IBM Watson Talent Frameworks for Customer Relationship Management

Industry specific job skills for organizational success

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SOLUTIONS
FOR TALENT MANAGEMENT

Retaining top talent, ramping up effectiveness, training efficiency and knowledge management are key challenges in customer service, customer outreach and call center operations. Ensuring employees are properly skilled is paramount in managing customer relations. Understand the talent you have, the skills you want to retain and the skills you need to develop with Watson Talent Frameworks.

Our solution is designed to help you quickly onboard new infrastructure staff through a detailed set of skills and abilities specific to individual roles. Retain your best service support consultants by providing clear visibility to future career opportunities, and engage existing cross-sales specialists with skill-specific content to drive their day-to-day performance and on-going development.

Connect People to Business

Watson Talent Frameworks for Customer Relationship Management ensures a benchmark model to centralize and provide consistency in how you define jobs and skills across all aspects of talent management. It provides HR both data and 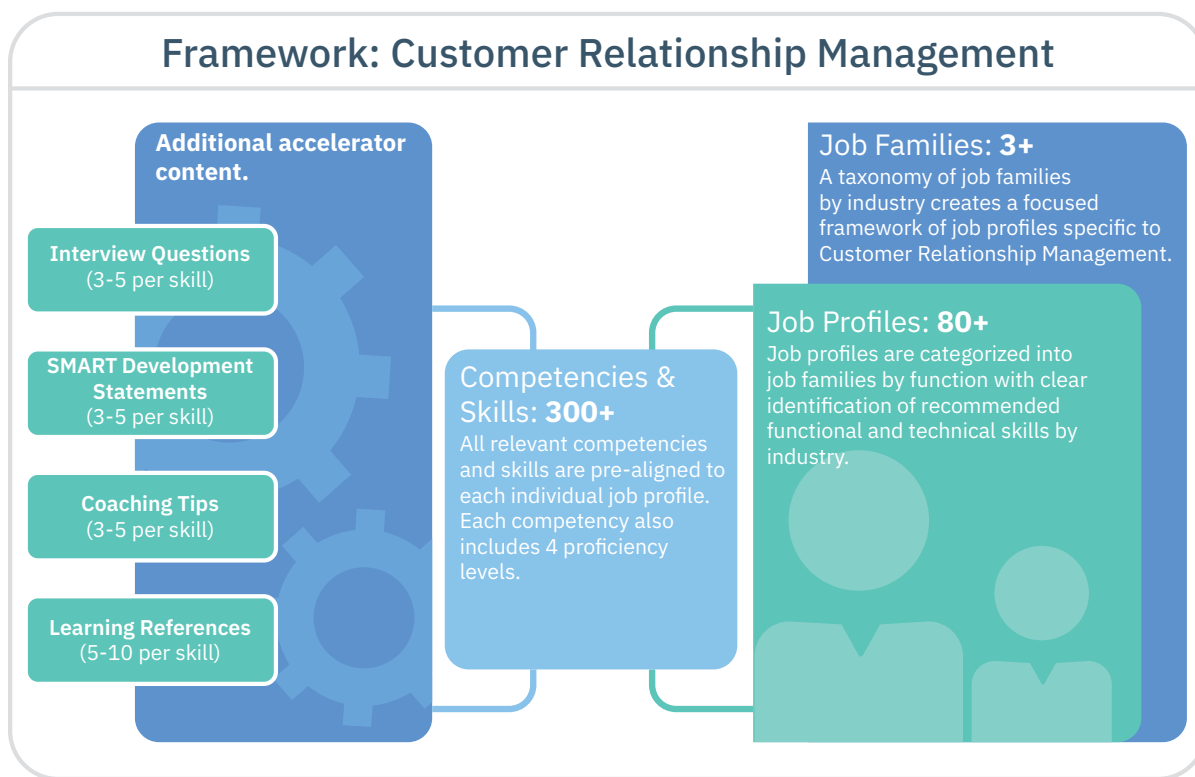content to match the right talent with company requirements, creating an engaging employee experience to drive better business results.

Watson Talent Frameworks includes several key elements:
- Pre-defined job profiles detail the skills and levels of proficiency employees need to excel.
- Standard job descriptions attract qualified candidates by clearly defining key responsibilities.
- Interview questions provide a guide for accurately assessing candidates.
- Job-specific skills, behaviours and coaching tips support managers in facilitating clear, objective performance reviews.
- SMART development statements give employees specialized, actionable practices to help them improve and achieve more.
- Learning References provide a path for growth and development.
- The jobs taxonomy drives engagement with clear and transparent career opportunities.

