

Leadership Perspective: Track Record Requirements

As we began this section we reviewed 10 primary skills and characteristics desirable in leaders for your contact centre. Today we look at the importance of having a sensible track record in the business.

Renaissance Person	Hands-on Experience
Overall Strategic View	Track Record
Attitude	Technical Issues
Team Building Skills	Health & Fitness in the Centre
Approach to Time & Money	People Perspective

Track Record

In this business there are few, if any, healthy short-term results. People who hop from one organisation to another after a year or less in a role will likely only be bringing trouble with them. They won't have stayed long enough to benefit from the education progress to be gained through repetitive and unexpected difficulties (especially during change). Sadly, they may only be looking for another "notch in their belt".

Unless in extraordinary circumstances (see the initial six styles of leadership, especially "The Dictator") good leaders do not press their people for fast, fragile and fleeting results (no matter how impressive they may look on the surface with the powers that be), because they know they will be discovered in the future. This industry is, after all, quite closely knit.

The most excellent leaders have helped plan and launch an operation, not just run it. Some may have expertise with centres in trouble because they've had to pull their own centre out of trouble. It's great if they've seen their vision for their group through to a healthy and stable state. Have they ever run a centre that failed or was in serious trouble or faced extraordinary situations (such as a company listing and they were faced with the calls)?

Another mark of a sought-after leader is one who plans well for their succession. I call it "Managing by the Bus" (one of my three "Bs" of successful management). Leaders mentor their followers and look for likely candidates who show promise (not just ambition) to "fill their shoes". Before leaving an organisation, they would need time to manage a sensible and comfortable hand-off with their successor (if at all possible) to ensure the "street wisdom" and history of the centre is not lost.

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