Three Ways to Enable Virtual, Walk-Around Management in Back-Office Operations

The work-from-home/work-from anywhere movement has gained traction, and managers are now struggling to measure, manage and coach a newly remote workforce. This is especially difficult in back-office operations:

- Managers can no longer get a sense for who is doing what by walking the floor.

- Managers can't spot an employee who might be struggling.

- Employees working from home can feel disconnected from their manager.

Managers need a new way of working — a "virtual" form of walk-around management. Virtual walk-around management requires three capabilities:

- Visibility into real-time employee activity data.

- A better way of providing continuous performance feedback.

- A common framework for managing performance across teams.

Gaining Visibility into Real-time Employee Activity Data

Historically, managers would walk the floor to understand who was doing what. This approach provided only a snapshot or small window of observational data into employee performance. As a result, managers would often fill in the gaps with their own narrative. Or they would trust stories they heard from other people.

This creates anxiety among employees. It leaves them wondering if their performance is being fairly and accurately assessed. And uncertainty erodes trust between managers and employees, which is a critical factor in improving employee engagement and performance.

Transforming Visibility into Metrics

Today, desktop application usage solutions such as Verint® Operations Visualizer™ can capture employee activity directly from the desktop, giving managers and employees real-time data into how time is being spent. This data is then transformed into measurable metrics in Verint Performance Management™ scorecards.

Targets can be set in these role-specific scorecards for activity types. The scorecards show employees in real time how they are performing against their time-in-production goals.

This empowers employees to self-correct and own their performance. We've found that it can result in a 10 percent increase in productivity.

Read how a **Financial Services Company** improved productivity by 13 percent. With Verint Operations Visualizer, they were able to reduce backlog of transactions year-over-year by 25 to 60 percent with the same headcount, even while overall volumes increased by three to five percent.

VERINT®

Executive Perspective

Improve Employee Feedback and Coaching

Front-line managers are pulled in many directions. As a result, employee coaching suffers. It is often on the spot and sporadic. Or feedback is provided during weekly or monthly one-on-one performance reviews. Little time is dedicated to course correction or continuous feedback and improvement. Now, compound this approach with a predominantly remote workforce.

Verint Operations Visualizer gives managers insight into how employees are spending their time. And insight can help managers understand their challenges. Armed with the data, they can help employees remove distractions and focus on production-related activities.

Watch the **Guardian Life video** to learn how they were able to maximize the efficiency and effectiveness of our employees and their time resulting in a 10 to 15 percent improvement in capacity while reducing overtime by 30 percent.

This solution can be enhanced with the full Verint Performance Management modules, which include dashboards, coaching, and eLearning, helping managers:

- Expand performance metrics to get a broader view of employee performance against goals and peers.
- Automate the assignment of coaching sessions and eLearning.
- Track post coaching/eLearning performance to ensure their effectiveness.

These capabilities can greatly ease the burden on the manager. Employees can be confident their performance assessments are based on the same objective data that is used to assess their peers.

A Common Framework for Continuous Improvement

Back-office operations are made up of many teams, functions, and departments. Each group has its own systems, processes, and way of working. This disparity creates operational and data silos. It can be difficult to identify opportunities for improvement.

There's also a general lack of common standards across teams and groups. Managers have different styles; some rely on qualitative observations vs. quantitative data. They set different expectations and use different measurements and metrics.

Verint Operations Visualizer with full Verint Performance Management can create a common framework. It standardizes how employees are measured and managed. Managers and executives have real-time views into performance. Employees also have visibility into how they are performing. Using a common, data-driven performance management solution helps increase everyone's confidence that employees are being treated fairly and equitably. It goes a long way to building employee engagement, trust, and longevity.

Learn more at
verint.com/backoffice

VERINT®