

**South West Contact Centre Awards
People Development Award
Dealer Contact Services @ Motability Operations**

Motability Operations is a not-for-profit company that runs the Motability car Scheme – the largest fleet operator in the UK and the biggest supplier of used cars to the trade. Motability Operations currently works with nearly 5000 new car dealers, to ensure that 620,000 disabled people across the UK are given a ‘worry –free’ motoring package suitable for their mobility needs. Within Motability Operations, Dealer Contact Services (DCS) is responsible for providing first class customer service to our Dealer network. The harmonious partnership between the dealer and DCS ensures that disabled people are given the fantastic service that they have come to expect from Motability Operations.

Development

Progression, flourish and succeed are all words linked to the word development, and this is at the heart of everything we do here at Motability Operations. We are an organisation who believes that to be successful your people need to be encouraged and inspired to take ownership of their own performance and most importantly develop their skills for the better.

Coaching

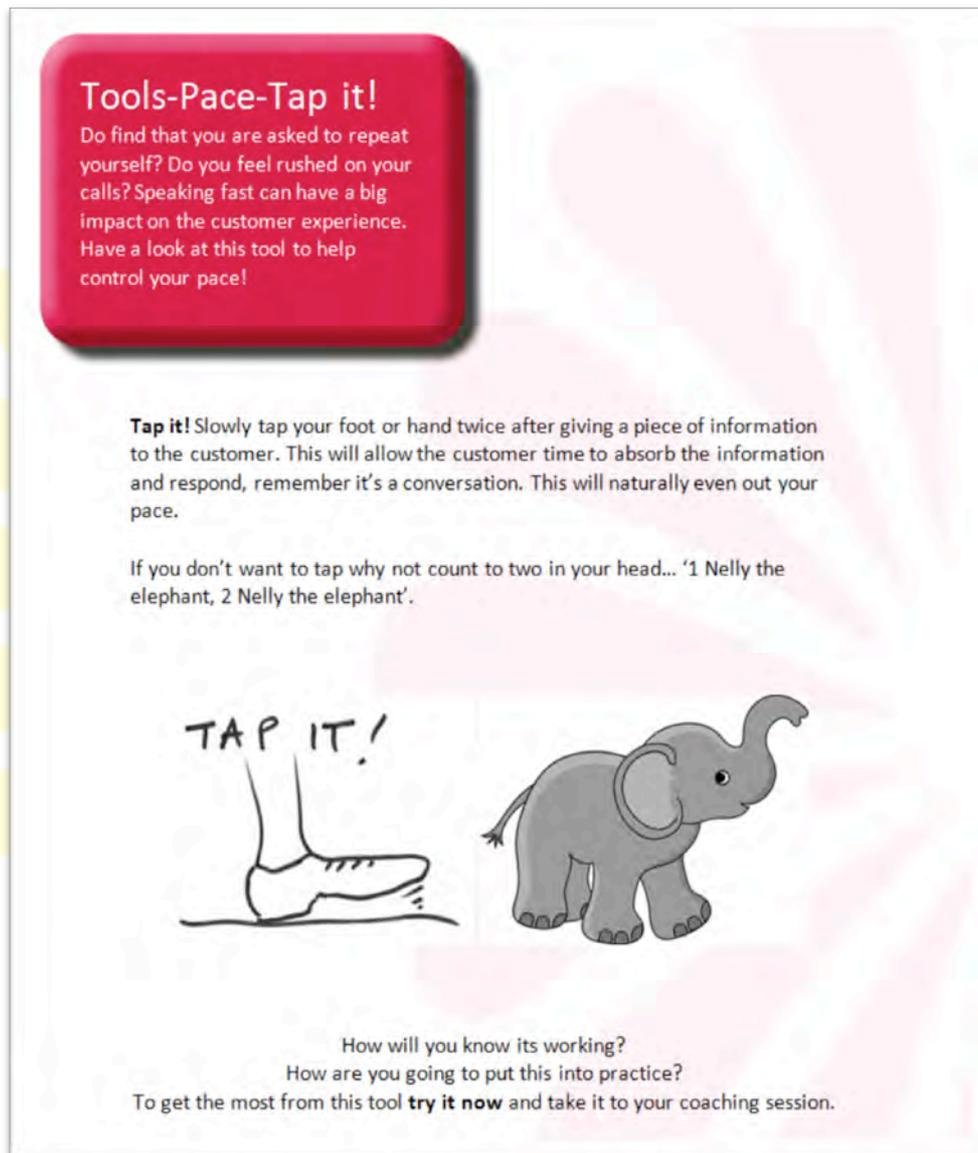
Every advisor here has a dedicated team coach who is there to support the development of their advisors. The coach is responsible for facilitating the monthly Development Session that each advisor receives. These sessions focus on areas that the advisor feels they need to develop and improve and which they feel will have the most positive benefit on their overall performance. The coach is there to support, inspire and encourage but an Advisor retains ownership of their own development and call quality, ensuring we are offering our customers the best possible service.

