

# ICMI<sup>TM</sup> CONTACT CENTER EXPO

## Five Insider Secrets to Leadership that Delivers

Session 205

Brad Cleveland

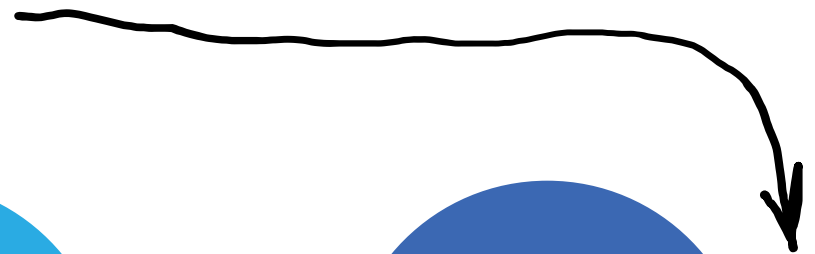
Founding Partner and Senior Advisor, ICMI



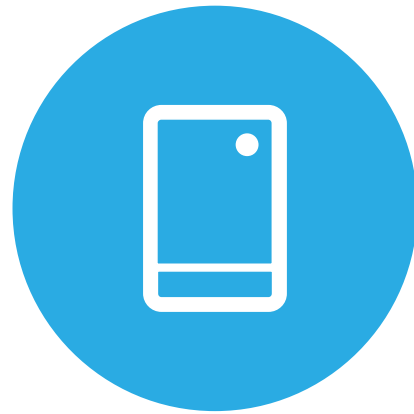
Insiders' secret #1:

# Making your case

Inflection Point  
(2022)



**INTERNET / WEB-BASED**  
(2000)



**SMART PHONES / APPS**  
(2010)



**AI / MACHINE LEARNING**  
(2020)

# The Table the C-Suite Loves

Excel  
Calculator

**Input:** 100 customers in 30 minutes

**Average Handling Time:** 5 minutes

Employees/ SL/20 sec	<= Number of customers waiting longer than x seconds =>											
	5	10	15	20	30	40	50	60	90	120	180	240
17 (11%)	90	90	89	89	88	87	86	85	82	79	74	69
18 (39%)	65	64	62	61	58	56	53	51	45	39	30	23
19 (59%)	46	44	43	41	38	35	33	30	24	19	12	7
20 (73%)	32	30	29	27	24	22	19	17	12	9	5	2
21 (83%)	22	20	19	17	15	13	11	10	6	4	2	1
22 (89%)	14	13	12	11	9	8	6	5	3	2	1	0
23 (93%)	9	8	7	7	5	4	4	3	2	1	0	0
24 (96%)	6	5	4	4	3	2	2	1	1	0	0	0

Insiders' secret #2:

# Establishing a compelling vision

**Business  
Environment**

**Multiplying  
Touchpoints**

**Employee  
Engagement**

**Digital  
Transformation**

**Customer  
Experience**



**The picture  
that went  
viral**





***“We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship.”***

—REI

***“Make government services simple so people can get on with their lives.”***

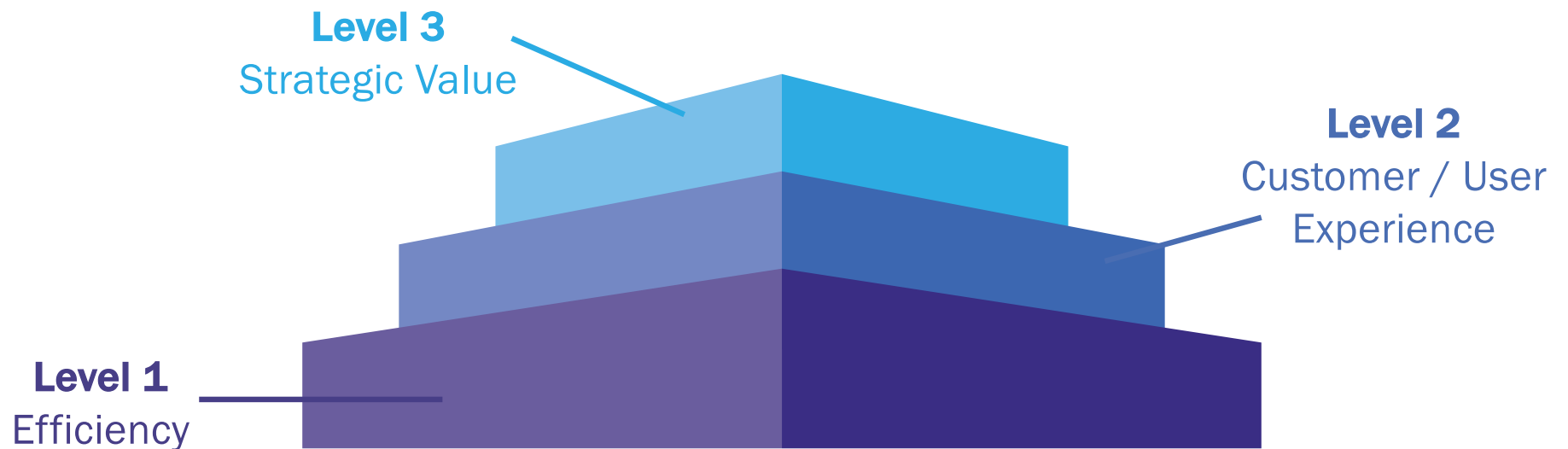
—Services Australia



Insiders' secret #3:

