

**RIGHT**  
**NOW**<sup>®</sup>



A blue graphic of a mountain peak or roofline above the text.  
**S U M M I T 0 9**  
**E U R O P E**

# DESIGNING FOR PRODUCTIVITY

Siegfried Radspieler

Sarah Anderson



# Outline

- ▶ Overview
- ▶ Understanding the Problem
- ▶ The Productivity Design Process:
  - Identifying Tasks
  - Task Redesign
  - Implementing Improved Workflows
  - Testing and Refinement
- ▶ Conclusions
- ▶ Question & Answer

# Overview

- ▶ This talk will present a simple *process* for improving the productivity of agents.
- ▶ There are 4 basic steps to this process:
  - Identify the interaction you are improving
  - Redesign the interaction
  - Implement the redesign
  - Test out the implementation and do further refinement

# Understanding the problem: Systems thinking and task analysis

- ▶ Keep in mind that computers are good for certain things and humans are naturally good for others.

Humans	Computers
<ul style="list-style-type: none"><li>- Dealing with conflicting data</li><li>- Problem solving</li><li>- Making inferences</li><li>- Visual processing</li></ul>	<ul style="list-style-type: none"><li>- Processing data quickly</li><li>- Repetitive tasks</li><li>- Being consistent</li><li>- Remembering details</li></ul>

- ▶ Use automation where appropriate!

# Identifying Tasks

- ▶ Before you can improve “it” you have to know what “it” is!
- ▶ Many tasks can be identified based on your own knowledge. Other tasks you’ll need to go and talk with the people who DO the work.
- ▶ These user interviews should be open ended, and focused on understanding what is that people really do (as opposed to “supposed to do”).

# Task Redesign

- ▶ There are other situations where the process is already efficient, but the UI gets in the way.
- ▶ Consider Address Entry in the RightNow system.
- ▶ With the out of the box design, this requires lots of clicking and extra keystrokes to input a street address.

# Task Redesign

## ► Address entry in RightNow:

Address  [Edit](#)

Address US [Edit](#)

Street 136 Enterprise Blvd.

City

Country US

State/Prov [No Value]

Postal Code

Address US [Edit](#)

Street 136 Enterprise Blvd.

City Bozeman

Country US

State/Prov [No Value]

Postal Code

Address US [Edit](#)

Street 136 Enterprise Blvd.

City Bozeman

Country US

State/Prov [No Value]

Postal Code

Address US [Edit](#)

Street 136 Enterprise Blvd.

City Bozeman

Country US

State/Prov [No Value]

Postal Code

ortunities (0)

Name	Assigned	Status
MT		
NC		
ND		
NE		

Address 136 Enterprise Blvd  
Bozeman US [Edit](#)

Street 136 Enterprise Blvd.

City Bozeman

Country US

State/Prov [No Value]

Postal Code

ortunities (0)

Name	Assigned	Status
MT		
NC		
ND		
NE		

Address US [Edit](#)

Street 136 Enterprise Blvd.

City Bozeman

Country US

State/Prov MT

Postal Code 59718

Address 136 Enterprise Blvd.  
Bozeman MT 59718 US [Edit](#)

# Task Redesign

- ▶ Using KLM-GOMS\* , we can benchmark interaction time: 17.12 seconds

**Point the mouse to the “Edit” link.**

**Click on the link.**

+ 1.1 seconds

+ 0.2 seconds

**Move the mouse hand back to keyboard.**

**Type in a street “136 Enterprise Blvd.”**

+ 0.4 seconds

+ 5.6 seconds

**Press -Tab- to change focus to the city field.**

**Type in the city “Bozeman”.**

+ 0.28 seconds

+ 1.96 seconds

**Move the mouse hand back to the mouse.**

**Point the mouse to the State down.**

**Click on the State drop down.**

+ 0.4 seconds

+ 1.1 seconds

+ 0.2 seconds

**Point the mouse to the scroll bar.**

**Click and hold on the scroll bar.**

**Drag the scrollbar so that the correct state shows up.**

**Release the button.**

+ 1.1 seconds

+ 0.1 seconds

+ 1.1 seconds

+ 0.1 seconds

**Point the mouse to the correct state “MT”.**

**Click on “MT”.**

+ 1.1 seconds

+ 0.1 seconds

**Move mouse hand back to keyboard.**

**Press -Tab-.**

**Type in the postal code “59718”.**

+ 0.4 seconds

+ 0.28 seconds

+ 1.4 seconds

**Press -Enter-.**

+ 0.28 seconds

\* (Keystroke-Level Model of Goals Operators Methods Selection analysis).

