

# Installing a High Performance Customer-Centric Coaching Culture

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## Our Agenda Today:

1. What has Changed in Business Today?
2. Case Study – Roadmap to Success
3. The ROI for our Efforts
4. Top 10 List – Key Learnings!
5. Next Steps for this Company

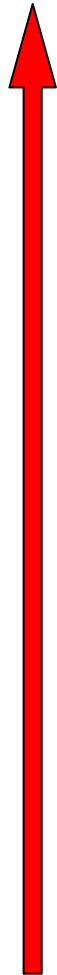
**Please Fasten Your Seatbelts**

# Drivers of Change

Competition		Escalating
Customer Loyalty		Challenged
Product Differentiation		Harder
Business Complexity		Increasing
Customer Expectations		Elevated

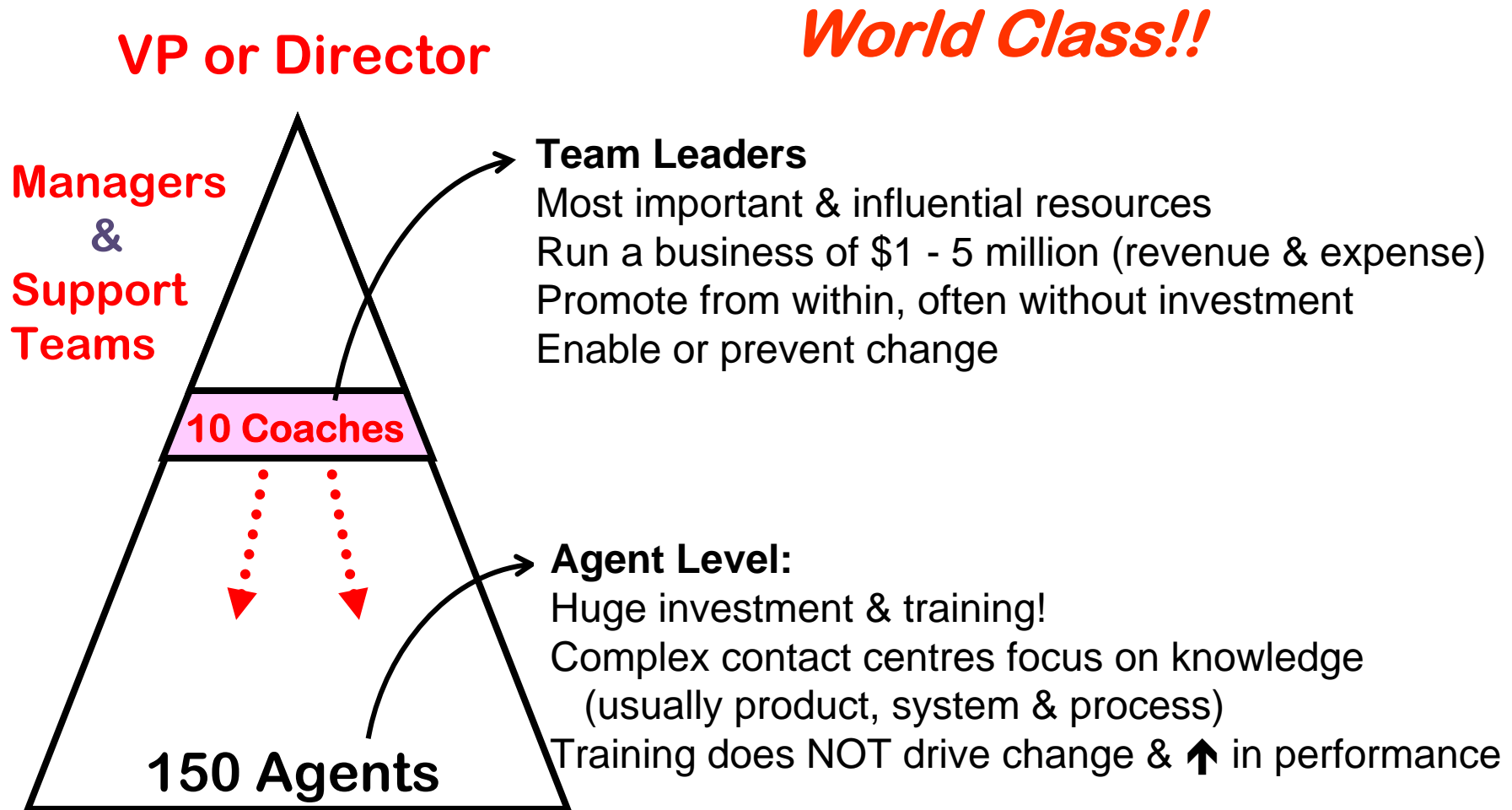
# Coaching Culture Characteristics

Complexity and Value



- Level 4** • Typically frontline leadership intern program & certification
  - Best Practice Engine / capability in place
  - Every function & process is designed to support S-by-S
- Level 3** • S-by-S is obvious, conducted everyday (50+% EU)
  - Consistent approach & experience
  - Direct link from skill development to tangible results
  - Performance is visible and measured (agent & coach)
- Level 2** • S-by-S skill development is ONE of the supervisor's duties
  - Often outsourced to another resource
  - Inconsistent approach, coaching skill rarely developed
- Level 1** • Very little if any coaching or floor presence
  - Use of the BIG DRUM (eg: AHT, Sales) to improve performance
  - Focus on compliance to build skill and consistency

# Driving Change & Sustainable Results



# *Why Skill Develop / Coach?*

- Builds SKILL and improve performance
- The BEST way to communicate
- Builds TRUST
- Higher productivity
- Management's Education
- Identify Best Practices
- Increased employee satisfaction
- Improves customer satisfaction
- Sustainable World Class culture



