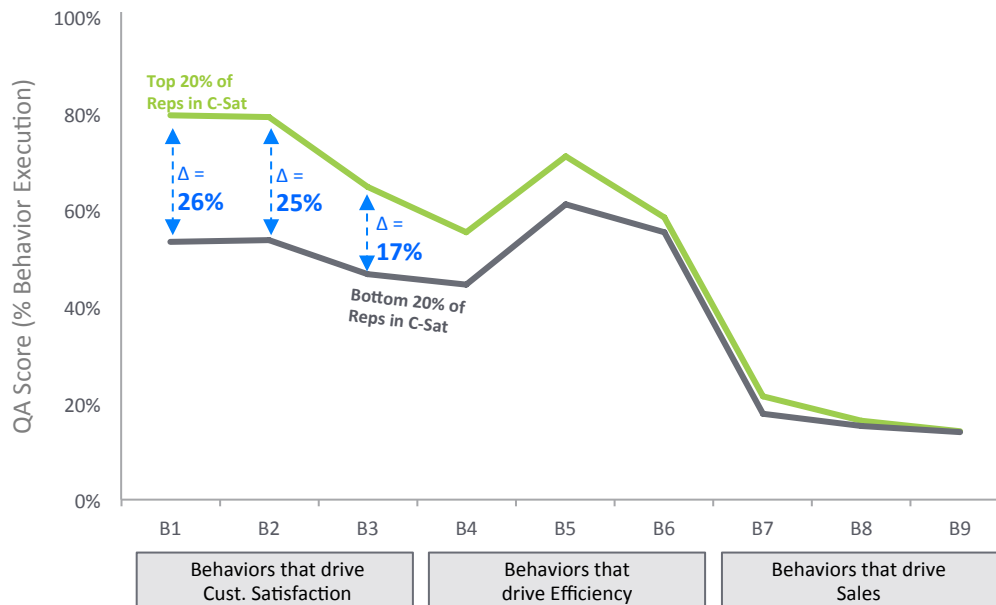


Current State: Does the QA function drive your objectives?

Context: How Best-in-Class Organizations Measure the Relationship Between Behaviors and KPIs

Best-in-Class Enterprise

Example: Customer Satisfaction vs. QA Behaviors



Where there *should* be a relationship between behaviors and KPIs, there is a **strong relationship**:

Top Quintile of performers (by KPI) perform:

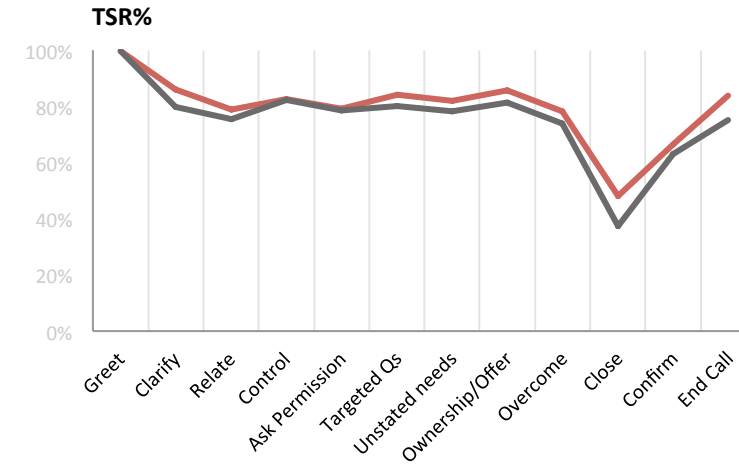
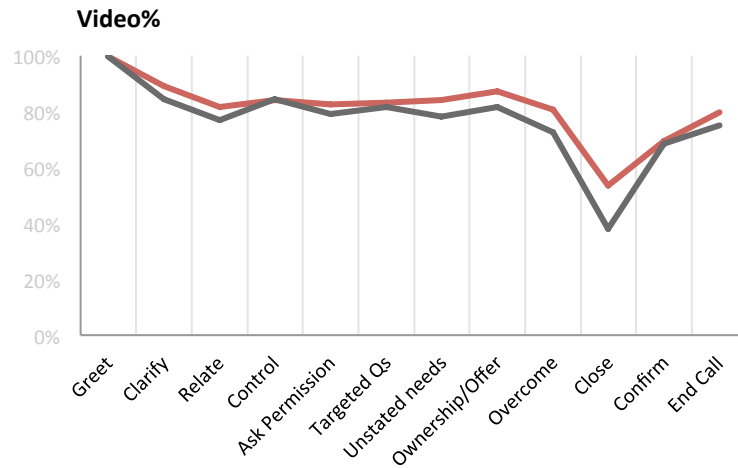
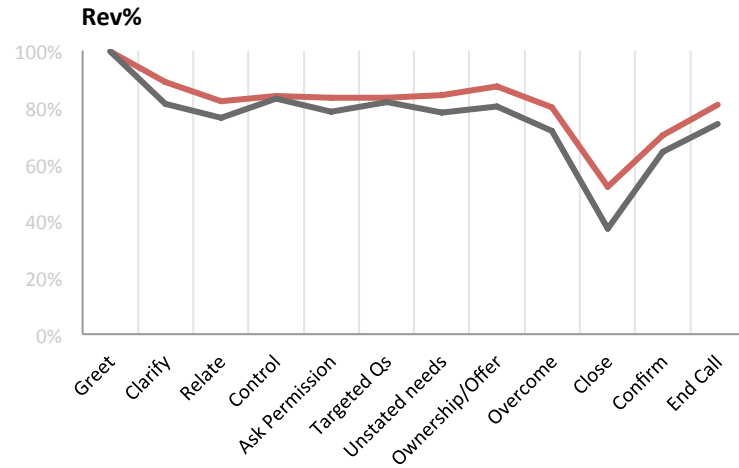
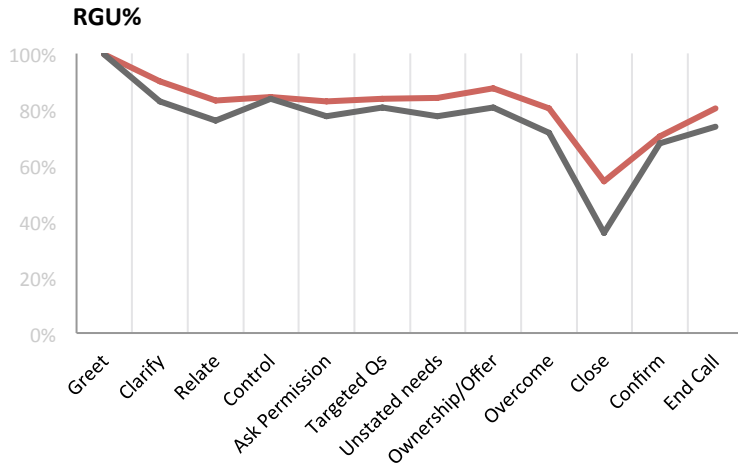
- 26 points better on Behavior 1
- 25 points better on Behavior 2
- 17 points better on Behavior 3

