iWAM Model of Excellence

Replicating Great Performance:
The ABC Call Center Case Study

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The Opportunity

ABC Company is the UK's longest-running customer loyalty program. Over eight million participants currently do business with ABC buying with credit cards and/or shopping online.

The ABC Call Center is the critical function that fulfills customer requests for processing orders. In addition, the ABC Call Center generates additional revenues by cross-selling other items when taking an order.

ABC had a core group of sales associates who consistently outperformed the others in the Call Center. Previous attempts to understand what differentiated the high performers from their colleagues had consistently failed to identify exactly what accounted for the differences between top performers and the others. The result of this ambiguity was a system of hiring, training, and managing that was based on a series of unsubstantiated assumptions.

The Analysis of Performance

The consulting team worked with ABC to identify top, mid-level, and lower performers according to well-defined key performance indicators (KPIs). Using the Language and Behavior Profile (LAB) the consultants interviewed associates separately and in-depth. Through the LAB Profile based interviews, the team quickly identified the below-conscious drivers that were the major factor in causing top-producing associates to consistently outperform their colleagues. An in-depth process of comparative analysis enabled the consulting team to identify both where and the exact extent to which top-performing associates were different than their peers.

The Intervention

Using the *Inventory for Work Attitude and Motivation*® (iWAM) online assessment tool, the consultants created a *Model of Excellence* to benchmark successful behavior in Call Center personnel. In addition to knowing the below-conscious drivers that ABC could use to identify future applicants for Call Center positions, the consultant team analyzed the key differences between high performers and their lower-performing associates and used the differences to creating a training program that helped lower performers behave in the same way as top performers. The training program included components on sales effectiveness (for Call Center personnel) and team management (for supervisors of the Call Center staff). The training modules were based on principles and content of the Language and Behavior Profile.

The combination of the iWAM Survey and LAB Profile provided the basis for the intervention in ABC.

The Return on Investment of the Project

The net result of this intervention was a 33% increase in revenue from those who underwent training within the first six months following the intervention. Not only were associates more effective in selling, but also managers and supervisors said that the knowledge of differences among team members allowed them to manage individuals more effectively. The combination of outcomes provided an extremely high ROI for the effort!

Note: The name of the company has been changed to protect privacy.

® The Inventory for Work Attitude and Motivation (iWAM) is a registered trademark of jobEQ. The Language and Behavior Profile (LAB) is a registered trademark of Success Strategies.

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