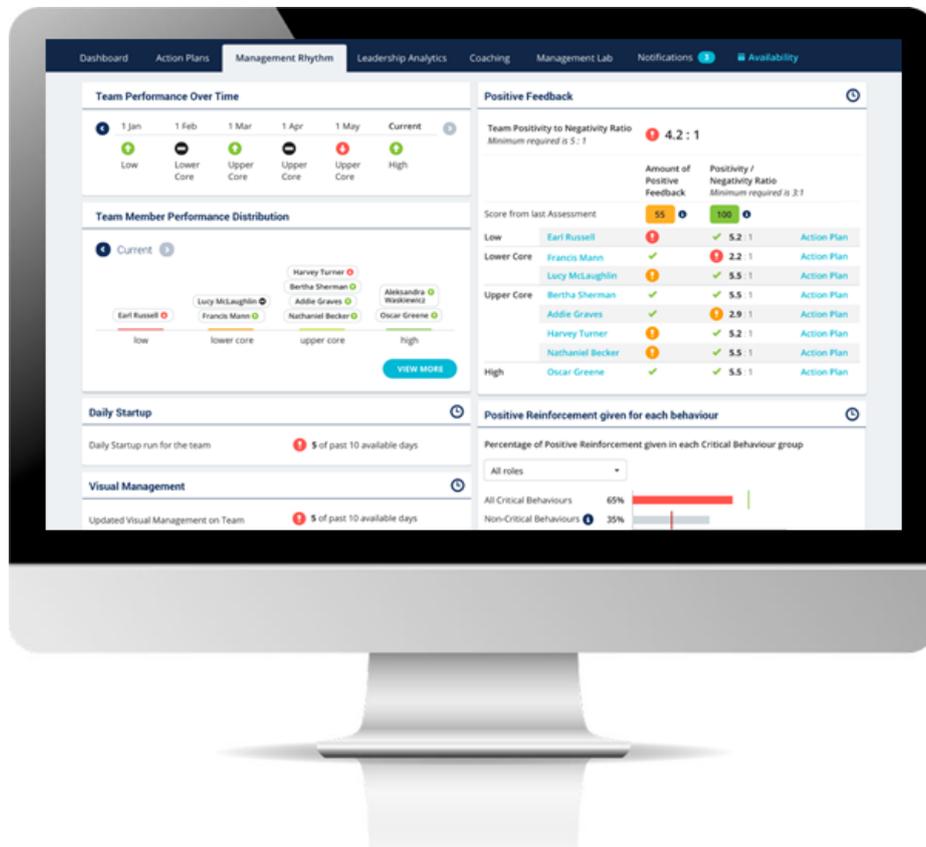


# BravaTrak<sup>®</sup>

## First in Coaching Tracking and Analytics for Business Performance Improvement



## WHY TURN YOUR MANAGERS INTO WORLD-CLASS COACHES & LEADERS?

Sales teams being led by World-Class Coaches and Leaders generate six times more than teams with the worst managers, and almost double that of teams with average managers. Turn your managers into World-Class Coaches and Leaders and you'll rapidly increase it.

For operational units, a team's productivity or delivery is low when their manager's leadership behaviour is lacking. Turn your managers into World-Class Leaders and you'll rapidly increase it.

Since managers are responsible for at least 70% of the variance in employee engagement scores across business units, when your managers become World-Class Coaches and Leaders, employee engagement will quickly increase too - along with improved staff retention, absenteeism and other KPI.

# BRAVATRAK<sup>®</sup> HIGH-PERFORMANCE COACHING SYSTEM

A proven process for increasing Customer Experience while improving Employee Engagement in your workplace.

If you're under pressure to meet your targets or achieve your strategic goals, you'll find this useful. It's an overview of the High-Performance Coaching system, which we use with all of our clients.

## High Performance Coaching System



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## Key Components

It's your frontline managers who are responsible for the Customer Experience, Employee Experience and business performance you've got. They're also the only people who can increase performance to where you need it to be. Moreover, they can only do this by following the right system.

Unfortunately, the Corporate Executive Board has found that coaching is the activity that managers perform the worst (CEB, 2005). And unfortunately, even with all the best intentions, most companies fail to put in place a holistic performance management system. Instead, they implement isolated components. They train their front-line staff, run employee feedback surveys, or provide leadership training. However, these elements in isolation don't deliver sustainable performance improvements.

This situation is where our Performance Break-Thru High-Performance Coaching system comes in. It consists of eight parts which work together to ensure you get sustainable improvements in employee experience, customer experience, sales and productivity. The eight parts of our system are as follows.



