



## **Adaptiv Learning Systems**

**Training Effectiveness**

**Executive Summary**

## **Adaptiv Training Case Study #1**

### **Boosting Resilience at Verizon Information Services**

#### **The Company**

Verizon Information Services was a \$4.3 Billion division of Verizon Communications Inc. prior to its sale in 2007. It is a world-leading print and online directory publisher and content provider. In addition to print directories, Verizon Information Services produces and markets SuperPages.com, the Internet's preeminent online directory and shopping resource.

#### **Business Issue**

We worked with a group of sales representatives in the San Juan, Puerto Rico office of Verizon Information Services. This was a group of telesales professionals, responsible for selling Verizon directory advertising to commercial customers in Puerto Rico. Because of the volume of calling required and high levels of rejection, success in this position requires a high level of resilience.

In the aftermath of September 11, 2001, Puerto Rico was experiencing the same negative effects on business as the United States. At Verizon Information Services, increased quotas, combined with a shrinking local economy, made an already challenging sales job just that much more difficult.

#### **Intervention**

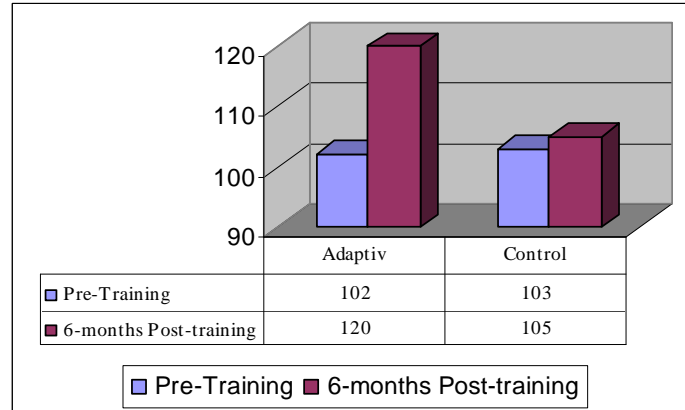
In January, 2002, a group of telesales representatives participated in Adaptiv Training, a 12 hour program in which they learned the 7 Adaptiv Skills of Resilience. Participants also participated in two booster sessions – one in February and one in April – in which they reviewed the Adaptiv Skills and worked through some live examples of the use of the Skills.

Performance on a number of key sales indicators was gathered at about six months post-training and compared with a control group of telesales representatives who did not participate in Adaptiv Training.

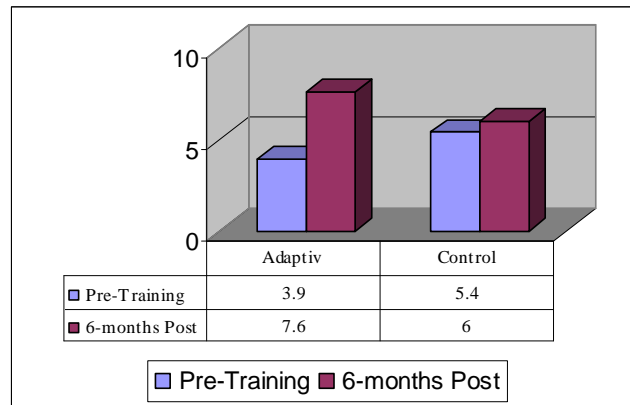
#### **Results**

Results showed that the Adaptiv Group outperformed the Control Group by both maximizing upside results, and minimizing downside erosion of sales and customer base in a difficult economy.

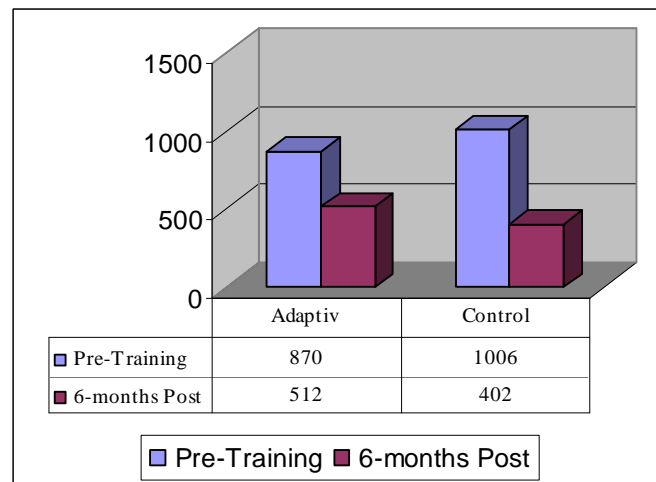
1. Percentage of Sales Objective Achieved (statistically significant):