# *Attributes of Real Coaching?*

## **Coaching is...**

- Skills Based – HOW To...
- Situational & Observational
- On Job or In-Field
- Acknowledgement & Adjustment
- Process for Self-Evaluation
- Getting a Specific Commitment
- Action & Follow-up



# CASE STUDY

## Roadmap to Success

# Roadmap: Step#1 = Diagnose



## Where are we now?

- Coaching Optimization Review (Focused)
- Effective Diagnosis – “seek first to understand”



### Key Questions to Ask?:

- What have we told them their job is?
- What are they actually doing?
- Why? What roadblocks?
- What are we measuring?
- How are we evaluating their behaviours?
- How intimate are they with the business?

# Clear Distinction – What is coaching?

## MANAGEMENT

- Process & improvement ★
- Reviewing reports & analysis of the business ★
- Action plans and strategy ★
- Projects & project mgmt ★
- Meetings / Email / Admin ★
- Policy / Procedures ★
- Employee development
- Communication
- Discipline
- TELLING ★

**WHAT**

## LEADERSHIP

- Vision, Direction ★
- Influence
- Trust, Loyalty
- Communication, 2 way guidance
- Culture
- Commitment
- Motivate ★
- Recognition
- About People ★
- ASK

**WHO**

## COACHING

- Skill Development ★
- HOW to do it ★
- Specific development
- Realtime Feedback ★
- On-job skill development
- ASK
- Side-by-side in the business
- Growth – individual & organizational
- Trust ★
- +ve

**HOW**

★ Common themes from Directors, Managers & Coaches

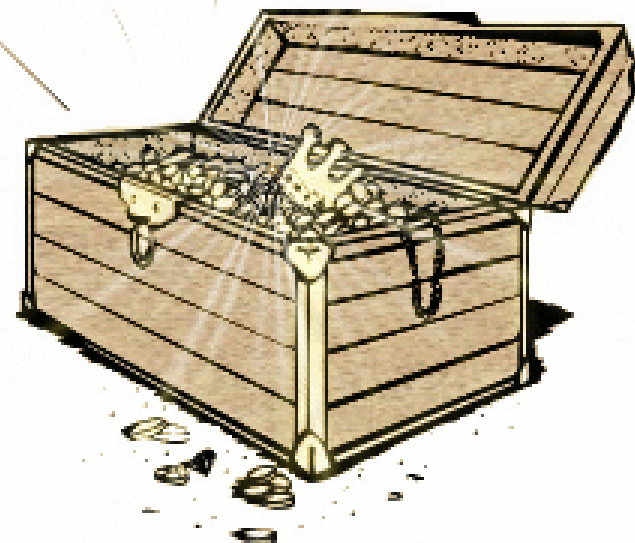
# Roadmap: Step#2 = Open Dialogue



## Engagement & Commitment

- Debrief with Director, Managers, Coaches & Support!!
- Workshop about the business:
  - Dialogue not a Download or Confession
  - Context, Vision ... and... *what is possible*
- **Ask** for commitment to change and be exceptional

