ICMI™

International Customer Management Institute

Training Catalog
July-December 2012

Special Offer: Save 10% on any 2012 Training Symposium or Virtual Course when you register with promo code **TRAIN12**.

About ICMI

With over 25 years of helping call centers reach their full potential, ICMI's commitment to quality, professional development, and service has earned an outstanding reputation in the industry.

ICMI's experienced and dedicated team of industry experts are committed to helping you raise the strategic value of your contact center, optimize your operations and improve your customer service.

Five Training Methods - Mix and Match to Best Fit Your Needs!

Classroom
Interactive, in-person learning environment – standalone courses and multi-course Symposiums.

Virtual Classroom
Live, instructor-led training delivered over the Internet.

Virtual OnDemand
Recordings of live virtual classroom courses, viewable at your convenience.

Client Site
Training on-site at your facility. Allows customization, and eliminates travel costs.

CIAC Certification
Web study courses and testing for CIAC Certification.

ICMI has trained professionals at such customer service centric companies as:

ACT **ADP** Allstate Life Insurance Company American Cancer Society American Family Insurance Apple **AT&T** Avaya Inc. **Bank of America** BlueCross BlueShield **British Airways** Canon ITS Capital One **Cisco** Citrix Online Crayola LLC Crickett Communications CVS **Caremark** Dell Deloitte Consulting Department of Homeland Security **DISH Network** **Dow Jones & Company** **Experian** ExxonMobil **Farmers Insurance** Food and Drug Administration GE Moneybank **Goldman Sachs Company** **H & R Block** Hewlett Packard **Hot Topic** **IBM** Intuit Jenny Craig International JetBlue Airways Konica Minolta Business Solutions **Lexis Nexis** Liberty Mutual Insurance Merck & Company **Microsoft** Mutual of Omaha National MS Society **New Balance** Newegg.com **Patagonia** Progressive Insurance **Prudential** Redbox Salesforce.com Sallie Mae Siemens Sprint **Stanford University** Starwood Hotels & Resorts State Farm Insurance The Home Depot **The Washington Post** **United Way** US Department of Education **USDA** Verizon Wireless **Visa** Volkswagen **Walgreen Co** Walt Disney Wells Fargo

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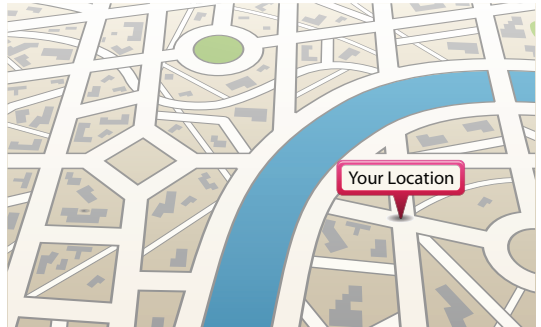
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Program of Excellence in Customer Service: Agent Training

Equip contact center agents with the necessary skills and knowledge to deliver exceptional customer service and contribute to contact center efficiencies by understanding the "how" and "why" of stellar service and basic contact center operations.

Designed to move agents beyond minimum standards into outstanding, knowledgeable contact center employees, the program will:

- Increase customer satisfaction through agents who are thoroughly trained in how to exceed service standards
- Enhance employee satisfaction and retention as agents better understand their contribution to the contact center operations and the entire organization
- Develop a pool of qualified talent who will eventually move into supervisory and management roles
- Train agents with the necessary skills and knowledge to deliver enhanced efficiencies and service

Access this Training Through...

Virtual Classroom – Private Sessions Available | Contact us at 800.672.6177 for more information.

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Six independent and interrelated days of training allow for flexibility of scheduling. Since the material is modular, it can be delivered in segments or in full days.

Design Your Own Curriculum
The core program can be modified to meet your specific needs. Mix and match the courses to the right to deliver training for customer service only, service/sales, sales only or technical support representatives.

Certificate Program
Certificates are awarded for all client site courses upon completion.

Mix and match the below curriculum to create a results-driven training program for your agents:

The Dynamic Contact Center
ONE DAY

Module 1: What Is a Contact Center?
Module 2: Terms and Acronyms Part 1
Module 3: Terms and Acronyms Part 2
Module 4: Measuring the Contact Center's Success
Module 5: Measuring Your Success

It's All About the Customer
ONE DAY

Module 1: Your Customers' Expectations
Module 2: The Value of Customer Satisfaction
Module 3: The Impact of Queues
Module 4: How Contact Centers Operate
Module 5: Your Impact on Accessibility and Customer Satisfaction

Managing Difficult Customer Contacts
ONE DAY

Module 1: Who Are Difficult Customers?
Module 2: Key Considerations
Module 3: Saying "Yes" to Difficult Customers
Module 4: Saying "No" To Difficult Customers
Module 5: Managing Stress

Managing Customer Contacts with Quality
ONE DAY

Module 1: Courtesies, Etiquette and Positive Language
Module 2: Greeting and the Impact of Tone
Module 3: Listening Effectively
Module 4: Controlling the Call
Module 5: Presenting the Solution

Connecting with Customers Through Email
ONE DAY

Module 1: Email Framework
Module 2: Email Interpretation
Module 3: Service skills for Email
Module 4: Content and Tone Guidelines
Module 5: Grammar Skills and Netiquette

Proven Inbound Sales Techniques
ONE DAY

Module 1: Relationship-Driven Sales
Module 2: The Psychology of Buying
Module 3: Effective Questioning
Module 4: Handling Objections and Closing the Sale
Module 5: Upselling and Cross-selling

Contact Center Basics:
An Agent's Role in Contact Center Success

www.icmi.com/CCB

Build agent commitment and motivation through a basic understanding of how contact centers operate and how individual agents contribute to the success of the entire organization.

