

# Overcoming the Insights-to-Performance Gap™

How to Generate More Revenue Through Behavior Change



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## Introduction

Every organization has one asset that can make or break their success: **their people**. Companies have recognized that investing in developing their employees can offer huge returns in the form of higher revenue, less turnover, and increased customer satisfaction.

***86% of HR leaders say building critical skills and competencies is key to growing business this year.<sup>1</sup>***

Many organizations address this in their yearly planning and corporate objectives, but fall short of realizing the return on investment. It's easier to determine cost savings and efficiency gains from technology such as CRMs, dialers, automation platforms and the same training they've always relied on. The challenge is these investments do not address upskilling and long-term employee development. While difficult, unlocking the power of your human capital offers exponential rewards.

# “The number one focus for talent development is identifying and assessing skill gaps.”

According to LinkedIn’s 2019 Workplace Learning Report, **the number one focus for talent development is identifying and assessing skill gaps**. The challenge is that businesses invest in analyzing data to uncover these gaps, but they don’t always understand how to correct the issues.

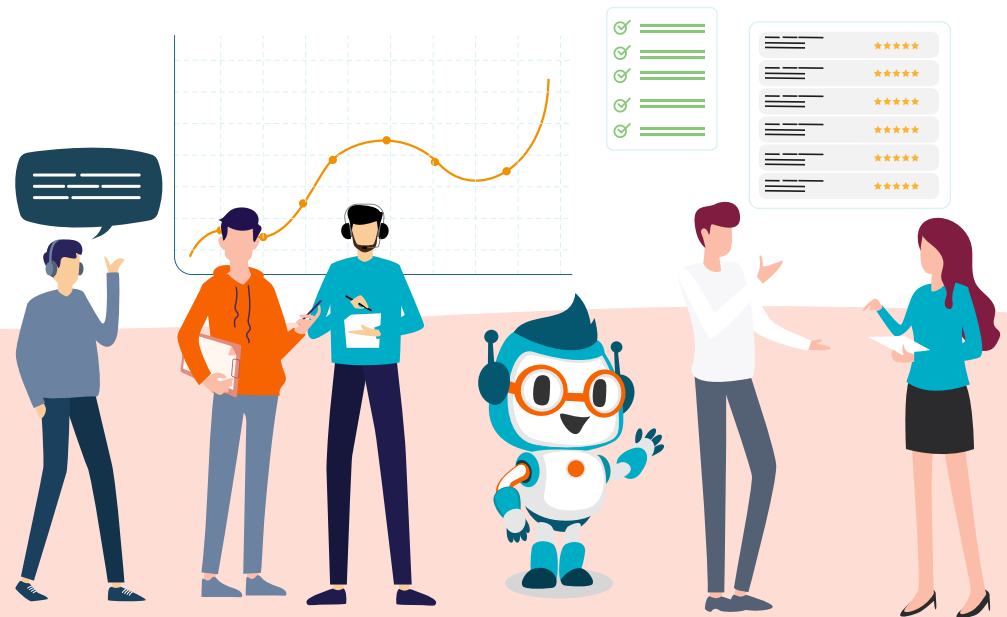
This is what we call the Insights-to-Performance Gap. It affects almost every organization that earns revenue primarily through human-to-human interactions: contact centers, inside sales, retailers, consumer goods, and others. Leaders at these organizations have a plethora of insights available to them, but the insights are not making the people who speak with customers any better at their jobs.



Closing the Insights-to-Performance Gap is the secret to increasing organizational success. An incremental lift in employee performance can easily equate to six-, seven-, and eight-figure increases in revenue or double-digit increases in customer satisfaction.

