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**From:** Director of Enrollment  
**Sent:** Tuesday, July 01, 2008 6:08 PM  
**To:** Redacted by HELP Committee  
**Subject:** Re: Talk Time Initiative

Hey, Redacted by My understanding is that the report doesn't include true hourly breakdown per EA. The report by manager will give a true picture.  
Thanks!

Best Wishes,  
Redacted by HELP Committee  
Director of Enrollment

Redacted by HELP Committee

Walden University  
650 South Exeter Street  
Baltimore, Maryland 21202  
www.WaldenU.edu

Redacted by HELP Committee

07/01/2008 05:43 PM

To

Redacted by HELP Committee

cc

CONFIDENTIAL

WALDEN-HELP-0039869

Subject

Re: Talk Time Initiative [Notes document link](#)

Cheryl -

Although my Managers are in the process of updating this grid, I have a question for you. If we already get the mass report, why do we want to burden the Managers with filling out the same information? Just curious.

Redacted by HELP Committee

Site Director

Redacted by HELP Committee

Laureate Education Inc.  
12975 Coral Tree Place  
Los Angeles, CA 90066-7020  
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Redacted

06/16/2008 12:23 PM

**Redacted by HELP Committee**

Subject: Talk Time Initiative

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WALDEN-HELP-0039870

Hey, Guys!

Just an update on our Talk Time Initiative. I have chosen to champion this initiative, as you all know. And, to that end, I'd like to lay a few guidelines so we can uniformly measure our progress. Firstly, I've decided to measure our progress in two phases... **1 hour more per EA by July 1st, followed by continued increase to 3-4 hours per day per EA, sustained.** I don't think we need a complicated path to achieve this, but we do need to all be on the same path. I've asked Red to create a base report that will show our starting point which will be the month of April... that is still in the works. Preliminary reports confirmed our EA average at less than 1.5 hours of daily talk time. **This is why two phases.** As we all know, Reda wants immediate results and my fear was pushing for a spike to satisfy that request would weaken our ability to deliver sustained success. And, I believe all of you have agreed with me on this point... namely, no contests solely aimed at increased talk time. Including talk time as a working part of everything we do has proven to be a stronger driving force. The Spirit Day challenges are a great example of this!

Secondly, I believe the larger issue with reaching our objective is defining and strengthening our sales culture. The root of our success in any initiative is to instill the values of our culture through consistent behaviors and work environments. This can only be done by empowering our managers to mentor and develop their teams through setting daily expectations and following through with daily activities including...

Total interaction with their teams

Y-connects, not only to listen, but to demonstrate how to improve.

1:1s to not only to discuss strengths and weaknesses, but to build rapport and earn trust.

Explanation of value and benefit of our desired behaviors to create personal motivation (ex. increased talk time will positively impact velocity to quality, quality students, conversions, retention, referrals, cross-sell opportunities and, ultimately, TCC outcomes)

The knowledge that their team is a reflection of them and the confidence to expect total buy-in

\* And, for the record, I know we all know this, but we need to reiterate it to our managers everyday!

Finally, I've asked each of my managers to keep a daily log of their teams' phone reports, so we can track the daily impact of our activities. I need each Site Director/Senior Manager to monitor these reports and keep a weekly site report, as well. There will be discrepancies from one report to another, so we need to have several views of the same information documented. Red has created this report, with your input, to ensure that uniform measurement of success I mentioned earlier. And, it addresses related performance outcomes. Please share this with your managers and add this documentation to your normal follow up with your teams.



Phone Activity  
Report Metrics....

\*\* I'll talk to [Redacted] about having this posted to our sharepoint.

As I mentioned, [Redacted by HELP Committee] are meeting with [Redacted by HELP Commi] to get a truer report for abandoned calls and our total talk time will be next. So, let's get as much info as we can documented. And, let's empower our managers as much as we can to deliver the messaging to the floor with confidence and continued enthusiasm! One initiative supports another and I see Total Talk Time as the strongest driver to building a successful and consistent sales culture across all sites!!

Thanks, Guys!!

Best Wishes,  
Director of Enrollment

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WALDEN-HELP-0039871

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Director of Enrollment

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