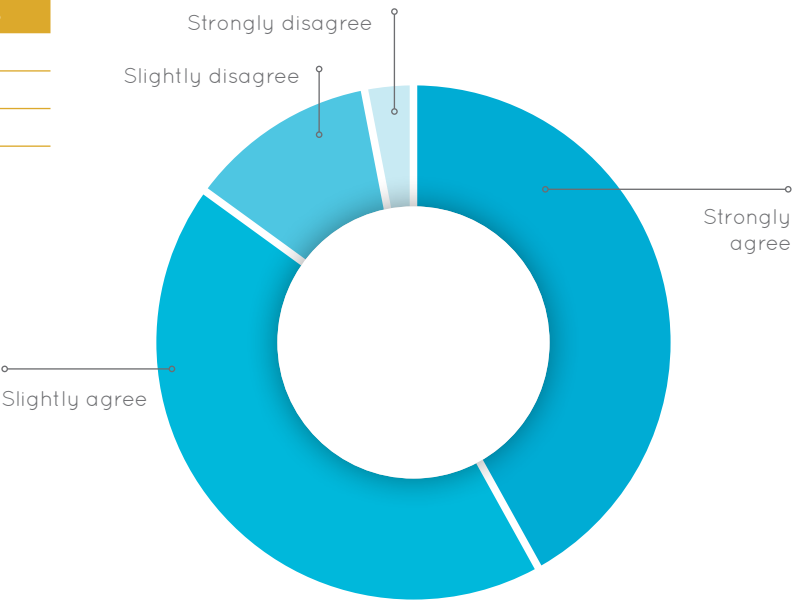
PEOPLE IN OUR ORGANISATION FEEL SAFE TO TRULY SPEAK THEIR MIND WITHOUT FEAR OF POTENTIAL NEGATIVE CONSEQUENCES FOR DOING SO

ANSWER CHOICES	RESPONSES
Strongly Agree	37%
Slightly Agree	44%
Slightly Disagree	14%
Strongly Disagree	5%



I FEEL CONFIDENT ABOUT THE FUTURE DIRECTION OF OUR ORGANISATION AND MY ROLE IN IT

ANSWER CHOICES	RESPONSES
Strongly Agree	42%
Slightly Agree	43%
Slightly Disagree	12%
Strongly Disagree	3%





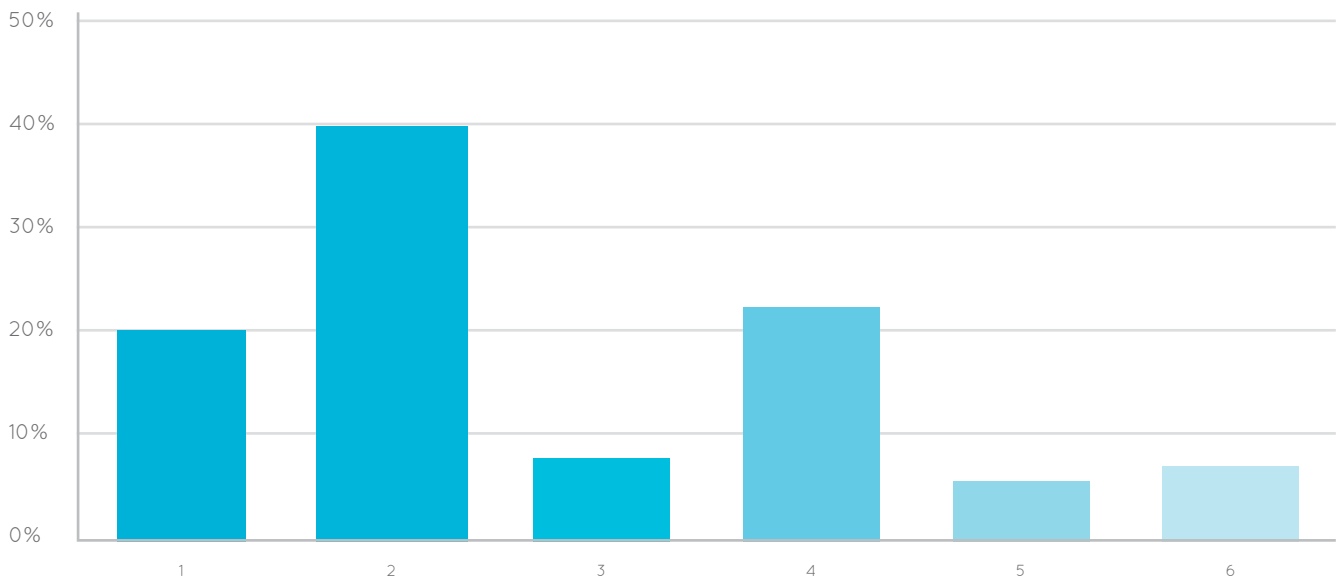
MY BIGGEST CONCERN WITH REGARDS TO PSYCHOLOGICAL
SAFETY AND MENTAL HEALTH AT OUR ORGANISATION IS...