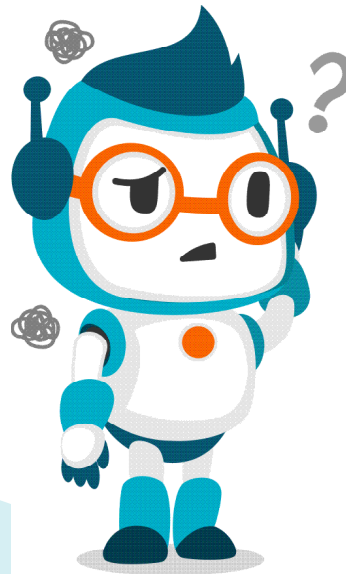
Keep reading to learn more about why the Insights-to-Performance Gap is so prevalent and discover how ExecVision is helping to close it through actionable insights and targeted coaching that leverages behavioral science principles to change behavior.

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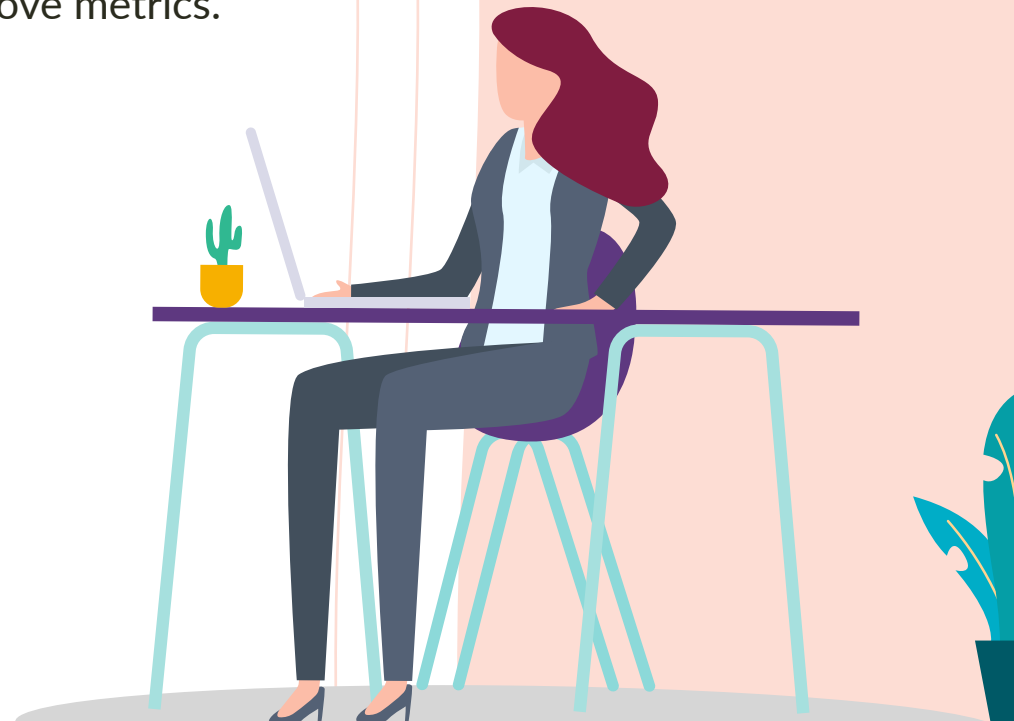
## What is the Insights-to-Performance Gap?

The Insights-to-Performance Gap is the inability to leverage data and insights to create behavior change that drives quantifiable results. Many organizations believe the insights themselves are the answer to the challenges they face, but once they have those insights, nothing changes. The reason is two-fold: leadership suffers from data overload or they are analyzing the wrong data entirely, and frontline managers don't understand how to change behavior.



Executives have access to data about everything: conversion rates, employee absences, products sold per account, rep ramp time and more, but they're often removed from the boots-on-the-ground perspective. They see the big picture—figures and trends, revenue, team and department performance, and more.

What they don't always see are the grittier details of life on the front line—the hang ups, the endless emails, the pressure to produce. Because of this disconnect, senior leaders call for their managers to make changes to drive performance improvement, but they offer little instruction on what should be done to correct it. Executives aren't aware of the Insights-to-Performance Gap because they assume managers know what levers to pull to improve metrics.