***Secret Treasure***  
***ASK!***

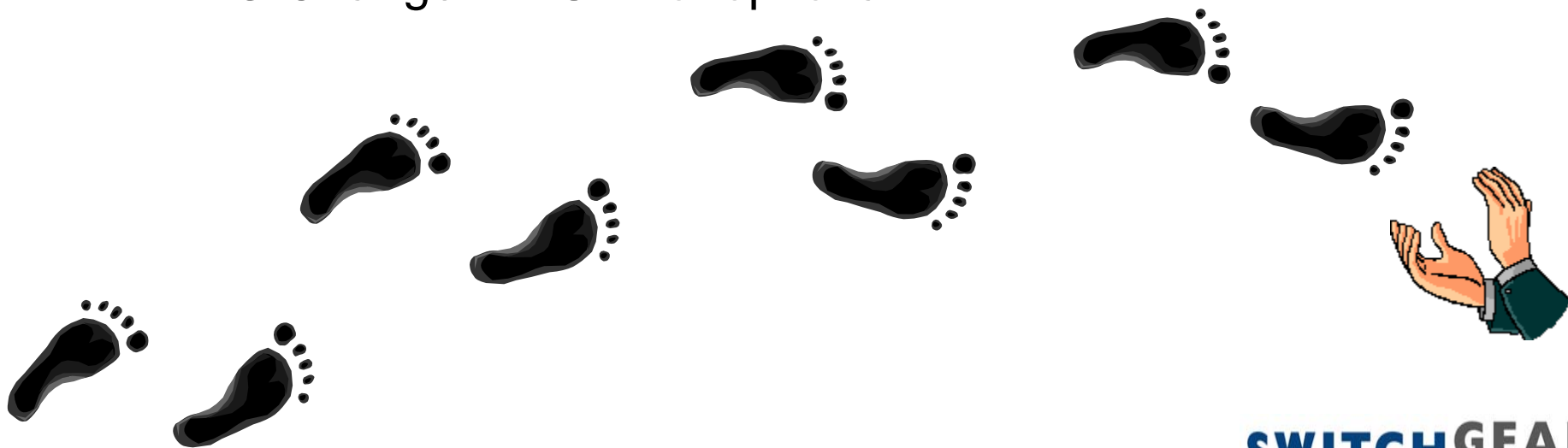


# Roadmap: Step#3 = Drive Change



## Teach, Train, Coach & Support

- BIG cultural change, not flavour-of-the-month
- Drive INTO the business = get side-by-side  
Coach → Lead → and then Manage
- Acknowledge:
  - Celebrate each Effort & Behaviour
  - BIG Change... BUT not optional