# Task Redesign

- ▶ Using this framework we can predict how long it will take to work through an interface\*:

Move hand from keyboard to mouse	0.4 seconds
Point the mouse to something	1.1 seconds
Click the mouse	0.2 seconds
Move hand back to keyboard	0.4 seconds
Type a character on the keyboard	0.28 seconds

\* On average, KLM-GOMS is accurate to about +/-3% for a random sample of computer operators.

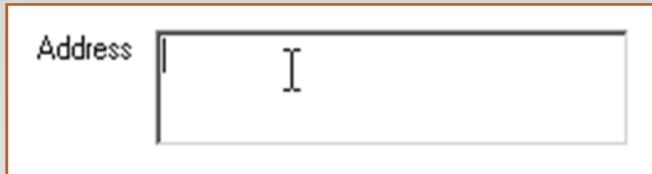
# Task Redesign

- ▶ What if we used Google Maps to automate city/state lookup?
- ▶ TOTAL TIME: 10.86 seconds



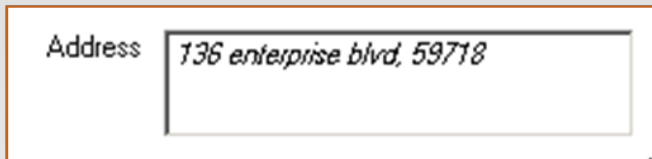
Address

**Move mouse to field.**  
+ 1.1 seconds



Address

**Click inside the field.**  
+ 0.2 seconds



Address

**Type in the Street and Zip code**  
**“136 enterprise blvd, 59718”.**  
+ 7.28 seconds



Address

**Press –Enter–.**  
**Wait for server to validate results.**  
+ 0.28 seconds  
~ 2 seconds  
+ ~2 seconds

# Task Redesign

- ▶ The mean salary in the US for a tier 1 agent is \$27,946\*.
- ▶ Just divide Salary by
  - (Workweeks [52]\*Hours[40]\*Mins[60]\*Seconds[60]) to get salary per second.
- ▶ What is 1 second worth?
  - About .0037 cents.
- ▶ This doesn't seem like much does it?

# Task Redesign

- ▶ Consider these system factors:
  - Interactions handled per day per agent
  - Days in a year
  - # of agents working in a contact center
  - # of total contact centers
- ▶ These factors often quickly compound when you consider the sheer volume of repetitiveness.
- ▶ For address entry, the improved address control (if used on 1/3<sup>rd</sup> of interactions) results in cost savings of \$176,373 for 1,000 seat contact center per year.

# Implementing Changes in RightNow

- ▶ RightNow offers a number of tools that can help with different aspects of productivity:
  - Contextual Workspaces
  - Guided Assistance
  - Agent Scripting
  - Workflow
  - Add-Ins
- ▶ How do you know which tool to use?

# Implementing Changes in RightNow

► Here is a brief overview of each tool:

Tool:	What it does best:
Contextual Workspaces	Dynamically fill out/hide other fields given value of a single field.
Guided Assistance	Enforce best practices for a troubleshooting flow.
Agent Scripting	Enforce a particular style of agent-customer interaction.
Workflow	Construct custom task flows.
Add-Ins	Automate a task or portion of a task.

# Implementing Changes in RightNow

- ▶ Recall there are two ways to improve productivity:

Tool:	Enforces Critical Path?	Shortens Critical Path?
Contextual Workspaces	No	Yes
Guided Assistance	Yes	No
Agent Scripting	Yes	No
Workflow	Yes	Yes
Add-Ins	No	Yes

**RIGHT**  

---

**NOW**<sup>®</sup>



  
**S U M M I T 0 9**  
**E U R O P E**

**QUESTIONS AND ANSWERS**

