

Leadership Perspective: One More Installment on Values in Leadership

I recently spoke at the ATA & Contact Centre World Conference and was surprised by how often presenters mentioned the increasing interest and serious emphasis organisations are taking in their contact centre (read: putting their money where their mouth is) - seeing them as THE new operational hub of the business, rather than just being a small spoke in a very big wheel.

Approximately 60% of the activity in a company is expended on internal conflict! Could this be from a disconnect of shared values in & outside the organisation? .

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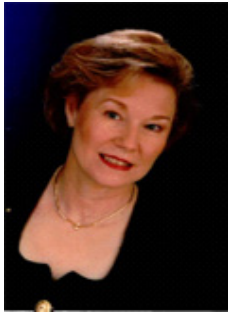
So yesterday's "soft" stuff (people issues) is today's new "hard" stuff, because organisations' values are changing to appreciate those who run the business - and not surprisingly, their customers.

The Contact Centre persists in being the "change capital" of the organisation and most of their leaders have an uncanny ability to sense and act on the changing values of customers and employees alike. And not surprisingly, they typically fall into three basic leadership styles (see other installments in this series for more information on Styles and Climate):

- "The Balancer"
- "The Conductor"
- "The Field Marshall" (especially effective).

The Balancer successfully encourages their people to work together to solve problems and come up with solutions, regardless of the circumstances. The Conductor is clear about their priority of people before things; and finally, the unlikely sounding, Field Marshall is most successful of all, because they can paint a believable vision and engage their people in joining them, as they all strive toward that vision.

Most of all, these styles of leadership trust and rely on their people, knowing people are, have always been and always will be the key to success in any contact centre.



Brief bio of Darlene Richard

Darlene Richard specialises in reviewing and improving telephony-based sales and service channels. She has over 20 years practical experience building, managing and consulting with organisations dependent upon non face-to-face business helping them produce results that are effective, business smart and most of all, people practical.

She's an educator and frequent speaker on relationship marketing and call centre sensibility. Read more about her new book, *The Customer Response*

Management Handbook and order it on-line today at www.callcentres.net .