We strongly believe that to get the best from our people they need to be empowered to strive for the best themselves. We believe that sitting an agent in a room each month and going through their graded calls with them doesn't give the advisor a clear enough picture of their development, in fact we believe this can have a negative affect on performance. We found that by breaking down each graded call with an advisor they were more likely to fixate on that one call rather than their overall performance. The calls we grade only make up a small percentage of an advisor's calls each month, so to focus on these 6 calls only wouldn't be a fair reflection on their development areas. Instead we use the time our coaches have with their advisors each month to focus on practical support for the advisors overall development. The session can include working on the advisors objection handlings skills, bringing down fast pace or improving scheme knowledge even.

Coaching Tools

To support the coaches and the advisor we have developed a collection of ‘tools’ that can be introduced by the coach to an advisor. These tools are practical ways for an advisor to improve on their development areas. For example, an advisor recognises, through listening to their calls on their lunch break, I will explain how they do this shortly, that they speak too fast at the start of each call. This fast pace then effects the call overall. The advisor brings this to their coach and wants to work on bringng their pace down. This is where the tools come in, our coaches will then find a suitable tool for the

advisor and suggests they try this technique whilst on the phone, e.g. 'Tap it!'. This tool instructs the advisor that after each sentence the advisor should tap their foot twice before going onto the next sentence. The advisor is then not only thinking about their pace but they are also physically doing an action that will slow their pace down. Having practical tools available to assist our advisors with their development ensures that once they recognise these areas they have the tools available to help them make improvements. It's great once you realise what you are doing wrong but to then have a way to improve this makes the whole process even easier.

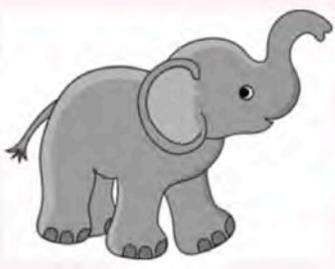


Tools-Pace-Tap it!
Do find that you are asked to repeat yourself? Do you feel rushed on your calls? Speaking fast can have a big impact on the customer experience. Have a look at this tool to help control your pace!

Tap it! Slowly tap your foot or hand twice after giving a piece of information to the customer. This will allow the customer time to absorb the information and respond, remember it's a conversation. This will naturally even out your pace.

If you don't want to tap why not count to two in your head... '1 Nelly the elephant, 2 Nelly the elephant'.

TAP IT!



How will you know its working?
How are you going to put this into practice?
To get the most from this tool **try it now** and take it to your coaching session.

The Development Centre

Here at Motability Operations we have built up a huge resource of development tools, exercises, models and activities that are all stored within our online Development Centre. The development centre is accessible to everyone here at all levels within the business 24/7. It is an online tool dedicated to helping advisors take ownership of their own progression and proactively improve themselves in both behavioural and procedural development areas. The centre is split into 4 sections, each jam packed

full of brilliant content. From tools that help to improve an advisors pace, quizzes to improve your lateral thinking as well as a whole section dedicated to online training we really do offer our employees the best opportunity to improve and develop.



Your development, your call!

Alongside the development centre we have also created a section on our internal internet page dedicated to call quality development. Within this section the advisors are able to listen to their own calls randomly. We have set up so that each advisor has access to Verint, our call recording system, where they can log in at anytime and listen to their own calls. They are encouraged to do this alone and together in groups. We have found that this has had great results within the department, especially for those advisors who initially have lacked confidence when listening to their own calls. Giving them a safe environment where they can do this on their own firstly allows them the time they need to get used to listening to their calls as well additional time to recognise their development areas.

Develop Programme

We also manage and run every 12 months our 'Develop' programme. Develop is a 12 month programme that gives our employees the opportunity to work on the development of their skills whilst at the same time working towards their future career aspirations. During the 12 months we hold a number of specialised workshops that cover a variety of topics. These include interview and presentation skills, creative thinking and self awareness and working on your personal brand.



Sian Mckie – DCS advisor and one of this year's 'Develop' candidates, has this to say about the programme;

'I feel Develop has been of real benefit to me. I have really enjoyed the range of topics we have covered in the workshops and I have taken away skills and best practices from them. Being part of the Develop group has been great for building relationships across the business. I not only have my supportive colleagues who are in the group to call upon which is great, but it has also given me the platform to go and explore other business areas I would not have had exposure to otherwise. My experience of Develop is very positive and rewarding; I would recommend it to anyone.'