Current State: Does the QA function drive your objectives?

Analysis of: Site 1

Weak Relationships; Average Delta = 5.1%

Site 1
 — Top 20%
 — Bottom 20%



Evaluation of Site 1 Behavior Definitions

Site 1 Behaviors are broken into **dozens of discrete tasks, sub-behaviors, and requirements** in an effort to codify a fluid customer conversation into black-and-white terms.

Unintended Consequences: However, this often becomes a **checklist** that creates robotic reps. Reps become skilled at accomplishing the dozens of discrete tasks, but not necessarily delivering results.

13 Behaviors at Site 1 41+ Tasks or Requirements to Meet Expectations

- | | |
|---|---|
| 1. Greet the customer clearly | 6 tasks |
| 2. Clarify reason for call | 3 tasks |
| 3. Relate & empathize | 3 |
| 4. Take control | 5 |
| 5. Set the agenda | 2 |
| 6. Ask Targeted Questions | 3-6 (Highly Effective) |
| 7. Consider unstated needs/
Active listening | 3 |
| 8. Take ownership /
Make offer | 2-5 (Highly Effective)
+ 4-7 Sub-steps based on 7 call types |
| 9. Overcome objections | 2-5 (Highly Effective) |
| 10. Close the sale | 2 |
| 11. Confirm details | 4
+ 2-12 Sub-steps based on call type |
| 12. End on a positive note | 4-5 |
| 13. Documentation | 2 |

Meets Expectations	Below Expectations
<ul style="list-style-type: none"> Used Active Listening Skills (listened for unstated needs or unstated reasons that prompted the call) Demonstrated observation of at least one unstated needs Redirect the agenda as required to keep the flow of the conversation 	<ul style="list-style-type: none"> Did Not Meet Expectations
7 points	0 points

Meets Expectations	Below Expectations
<p>Offer Additional Assistance (Must come first)</p> <ul style="list-style-type: none"> Offered additional assistance For contacts where the issue remains unresolved: <ul style="list-style-type: none"> Apologized for the inconvenience and made an offer of additional assistance <p>Close: Thank Customer & Branded Close</p> <ul style="list-style-type: none"> If disconnect order not placed, thanked customer for their loyalty. Closing included your name and a positive statement WOC statement <p>TRANSFERS - Used proper transfer courtesies</p> <ul style="list-style-type: none"> Transfer - Advised customer who he/she is being transferred to and explain why a transfer is necessary. (wait for response from customer ...) 	<ul style="list-style-type: none"> Did Not Meet Expectations for: <ul style="list-style-type: none"> Offer Assistance AND Close: Thank Customer & Branded Close
4 points	0 points