



Validation study

Sales Advisers in a UK call centre: Relating sales performance to cdaq dimensions

Date of study: January 2007

Method

The purpose of the study was to measure the criterion-related validity of cdaq, looking at how the different dimensions predict performance within a sales environment. The sample consisted of 50 Sales Advisers in a financial services call centre that completed cdaq online. Two areas of performance data were collected for each agent, competency ratings and customer management data. An overall rating was also included which combined both aspects of their performance and an objective score which combined their performance across all the competency areas.

The customer management data collected included:

- Sales
- First point of contact resolution
- Call shape (a combination of hold and 'not ready' time)

Results

The analysis revealed that the cdaq dimensions were related to the key performance measures as follows:

Relationships between cdaq dimensions and overall performance

| Performance measure | cdaq dimension | Correlation | Interpretation |
|---------------------|---------------------|-------------|---|
| Overall rating | Towards – Away From | -.22* | Employees with an 'Towards' preference are more likely to receive a higher overall rating |
| Objective score | Towards – Away from | -.23* | Employees with a 'Towards' preference are more likely to receive a higher objective score |

Based on this data we could conclude that those cdaq respondents who scored more highly on 'Towards' were more likely to receive both a higher overall rating and objective score in their organisational context. This is typical of sales people who tended to be motivated by working towards targets and what can be achieved.

Relationships between cdaq dimensions and competencies

| Competency | cdaq dimension | Correlation | Interpretation |
|------------------------------|-----------------------|-------------|--|
| Delivering on our promises | Possibility - Reality | .29* | Advisers who are rated more highly on this competency are more likely to have 'Reality' preference |
| | Towards – Away from | -.35* | Advisers who are rated more highly on this competency are more likely to have a 'Towards' preference |
| Respect, trust and integrity | Closure-Non Closure | -.29* | Advisers who are rated more highly on this competency are more likely to have a 'Closure' preference |

Significance levels: *p<.05, **p<.01

In terms of the customer management data the following relationships were identified:

Relationships between cdaq dimensions and customer management data

| Performance measure | cdaq dimension | Correlation | Interpretation |
|---------------------|-------------------|-------------|---|
| Sales | Accept - Evaluate | .29* | Advisers with an 'Evaluate' preference are likely to make more sales |
| | Global - Detail | -.33* | Advisers with a 'Global' preference are likely to make more sales |
| FPOC resolution | People - Activity | .29* | Advisers with an 'Activity' preference are likely to resolve calls first time round |