

Time Warner Cable Coaching to Manage Performance

Time Warner Cable's Need

Time Warner Cable (TWC), the second-largest cable operator in the U.S., sells leading-edge products in an increasingly competitive market. In order to protect its customer base from competitors and increase its revenue, the company knew that it was no longer enough for TWC agents to perform a service-only role. Instead, customer service agents needed to add the selling role to their service responsibilities. To successfully implement this company transition, TWC first wanted to train its supervisors on an effective coaching process so that they could successfully guide their teams through the change. TWC needed supervisors to understand:

- How to help employees embrace these changes and new skills
- How to identify effective and ineffective sales behaviors and performance issues
- How to respond to performance issues, conduct effective coaching conversations, and manage behavior change
- How to create coaching strategies to help employees raise their level of performance

The ABR Solution

ABR provided coaching training for supervisors so that they could actively support agents who would be using the new selling skills. ABR's blended training solution for supervisors included two e-learning modules and a two-day instructor-led workshop. The e-learning addressed the following topics:

- Coaching Overview: Defined the coaching role and the responsibilities of a coach in the new service and sales culture
- Coaching Communication Skills: Provided an overview of the communication skills that are vital for effective coaching

“ABR partnered with us to push the envelope on training. They took the time to fully understand our needs and our business and in the end created a training program that we're now able to use as a recruiting and retention tool.”

– Kathleen Cattrall, VP, Sales Channel Performance, Time Warner Cable

The screenshot shows an e-learning interface for 'selling THE POWER OF YOU™'. The main content area is titled 'Coaching Basics' and features a diagram for 'COOPERATIVE COACHING'. The diagram includes a green circle labeled 'ON THE SPOT' containing 'Immediate Coaching' (with 'POSITIVE FEEDBACK' and 'BALANCED FEEDBACK' below it) and an orange arrow labeled 'Scheduled Coaching'. To the right of the diagram, text reads: 'Cooperative Coaching In this module, we will focus on a coaching attitude: Cooperative Coaching. This attitude is the foundation for both Immediate Coaching and Scheduled Coaching (which you will learn more about in the S3 Coaching Communication Skills e-learning module).' The interface includes a 'RESOURCES' tab, 'S3 Coaching Overview Module' title, and navigation buttons for 'BACK' and 'NEXT' at the bottom.

How ABR Helped Time Warner Cable

Implementation of the training began in June 2007, and TWC reported positive results immediately. ABR's coaching training solution gave supervisors the tools and knowledge that they needed to help agents embrace and succeed in the new service and sales culture. TWC now has higher expectations of its supervisors and customer service agents, and the customer experience has also been transformed as a result of this company initiative.