



Marc Picione

Quality Assurance, Operations, & Supervisor Candidate

Why Marc?

- ▶ 20 year history of providing elite customer service interactions and 12 year proven track record as successful mentor, leader, and coach
- ▶ Experience addressing needs from customers, staff, and operations daily
- ▶ Culture focused supervisor style with an emphasis on training future leaders
- ▶ Bachelor's in Business Administration, graduated Summa Cum Laude with 4.0 GPA
Continually seeks improvement, open to feedback, and quick to learn
- ▶ Expert coach and motivator who makes employees feel valued through recognition, supporting their career goals, and challenging them to improve themselves and those around them
- ▶ Analytical, solutions focused, detail-oriented project manager who anticipates obstacles, meets deadlines, and exceeds expectations
- ▶ Team player who collaborates with peers to share best practices and implement process improvements

Team & Peer Testimonies

“Marc is open to ideas, a champion of change, and capable of seeing the positive where many cannot”

“Marc goes above what most supervisors are expected to do. He challenges us to push to be better than we were the day before. I love his organization. I never doubt his intentions. If I had to pick someone I admire and want to look towards modeling my career after, he is one of the people I would choose. I will always choose his schedule! He understands me and gets me.”

“To be blunt, Marc is one of the best leaders I've had throughout my career at Verizon. While following quality standards, he challenges his team to meet a higher standard, set by him, and will test you and coach you to his standard to help make you an exceptional employee. His focus on employee development is high on his list, we've had discussions about schooling, even, which was pretty rad. He leads by example, which is important in my opinion. Some members in leadership will take feedback about a policy change, and give you a cookie cutter answer, or sugar coat some corporate garbage just to try and get your buy in on something, and Marc LITERALLY goes out of his way to understand where the rep is coming from, and even offers to raise up the issue further to his leadership, if there's a legitimate issue. That's huge. I trust Marc. He gets stuff done that he says he'll get done.”

“Marc does a fantastic job in his role. He gives the team direction on a daily basis with an informed action plan for the day. He is extremely responsive to any personal concerns and addresses them professionally and timely. He tells us the Why behind things and gives great information about changes in the industry. He is great at giving us clear goals to aim for and is actively supportive in reaching those goals.”

“Most of my positive experiences with Verizon came from being on Marc's team. I grew more as an employee, both in my current role and my leadership abilities than I ever did on any other team. This includes previous jobs as well. I will never forget working on the Churn Champion project with Marc where he taught me how to coach, lead, present, and develop other and myself.”

“I have witnessed Marc go above and beyond to bat for his employees. There are very few managers who care so much about the people who work for them to go as far as he does, and that's something truly extraordinary.”

“Marc does his best trying to see things from your perspective and I appreciate the way he always has an answer/reason behind what he does/says. Having someone that challenged me to constantly improve and never settle not only in job performance, but life goals as well. What stands out to me most is Marc's ability to demand accountability and ownership of what you do as an individual and not point the finger and any other outside factor. Knowing someone has your back and will voice his opinion in the face of opposition is something I don't think many people truly understand how important that is.”

“It's easy to concede and say that things are out of your control, but working with Marc made me change my perspective and look at what I can do better to improve. Definitely the best supervisor I have worked with!”

Key Skills & Experience for Leadership

- ▶ Interviewing & Hiring
- ▶ Driving Results
- ▶ Promoting Company Culture
- ▶ Recognizing Performance
- ▶ Developing Future Leaders
- ▶ Teamwork & Collaboration
- ▶ Change Management
- ▶ Team Building
- ▶ Corporate Responsibility
- ▶ Project Management

Please review following slides for specific examples of each...

Interviewing & Hiring

Business opportunity: Hire representatives for chat department who are a culture fit, have technical aptitude necessary, and possess the outstanding written communications skills to provide exceptional online customer experiences.

Strategy: Collaborate with peers to identify key traits necessary in candidates. Select team to assist with interviews. Create tracking system and partner with resource management for scheduling interviews and feedback sessions. Ensure accurate records are kept and provided to Human Resources. Meet with interview team to calibrate on results and final hiring decisions.

Result: All representatives that interviewed for the position received feedback. Hired staff that met or exceeded expectations for role. Filled gaps in queue.

Taking Initiative: Setup follow up training sessions with those who were not selected to prepare them for the role in the future.

Supports management position by demonstrating ability to manage interviewing, hiring eligible candidates, providing feedback, taking initiative, and developing future leaders in the business.

Driving Individual Results

Business Opportunity: Improve representative performance in efficiency metric adjusted chats per hour from 25th percentile to 50th percentile.

Strategy: Prepare for coaching through research and analysis of chats and statistics to determine root cause for low performance. Partner with employee to help them self discover these opportunities then create an action plan that combines practicing successful behaviors, use of effective tools, and real time feedback to drive results. Set timeline with challenging, achievable goals to monitor progress.