Luke Williams, one of the managers responsible for the Develop Programme had this to say about the initiative:

"Motability Operations prides itself on its internal progression and development opportunities. Empowering employees to be the leaders of tomorrow – we run several popular and successful development programmes. Develop is the latest of these and has proved a massive hit. Offering Contact Centre agents the opportunity to take part in skill workshops, and be mentored by senior managers in the business, the stars of tomorrow can gain valuable insight into the skills and commitment needed to take the next steps in their career. Develop has helped facilitate the progression of agents within the business, and minimise recruitment costs, 2 big wins for the programme! With Dealer Contact Services enjoying a 100% progression rate on the programme, our agents are really flying and have developed into some of the most sought after characters for progression"

Training

Each new starter into the business attends a 5 week training programme where they are taught the key skills they will need to do their role. At the start of each training group we ask everyone to complete a learning style's questionnaire. This questionnaire highlights to the trainer and the trainee their preferred learning style which gives our new starters an insight into how they can best help themselves learn. During the 5 weeks each person is asked to complete a personal learning journal (PLJ). This journal allows the advisor to diarise each step of their learning process. They are able to keep track of their own development throughout and raise any concerns they may have around processes etc. The PLJ is also be used as a reflection tool once the advisor has moved into their role from training.

"There's a great structure to the training, balancing both general knowledge of the role along with behaviours. This, along with the buddying and seeing the role being completed in a live environment really helps build a journey in your mind. The new entrant training at Motability really gives you confidence in using the tools (Ask Mo) available to support you in your role. Once in the live environment there is fantastic support provided by the coaches, providing feedback on your development. You feel encouraged to manage your own development, and empowered to bring things you want to develop into coaching sessions. It's great that the company has the confidence in you as an individual to manage your own development journey" **Rich Tomlinson - Trainer**

Self Development

At the start of an advisors career they are immediately introduced to self development and self evaluation. This forms part of our award winning coaching model 'Trinity'. The trinity model is followed by every coach, manager and advisor and has proven to be very successful; recently we scored a record breaking 95% in a Dealer survey. At the heart of the Trinity model is the basis of our approach to

coaching advisors at Motability. Advisors listen to every single one of their calls, coaches can only listen to a small sample. Therefore we believe that an advisor should be able to recognise their own development areas, our coaches' work with the advisor to improve these, but we never tell when we coach we guide and encourage. Our advisors therefore work on their overall development rather than the areas they are told to.

Progression and steps

Due to this on going relationship our employees have with their development we have a very engaged workforce with a high number of staff that are successful in internal promotions. In the last 12 months we have seen 12 people move into new roles across the business. When you compare this to a workforce of 52 in DCS, this is not only a massive achievement but also a great indicator of the hard work we put into developing our people from the very start.

As well as progressing into new roles our advisors are supported and encouraged to work towards the steps programme that we offer. Each advisor comes into their role at probation level; from here they can work towards achieving Bronze, Silver then Gold status. Currently we have 40 advisors at Bronze status, 7 advisors at silver status and 3 who are our gold advisors. At each stage of the steps the advisor's KPI's increase; they will need to achieve a higher quality average as well as decreased AHT and ACW times. KPI's are one part of step progression, the other side are the additional responsibilities we give our Silver and Gold advisors. This includes supporting our Star Line. This is a dedicated line of knowledgeable agents that other advisors can call for advice on queries. Additional tasks include supporting their team manager with R&R activities, chairing team meetings and working on process improvements. Step progression is a great opportunity where our advisors can further develop themselves and their skills which have often lead to opportunities across the business.

Katie Browne a gold advisor who is currently in a seconded role in Business systems had this to say about the steps programme;

'Completing the step progression programme in DCS and becoming a Gold advisor was not only rewarding but it also gave me a great insight into different areas within the business. Having worked on a number of different projects whilst working towards my Gold advisor status, including the complete overall of the dealer reward scheme, MDP, I was able to work with many different people whilst getting to know a lot about what they do for a job. I am now working within Business systems in a role I love, had the step progression programme not been there I would never have thought to apply for this role, it really has made a positive difference to my development and career path.'

Summary

All of the above is very much built into the values here at Motability Operations. Our values are central to delivering and meeting the needs of our customers, and at the heart of everything we do are our Customers. We believe that if we support and encourage our people to develop and progress, they are more likely to feel engaged and motivated to perform at a high level, and continue to offer fantastic customer service day in and day out.