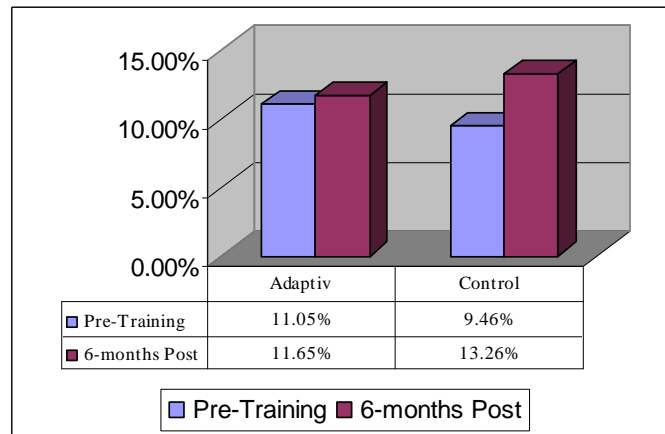
2. Number of Sales Closed Per Day:



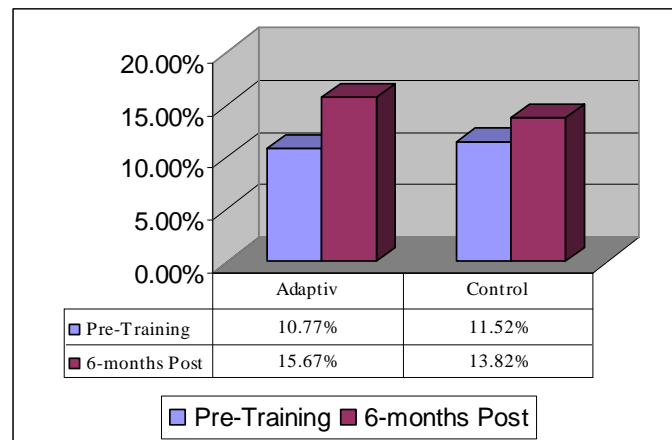
3. Sales in New Markets:



#### 4. Percentage of Lost Clients Due to Cancellations:



#### 5. Percentage increase in closed sales:



## Results

The training had a considerable impact on all measure of sales performance in the VIS team.

## **Adaptiv Training Case Study #2**

### **Boosting Resilience of Customer Service Representatives at Sprint**

#### **The Company**

Sprint is a global integrated communications provider serving more than 26 million customers in over 100 countries. With approximately 70,000 employees worldwide and nearly \$27 billion in annual revenues, Sprint is widely recognized for developing, engineering and deploying state-of-the-art network technologies, including the United States' first nationwide all-digital, fiber-optic network and an award-winning Tier 1 Internet backbone. Sprint provides local voice and data services in 18 states and operates the largest 100-percent digital, nationwide PCS wireless network in the United States. The company, based in Overland Park, KS, is represented on the New York Stock Exchange by the FON Group and the PCS Group.

On the wireline side, the Sprint FON Group (NYSE: FON) is comprised of Sprint's Global Markets Group and the Local Telecommunications Division, as well as product distribution businesses. On the wireless side, the Sprint PCS Group (NYSE: PCS) consists of Sprint's wireless PCS operations.

#### **Business Issue**

At the time that this study was done, Sprint customers were waiting for up to one hour to speak with a customer service representative (CSR) about billing and other service related issues. By the time a customer would reach a CSR, they were frustrated and angry, and would often take it out on the CSR. Besides responsibility for resolving customer requests, Sprint CSR's were all required to attempt to sell existing customers on additional services. Trying to resolve an irate customer's problem was challenging enough without the additional pressure to sell that customer on additional services.

The number and quality of successfully completed customer calls was dropping, and CSR attrition rate was increasing.

Interviews with CSR's showed that many of them were taking the customers' complaints personally, which decreased the CSR's effectiveness. In addition, a number of CSR's interpreted the addition of upselling to their list of duties as evidence that the company did not value them as employees.