Result: Successfully uncovered root causes and created skill drills to practice handling escalated customer complaints and use of pre-written scripts to improve handle time. Set chat length goals with inspection during subsequent coaching sessions. Representative improved from 25th percentile to 50th percentile during next month and maintained 50th-75th percentile until promoted to Interim Supervisor.

Taking Initiative: Asked representative to share key learning with other employees who took escalated chats to provide them with leadership experience, encourage them to see the bigger picture, and to promote more efficient customer experiences throughout the department.

Supports management position by demonstrating ability to coach and improve performance through preparation, analysis, and partnering with representatives.

Driving Team Results

Business Opportunity: Gain team agreement on new revenue metric added to performance agreement, resolve concerns regarding ambiguity in the new metric, and improve team performance from bottom 5th percentile to 50th percentile on Chat team of 13 employees.

Strategy: Partner with Operations to answer questions regarding ambiguity. Meet with known detractors of new policy to discuss concerns and gain their agreement to be promoters of the change. Create a meeting agenda to review new policy which examples of success, role play scenarios to practice, and combines a new team incentive with real time recognition and results tracking to drive results.

Result: Team understood why change was made, why it was important, felt confident in their ability to improve after role play scenarios were completed, and agreed to a renewed focus on driving revenue. Moved team from 5th percentile to 50th percentile from January to February. Maintained 50th percentile performance or better through June when I was promoted.

Taking Initiative: Shared best practice with other supervisors.

Supports management position by demonstrating ability to manage change, change team mindset, and drive team performance through education, training, recognition, communication, and by anticipating and overcoming obstacles.

Driving Departmental Results

Business Opportunity: Lack of education regarding conformance metric, how it is measured, how it is reported, and no performance standards existed for it resulting in excessive work avoidance and increased customer wait times in Chat department of 200 employees.

Strategy: Collaborate with Operations to determine what reporting exists and determine ROI on any new reports that must be created. Analyze conformance over the past year to understand results, identify trends, isolate outlier performances, and make recommendation for performance standards. Author training materials, corrective action documents, and meet with Chat leadership to roll out new policy. Follow up with supervisors after first month to determine effectiveness, made adjustments if necessary, and address any new concerns.

Result: Training materials highly effective in educating frontline employees how specific behaviors impact conformance results. Resulted in dramatic overnight improvement from 78% to 87% and \$250,000 savings as a department in just the first month. Overall morale greatly improved due to employee gratitude for leadership holding everyone accountable to being available for our customers.

Taking Initiative: Offered to provide coaching to individual representatives on other teams to help improve departmental results. Communicated our plan and results to another call center to share best practice.

Supports management position by demonstrating ability to identify behaviors that drive results, implement process improvements, determine performance standards, and incite widespread change to promote positive results.

Promoting Company Culture

Business opportunity: Promote principals found within company credo while recognizing contributions made by individuals who are leaders amongst their peers.

Strategy: Meet with call center leadership to propose we restart Maurice Hylton Award program and assume leadership of the project. Recruit team of individuals with necessary skills who understand the importance of reinforcing key leadership behaviors. Brainstorm ways to improve existing awards program, delegate tasks, determine timeline, submit proposal with estimated costs for approval, partner with IT and contact all necessary vendors for event, oversee multi-channel communication to frontline employees, and follow up with individuals on the team throughout the project to overcome obstacles and ensure all deadlines are met. Deliver keynote speech during event.

Result: Positive feedback received from leadership, finalists, and those in attendance. The award became the most prestigious recognition available to employees in our call center.

Taking Initiative: Took the time to communicate with all nominees, not just the finalists who appeared at the final event, so that everyone could receive positive feedback and recognition from their peers.

Supports management position by demonstrating planning, execution, attention to detail, collaboration with multiple workgroups, and taking the initiative to reinforce company vision of what a leader within the business looks like.

Recognizing Performance

Business opportunity: Recognize both measured and immeasurable contributions made by each member of my team while further preparing them to be future leaders in the business.

Strategy: Created concept of a Performance Showcase where my team would meet with members of leadership and each employee would have several minutes to discuss slides containing the metrics on their performance agreement, bullet points of what they've done, their plan to continue improving, and their commitments moving forward in their career. Met with each employee to discuss the contents of their slide and practice their delivery, facilitated a dry run of the event so everyone could get practice in front of others as well as get feedback from them, and partnered with administrative assistants and resource management to schedule the event.

Result: The shared experience galvanized my team to work together and inspired them to work to keep the commitments made. After three months they became one of the Top 5 Teams in the nation.

Taking Initiative: Shared this best practice with my peers, it was adopted as a standard practice.

Supports management position by demonstrating passion to recognize and develop employees into leaders in the business.