THE ROLE OF THE TEAM LEADER

WHAT ARE YOU HOPING TO ACHIEVE IN YOUR CAREER OVER THE NEXT 3 YEARS?

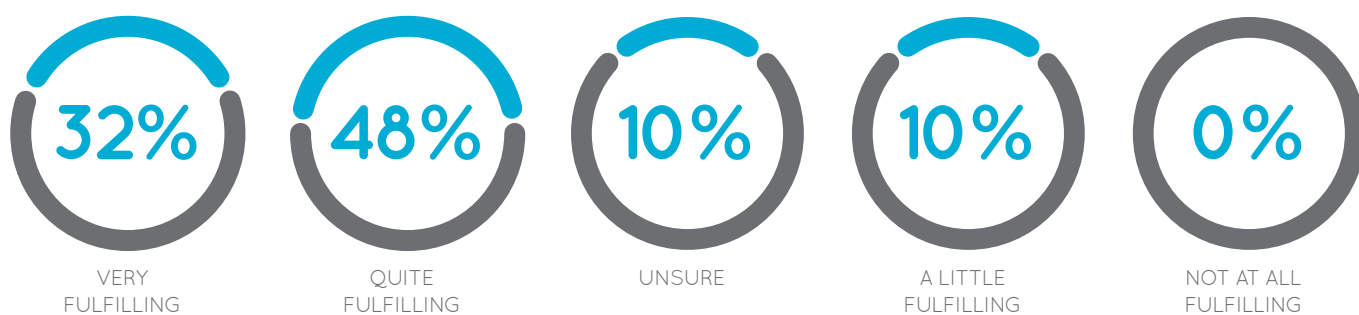
ANSWER CHOICES	#	RESPONSES
Happy just focusing on being a Team Leader	1	20%
Advance my career within this contact centre	2	40%
Advance my career within another contact centre	3	7%
Advance my career within this organisation, but outside of the contact centre	4	21%
Leave the contact centre industry	5	4%
Unsure	6	7%



This is a great result for contact centres and the industry, with 81% of Team Leaders hoping to remain with their contact centre or organisation for the next 3 years.

FINALLY, HOW FULFILLING IS THE WORK YOU DO?

ANSWER CHOICES	RESPONSES
Very fulfilling	32%
Quite fulfilling	48%
Unsure	10%
A little fulfilling	10%
Not at all fulfilling	0%



THE ROLE OF THE TEAM LEADER SUMMARY

TEAM LEADERS - HARD WORKING AND HERE TO STAY

The role of a Team Leader has had the most dramatic of changes over the last 2 years. This report shows that Team Leaders identify Leading as well as Coaching and Development as the most important duties they are required to fulfil in their role. In many contact centres around Australia that delivery of these duties has moved from 100% “in person” to 100% virtually.

Team Leaders are often a loyal bunch. They’ve made it through many years “on the phones” and now feel comfortable and happy in their role. 32% find their work “very fulfilling” and 57% “quite fulfilling”. Many contact centres need to improve their formal learning and development for training, with 30% of Team Leaders reporting they receive very little to no training.

Like everyone, Team Leaders have limited time. Remote working has added extra work, with 29% of Team Leaders reporting that dealing with remote working issues takes up too much of their time. It’s the second biggest area of time loss behind “In Meetings” which 48% reported as being the biggest waste of their time. Coaching and Development (identified as the second most important duty) was identified as the main area that Team Leaders did not spend enough time in, followed by Quality Assurance. 32% reported that Reporting and Analysis was their greatest weakness.

In a great sign for many contact centres and the broader industry, 81% of Team Leaders hope to still be working within their current contact centre or broader organisation in three years time. Only 4% of the 200 Team Leaders that participated in this research expect to leave the contact centre industry in the next three years. We can be confident in developing our Team Leaders as they are unlikely to leave.