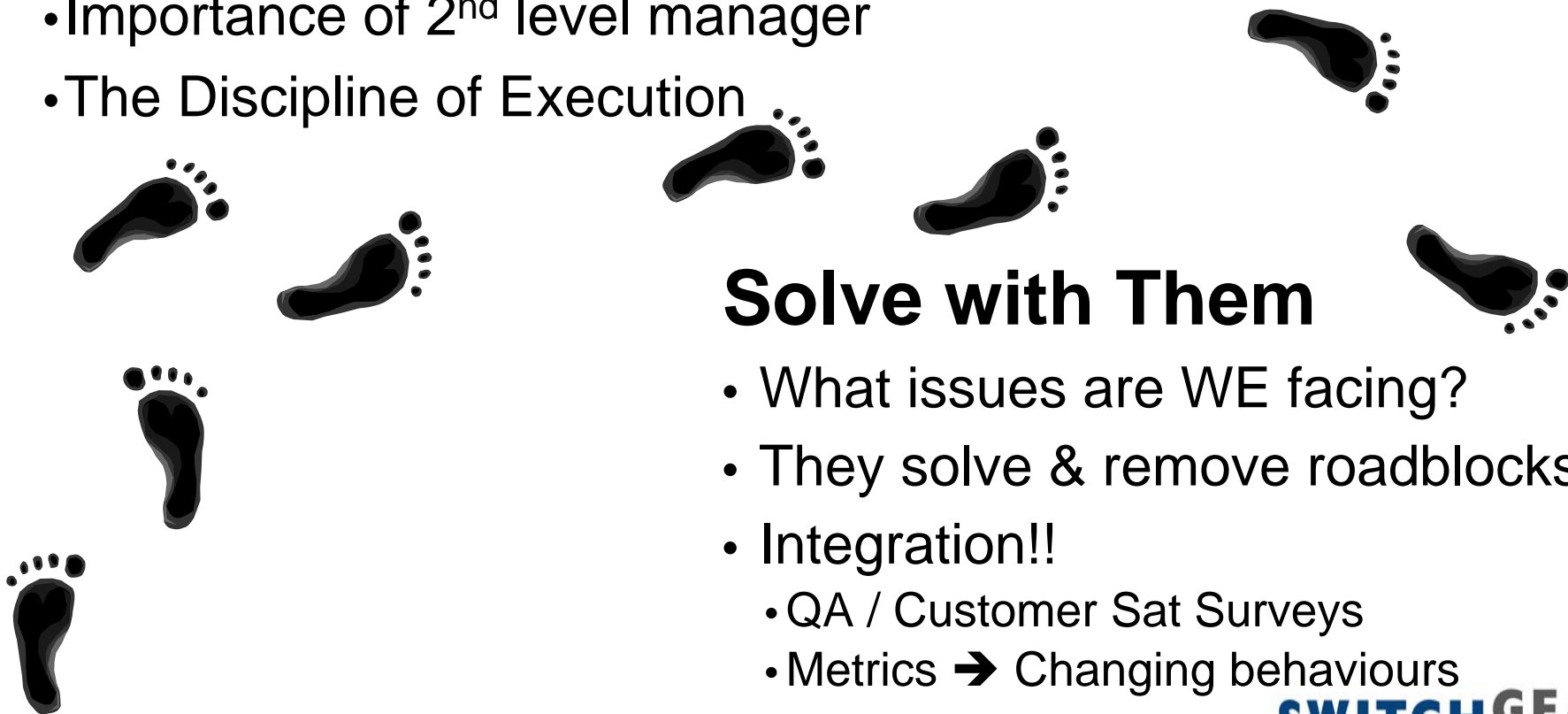


# Roadmap: Step#4 + 5 = Installation!



**Learn** → *Follow-up... Follow-up... Follow-up*

- Small steps, Every Day... Every month ... Everyone
- Raise the bar – every day!
- Importance of 2<sup>nd</sup> level manager
- The Discipline of Execution



## **Solve with Them**

- What issues are WE facing?
- They solve & remove roadblocks
- Integration!!
  - QA / Customer Sat Surveys
  - Metrics → Changing behaviours

## Top 10 List = Key Learnings

- #10 Get the Coach on-the-court
- #9 Development & Recognition ≠ Special Projects
- #8 Get Specific!
- #7 Get Intimate
- #6 Tenure ≠ Competency
- #5 Hierarchy of Needs (1<sup>st</sup> Things 1<sup>st</sup>)
- #4 ASK versus TELL
- #3 Importance of Alignment
- #2 Ruthless Prioritization
- #1 BIG Change!

## **ROE = Return on Effort** (Q1 '06 → Q1 '07)

**AHT Improved by 8.4%**



**Sales Conversion rate Improved by 3.3%**



**FCR Improved by 7% (SQM '04 – '07)**



**Employee Sat Improved**



**Operational savings of \$3.8 million (*CDN!*)**



## Next Steps

### Continued Investment → Consistency

- Using data to effectively coach
- Addressing the Issues
- Agent Training with Integrated Coaching Follow-up tools

### Continued Alignment:

- Starts in Academy Bay
- Support functions
- Team Based Scheduling

### World Class Succession!!

- Coaches Intern program
- Induction – Hierarchy of Needs... for Coaches!

***A Good Coach will make her team see what they can BE rather than what they are.***

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