Developing Future Leaders

Business opportunity: Reduce customer churn in Chat department by identifying outliers and providing them with additional support, resources, and coaching.

Strategy: Met with team selected by leadership to brainstorm strategy for selecting outliers, analyzing successful and non-successful chats to isolate behaviors to coach, created skill drills to build those skills, and create coaching schedule. Set communication and documentation expectations with my team so I could inspect their work. Provided each of them with training on how to coach their peers.

Result: Leadership did not approve first proposal. After meeting with them we were able to negotiate a middle ground and move forward. All three employees on the Churn Champ team gained significant leadership experience and were promoted within the business. Department churn was reduced as each individual provided assistance by the Churn Champ team showed significant improvement.

Taking Initiative: Submitted skill drills created by myself and team members to corporate to place on intranet site so all supervisors in the country could access and use them during coaching sessions.

Supports management role by demonstrating organization, communication, negotiation, and teaching skills.

Teamwork & Collaboration

Business opportunity: Improve revenue generation of 150+ employees in chat department while in Sr. Analyst of Customer Service Operations role.

Strategy: Meet with chat leadership to notify them of my project, get their input, determine what support they felt was appropriate. Partner with multiple operations teams in other call centers, other departments, and chat client vendor to discover or create reporting relevant to driving revenue in chat. Analyze data to identify key behaviors and develop strategy to improve departmental results. Ongoing communication with operations and vendor to update and correct reporting. Author training materials, provide coaching support, and pull additional data as needed for supervisors. Meet with leadership team weekly to update progress, and discuss additional ways to support Chat team effort to improve revenue generation.

Result: New reporting empowered supervisors to gain agreement on revenue generation policies with employees. New training materials enabled supervisors to teach necessary skills to drive improvement. Sales of phones per customer interaction tripled during four month period from June to October from 0.79% to 2.36%.

Supports management role by demonstrating ability to collaborate with multiple sources to gather information and resources necessary to accomplish goals, effective communication, accurate data analysis, and effective strategy development.

Team Building & Corporate Responsibility

Business opportunity: Unify new team of thirteen employees to work together, establish trust, hold each other accountable, and exceed expectations while having fun and living the Verizon Wireless credo.

Strategy: Before start date for new team create a strategic agenda for a planning session the new team will participate in, send professional invites with agenda so new team knows what to expect. Partner with resource management to schedule the event, and organize catering. Run planning session, including ice-breaker activity, setting expectations, and open table brainstorming session to write a mission statement for the team. When complete, sign mission statement and provide copies to leadership as our commitment to them. Use mission statement in coaching sessions to hold ourselves accountable to this promise.

Result: Ice breaker activity got team more comfortable with their new peers, and promoted better discussion while we spoke of expectations and wrote the mission statement. It also enabled the team to skip the storming phase of team development and move quickly into the norming, and performing stages where we eventually led the call center in performance.

Going a Step Further: The team was inspired by our mission statement and living the company credo to organize an event at the Ronald McDonald House. This served as a team builder, community service, and even leadership development for those who organized the event.

Supports management role by demonstrating the ability to build teams, translate the company vision into actionable results, and highly effective planning.

Project Management

Business opportunity: Call center leadership requested a volunteer to design and execute a project to dramatically improve call center (600+ employees) churn results before an upcoming operations review.

Strategy: Designed a large scale, three round contest where employees would compete by participating in role played scenarios to save customers. Assembled a small team to help put on the event, reached out to marketing team for professional graphics, created all materials necessary for the entire contest, and sent cost proposals for contest prizes to leadership. Communicated event via posters, video message boards, email, printed desk drops, and in team meetings. Followed up with all supervisors and senior managers after every stage of the contest to ensure everything ran well and all questions were answered. Arranged for catering and DJ at final event, edited sizzle video to start event with, served as master of ceremonies.

Result: Call center churn improved by 1.1% in just one month. Area VP attended the event and recognized our extraordinary effort, was greatly impressed we were able to manage an event of that scale in such a short period of time while still performing our normal job. Area President commented on the performance improvement during Operations Review.

Taking Initiative: Used video of final event to train employees on saving customers.

Supports management role by demonstrating outstanding organization skills, time management, and delegation.

Thank You

Thank you for taking the time to review my qualifications for a leadership position within your organization. If hired you will find I am a highly motivated individual who seeks out feedback, strives to constantly grow, focuses on what is possible, and is not satisfied with simply meeting expectations.

I genuinely love and serve my employees and in turn they provide exceptional service to customers. My teams understand the company vision, act as business owners, and share my passion for continual improvement.

I encourage you to view my endorsements and written recommendations on my LinkedIn profile at <https://www.linkedin.com/in/mpicione/>.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marc Picione', with a stylized, flowing script.

Marc Picione