The challenge for managers is that they often have to guess what will move the needle. Many managers are promoted up the ranks because they were high performers, but they receive little to no training on how to effectively improve performance. They're left relying on "this is what worked for me, so it should work for you." If a manager can even identify a skill gap, they often don't have the resources and knowledge to create the necessary behavior change. It becomes a vicious cycle of picking a metric to improve, telling the team what they think they should do, and wondering why it's not working.

For organizations to close the Insights-to-Performance Gap at scale, executives and managers alike need to know what data to pay attention to, and understand how to apply it to coach and develop individuals and teams. One of the reasons so many companies fail in this area is the exploding technology landscape. Leaders have more data available to them than ever before, but it can be difficult to know how to use the data to create the largest impact on the business.



## Where Technology Fails— The 'Last Mile'

Companies have always had access to data, but it doesn't necessarily provide the insights needed to make impactful change. As technology has advanced, accessing and analyzing data has exploded with the advent of CRMs, business intelligence tools, power dialers, sales automation, and speech analytics. These tools can provide all of the insights in the world, but they aren't taking organizations the 'last mile.'

To close the Insights-to-Performance Gap, humans have to interpret the *right* insights, identify the behavior change needed to create the desired outcome, and go the 'last mile' by implementing effective coaching programs that actually improve performance. Many solutions on the market tout that *their* insights will increase revenue. That may be true for sales intelligence tools that help you find prospects, but most solutions stop at providing high-level insights that aren't connected to individual decisions and behaviors that impact outcomes.

**Companies with  
250+ employees  
have more than 100  
SaaS applications  
on average.<sup>2</sup>**

One technology category that helps companies uncover the data and insights correlated to human behavior is conversation intelligence (CI). The insights provided by these tools are derived directly from customer-facing conversations. These customer interactions are significantly more revealing about rep behaviors and effectiveness than high-level metrics like win rates and quota attainment. Yet these insights still are not enough to close the Insights-to-Performance Gap.

Most conversation intelligence platforms provide the right data, but they don't facilitate behavior change. Identifying that a specific phrase has a 10% higher close rate is wonderful, but the conversation intelligence software won't get your team to use it in their talk tracks without human intervention.

Software alone cannot effectively coach because it doesn't understand the nuances of being human—emotions, thought processes, common knowledge. Tasks like data entry and analysis are easily automated, but we cannot rely on technology for inherently human tasks.

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***Despite advancements in the field, artificial intelligence can't apply contextual human knowledge and common sense to data.***

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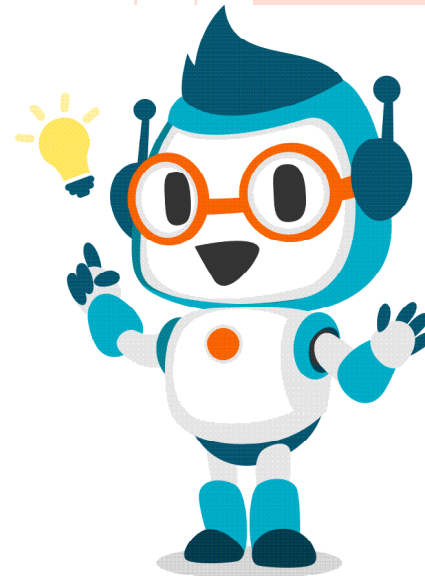
Organizations that purchase conversation intelligence technology as a means to improve performance at scale often find themselves disappointed when it fails to provide ROI. That's because their CI vendors stop at providing the intelligence only, and leave them to fight the Insights-to-Behavior Gap alone. They aren't aware that the 'last mile' requires science-backed coaching to create lasting behavior change.

To close the Insights-to-Performance Gap, conversation intelligence users need to understand and know how to apply insights derived by these platforms to facilitate the desired outcome. Without that knowledge, they remain unable to generate scalable, long-term performance improvements.

