



February 14, 2005

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Lisa and Suzanne

In March of 2004 APAC Customer Services began a renewed effort to “Enhance the Leadership Skills Set” by looking ahead and determining the competencies and talent that were required to achieve our goals and ensure our continuing success. We put into place a Leadership Curriculum and introduced Increasing Personal Effectiveness and Communicating to Manage Performance.

In April the program was so successful we decided to pursue a very aggressive strategy to provide the leadership training to every operational leader in the organization. The goals of that training were simple:

- Teach our leaders how to understand different behavioral styles
- Teach our leaders how to be more effective listeners
- Teach our leaders how to coach behaviors versus results
- Teach our leaders how to address difficult conversations
- Teach our leaders how to provide effective feedback to our representatives

Each of these goals was intended to get our leaders more engaged in the process of motivating, educating and developing their teams.

While the results continue to come in with respect to reduced attrition, higher quality scores, and higher customer satisfaction, returns continue to be very positive, including an approximately 18% drop in attrition between May and November. Some highlights of the initiative:

- We conducted 26 team leader classes and 9 classes for those above the team leader level.
- 598 leaders have been trained, including TLs, Operations Managers, Site Directors, CBMs and other senior leaders within the network
- 6 classes are taking place in Manila

When we started this initiative in April, I said that this training was the most important thing we have ever done for our people. After reviewing the comments, talking to classes, and observing behaviors on the floor of our centers, I am more convinced than ever that my statement was correct.

I am also convinced that we need to continue to drive leadership development through all levels of our organization. We cannot allow this training to be a “one and done”.

look forward to our continued partnership in developing of leaders

Thanks,

A handwritten signature in black ink, appearing to read 'Kenneth Burgdorf', written over a light blue horizontal line.

Kenneth Burgdorf, CPT
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