Through this virtual classroom course, agents will discover the basics of call center planning and how their individual contributions are critical to the smooth operation of the contact center. This course also serves as an introduction to the principles of call center management for people identified for the team leader or supervisor track.

What you will learn:

- A contact center overview from the viewpoints of the customer, company and agent

- Three contact center driving forces and the agent implications of the invisible queue

- Fundamentals of contact center management and how each individual in the contact center affects the success of the operation

- Key ways agents can have a positive impact on service to the customers and the work environment

Access this Training Through...

Virtual Classroom – Friday, October 5 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

92% say their overall OnDemand Virtual Experience was "**Good**" or "**Excellent**".

OnDemand Virtual Post-Course Survey Responses

Cultivating Your Leadership Style

www.icmi.com/LEADERSHIP

Unlock the power of DISC behavioral analysis and refine your leadership skills in this one-day workshop.

Unlock the power of DISC (Dominance, Influence, Steadiness, and Compliance) behavioral analysis and refine your leadership skills in this one-day workshop. Reviewing various behavior profiles, you'll acquire tools required to work with other personalities - how to spot each type and how to work effectively with them. By understanding and using DISC, you'll explore how your own personality style fits into your team. You'll leave this workshop ready to drive extraordinary customer service and achieve your own personal and professional goals!

What you will learn:

- Identify, understand, and manage the behavioral styles of your team members
- Better handle those people who get "under your skin"
- Revamp your interpersonal communications and improve your business relationships

Access this Training Through...

Symposium – August 22 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Symposium – November 14 | Orlando, FL Symposium | www.icmi.com/ORLANDO

❝ This course made managing different behavior styles extremely understandable. I can't wait to implement it at my company.

Joshua Smith, Supervisor, Stroll, Inc.

Contact Center Supervisor Leadership Development Program

www.icmi.com/SUPERVISOR

Equip call center supervisors with leadership skills that strengthen their roles as the critical link between strategic goals and tactical performance.

Designed for newly promoted supervisors and those with more experience, who need further training in the fundamentals of the call center's unique operating environment and who need to:

- Understand the basic management process and how it relates to service level and quality
- Be able to interpret real-time management information
- Monitor and coach to create a performance improvement culture
- Master people management skills needed to be an effective and professional supervisor

Access this Training Through...

Virtual Classroom – Private Sessions Available | Contact us at 800.672.6177 for more information.

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Five independent and interrelated days of training allow for flexibility of scheduling. Since the material is modular, it can be delivered in segments or in full days.

Design Your Own Curriculum
The core program can be modified to meet your specific needs. Mix and match the courses to the right to deliver training for customer service only, service/sales, sales only or technical support representatives.

Certificate Program
Certificates are awarded for all client site courses upon completion.

Mix and match the below curriculum to create a results-driven training program for your agents:

Essential Skills and Knowledge for Supervisors

Module 1: The Dynamic Contact Center Profession
Module 2: The Planning and Management Process
Module 3: Effective Real-Time Management and Recovery
Module 4: Quality and Productivity
Module 5: Summary and Next Steps

Monitoring and Coaching for Supervisors

Module 1: A Performance Improvement Culture
Module 2: Performance Standards
Module 3: Monitoring
Module 4: Coaching

Essential Principles of People Management

Module 1: The Dynamic Call Center Profession
Module 2: The Planning and Management Process
Module 3: Interpreting Real-Time Management Information
Module 4: The Relationship Between Service Level and Quality
Module 5: Managing Stress

Essential Principles of People Management

Module 1: Interviewing and Onboarding
Module 2: Motivation and Retention
Module 3: Communication
Module 4: Managing Teams
Module 5: Time Management
Module 6: Stress and Change Management

A **2%** increase in productivity

=

100% return on training investment.

CompTIA and Prometric, Global Training and Certification Study

Improving Your Customer Experience Through a Seamless Multi-Channel Approach

www.icmi.com/CUSTOMEREXPERIENCE

Strategies and techniques that equip call center professionals at all levels to understand and build outstanding customer experiences through multiple points of contact.

Your customers are using more contact points than ever to communicate with your organization. Strategically managing their entire experience, through all channels, is critical to customer satisfaction and the success of your contact center. Through this virtual classroom course, you'll discover how to build a multi-channel strategy that drives applications, design, usage, and success rates.

What you will learn:

- What your customers really want and why the multi-channel customer experience matters
- What makes a good customer experience
- The different channel options and the key benefits of each
- Build and optimize a multi-channel strategy
- Multi-channel Best Practices and common mistakes to avoid
- Improvement measures and gauging success

Access this Training Through...