# Cultivating strategic value

# Three Levels of Value



**Leadership...**



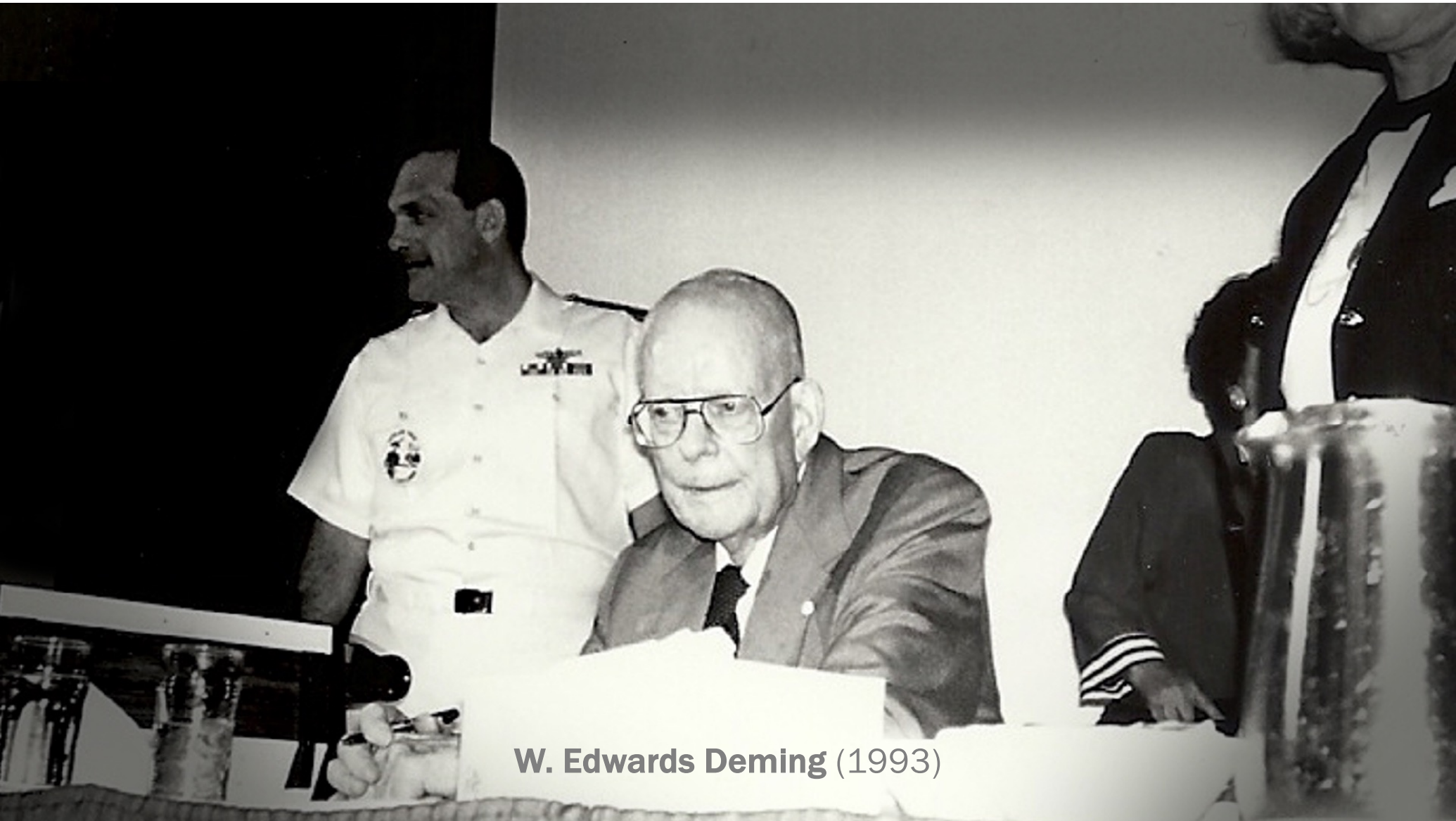
# +1600%

How much a portfolio of the world's simplest brands has beaten the average global stock index since 2009

Source: Siegel+Gale, 2022

Insiders' secret #4:

# Building a culture of innovation



**W. Edwards Deming (1993)**



# 100% participation

- **Capture**
- **Assess**
- **Implement**
- **Celebrate**



Insiders' secret #5:

# Leadership that Lasts

A green circle containing the text "ROI Toolkit" in white.

## ROI Toolkit

### Returns on improvements

- Customer loyalty
- Brand promotion
- Operational improvements
- Product and service innovation
- Employee engagement

### Costs of inaction

- Customer defection
- Brand damage
- Recurring problems
- Compliance, safety, legal
- Employee dissatisfaction

What's your story?



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**Insider → Insiders'**





Brad Cleveland is known as one of today's foremost experts in customer strategy and management. He has worked across 45 states and 60 countries for clients as diverse as American Express, Apple, USAA, the University of California and the federal governments of Australia, Canada, and the U.S. Brad is author of *Contact Center Management on Fast Forward* (ICMI, 2019), which received an Amazon.com best-selling award, and *Leading the Customer Experience* (Kogan Page, 2021), which was selected as a NYC Big Book Award distinguished favorite. His LinkedIn Learning courses on customer service and customer experience topics have received close to 1 million views. Brad is a founding partner and former CEO of the International Customer Management Institute (ICMI) and is today a sought-after speaker and consultant.

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