#### **Intervention**

1. Participants:
  - CSR's were randomly selected for Adaptiv Training or as Controls.
2. Adaptiv Training:
  - Adaptiv CSR's received a 1-day Adaptiv Training. They learned Adaptiv Skills 1-3 (the Self-Awareness Skills – Locating Emotion Radars, Avoiding Thinking Traps, and Detecting Icebergs) and Change Belief Skills 4 and 7 (Challenging Beliefs and Real Time Resilience).
  - The Control group received no Adaptiv Training.

3. Targeted Outcomes:

Sprint management advised us that CSR performance was evaluated on 4 main variables in the following (descending) order of priority:

- Mean Call Quality - the performance of the CSR with clients, based on the CSR's ability to effectively answer the inquiry to the client's satisfaction, as rated by their supervisor on a subset of the monthly calls, rated on a 100-point scale, and averaged for a monthly score
- Mean Sales Units - a monthly figure for each CSR on the Sprint services they sold to clients who called into the call center – different services are awarded different points
- True Calls per Hour - the number of calls which reached a threshold level of quality within each hour, calculated as a monthly mean for each CSR
- Total Calls Handled - the total calls received by the CSR during each month period

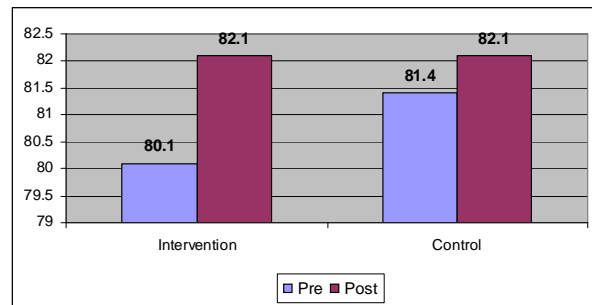
4. Data collection:

- Each supervisor sent the original data files for participant CSR's under their supervision.
- To establish a reliable baseline, the data for each variable for the three months preceding the Adaptiv Training (March, April, and May) were averaged into a pre-training score
- Again to establish a reliable comparison, post-scores were calculated as an average of the performance on each variable in the three months following Adaptiv Training (June, July, August).

## Results

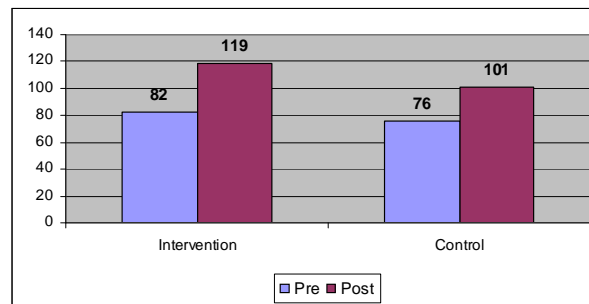
- It was agreed ahead of time by Sprint and Adaptiv that the pilot sample sizes were too small to detect significant differences in Adaptiv and Control performance. It was agreed to look at trends across the 4 measures of interest as an indication of the training efficacy.
- There is a trend, on all of the 4 measures, for the Adaptiv CSR's to outperform their Control counterparts in the three months after the training (please refer to the following charts for data on each performance measure by condition and time).