Virtual Classroom – Friday, November 2 – 2-4pm ET | **$299**

Essential Principles of People Management

New
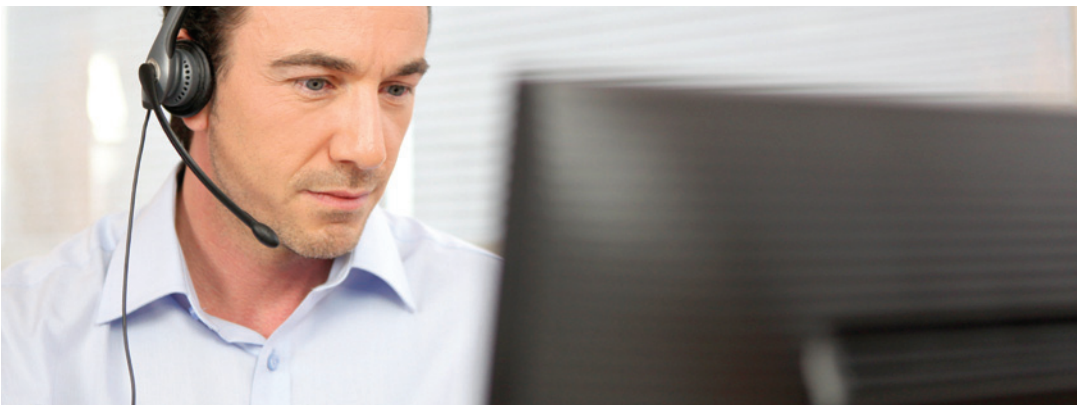
www.icmi.com/EPPVIRTUAL

Boost agent retention and productivity by mastering the skills you need to hire and manage a fully engaged team of people who are working at their full potential.

Whether you are a first-time supervisor or a seasoned pro, ICMI's 6-session virtual series will prepare you implement the key principles of management that will have a direct impact on agent retention. Starting with hiring the right people right from the start, you'll learn how to structure interviews that uncover the best hires, including exercises that will help you determine the best interview questions and techniques for your specific situation.

What you will learn:

- Interviewing and onboarding – choosing the right person and promptly getting them on your team

- Engaging, motivating and retaining agents – the tools to maximize productivity and control attrition

- Communicating – effective ways to communicate one-on-one and with your team

- Building and managing teams –managing your team's work and productivity style

- Managing your time – giving you time perform your job, and knowing how and when to delegate

- Controlling stress for yourself and your team

Access this Training Through...

Virtual Classroom – Wednesdays, October 10 – November 7 – 2-4pm ET | **$799**

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Achieving Better Service Levels When Adding Staff Isn't an Option

In this course discover the critical strategies, measurements and tactics for fine-tuning the efficiency and productivity of your call center — without adding staff.

In an economy where you are expected to maintain services levels without adding additional agents or supervisors, this virtual classroom course will teach you the contact center-specific workforce management strategies you need to make the most of what you have. Through this course, you'll discover how to focus your energies on the areas of resource planning that have the most impact on your bottom line.

What you will learn:

- Vital factors and processes that affect productivity and quality, and how to tweak them to improve service levels, even when staff levels are held constant

- How to master the critical balance between cost optimization, customer needs and the financial goals of your organization

- The best kept optimization secrets of hiring, training, performance, forecasting and measurement that will help you maintain (or even improve!)

Access this Training Through...

Virtual Classroom – Friday, November 9 – 2-4pm ET | **$299**

A **2%** increase in customer retention can increase total company operating profits by **50%**

ivoireConsultancy

Contact Center Stress Management: Signs, Symptoms, and Solutions

www.icmi.com/STRESS

Learn the essentials of stress impact and stress management to keep your contact center team charged up without burning out.

Is your contact center buzzing right along or sleepy and sluggish? Or is it on out-of-control overdrive? With too little stress, boredom sets in. But too much stress causes anxiety and burnout. Through this virtual classroom course, you'll be able to gauge the energy level of your contact center and head off any stress build-up so you can retain more valuable employees who are more productive.

What you will learn:

- Effects of stress, including the results of too little and too much stress
- Common causes of stress and 90 ways to realistically manage stress
- Various stress profiles that individuals will fall under and how to manage stress for each profile
- Manage change in a positive and productive manner that will reduce stress and errors

Access this Training Through...

Virtual Classroom – Friday, December 14 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Training Symposiums

Improve Your Center's Performance with Multi-Day Classroom Training

- Train a group of manager/supervisor level team members
- Offer your team the option to "mix and match" from up to seven course options
- Combine top education with networking
- Bring you team to a fun "destination"

