

# Contact Center Leadership that Delivers

5 Insiders' secrets



**BRAD CLEVELAND**

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**The first communications cable spanning the Atlantic became operational in:**

**B**

**1858**

**C**

**1926**

**B**

**1876**

**D**

**1956**

**The first communications cable spanning the Atlantic became operational in:**

**A**

**1858**

**C**

**1926**

**B**

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**D**

**1956**

## The first message was:

A

May this prove to be a bond of perpetual peace and friendship.

B

Save our ship!

C

Glory to God in the highest; on earth peace, good will towards men.

D

This is the dawn of a new age.

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**The cable lasted:**

**A**

**Three weeks**

**C**

**30 years**

**B**

**Three years**

**D**

**Still operational**

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**Three years**

**D**

**Still operational**

**The percent of contact centers adding OR  
planning to add staff (0% – 100%)?**



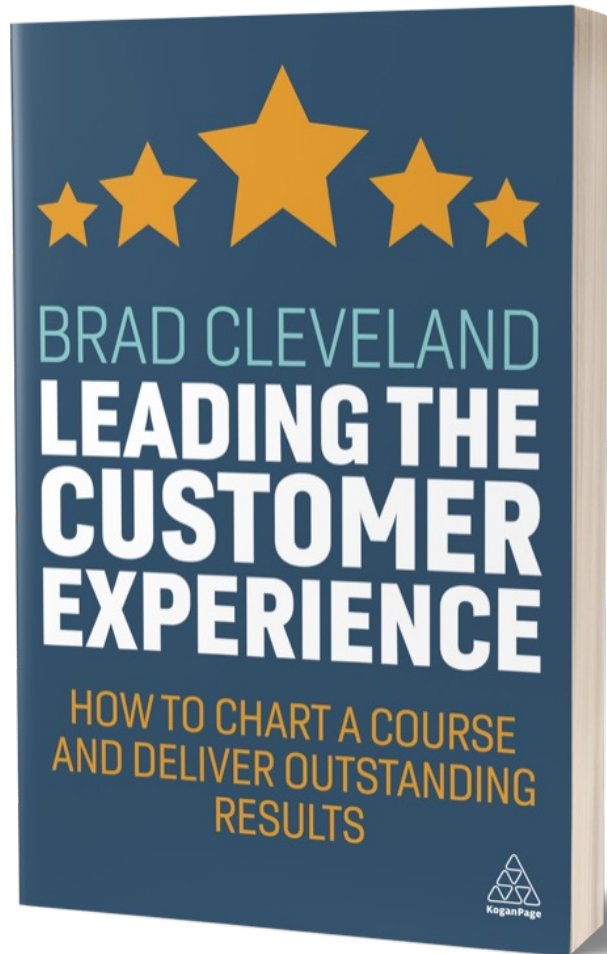
**The percent of contact centers adding OR  
planning to add staff (0% – 100%)?**



**80%**

Source: ICM





Book

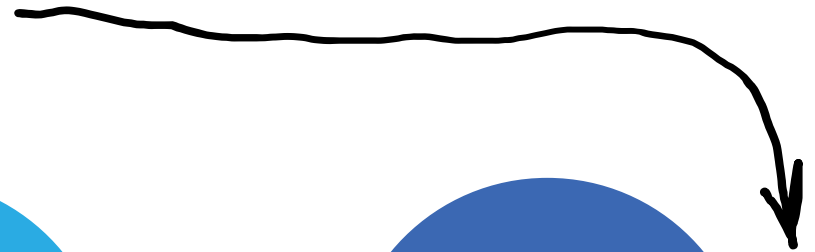
Slides

**Recommendations**  
**at a glance:**  
**pp 227-228**

Insiders' secret #1:

**Making your case**

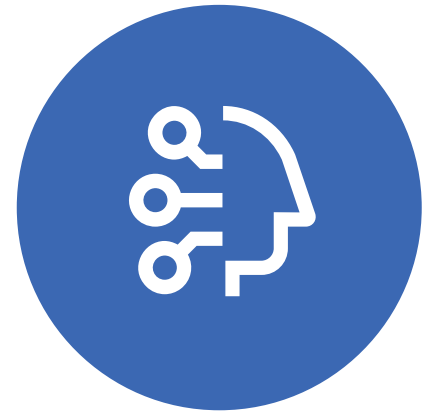
Inflection Point  
(2022)



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



**SMART PHONES / APPS**  
(2010)



**AI / MACHINE LEARNING**  
(2020)

# The Table the C-Suite Loves

**Input:** 100 customers in 30 minutes

**Average Handling Time:** 5 minutes

# The Table the C-Suite Loves

NEW  
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

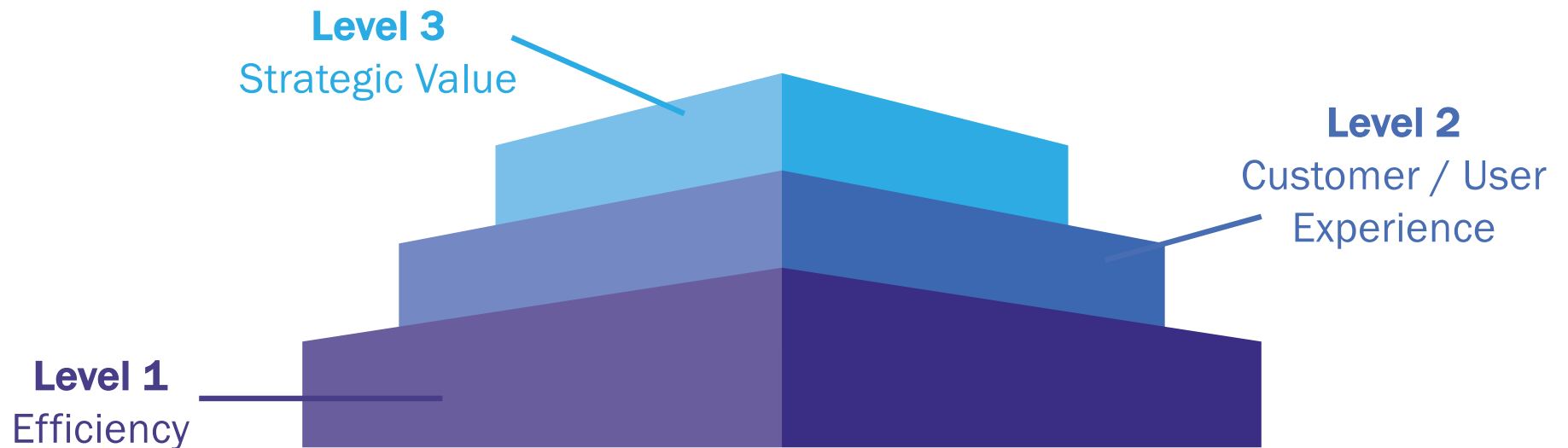




Insiders' secret #3:

**Cultivating strategic value**

# Three Levels of Value





# A story of...

Quality standards

Value

Purpose

Leadership



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

Source: Siegel+Gale, 2022



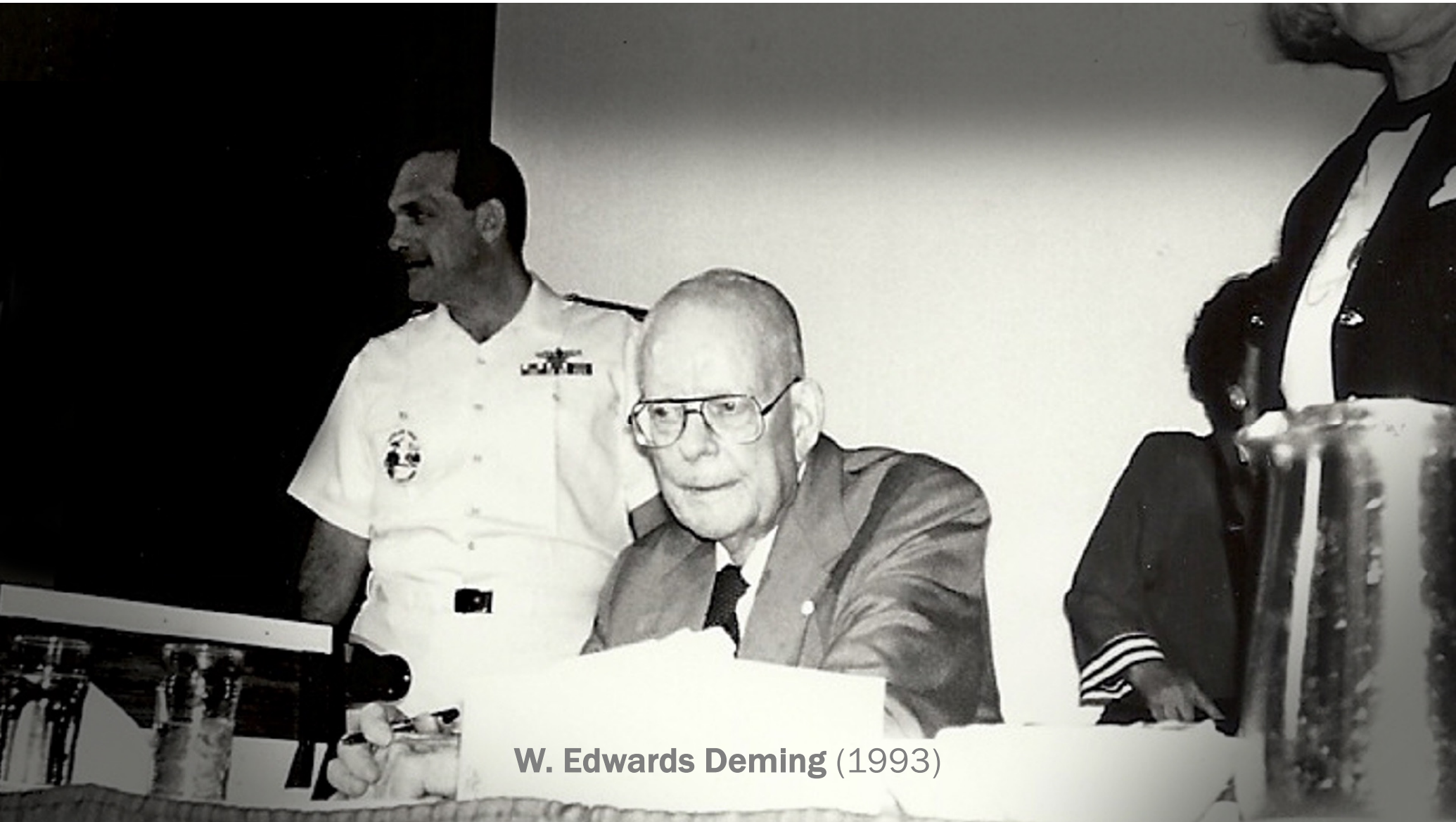
# +1600%

How much a portfolio of the  
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Source: Siegel+Gale, 2022

Insiders' secret #4:

## **Building a culture of innovation**



**W. Edwards Deming (1993)**

# 100% participation



Insiders' secret #5:

# **Leadership that Lasts**

## Returns on improvements

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

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?



**[bradcleveland.com/mwcca](http://bradcleveland.com/mwcca)**



## Resources

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Welcome MWCCA!

[Slides](#)

[Customer Queue Calculator, Version 1.2](#)

*Note: You will need to Enable Macros when you open the calculator in Excel. You will find information on how to use the calculator and a contact for support in the Instructions tab.*

[ROI Calculations Toolkit](#)

[Ebook, agent retention and engagement](#)







**Insiders' → Insider's**



A photograph of a bright blue sky filled with scattered white, fluffy clouds. In the center of the image, there is a large, bold, white question mark.

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# About

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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