Watson Talent Frameworks powers people analytics and cognitive HR with a data rich foundation.

Fig 1: IBM Watson Talent Frameworks architecture

Framework: Customer Relationship Management

Additional accelerator content.

Interview Questions (3-5 per skill)

SMART Development Statements (3-5 per skill)

Coaching Tips (3-5 per skill)

Learning References (5-10 per skill)

Competencies & Skills: **300+**
All relevant competencies and skills are pre-aligned to each individual job profile. Each competency also includes 4 proficiency levels.

Job Families: **3+**
A taxonomy of job families by industry creates a focused framework of job profiles specific to Customer Relationship Management.

Job Profiles: **80+**
Job profiles are categorized into job families by function with clear identification of recommended functional and technical skills by industry.

Deep Dive: Job Profile

Let us peruse a job profile from Watson Talent Frameworks for Customer Relationship Management to better understand the data and content available. Consider the job profile of a 'Customer Service Associate - CRM' highlighted below as a sample.

Table 1. Job profile classification with descriptions.

Job Family Code	CSV
Job Family Name	Customer Services
Job Family Description	Telephone and Internet-based support for customer-initiated activities. Includes order processing and tracking, technical and billing problems.
Job Profile Code	CSV-6TCS
Job Profile	Customer Service Associate - CRM
Job Role Description	Provides first line of support and problem resolution for selected products and services.
Job Band ID	6
Job Responsibility	(1) Addressing minor coverage issues and resolving minor complaints. Ensuring all customer communication is clearly documented. (2) Contacting customers when necessary to obtain additional information needed to resolve the issue. (3) Identifying order issues and determining appropriate course of action for effective resolution. (4) Responding to inbound customer service calls or in-person customer visits. Performing entry-level troubleshooting and redirecting customers or customer calls when appropriate.

* Each job profile is assigned a unique job code ID, mapped to a job family, and tagged to an appropriate job band.

* Apart from descriptions of the main job family and the job role, each job profile includes four key job responsibilities.

Table 1.1. Job band categories and descriptions for each.

Job Band ID	Job Band Name	Job Band Description
1	Executive Management	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Management	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Senior Level Consulting	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Senior Professional	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Team Leadership; Technical Professional	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Technical supervision
6	Administrator; Technician, Trainee	Routine technical or administrative tasks; Follows procedures; Operates under supervision

* Each job profile is mapped to one of six pre-defined job bands.

Deep Dive: Competencies & Skills - Overview

Let us explore recommended competencies and skills data for the sample job profile highlighted in Table 1.

Table 2. List of all competencies recommended for Customer Service Associate - CRM: CSV-6TCS.

Competency Code	Competency Name	Proficiency Level	Priority
B0150	Products and Services	2 - Working Experience	3 - High
B0160	Service Excellence	2 - Working Experience	3 - High
B1080	Information Capture	2 - Working Experience	2 - Medium
I0250	Conflict Management	2 - Working Experience	2 - Medium
I0350	Problem Solving	2 - Working Experience	3 - High
I0480	Effective Communications	2 - Working Experience	3 - High
I0650	Listening	2 - Working Experience	2 - Medium
I1010	Relationship Management	1 - Basic Understanding	2 - Medium
M0200	Customer Service Management	1 - Basic Understanding	3 - High
TCR000	Customer Relationship Management (CRM)	1 - Basic Understanding	3 - High
TCR090	CRM Systems and Technologies	1 - Basic Understanding	2 - Medium
TCS000	Customer Support Function	2 - Working Experience	3 - High
TCS020	Customer Support Policies, Standards and Procedures	2 - Working Experience	3 - High
TCS060	Customer Interaction	2 - Working Experience	3 - High
TCS080	Problem Management Process (TCS)	2 - Working Experience	2 - Medium
TCS090	Service Request Management Process (TCS)	2 - Working Experience	3 - High
TCS800	Customer Support Operations	2 - Working Experience	3 - High
TCSU-	Knowledge of a Specific Customer Support Function	2 - Working Experience	3 - High

Deep Dive: Competencies & Skills - Detail

Let us explore all the data and content available for the sample competency highlighted in Table 2.