Minneapolis, MN
August 21 – 24, 2012

The Workforce Management Boot Camp
Advancing Contact Center Quality
Contact Center Strategy: A Planning Workshop
Essential Skills and Knowledge for CC Mgmt
Mastering Contact Center Financials
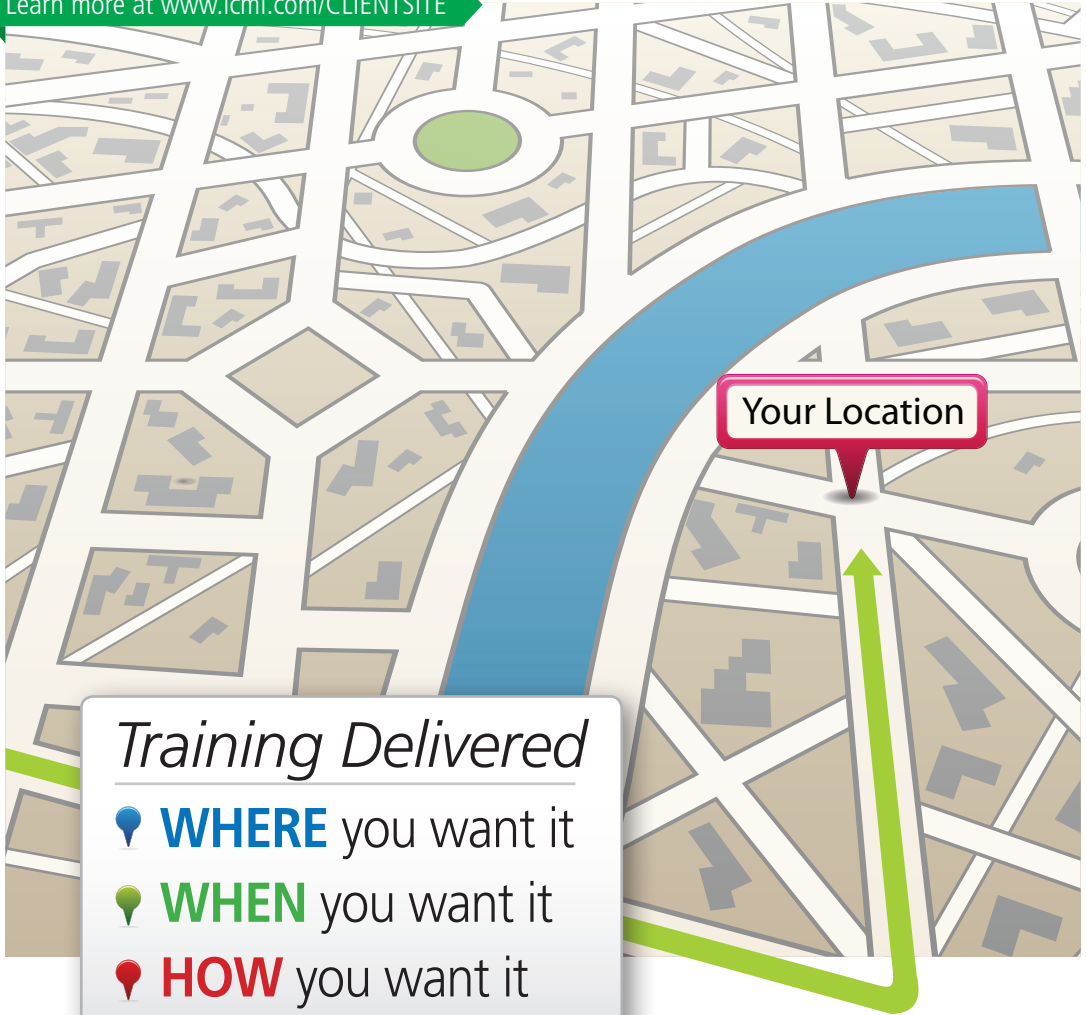Cultivating Your Leadership Style

Orlando, FL
November 13 – 16, 2012

The Workforce Management Boot Camp
Advancing Contact Center Quality
Contact Center Strategy: A Planning Workshop
Essential Skills and Knowledge for CC Mgmt
Cultivating Your Leadership Style
Knowledge Management

📍 Client Site Training

Your Location

Training Delivered

📍 **WHERE** you want it

📍 **WHEN** you want it

📍 **HOW** you want it

Bring an ICMI Certified Associate to Your Location to deliver Call Center Training

- Train 10 or more participants in a concentrated area of expertise
- Pick the time that work best for training your call center employees
- Tailor curriculum to your specific training objectives

Essential Skills and Knowledge for Effective Contact Center Management

www.icmi.com/ESK

Flagship Course

The fundamental principles of contact center management that equip call center management professionals to build exceptional operations and careers.

Advance the success of your call center and achieve your professional career goals with a solid foundation in planning and managing an exceptional call center through this training course. This is ICMI's flagship course – the highest rated in the industry and attended by more key call center management personnel than any other contact center course available.

What you will learn:

- Create an effective planning process that will improve quality and efficiency
- Reduce call center costs and improve your bottom line
- Meet service levels consistently and measurably
- Forecast the workload and create schedules that meet the needs of customers and employees.
- Improve performance by choosing the right metrics and goals
- Manage a wide range of access channels, including social media
- Win the support and recognition of senior management

Access this Training Through...

Symposium – August 21-22 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Symposium – November 13-14 | Orlando, FL Symposium | www.icmi.com/ORLANDO

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Principles of Effective Contact Center Management

www.icmi.com/PRINCIPLES

Build a more efficient and effective contact center using the core principles of contact center management.

In this 2-part virtual series, call center guru Brad Cleveland outlines the step-by-step fundamentals for mastering the critical skills, principles, and metrics needed to meet today's demanding contact center environment and raise the level of value for your entire organization.

What you will learn:

- Contact center management and the challenges faced by managers
- The three driving forces of call center dynamics
- Nine essential steps to effective resource planning
- Six immutable incoming call center laws
- The relationship of quality and service level

Access this Training Through...

Virtual Classroom – Friday, August 3 & 10 – 2-4pm ET | **$499**

Virtual OnDemand – Available at Your Convenience | **$499**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

95% rated their overall experience of this course as "**Good**" or "**Excellent**".

EPP Post-Course Survey Responses

Contact Center Strategy:
A Planning Workshop

www.icmi.com/STRATEGY

This two day executive-level planning workshop will provide the tools and direction necessary to develop, implement and manage a contact center strategy and leadership process.

Apply the lessons of the world's best customer contact centers to transform your service and sales delivery systems to conquer new competitive challenges through this two-day executive-level planning workshop. You'll get the information, tools and direction necessary to develop, implement and manage a contact center strategy and leadership process - and then you and your colleagues will work through realistic exercises to discuss key contact center challenges. You'll leave with tools, techniques and strategies you can implement immediately.