### Mean Call Quality -- Supervisor Rating



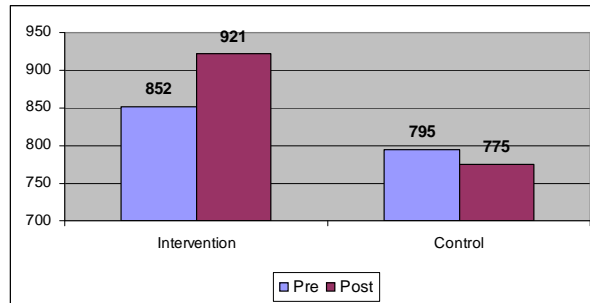
Effect Size = .14, small

### Sales



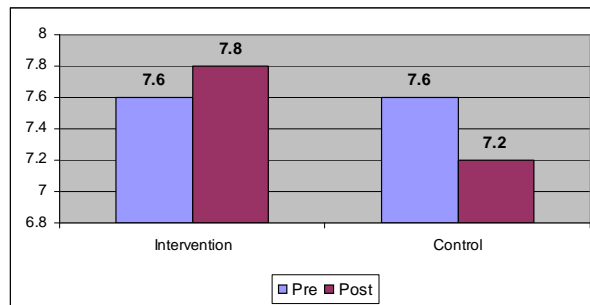
Effect Size = .29, small

### Mean Calls Handled Per Month



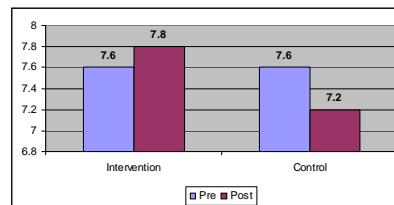
Effect Size = .47, small to moderate

### Mean True Calls Per Hour



Effect Size = .48, small to moderate

### ROI Calculation



At a True Calls Per Hour rate difference of 0.6, based on an 8-hour day and a 240-day work year; a single CSR with Adaptive Training would complete **1150 more calls** than a 'control' CSR.

A single Adaptive Training, with 15 participants, could increase CSR performance by **17,250 true calls per year**.



## **Adaptiv Training Case Study #3**

### **Boosting Resilience at David's Bridal**

#### **The Company**

David's Bridal is one of the leading bridal retailers in the United States. David's offers a full range of bridal and bridal party apparel through more than 300 stores nationwide. The stores are staffed by professional wedding consultants who are responsible for the sales relationship, from initial contact with the bride through the wedding event.

#### **The Business Issue**

Selling a bridal gown, bridal accessories, and wedding party apparel is a complex and challenging process. The wedding consultant must first register a prospective bride when she enters the store, and must then establish a relationship with the bride and her family that can last a year or more. In addition, the industry is extremely competitive, and wedding consultants must walk a fine line between being overly aggressive and scaring the bride away, and being underly aggressive and losing the business to a competitor.

This is possibly the most emotionally charged environment imaginable for a retail salesperson. Interviews with wedding consultants and store managers indicated that wedding consultants often had difficulty controlling both their emotions and behavior when dealing with difficult brides. Specifically, they would become both angry and anxious, and would often make impulsive decisions about a potential customer's willingness and desire to buy. This would result in missed sales opportunities.

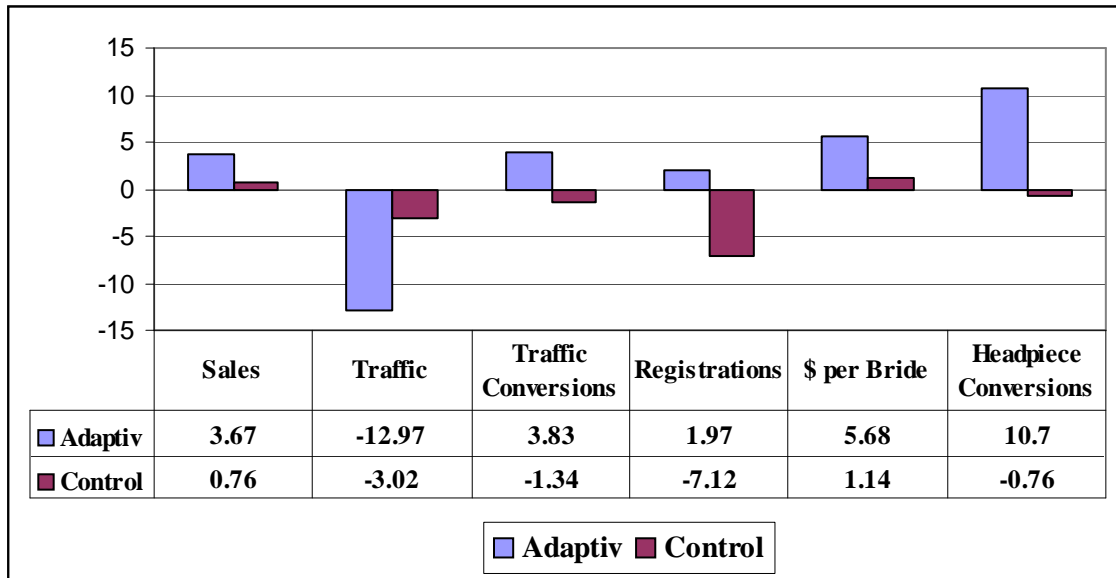
#### **Intervention**

We hypothesized that wedding consultants equipped with the Adaptiv Skills of Resilience would sell more than a non-Adaptiv control group. If a wedding consultant learned to generate more accurate beliefs about why a prospective customer wasn't buying, then more appropriate emotions and behavior would follow, and sales should increase.