## Human Behavior Change Is The 'Last Mile'

The key element in impacting performance in any area is human behavior change. You have to understand how your teams are behaving and where their skill gaps are before you can make significant changes. The habits and skills that are modifiable can range from changing workflows and processes to focusing on tone and inflection during calls. Some behavior changes must happen at the organizational level while others need to be tailored to individuals. The challenge is that most people don't know or understand how to drive long-term behavioral modification. All they have to go on is commonly touted "facts" such as "It takes 28 days to build a new habit."

For organizations seeking to create behavior change that creates enduring performance improvement, leaders must have a general understanding of the science behind human action.



## How Adult Behavior Change Works

To learn new information and skills, and to modify behavior, humans need two things: repetition and sleep. This helps cement the new neural connections in the brain that allow humans to retain information. Organizations have no control over how much sleep their team members get, but they can control how frequently a particular skill or behavior is reviewed via training and coaching.

Changing group behavior requires additional finesse. Herd mentality can be difficult to overcome if there are a few vocal pessimists on the team. Leaders should get buy-in from influential team members when introducing new behaviors, skills, and methods, as well as when introducing an active coaching program. It is critical to explain to individuals and the group as a whole what the change is, why it matters, what the objective is, and how it impacts the business. Whenever possible, the team should understand “What’s in it for me?”

*“Employees will not put sustained effort into a new kind of behavior if they have only a rational understanding of why it matters to the company; it must mean something much deeper to them, something that they know will have an effect on their personal growth.”<sup>3</sup>”*

Leaders often go awry when they tell an individual or team to change a behavior or improve a skill, but don't check on their progress until they realize that there has been no change and no performance improvement. Team members quickly revert back to their old ways because it's easy and comfortable. For the modifications to stick long-term, they have to be revisited, reinforced, and recognized.

Another challenge is that managers often overcoach. They try to tackle five or six different skills, behaviors, and metrics in a single review session. This makes it difficult for reps to know what to focus on and leaves them feeling overwhelmed. Behavioral science research shows that focusing on one or two behaviors or skills in a session is ideal. The rep knows what to work on and has clear instructions on what changes need to be made.

## The Cheat Code to Behavior Change: Self-Correction

We've all heard it before, "You can't make someone change. They have to decide for themselves." While frustrating, it's true and plays a key role in closing the Insights-to-Performance Gap. The most powerful method for driving behavior change is to help people

conclude for themselves that the change needs to happen. Research shows that the simple act of measuring your own performance against a standard or goal will improve the correlated behavior. Humans will naturally self-correct when they identify a problem.

*Given the commitment to a goal, if an individual discovers their performance is below that which is required, they are likely to increase their effort or change their strategy in order to attain it.<sup>4</sup>*

Jump-starting employee self-correction requires team members to know how they're performing. They should also have access to the performance of their peers, or at the very least, organizational standards. Clarity in the KPIs they're measured on, including the unspoken ones, will help facilitate identification of areas for improvement. Transparency is non-negotiable for organizations seeking to close the Insights-to-Performance Gap. No one can change behavior if they can't see what could be improved.

Self-correction can be applied in coaching sessions as well. Managers should open every session by asking the individual how they think they're performing, whether it's as a whole or on a single interaction. This provides a quick calibration on how the employee sees their performance versus actual numbers, and can direct the conversation towards something they see they can improve.