What you will learn:

- Develop a comprehensive customer access strategy
- Integrate multiple customer contact channels
- Strategize for improving contact center return on investment
- Align people, processes, and technologies with a single vision
- Build a strong case for needed investments
- Inspire customer loyalty
- Improve your organization's strategic value

Access this Training Through...

Symposium – August 23-24 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Symposium – November 15-16 | Orlando, FL Symposium | www.icmi.com/ORLANDO

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Leading Practices in IVR Design:
Turn Your IVR from a Liability to an Asset

www.icmi.com/IVR

Convert your IVR from a liability to an asset with a step-by-step process for call center professionals responsible for IVR design that increases customer usage and satisfaction.

Through this virtual classroom course you'll learn the best practices of IVR design that will optimize your system for maximum results.

What you will learn:

- An overview of the industry, including new trends, to learn how IVR can benefit your organization

- The role of IVR in a customer experience strategy, and why having a self-service strategy is critical to application design and use

- A step-by-step process for IVR design, including the critical elements needed for effective design

- The differences, as well as pros and cons of touch tone vs. automated speech recognition (ASR)

- Ongoing IVR management techniques for continuous improvement

Access this Training Through...

Virtual Classroom – Friday, August 17 – 2-4pm ET | **$299**

Mastering Contact Center Financials: Strategies for Planning, Measuring, and Reporting

www.icmi.com/FINANCIALS

Learn how to develop and manage an effective contact center budget.

This intensive two-day course is designed to provide contact center professionals with a solid understanding of strategic analysis to make better decisions and improve performance through planning and building a strong contact center budget, measuring overall financial performance, and reporting results back to the business. Discover tips to think and act like a CFO and successfully communicate important metrics like cost per call, adjusting fixed costs, and revenue per call.

What you will learn:

- Secure the funds necessary to effectively and efficiently manage a call center
- Evaluate the financial performance of your call center
- Provide tools to assess the effectiveness of resource utilization
- Maintain focus through budgeting on each area of operations regarding a call center:
  - Accessibility
  - Cost Performance
  - Efficiency
  - Quality
  - Strategic Value
- Establish communications with key financial stakeholders (e.g., CFO) that will gain understanding and support of the budget

Access this Training Through...

Symposium – August 21-22 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Contact Center Metrics:
What Metrics Matter and Why

www.icmi.com/CCMW

Go deep into the study of metrics and discover how to begin determining what data your call center should be collecting and how this information can make or break your ability to positively impact performance.

This course covers the five categories of KPIs and reviews with a critical eye the most common KPIs and the advantages and disadvantages of each. Most importantly, you'll discover which KPIs you should measure, even if you measure nothing.

What you will learn:

- KPIs: What are they and why every call center should have them
- Decoding the terminology of metrics—understanding the basics
- Real world measurements and objectives for: accessibility, quality, efficiency, cost performance and strategic impact
- A review of the four levels of training evaluation
- ICMI's biggest pitfalls to avoid
- The "must measure" list for every call center

Access this Training Through...

Virtual Classroom – Friday, August 24 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Contact Center Metrics: Building Reports and Communicating their Meaning

www.icmi.com/CCMB

Take the data you've gathered and put it to good use. By applying metrics and developing the appropriate reports, you can harness information related to customer experience to positively impact call center performance.

This course details how to begin applying the metrics you have selected as key performance indicators. We'll help you answer the question "who's responsible for what?" at the supervisor, manager and quality assurance, Workforce Management (WFM), and agent levels to establish the accountability that is crucial to using KPIs.

What you will learn:

- Applying metrics at all levels of your organization: who's responsible for what
- How to create reports that meet stakeholder needs
- ICMI's seven steps to effective reporting
- Sample reports for agents, managers and executives
- Reporting "no-no's": common pitfalls to avoid
- Tips on communicating beyond the typical reports

Access this Training Through...

Virtual Classroom – Friday, September 7 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Adding Sales to a Service Environment

www.icmi.com/SALESTOSERVICE

Skills and techniques for call center directors who want to increase customer loyalty and generate revenue by adding sales to their centers.

Properly performed, selling in call centers can increase customer loyalty and generate a large portion of revenue for your entire organization. Poorly performed, selling can have the very opposite effect. If you are thinking about a sales strategy for your call center, or you have been directed to add this function, this virtual classroom course will prepare you to tackle the job.

What you will learn:

- Make the case for selling in your call center, including increasing loyalty and generating revenue
- If your center is ready to begin a sales program, including the key metric to help you decide
- What you should sell and on what calls, in order to develop a sales philosophy to fit your call center
- Build a Peak Performance Blueprint that will help you build a successful sales program
- Common mistakes and pitfalls of starting a sales program

Access this Training Through...

Virtual Classroom – Friday, September 14 – 2-4pm ET | **$299**

Small Contact Centers:
Measuring and Improving Performance

www.icmi.com/SCCM

You can master more effective small call center management by learning the finer points of measuring performance and using the information you gather to improve results.

This course details the different categories of metrics and helps you make sense of which ones are most critical to your Key Performance Indicators (KPIs). We'll help you explore how to best measure them and how you can use the results to positively influence individual performance. We'll also reveal why quality monitoring is a must the things you should be doing to get a handle on it.

What you will learn:

- Measuring the right things: identify what will get you the best results
- How to select agent measures to drive the right behaviors
- Unique hiring practices: can they work for you?
- Ways you can increase retention
- Why recurrent training is vital
- Stepping up your communication for better results
- Identifying the low hanging fruit

Access this Training Through...