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## 1 Performance Measures

Most managers focus their frontline staff on improving performance in business Results; over which their teams have minimal control. Measures such as sales revenue, average time to answer, and Net Promoter Score. Instead, they'd be better served by focusing their teams on the metrics over which they have significant influence. We call these the Objectives. These leading measures include sales conversion rate, average handling time and percentage of customer responses completed with target time frame.

### ROAM

PERFORMANCE MEASURES	<b>Results</b>	Sales revenue Product sales
	<b>Objectives</b>	Sales conversion % for XX product
HIGH PERFORMANCE BEHAVIOURS	<b>Activities</b>	Identify needs Presenting benefits Checking budget
	<b>Method</b>	The specific critical behaviours that separate high performers - e.g. for lead generation framework Lead in statement, product statement, feature benefit statement and commitment question

## 2 High-Performance Behaviours

Most managers focus their coaching on the wrong things.

One of the problems is they coach on results, without providing behavioural specifics. For example, they'll ask their staff to 'increase their sales' without being clear on what they need to do to improve.

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The other problem is they're not coaching the behaviours that maximise performance. Think of any sales, productivity or customer experience measure you want to improve. If no work has been done to identify what your top 15% of high performing frontline staff do differently from your average performers, your managers won't know what to coach. We help you identify what your top performers are doing differently from everyone else - so your managers know exactly what they need to focus their coaching on.

## 3 Coaching Techniques

The findings of research recently published in Harvard Business Review highlight an unfortunate reality most managers don't know how to coach people. The study found that managers tend to think they're coaching when they're just telling their employees what to do (Milner & Milner, 2018).

Most businesses train their managers in only one coaching technique, at best. However, coaching is situational. This means your managers need to use different Coaching Techniques depending on the situation they face, and what they want to achieve. For example, your managers need to be competent in different Coaching Techniques to reinforce behaviour, correct off-track behaviour and guide team members. When this is the case, they'll know how to coach to achieve the level of performance you need.

### High Performance Coaching Techniques

APPROACH	ASK	Performance Debrief	Corrective Feedback	Guide Conversation
	TELL	Positive Feedback	Impact Message	Skills Coaching
		REINFORCE	CORRECT	GUIDE
			PURPOSE	

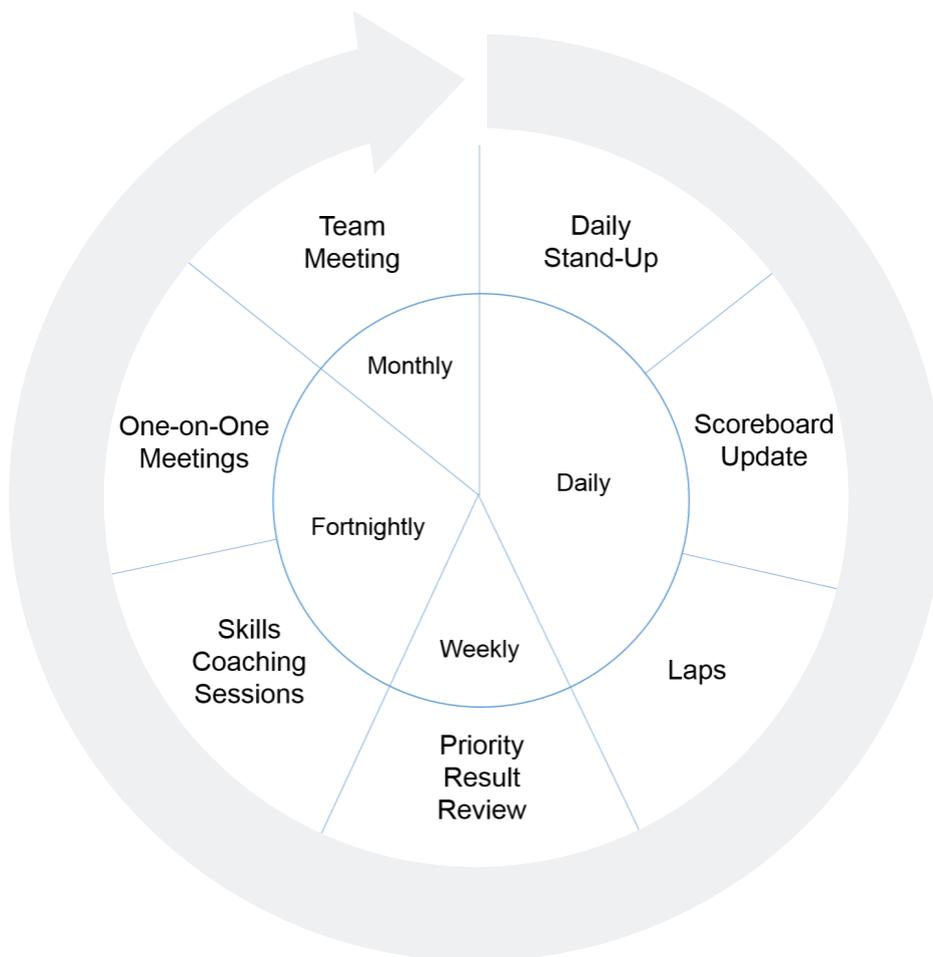
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## 4 Coaching Rhythm