## Leveraging Conversation Intelligence to Close the Gap

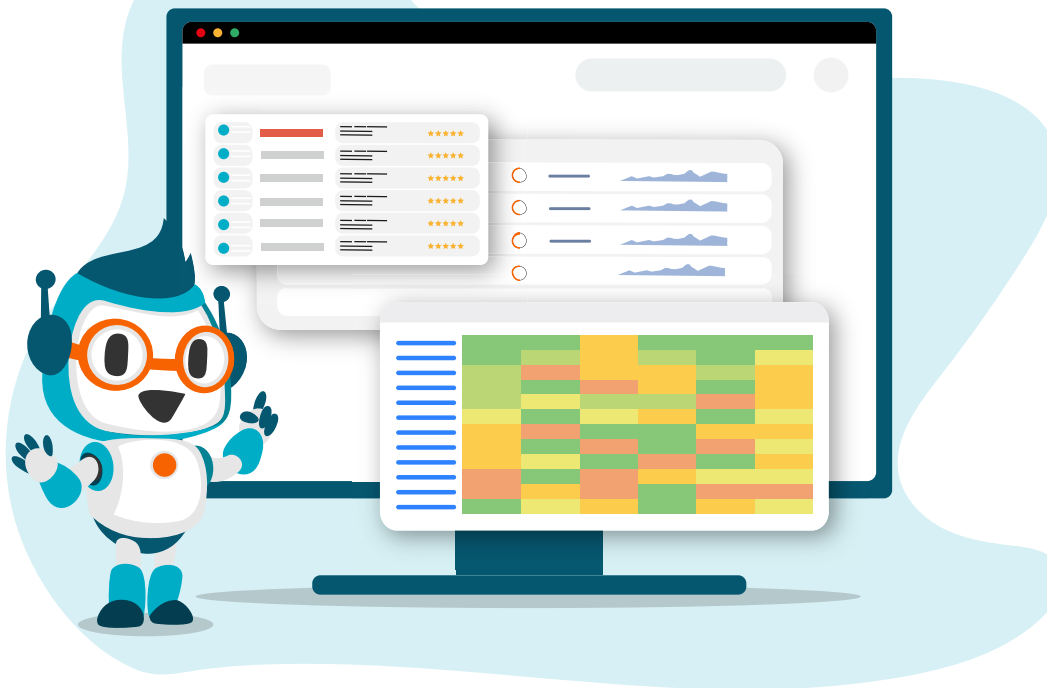
To close the Insights-to-Performance Gap with conversation intelligence, the software must act as the catalyst for behavior change. Alerting users to opportunities for performance improvement isn't enough. The platform needs to provide this information and a tangible way to drive the improvement, such as through prescriptive coaching plans.

ExecVision shines where other CI players fall short—by focusing on the most powerful tool in any organization's arsenal: their people. In addition to surfacing actionable insights, the platform is imbued with more than thirty combined years of sales training experience and proven social science that facilitates behavior change.

Most software companies train their customers on the product, but our team goes beyond that. We educate users on how to deploy their organization's processes and methodologies across scorecards, training and onboarding, Coaching Plans, and more. This is what helps companies go the 'last mile.' It's not a magic bullet or data analysis—it's people helping people reach their greatest potential. The tool—ExecVision—is a means to making that process easy and scalable.

## Conclusion

The right insights, derived from your customer-facing conversations, leveraged for effective coaching and development, are the key to long-lasting performance improvements and success in the modern economy. Closing the Insights-to-Performance Gap gives organizations a competitive edge across every function and department. Investing in coaching and developing existing employees drives engagement and retention which in turn drives a better customer experience, ultimately leading to higher revenue.



## About ExecVision

ExecVision is a conversation intelligence platform built on a simple, almost inarguable premise: Insights mined from customer interactions are exponentially more valuable when you can translate them into performance improvements in your marketing, support, sales, and product teams. We shine where other conversation intelligence software falls short: Improving performance by changing human behaviors.

Founded in 2015, our team leverages all the pattern recognition and human intelligence from ExecVision's 15 years of insights-based sales coaching, and applies it to uncovering actionable insights from customer-facing conversations, allowing organizations to make better decisions, coach and develop their team at scale, drive behavior change, and ultimately generate more revenue through performance improvement. Customers like The Madison Square Garden Company, Intuit, TransUnion, Imperial Supplies, and Zuora have seen a 30+% increase in win rates and onboarding cut by at least 30%. To learn more about ExecVision, visit [www.execvision.io](http://www.execvision.io).

See It Live

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