Virtual Classroom – Friday, September 28 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Knowledge Management Foundations: KCS Principles

In partnership with

HDI®
The IT Service & Technical
Support Community

Organizations that leverage knowledge and manage it effectively can improve consistency, decrease the average cost per ticket, and create an overall more seamless customer experience. A thriving knowledge management practice - one that successfully captures, structures, and reuses information - is a vital component of top performing companies, and can provide them with a strong competitive advantage.

This Knowledge Management best-practices course will provide contact center supervisors, managers, and directors with a set of practical steps for capturing, storing, and successfully reusing knowledge. Participants will learn how to implement a strategy for adopting Knowledge-Centered Support that creates and maintains knowledge as a by-product of the incident management process.

Discover how YOUR organization can gain a competitive advantage through a knowledge management initiative that enables just-in-time training, reduces handling time, and increases first contact resolution rates.

What you will learn:

- How to efficiently create and maintain quality, easy-to-find content in the knowledge base

- Ways to motivate agents to use the knowledge base and effectively assess individual and team contributions

- How to articulate the value of knowledge management practices for your organization

- Strategy for sustainable success that minimizes investments in knowledge workflow and maximizes return

- How to capture, structure, and reuse knowledge within the call handling process

Access this Training Through...

Symposium – November 14-16 | Orlando, FL Symposium | www.icmi.com/ORLANDO

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Contact Center Professional Certification

The first and only industry-recognized certification for contact center leadership and management professionals, CIAC Certification cultivates a new breed of leaders and managers who create and sustain contact centers that consistently deliver outstanding service, optimize customer value and contribute to business goals. The CIAC Certification Contact Center Management Competencies specify job role-specific knowledge, skills and abilities for superior leadership and management of a contact center.

The courses are categorized into four domains of contact center management responsibility:

- Operations & Technology
- People
- Customers
- Leadership

Why Certify?

Whether you're a senior executive responsible for setting the strategic direction for customer care throughout your organization – or a manager responsible for day-to-day contact center operations – being CIAC-Certified proves you can deliver business results.

- More effective management of operations and processes
- A greater understanding of key contact center metrics
- A more disciplined approach to decision-making

CIAC Certification groups start monthly, they contain six 90-minute classes (one per week), a study guide and practice testing, and competency assessments.

July 10 - Group 7, Tuesdays, 3:00 - 4:30pm ET

Aug 8 - Group 8, Wednesdays, 3:00 - 4:30pm ET

Sep 11 - Group 9A, Tuesdays, 11:00am - 12:30pm ET

Sep 11 - Group 9B, Tuesdays, 3:00 - 4:30pm ET

Oct 19 - Group 10A, Tuesdays, 3:00 - 4:30pm ET

Oct 19 - Group 10B, Fridays, 11:00am - 12:30pm ET

Nov 29 - Group 11, Thursdays, 11:00am - 12:30pm ET

Dec 13 - Group 12, Thursdays, 1:00 - 2:30pm ET

99%

agree they are a more effective manager of operations and process and have a more disciplined approach to decision-making.

91%

have been able to positively impact both their contact center and their organization.

82%

say they are now established as a leader in their organization and industry.

"The educational aspect of the certification process is crucial for success because the testing is a true indicator of your contact center management knowledge and skills.

Tracy Wright, CIAC-Certified Strategic Leader (CCSL)
Director of National Call Center Operations,
Avon Products - USA

IACCERTIFICATION®

The professional designation of

CIAC-Certified Strategic Leader

is awarded to

Tracy Wright

IAC

Contact Center Management: Developing Supervisors Who Lead

www.icmi.com/DEVSUPERVISORS

A proven three-step process guides VPs, directors and managers in how to increase agent retention, efficiency, and productivity by building a supervisor leadership climate.

Improving the leadership skills and effectiveness of you supervisors is the best direct method to sustain a reduction in agent attrition. Through this virtual classroom course, you'll learn to forge an unbreakable link from manager to agent through "super" supervisors that will have a direct, positive impact on the performance of frontline agents.

What you will learn:

- Spot, interview and hire a "super" supervisor, including the pros and cons of hiring from within as well as from the outside
- Develop and train a new supervisor, including building checklists of general and specific training topics and motivating your new supervisor right from the start
- Groom your new supervisor for success, including coaching to make the step from agent to supervisor

Access this Training Through...

Virtual Classroom – Friday, December 7 – 2-4pm ET | **$299**

100%

"**agreed**" or "**strongly agreed**" that this course provided a positive learning experience.

Post-Course Survey Responses

The Workforce Management Boot Camp

www.icmi.com/BOOTCAMP

A comprehensive, four-day workshop that integrates all aspects of workforce management to give work force management professionals the precise, start-to-finish skills that will improve accuracy, efficiency, increase employee and customer satisfaction, and consistently meet service levels.

This intensive, exercise-based, team-oriented workshop is designed for practicing workforce directors, managers, and supervisors who are familiar with, or even working with WFM, and who want hands-on, expert training in WFM theory and practice.

What you will learn:

- Supplement on-the-job experience with the formal training that will increase the efficiency and effectiveness of WFM planning efforts

- Confidently create forecasts that are consistently accurate on an interval by interval basis

- Create long-term staffing plans that account for the realities in your center

- Implement a scheduling process that meets the needs of your customers, your business, and your employees

- Calculate accurate staffing requirements and present them in a way that gets the budget you need

Access this Training Through...