Approximately 20 wedding consultants from four retail stores in the same region received an 8 hour Adaptiv Training program, delivered in two four-hour segments. This program focused on the Adaptiv Skills that most impact Emotion Regulation and Impulse Control, the two resilience factors that most needed boosting. About half of the Adaptiv wedding consultants also received a one hour in-store review session with an Adaptiv facilitator about one month after the Adaptiv Training program.

The Adaptiv wedding consultants outperformed non-Adaptiv wedding consultants from other stores in their region:

**Retail Sales – ‘Adaptiv’ Stores vs. Control Stores  
Q1 2003 vs. Q1 2002**



Adaptiv stores outperformed other region stores on:

- Sales
- Traffic Conversions – in spite of less traffic, the sales staff were able to convert a higher proportion of traffic to sales, higher than the previous year and higher than the Control
- Registrations
- \$ per Bride
- Headpiece conversions

Even where results were negative for both groups, the Adaptiv group was able to positively resist the trend.

## Results

- The training had a highly significant impact on all performance measures in spite of reduced traffic into Adaptiv stores.

## **Adaptiv Training Case Study #4**

### **Boosting Resilience at Edward Jones Investments**

#### **The Company**

Edward Jones Investments is a St. Louis-based firm that provides investment and brokerage services through a network of more than 8,000 community-based branch offices throughout the United States and Canada. Edward Jones Investment Representatives (IR's) differentiate themselves from their competitors by working exclusively via face-to-face meetings with their customers.

Edward Jones provides extensive training to their IR's in all aspects of investment product sales and customer service. Edward Jones has been listed in Fortune Magazine's Best 100 Companies to Work For in America for ten years.

#### **Business Issue**

Edward Jones IR's do a great deal of cold calling, making most of their new client contacts by literally knocking on doors. After establishing a new client, the IR's also must build long term relationships with their clients. New Edward Jones IR's come from diverse backgrounds and often do not have prior brokerage or sales experience. New IR's are exposed to situations that are in many cases brand new to them – high levels of rejection, steep learning curve, commission-based income, etc. Edward Jones' New IR Training group was seeking a way to boost the resilience of its new IR's in order to improve both their short and long term success in the Company.

#### **Intervention**

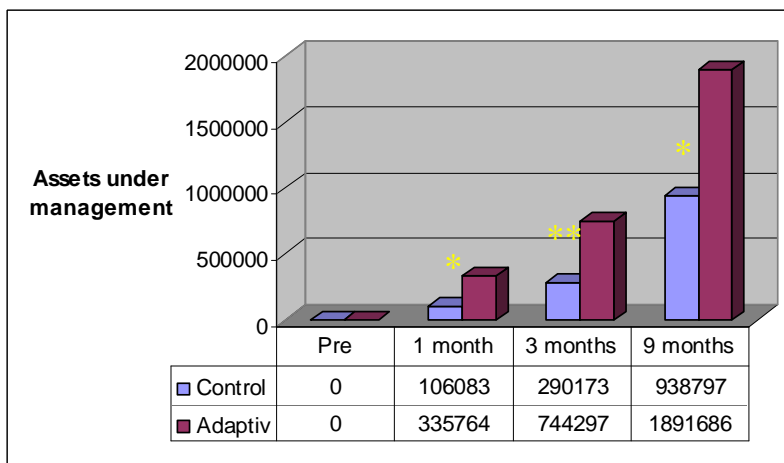
A group of new IR's participated in a 12 hour Adaptiv Training program on the weekend of February 9<sup>th</sup> and 10<sup>th</sup>, 2002. This was immediately prior to the final week of training for licensure as brokers. The training was designed to boost their resilience to enable them to better deal with the inevitable adversities that lay ahead. The objective of this training was to positively impact those IR's who had no previous experience in the brokerage industry and who were heading into new Edward Jones' branches with no existing book of business.