Table 3. Competency and skill details of Customer Interaction: TCS060.

Competency Code: TCS060	Competency Name: Customer Interaction
Competency Description	Knowledge of the principles and techniques of communicating with a customer; ability to utilize practices, tools, and techniques for customer interaction.
Proficiency Levels	Level 1: Basic understanding
	Level 2: Working experience
	Level 3: Extensive experience
	Level 4: Subject matter depth/breadth
Proficiency Level Behaviors	(1) Diagnoses circumstances and behaviors that generate customer confrontation. (2) Obtains information and addresses questions that can facilitate movement from problem to resolution stage. (3) Performs the correct practices and procedures for customer interaction. (4) Provides first line of customer support. (5) Uses basic support tools for managing customer interactions.

* Each competency is defined by four levels of proficiency – Level 1: Basic understanding, Level 2: Working experience, Level 3: Extensive experience, Level 4: Subject matter depth/breadth

Table 3.1. Accelerator content for each competency includes – Interview questions & SMART Development statements.

Competency Code: TCS060	Competency Name: Customer Interaction
Interview Questions	(1) Provide examples of scenarios in which the following interaction techniques are appropriate and explain why: face-to-face, telephone, e-mail, web-based chat. (2) What techniques have you used for customer interaction? Which do you prefer and why? Which method have you had the most problems with? (3) How do you correctly identify the type of customer behaviors in order to respond accordingly? (4) Tell me about a time when you had to deal with a difficult customer or resolve a problem situation. How did you handle this? What was the outcome? What would you have done differently? (5) How did your organization establish who would have customer contact? How were these team organized?
Development Statement	(1) Develop a set of standardized procedures for customer interactions within 2 months. (2) De-escalate problem situations elevated to higher level personnel within 20 minutes of initial client contact. (3) Position the organization as a thought-leader in the field by holding quarterly round-tables, luncheons, or other networking events. (4) Initiate 3 interactions with existing customers per month with the goal of developing additional business for the organization.

*Accelerator content helps managers and employees engage with competency and skill data in an on-going manner.

Table 3.2. Accelerator content for each competency also includes – Coaching tips & Learning references.

Competency Code: TCS060	Competency Name: Customer Interaction			
Coaching Tip Descriptions	(1) Create a list of questions or statements to use that helps facilitate resolutions. (2) Ask to sit in on or review customer calls with a top performing co-worker. (3) Remember that the customer may be busy and be open to declined invitations or suggestions for rescheduled times. (4) Discuss methods for de-escalating problem situations with co-workers. (5) Know and understand all current customer service procedures.			

Learning References

Learning Reference Type	Activities On & Off the job	Activities On & Off the job	Organizations, Associations	Training Programs	Vendors
Learning Reference Name	Visit with Other Companies	Customer Problem-Solving	American Teleservices Association	Effective Telephone Techniques	International Customer Management Institute (ICMI)
Learning References Description	Visit a company that is utilizing a technology that you are either considering or are just implementing. Prepare a list of questions as well as areas of interest.	Participate in customer problem-solving meetings.	Resource center for information and training for call centers, trainers, consultants, and equipment suppliers that initiate, facilitate, and generate telephone, Internet, and e-mail sales, service, and support.	Help your employees make the most of their telephone contacts.	Provider of training programs and educational resources on call center management.
Author					
Publisher				Open Line Communications, Inc.	
Publication Year					
Provider					
URL			http://www.ataconnect.org	http://www.open-line.com	http://www.incoming.com
ISBN_ASIN					

Keeping it Current

Watson Talent Frameworks is developed by a dedicated team using an independent research methodology and augmented by Watson. IBM applies machine learning to analyze and synthesize daily feeds of job board data. Watson identifies new or updated content which is then further refined by the IBM content curation team.

As part of the process, every framework goes through a comprehensive review to identify changes relevant to industry trends. These changes are validated to ensure that the job architecture is up to date with current skill demands in the industry.

Sources include:
- Career and recruiting websites
- Client surveys and content workshops
- Disruptive industry changes
- New disciplines, job functions, job roles, or skills in technology or new industries
- Organizational development and HR best practices
- Regulatory legislation and industry compliance requirements
- Research organizations and professional associations
- Vision and thought leading vertical experts

For additional information
To learn more about IBM talent management solutions, Visit: www. afmtalentmanagement.co.uk/
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