Symposium – August 21-24 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Symposium – November 13-16 | Orlando, FL Symposium | www.icmi.com/ORLANDO

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Contact Center Staffing and Scheduling: Building a Long-Term Model

Learn the science of scheduling and get a handle on the most effective ways to staff for your call center's short term, mid-term and long term service level goals.

This course gives you an in-depth tutorial in determining base staff requirements for service level transactions. We'll cover every detail of how to use the Erlang C model and computer simulations, including the pros and cons of each type. ICMI's experts will demonstrate the right ways to calculate staff, as well as the wrong ways in a manner that will allow you to take what you've learned and quickly implement it.

What you will learn:

- The best ways to staff for the short term, midterm and long term goals
- Base staff requirements for service level transactions & response time transactions
- Using Erlang C and computer simulation
- FTE/Budgeting

Access this Training Through...

Virtual Classroom – Friday, July 13 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Contact Center Staffing and Scheduling: Implementing Best Practices

www.icmi.com/SASI

Learn the proven scheduling practices that highly effective managers use to achieve greater service level efficiency and employee satisfaction.

This course covers the importance of scheduling and the pitfalls of an improperly staffed center. ICMI helps lay the foundation for a planning culture within your organization that takes into account the roles of agents, team leaders, call center managers, current schedulers and IT department members.

What you will learn:

- The importance of scheduling: what every effective manager needs to know
- Laying the foundation for a plan that fits your needs
- Building balance into your schedules: best bets for administrating time off
- Managing peaks and valleys: specific strategies you should be using
- Implementing a tiered approach

Access this Training Through...

Virtual Classroom – Friday, July 20 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Very informative - It expanded on ideas and practices already in place and brought up new ways to solve staffing issues.

Justin Davidson, Delta Dental

Contact Center Staffing and Scheduling: Group Design and Other Considerations

Master the fine points of creating effective agent groups, routing calls accordingly and keeping team members motivated throughout the workday.

In this course, you'll explore group design and the powerful principles behind pooling, including ICMI's strong argument for skills-based routing. We'll show you a step-by-step plan you can use to implement skill-based routing, as well as some typical errors to avoid. And you'll also cover scheduling for multisite environments.

What you will learn:

- Group design considerations: Focus on skill-based grouping
- Call type considerations: Looking at peak call times and long calls
- Lack of buy-in: Shaping attitudes for better results
- Handling change requests and exceptions: Make technology work for you
- Shrinkage by half-hour: Can a rostered staff work for you?
- Measuring scheduling success: Keep progressing!

Access this Training Through...

Virtual Classroom – Friday, July 27 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Small Contact Centers: Forecasting and Scheduling

www.icmi.com/SCCF

Overcome the unique challenges associated with smaller call center management by learning to more accurately forecast and schedule accordingly to meet your objectives.

This course breaks down the specific characteristics of the small call center and shows you how better understanding them can actually help you do more with less. We'll cover the details of common driving forces such as random call arrival, psychology of queues and seven factors of caller tolerance and show you how to create a plan that addresses these issues.

What you will learn:

- Small call center characteristics: How to make them work for you
- Creating a planning culture that addresses specific challenges within your call center
- The "what ifs" with Erlang C: Real-life scenarios and how to plan for them
- Agent capacity and analyzing the impact of growth
- Steps you can take to improve the predictability of your workload
- Creative and effective scheduling approaches you can implement

Access this Training Through...

Virtual Classroom – Friday, September 21 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Advancing Contact Center Quality Through Monitoring and Coaching

www.icmi.com/MAC

Design a comprehensive, cost-effective monitoring and coaching program that boosts quality, drives performance improvement initiatives and increases agent performance and commitment.

Your call center agent is the critical link between your customers and your products and services. Developed for managers, supervisors, team leaders and quality assurance personnel who need a thorough understanding of the monitoring and coaching process, this course teaches how to bring out the best in every agent and deliver exceptional experiences to your customers.

What you will learn:

- Utilize monitoring and coaching practices that increase quality
- Structure a program to increase agent satisfaction and reduce turnover
- Build consensus and gain buy-in from the entire contact center
- Align monitoring and coaching practices with hiring and training
- Fine-tune monitoring and coaching skills
- Leverage business intelligence mined from quality monitoring to improve processes across the board

Access this Training Through...

Symposium – August 23 - 24 | Minneapolis, MN Symposium | www.icmi.com/MINNEAPOLIS

Symposium – November 15 - 16 | Orlando, FL Symposium | www.icmi.com/ORLANDO

Client Site – Available at Your Center | Contact us at 800.672.6177 for more information.

Contact Center Monitoring:
Designing a Program that Achieves Results

www.icmi.com/CCMD

Discover a step-by-step process for designing a comprehensive monitoring program that will effectively attain continuous quality improvement.

This course reveals the characteristics of the most effective monitoring programs and how to translate these best practices into reality for your contact center. Led by feedback from your peers in an ICMI monitoring survey, you'll understand why you should monitor, who should do it, and how often. You'll discover the details of how successful monitoring programs are structured so you can implement the best program for your center. Plus, we'll teach you our proven eight steps that will guide you in building a program that achieves the results you want.

What you will learn:

- Why monitoring is important: measuring quality today and achieving tomorrow's goals
- Who should monitor: working towards an approach to include those at multiple levels of an organization
- How often to monitor: determining the frequency necessary to reach your company's goals
- ICMI's critical eight steps to the right results
- Emerging technology: the latest monitoring tools available and how to choose which fit your plan best

Access this Training Through...