Most managers consider 'coaching' as something they infrequently do, in a meeting room. They fail to spend much time out on the floor, observing and coaching their people while they're working. Instead, your managers likely spend too much time behind their computers, doing admin tasks or in meetings, rather than providing the coaching their team needs to succeed.

However, the coaching conversations that deliver the most significant gains in performance are those day-to-day conversations your managers have with their team members. Research suggests that high-performing managers spend more than 60% of their time providing coaching, guidance, assistance and support to their staff (Cahill, 2014).

### Coaching Rhythm



The solution is to prescribe the best-practice Coaching Rhythm you expect your frontline managers to follow, so they'll know when to coach.

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## 5 Coaching Course

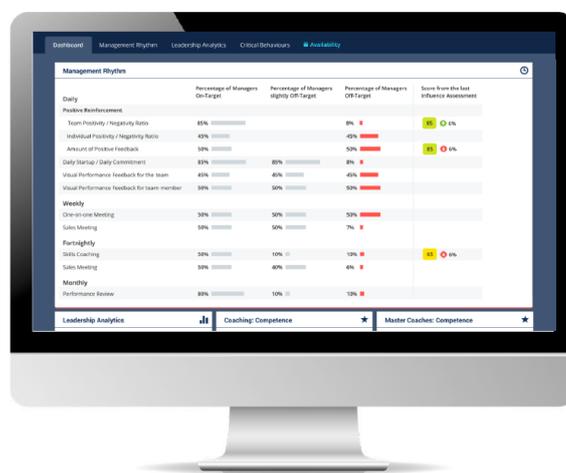
Right now, your frontline managers aren't skilled in High-Performance Coaching. This means they require training. We can provide workshops. Each workshop consists of an initial two days, followed a month later by a further two days of training or blended e-learning (a 12 week program of one module per week and one coaching session per week) to close this gap for you. Or if you already have a High Performance Coaching training program BravaTrak can support that.

However, it's not enough to only train your frontline managers. They also need ongoing coaching to ensure their skill level remains high. To this end, we recommend the two-day Super Coach Workshop. We can provide these for your second-line managers and training managers. This workshop equips them with the skills to coach your first-line managers in High-Performance Coaching. In addition, we can accredit your training managers and second-line managers as Master Coaches. This will enable them to keep your first-line managers competent at High-Performance Coaching.

## 6 Coaching Tracker

Unfortunately, it's not enough to specify the Coaching Rhythm your managers need to follow. Without visibility of your managers' coaching activity, you can't hold them accountable for taking action. We've found when this happens, coaching becomes infrequent, if it's done at all. Your managers need to be using an online Coaching Tracker to quickly record the coaching they've done. This makes their coaching notes easy to refer to, and gives you real-time visibility of their coaching, so you can provide the support and accountability required.

For example, you'll want to be able to see coaching activity across your business unit. And be able to dig down to the coaching each manager has given their team.



