

cdaq provides insight into call centre performance



Our cdaq team have completed an extensive study looking at how cdaq predicts performance in a call centre environment. This has revealed some really exciting results and the cdaq dimensions identified as key are: **Internal - External, Same - Difference and Options - Procedures.**

The study looked at various aspects of performance of Customer Service Agents in a financial services call centre. The overall rating which combined the Agents' performance on both productivity and behavioural measures provided the most useful insight.

Our analysis revealed that Agents with a higher overall rating are more likely to have an 'Internal' preference, meaning that they have confidence in their own decision making. This fits with them being able to respond to customer enquiries without having to refer back to their team manager or colleagues for support.

Call centre work can be repetitive and Agents are required to follow specific procedures. Our study has revealed that Agents who are more comfortable in a stable working environment and prefer to stick to existing procedures perform most effectively.

In addition to identifying how cdaq predicts performance, the study also revealed strong cultural trends within the sample of Customer Service Agents. This has real implications for both recruitment and retention which is key as turnover is often high in these working environments.

Our findings provide further support for the criterion-related validity of cdaq and we are committed to the ongoing development of the tool.



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Validation opportunities



We are keen to hear from organisations that are interested in

working with us to understand how cdaq predicts performance in their employees.

In order to do this we would need access to 100 employees who would complete cdaq and for whom performance data was available e.g. sales figures and appraisal ratings. This is an invaluable opportunity for you to gain a better understanding of how performance can be predicted within your organisation. If you are interested in discussing this opportunity in greater detail then please contact Lisa Michelangeli on 0113 2733273.

Out and about

We have recently run a couple of workshops enabling us to introduce cdaq to a wider audience. The first of these was the West Yorkshire CIPD meeting where we demonstrated how psychometrics could be used beyond recruitment. The aim was to help organisations realise the full benefits of their investment in psychometric assessment.

The second event was a meeting of the North West NLP and Emotional

Intelligence group. In response to an article written by Tony Dunk, which criticised the NLP community for failing to engage business people, we were invited to talk about how we use NLP with our clients. Given its founding in NLP, a case study around cdaq demonstrated to the group how we have applied NLP to provide tangible business benefits.

Both workshops were well received and we look forward to being involved in similar events. Some of the key aspects of the case study we used with the groups are described below to give you a flavour of what it was all about.

The case study

The purpose of the case study was to give the participants an opportunity to understand first hand how cdaq could be used in a team context. It was based on a team in local government that we worked with last year who invited us to design and deliver a 1-day team building event. The key driver for their event was the addition of a new member to the group, as the leader wanted to help her integrate into the team.

In order to understand what the individual team members wanted to get from the event one to one meetings were carried out with all five of them, including the Team Leader. Two common themes that emerged were that the team members felt that they didn't have any real vision or direction to work towards. There were also frustrations around productivity in the group, in terms of the standard of work produced.

The team profile demonstrates the Team Leaders preferences in relation to the rest of the team. His strong External preference has real implications for his leadership style. Specifically he may lack confidence in his own decision making and not be independent enough in his own thinking. In terms of providing direction for his team he would need to consult with

his colleagues in order to understand what their vision is. This helps to explain why the team had the impression that he was not a strong leader.

His strong Optimising preference provides an insight into the productivity issues in that he is likely to focus on what can be reasonably achieved. For those team members who strive to always deliver 100% this would be very frustrating as he is unlikely to recognise the hard work that they are putting in.

This is a snap shot of the information cdaq provided in this application. If you would like further details about the case study or information about how cdaq can be used in team development please do not hesitate to contact us on the number below.

Team Profile										
	1	2	3	4	5	6	7	8	9	10
Interacting with Others										
Internal Make decisions without others Evaluate things by their own standards Retish sole responsibility					X	X				X
External Decide by consulting with others Look to others for guidance Motivated by praise from others					X	X				X
People Orientation Focused on peoples' needs Demonstrate care and interest in others Motivated to resolve conflict			X	X						X
Activity Orientation Focused on the needs of the task Avoid emotions to deal with concrete issues			X	X						X
Processing Information										
Possibility Focus on ideas and possibilities Comfortable using intuition Value imagination & vision			X	X	X	X				
Reality Focused on practicalities Like evidence and proof Prefer detailed, explicit, realistic			X	X	X	X				
Towards Excited and energised by goals Focus on what can be achieved				X	X	X				
Away From Motivated by getting round problems Energised by circumventing risks				X	X	X				
Same Like things to be familiar Prefer stability Like to fit things to previous experience			X	X			X	X		
Difference Like change and are energised by it Look for what is new in something Notice what's different			X	X			X	X		
Options Like to work out alternatives Prefer to develop innovative approaches Want to develop new procedures			X	X		X	X			
Procedures Like to do things the right way Stick to what is proven Prefer to follow a set procedure			X	X		X	X			
Making Decisions										
Accept Accept people at face value Assume the best of others Quickly warm & friendly with new people Reveal a lot of themselves to new people			X	X					X	X
Evaluate Look for hidden motives Cautious about new people Question motives & intentions			X	X					X	X
Active Take the initiative Jump in and get going Work in quick and immediate way			X	X			X	X	X	
Reflective Assess situation carefully before acting Handle information thoughtfully			X	X			X	X	X	
Taking Action										
Global Enjoy big ideas and concepts Want the big picture before the detail			X	X	X			X		
Detail Enjoy specific information Like to start with the detail			X	X	X			X		
Perfecting Set very high goals for self and others Drive to deliver 100%+			X	X		X		X	X	
Optimising Content with doing the best they can Appreciate small successes along the way			X	X		X		X	X	
Closure Need to 'wrap things up' Disconcerted by unfinished tasks Enjoy the end of a project			X	X		X		X	X	
Non Closure Comfortable leaving things unfinished Enjoy the beginning & middle of a project Can leave things for others to finish			X	X		X		X	X	

For more information, or to try cdaq call Lisa or Kim on 0113 273 3273 or visit us at cdaq.co.uk to arrange to complete cdaq and receive your free Personal Feedback Report

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