Virtual Classroom – Friday, October 12 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Contact Center Monitoring:
Setting Agent Performance Targets

www.icmi.com/CCMS

Get the most out of monitoring by establishing performance standards that will achieve optimum results within your call center.

If your organization's goals include building rapport, satisfying customers and making sales, it's time for a monitoring program that's tailored specifically towards achieving these results. This course will put you on the fast track to creating a program fully focused on your call center's mission.

What you will learn:

- Activity vs. Results: establishing performance standards in line with your specific goals
- Performance Standards in 5 Steps: ICMI's proven approach to blueprinting your best plan
- Online Considerations: Fine tuning the process for customer communications via email and text chats

Access this Training Through...

Virtual Classroom – Friday, October 19 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

"Great Course!

Lisa Dabney, Government Liquidation

Contact Center Monitoring:
Creating Effective Monitoring Forms

www.icmi.com/CCMC

Discover how to create and best utilize the forms necessary for achieving your organization's monitoring objectives.

This course offers action-oriented advice on what your monitoring forms should include and what they shouldn't. You'll learn exactly what impact your monitoring forms could have on the accuracy of your quality program and how they can affect agent acceptance of feedback and ratings. Get a handle on how many forms you may need and the type of data to be gathered. And start using ICMI's Six Steps to Monitoring Form Success to create forms that will invigorate your program by prioritizing and focusing on the right performance standards.

What you will learn:

- What the best monitoring form is, and why your organization needs one
- How to best leverage call center data across your organization
- The necessary components of a good monitoring form
- How to create a scoring methodology to support your program's goals
- ICMI's 6 Critical Steps to monitoring form success

Access this Training Through...

Virtual Classroom – Friday, October 26 – 2-4pm ET | **$299**

Virtual OnDemand – Available at Your Convenience | **$299**

Virtual OnDemand All-Access Pass – Included in the OnDemand All-Access Pass | **$5,000**

Training Calendar

Date	Course	Agent	Supervisor	Manager & Strategy	Workforce Management	Quality Assurance
JULY						
10	CIAC Certification – Group 7 – **p32**			●		
13	Contact Center Staffing and Scheduling: Building a Long-Term Model – **p28**				●	
20	Contact Center Staffing and Scheduling: Implementing Best Practices – **p29**				●	
27	Contact Center Staffing and Scheduling: Group Design and Other Considerations – **p30**				●	
AUGUST						
3	Principles of Effective Contact Center Management Part 1 of 2 – **p17**		●	●		
8	CIAC Certification – Group 8 – **p32**			●		
10	Principles of Effective Contact Center Management Part 2 of 2 – **p17**		●	●		
17	Leading Practices in IVR Design: Turn Your IVR from a Liability to an Asset – **p19**			●		
ICMI Symposium – Minneapolis, MN– p14						
21-22	Essential Skills and Knowledge for Effective Contact Center Management – **p16**			●		
21-22	Mastering Contact Center Financials: Strategies for Planning, Measuring, and Reporting – **p20**			●		
21-24	The Workforce Management Boot Camp – **p27**				●	
22	Cultivating Your Leadership Style – **p7**		●	●		
23-24	Advancing Contact Center Quality Through Monitoring and Coaching – **p34**					●
23-24	Contact Center Strategy: A Planning Workshop – **p18**			●		
24	Contact Center Metrics: What Metrics Matter and Why – **p21**			●		
SEPTEMBER						
7	Contact Center Metrics: Building Reports and Communicating their Meaning – **p22**			●		
11	CIAC Certification – Group 9A & B – **p32**			●		
14	Adding Sales to a Service Environment – **p23**			●		
21	Small Contact Centers: Forecasting and Scheduling – **p31**				●	
28	Small Contact Centers: Measuring and Improving Performance – **p24**			●		

Virtual Classroom =   Symposium (Classroom) =   CIAC Certification =

Date	Course	Agent	Supervisor	Manager & Strategy	Workforce Management	Quality Assurance
OCTOBER						
5	Contact Center Basics: An Agents Role in Contact Center Success – **p6**	●				
10	Essential Principles of People Management – **p11**		●			
12	Contact Center Monitoring: Designing a Program that Achieves Results – **p35**					●
19	CIAC Certification – Group 10A & B – **p32**			●		
19	Contact Center Monitoring: Setting Agent Performance Targets – **p36**					●
26	Contact Center Monitoring: Creating Effective Monitoring Forms – **p37**					●
NOVEMBER						
2	Improving Your Customer Experience Through a Seamless Multi-Channel Approach – **p10**		●	●		
9	Achieving Better Service Levels When Adding Staff Isn't an Option – **p12**		●	●		
ICMI Symposium – Orlando, FL– p14						
13-14	Essential Skills and Knowledge for Effective Contact Center Management – **p16**			●		
13-16	The Workforce Management Boot Camp – **p27**				●	
14	Cultivating Your Leadership Style – **p7**		●	●		
14-16	Knowledge Management Foundations: KCS Principles – **p25**			●		
15-16	Advancing Contact Center Quality Through Monitoring and Coaching – **p34**					●
15-16	Contact Center Strategy: A Planning Workshop – **p18**			●		
29	CIAC Certification – Group 11 – **p32**			●		
DECEMBER						
7	Contact Center Management: Developing Supervisors Who Lead – **p26**			●		
13	CIAC Certification – Group 12 – **p32**			●		
14	Contact Center Stress Management: Signs, Symptoms, and Solutions – **p13**		●	●		