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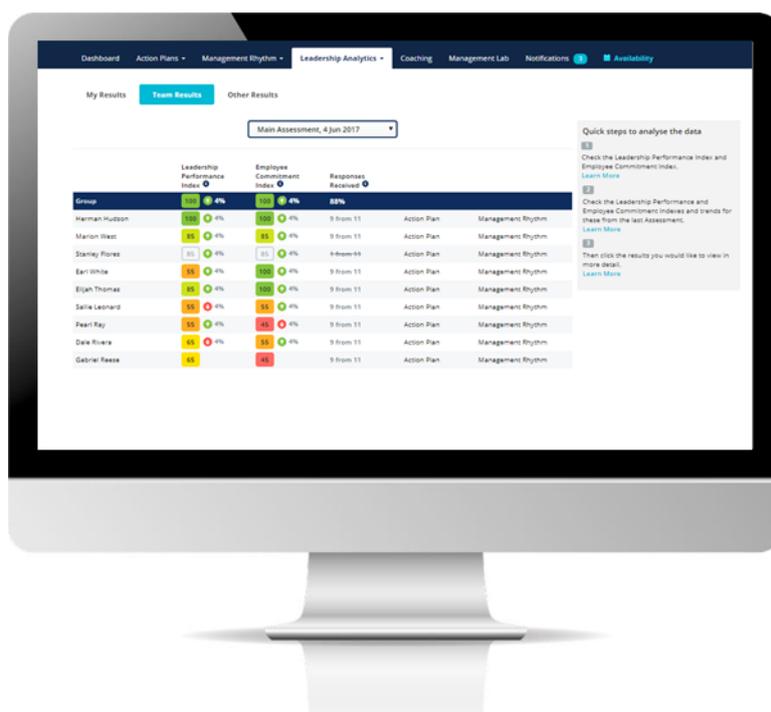
## 7 Coaching Survey

No doubt, HR runs an employee feedback survey in your organisation from time-to-time. These are great for assessing employee engagement and culture within your organisation. However, HR is seeking different information from you. Even though Googles' data scientists identified the essential characteristic of a great manager is being a 'good coach' (Harrell & Barbato, 2018), employee feedback tools don't assess the quality of coaching provided by your team leaders and centre managers. This is where you need a specialist tool.

Even if your managers are coaching consistently, that doesn't mean they're doing it well. You probably don't have any visibility of the quality of coaching provided by each of your managers to their direct reports. Without this, you can't hold them accountable for their coaching quality, or assist them to improve. Regular online coaching surveys provide the information you need to do so.

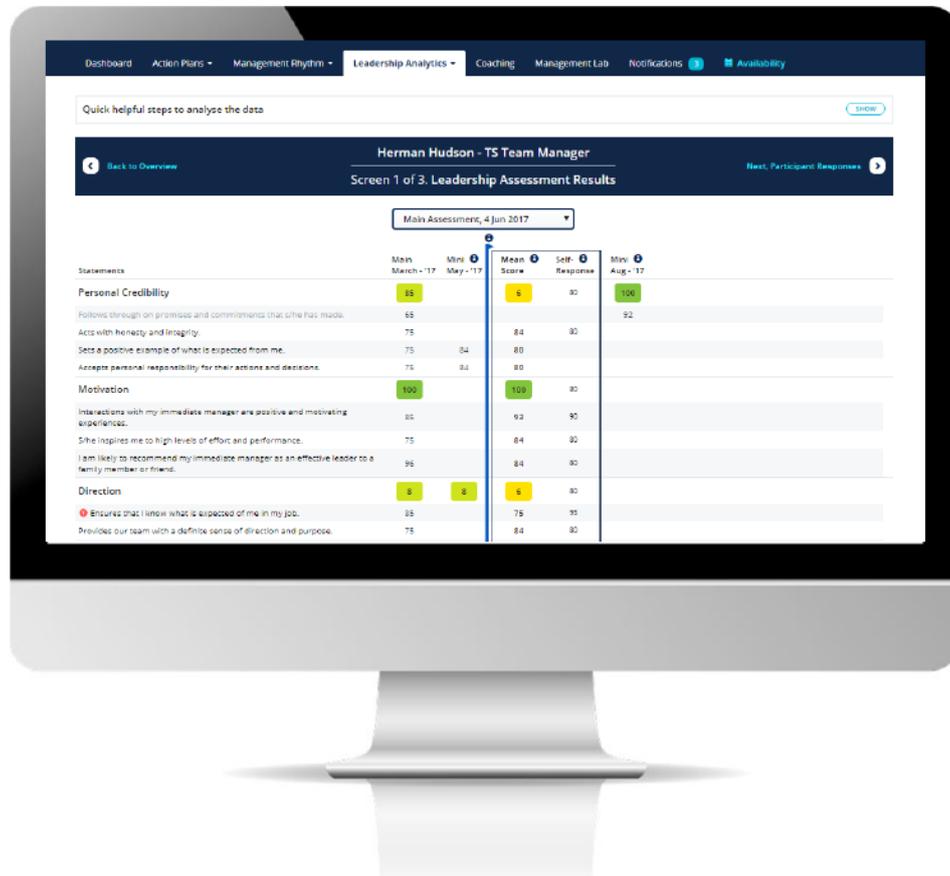
With a Coaching Survey, you can also see roll-up reporting of coaching quality across management groups and business units. This allows you to identify broader themes which you may need to address. At the same time, it allows you to assess its impact on engagement. You can add areas for improvement to a manager's online Action Plan, of which you'll have full visibility.

