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# Call Center Management On Fast Forward: Succeeding In Today's Dynamic Customer Contact Environment (2nd Edition)



## Synopsis

The industry's No. 1 selling book on call center management! Now updated and expanded, "Call Center Management on Fast Forward"; is the most comprehensive source available on running a call center. It covers every aspect of call center management - service level, forecasting, scheduling, resource calculations, metrics, quality, budgeting, reporting, strategy and key enabling technologies - in a format that is well-organized and easy to understand. The updated and expanded edition contains important new information, including: Trends in customer expectations; Best practices in performance reports and objectives; How to create an effective customer access strategy appropriate for today's environment; How to manage multichannel contacts with quality; New technologies and how they're changing customer contact services; Improving the call center's strategic impact and ROI; New case studies and examples from Wells Fargo, Starbucks, Aetna and many others.

## Book Information

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## Customer Reviews

Written by Brad Cleveland, the president of ICMI and one of the world's foremost authorities on call center management and customer services, Call Center Management on Fast Forward has been the industry's standard reference on running a call center operation since it was originally published in 1997. Many of the processes and policies currently in place in leading service organizations around the world were developed from the book's guidelines and suggestions. The updated and expanded edition provides a much-needed update that addresses the dramatic changes that have

occurred in the call center industry over the years.

The first edition of Call Center Management on Fast Forward was introduced in 1997. Sales soon surpassed our highest expectations, and we were excited and amazed to see the book reach so many corners of the world. It quickly became evident that it was benefiting from a much larger trend, as organizations everywhere were building their customer contact services and reaching out for management practices that could help. While we made small revisions along the way, we decided that nine years and 18 printings later, it was high time for a major revision. As I worked on this new edition, two seemingly contradictory observations kept coming to mind. One is how much the call center environment has changed in the past decade. No surprise there, I'm sure. Management practices, processes, technologies, customer expectations and even (or especially) the call center's role in the organization have all substantially evolved. But the other thought that I couldn't shake was how little things had changed. After all, the fundamental principles of good management still apply -- they always will. So... which view was more correct? There were urgent and practical implications to finding the right answer -- after all, I was supposed to be working on an update. And yet, chapter after chapter -- especially in the early weeks of the project -- I found myself staring at a cursor blinking over text I was loath to change. Then it hit me... both views are correct! The bedrock principles and fundamentals will always be with us -- and understanding and applying them leads to new discoveries and opens new frontiers. I pondered other examples. A talented artist with a solid understanding of color, texture, depth and design can create beautiful new paintings that challenge conventional practices. An ever-deeper grasp of the fundamentals of flight has enabled engineers to move us beyond biplanes and into the space age. Exciting new discoveries in medicine are based largely on what has come before. With this liberating revelation, I was off to the races. Rather than tamper with what didn't need changing, the challenge became one of filling in gaps, adding where necessary and rounding out the story. In the process, I became more and more excited about the important role customer contact services play in today's economy, and how much more they will change in coming years. So, what's different about this new edition? There are all-new chapters -- on building a customer access strategy (Chapter 2), establishing performance objectives (Chapter 12) and designing an effective organization (Chapter 15) -- and every chapter has been expanded to reflect current trends and developments. But if you read an earlier version of the book, you'll also find much familiar territory. All of the basics from the first edition are here -- i.e., the factors of caller tolerance, customer expectations, the planning process, the immutable laws and, in general, the principles of effective management. It's my hope that this book will be truly helpful to you as you

build your organization's customer contact services, and that you will use it often. Many times during this project, my four-year-old daughter, Grace, would climb onto my knee and ask me, "Daddy, is your book done yet?" I can finally say yes -- yes, it's done! But I can't help but think that, as a profession, we're just getting started.

The book provides good tips on modeling of various aspects for the contact centers. I used budget modeling techniques from this book. The built excel model was well perceived by top management because of transparency and insight in all the factors that decrease the productive hours. The budget for this year was much better so the center could cope with the extra large call volumes caused by cold winter in the Netherlands.

This book is an ideal primer for the uninitiated and newly-anointed to call center management. It very clearly breaks down the fundamentals so that inexperienced call center management and staff can better understand the rationale behind management decisions within the center. This should be a "must read" for all new call center Supervisors or Team leaders.

This book is like a text book for all things call center. It is a great book for call center Execs, Managers and Consultants that support the industry. I've also found it great for Representatives and Quality Assurance Coaches who aspire to advance their career. They can learn to talk the same talk and understand metrics in a way that can allow them to take necessary steps to set themselves up for promotion. Brad Cleaveland explains what many think is call center hocus pocus. He goes into detail about metrics, the decisions to make before you set them, understanding what you really want to know. He also talks about myths and best practices, all very helpful. For anyone who works in a call center, this is an extremely helpful resource as a guide, learning tool or reference book to check yourself from time to time. (Especially when someone asks you to explain a metric that you may take for granted.)

Not great...But better than most others.

This is essential reading for every call center manager. It is in my top 5 recommended reading list for all call centre professionals.

As someone with no call center experience or background, this was a wonderfully informative book.

It provided basic, easy to understand information in a thoughtful and organized manner. I highly recommend it to anyone managing a call center.

I like the book and it help me gain a greater understanding of the CCM industry and the vocabulary that will be used.

I've been in the call center industry for over 6 years but the content of this book presented a lot of refreshing insights about managing a center. I also like the fact that the book is such an easy read--Brad Cleveland used clear and concise vocabulary in explaining Workforce Management even to the most novice call center employee. Great, great book--one that I'll keep for as long as I am in the industry.

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