Performance was measured at one, three, and nine months post-training and compared to a randomized Control Group. About ½ of the Adaptiv IR's received a follow-up call from their Adaptiv facilitator approximately six weeks post-training.

#### **Results**

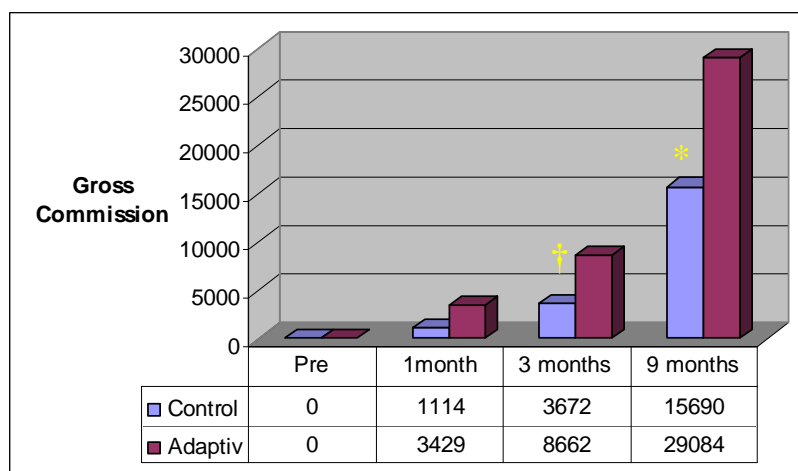
Data analyses indicate that those who received Adaptiv Training outperformed their Control peers on two key sales measures at all post-training intervals:

1. Total Client Assets Under Management (statistically significant):



\*  $p < .05$   
 \*\*  $p < .01$   
 †  $p < .001$

2. Gross Commissions (statistically significant):



\*  $p < .05$   
 \*\*  $p < .01$   
 †  $p < .001$

## Results

Adaptiv Training provided a significant boost to new Edward Jones IR's during the first nine months in the organization. Based on these results, Edward Jones New IR Training group has certified five of its trainer as Adaptiv Facilitators, and has begun a larger scale implementation of Adaptiv Training with 130 IR's in the test group. Preliminary results show similar performance improvements to those achieved in this pilot for the Adaptiv group.

**Adaptiv Training Case Study #5**  
**Verizon: Northeast Network Services**  
**A Case Study in Building Job Connection and Engagement**

### **The Organization**

Northeast Network Services is a large organization within Verizon Communications Inc, consisting of approximately 1900 first-level managers, and spanning a geographic region from Maine through New York State.

### **Business Issue**

Through consultation with HR business partners and management in Northeast Network Services and our own survey data we learned that burnout and disconnection were the biggest issues in this organization. These manifested as high levels of absenteeism and low performance – specifically low repair and installation rates.

### **Intervention**

All 1900 first-level managers participated in the 1-day Adaptiv Resilience course. This course consists of 7 skills designed to equip participants with knowledge of their thinking styles and the ability to change their mind sets for more accurate thinking and greater performance. Particular attention was paid to their thinking styles around how they explained and dealt with absenteeism among their Associates – the union-represented employees that reported to these managers. Most first-levels put the reasons for low attendance rates down to the union and FMLA – factors over which they can exert little or no control. Participants learned skills to identify and impact factors that are under their control, such as leave policies and management and communications styles.

The training also emphasized **connection** to the company – guiding participants from Level 1 (just in the job for the pay & the benefits) to Level 2 (enjoy the work, the challenge, the people), or from level 2 to Level 3 (contributing to the community, the greater good).

### **Results**

- Results showed that absenteeism dropped by 7%. This was calculated to be a \$10 million year-over-year savings.
- Repair rates went up 3% which was estimated to be a \$15.7 million year-over-year savings.
- Installation rates went up 4% which represented a \$17.6 million year-over-year savings.
- This totals to \$43.3 million in savings, for which Verizon management attributed a significant portion to the effectiveness of Adaptiv Resilience Training.
- In addition, there was an improvement in the managers' connection to the company as measured by their semi-annual employee satisfaction survey. The participants increased significantly on how they **feel valued** by the company, have a **clear direction**, and **get respect**.