For example, you'll want to be able to see results for managers within a business unit:



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And be able to dig down to the results for each manager:



## 8 Accountability

Your attention is the key to achieving your strategic goals. To ensure you increase sales, productivity or customer experience, you need to hold your frontline managers accountable for their High-Performance Coaching activity. This means you need to have a Coaching Rhythm in place, and have access to data on your managers coaching activity, and the quality of it.

## Conclusion

As this overview has shown, to get sustainable improvements in employee engagement sales, productivity, or customer experience in your contact centres or retail network, you need all eight parts of the High-Performance Coaching system in place. It's taken us more than two decades of experience to develop and fine-tune it. We don't know of an easier, more reliable way for you to achieve your strategic goals.

## How a High-Performance Coaching System helps you avoid missing your targets

### **It gives you real-time visibility of your managers' coaching activity**

You probably don't have real-time visibility of what coaching your frontline managers are doing. Without data on their coaching activity and on the quality of their coaching, you can't hold them accountable for doing what they need to. Nor do you know what support they need.

The Coaching Tracker gives you real-time visibility of their coaching activity.

### **It evaluates the quality of coaching provided by your managers**

Even if your managers are coaching consistently, that doesn't mean they're doing it well. However, you probably don't have any visibility of the quality of coaching provided by each of your managers to their direct reports. Without this, you can't hold them accountable for their coaching quality, or assist them to improve. Regular online coaching Coaching Surveys evaluate the quality of their coaching.

### **It turns your managers into High-Performance Coaches**

Your managers are unlikely to have been trained in High-Performance Coaching, including:

- **What to coach:** the High-Performance Behaviours which your top performing 15% of frontline staff do differently from your average performers.
- **How to coach:** the 6 Coaching Techniques to reinforce behaviour they want team members to keep using, correct off-track behaviour, and guide team members when they need help.
- **When to coach:** the best-practice Coaching Rhythm they need to follow.

The Coaching Course turns your managers into High-Performance Coaches.

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# BRAVATRAK<sup>®</sup> HIGH-PERFORMANCE COACHING SYSTEM



## Client Stories

We have already increased sales, productivity and customer experience in contact centres and retail networks just like yours.

Our system has been successful in every contact centre and retail branch which has applied it. It's improved sales from between 21% to 519%, and productivity and customer experience from between 10.5% to 90%.

## SALES IMPROVEMENTS

### ★ AAPT

In 2 months, there was more than a 200% increase in sales revenue. In 6 months, there was more than a 400% increase. In 10 months, there was a 519% increase.

### ★ World Vision Australia

In 4 months there was a 100% increase in sales productivity. Within 18 months increases across sales channels ranged from 342% to 1,545%.

## SERVICE IMPROVEMENTS

### ★ Queensland Urban Utilities

In 5 months service delivery productivity increased by more than 12.5% and overtime dropped by more than 83%.

### ★ New Zealand Automobile Association

Hit a service delivery metric they had been chasing for 3 years. Headcount reduced by 8 Full Time Equivalent staff.

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## Testimonials



After we implemented BravaTrak<sup>®</sup> in 2 months, there was more than a 200% increase in sales revenue. In 6 months, there was more than a 400% increase. In 10 months, there was a 519% increase.

There was a 34% reduction in sick leave, down from 572 to 376 lost days per month. This equated to 10 staff per year.

Employee happiness increased, and a positive change in morale and culture occurred. "The processes and the structured nature of the system are what appealed to me. It's easily understood by managers, and is non-threatening to staff. Results kick in immediately, the whole team just fizzes and as long as your managers keep applying the system, you just keep on winning.

Bryan Yianakis, former Director of Sales & Service, AAPT



We've reduced the number of staff by 31%, without reducing throughput.

We increased productivity by so much that we've reduced the number of staff, from 48 to 33 (a 31% reduction), without reducing throughput. That's as good as money in the bank. "You've got to bring the lower-performing people up to the level of the high-performers, and BravaTrak<sup>®</sup> taught us how to get the best out of the people who weren't performing. "As a result, there was a boost in staff morale resulting in more productivity. The collections rate improved by 2% within the first three months, and this reduction has been maintained."

Jim Wrigley, former Australasian Collections Manager, ADT



What a difference it has made! Instead of me exploding when things go badly, now it's sales figures exploding! Extended Warranty sales carry good margin for us, and in 2 weeks, we achieved over 50% growth.

Trevor Thomas, Proprietor, Harvey Norman

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Our service delivery has greatly improved. When we implemented BravaTrak<sup>®</sup>, there was a 62% reduction in overtime in the first month, and it's now down more than 65%. As a result, there's been a reduction in overtime costs which exceed \$200,000 per month. Increased productivity has reduced wait time and re-work leading to additional cost savings.

Because of the increased productivity, we do not need to engage third parties to do the work, and our subcontractor costs are dropping.

The flow of customer complaints has dropped to zero and I'm now getting regular letters and e-mails of commendation.

This wasn't just a short term change. Improvements in service delivery, leadership effectiveness, employee engagement, productivity, and organisational culture, still continue 18 months after the original intervention.

In its first year the project delivered an ROI exceeding 1,100% and a payback in under 1 month.

This is in stark contrast to what was happening before we implemented BravaTrak<sup>®</sup>. Service delivery was down because of the poor leadership of managers, and we were exceeding our costs budget by millions of dollars. We had a higher than benchmark injury rate and absenteeism; low productivity, a lower than benchmark employee engagement score (the lowest score in the blue collar workforce located in the field) with around 25% of the workforce actively disengaged, so the field force had low to average motivation.

Individual and team performance varied widely – indicating that field staff were inconsistent in their use of standard operating procedures, and that some lacked the front-line field service skills they needed. This was a big roadblock to building a customer service culture, which we were going to need if we were to fulfill our goals.

In short, BravaTrak<sup>®</sup> completely turned around the service delivery of my division.

Richard Petterson, Executive Leader Operations and Service Delivery, Queensland Urban Utilities



Sales conversion has increased by 25% (the proportion of inbound enquiries resulting in sales).

BravaTrak gave the team managers and contact centre managers at our Brisbane centre practical leadership skills. This made a huge difference in how they managed the performance of their staff.

When people do a generic 'leadership' course they come away with a lot of concepts about leadership. But what they don't have are practical skills they can apply – which is what we got from BravaTrak<sup>®</sup>.

Susy Goldner, former Global Guest Contact Centre Manager, Virgin Australia



Within 4 months, fundraising revenue from all channels in the programme had doubled. The project exceeded our expectations and delivered a Return on Investment in excess of 400%, and a payback within 3 months.

Over the following 12 months, revenue increases across the 5 channels in the programme ranged between 342% and 1,545%.

Using BravaTrak has increased our employee engagement to a world-class level. Within 4 months of starting to use BravaTrak<sup>®</sup>, employee engagement had increased by 18%. Over the following 12 months, employee engagement improved by 37% and achieved the World Best Practice benchmark.

Devinia Liddelow, former People Capability & Change Manager, World Vision Australia

# COMPARE

## 360-DEGREE FEEDBACK (or MULTI-RATER) SURVEY

typically one-off



review of range of competencies



provides overview for personal development

## STAND-ALONE LEADERSHIP TRAINING

builds knowledge



only builds skills if coached on-the-job



provides some improvements & engagement

Leadership training doesn't mean managers change their leadership performance when they go back to work. Most of the time, they lose almost 90% of their new knowledge and skill within 1 month of training, as they don't apply much, if anything, of what they've learnt. This means leadership performance doesn't improve by any measurable amount, and no change in employee engagement occurs.

## EMPLOYEE ENGAGEMENT (EE) SURVEY

measures EE



focus on measuring many drivers of EE



identifies potential EE opportunities

## BRAVATRAK<sup>®</sup> HIGH PERFORMANCE COACHING SYSTEM

identifies individual leadership skill gaps



identifies organisational leadership skill gaps



provides the 'how' to improve



ensures managers action new skills



ensures managers continuously improve



improves key drivers that influences 70% of engagement & is the fastest way to increase leadership performance across your business

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# BUSINESS OUTCOMES



## ★ ENGAGEMENT

- move engagement to World Class
- helps to retain talent
- change initiatives made faster and easier

## ★ PRODUCTIVITY - SALES & OPERATIONS

- measureable gains in team performance, year-on-year
- same workload, fewer employees
- absenteeism reductions

## ★ PAY BACK

- when you do as we instruct and teach you within 4 months

BOOK A TIME TO TALK TO US

