Getting the Most From Deposit Campaigns

Presented by Cynthia Griffith

Getting the Most From Deposit Campaigns

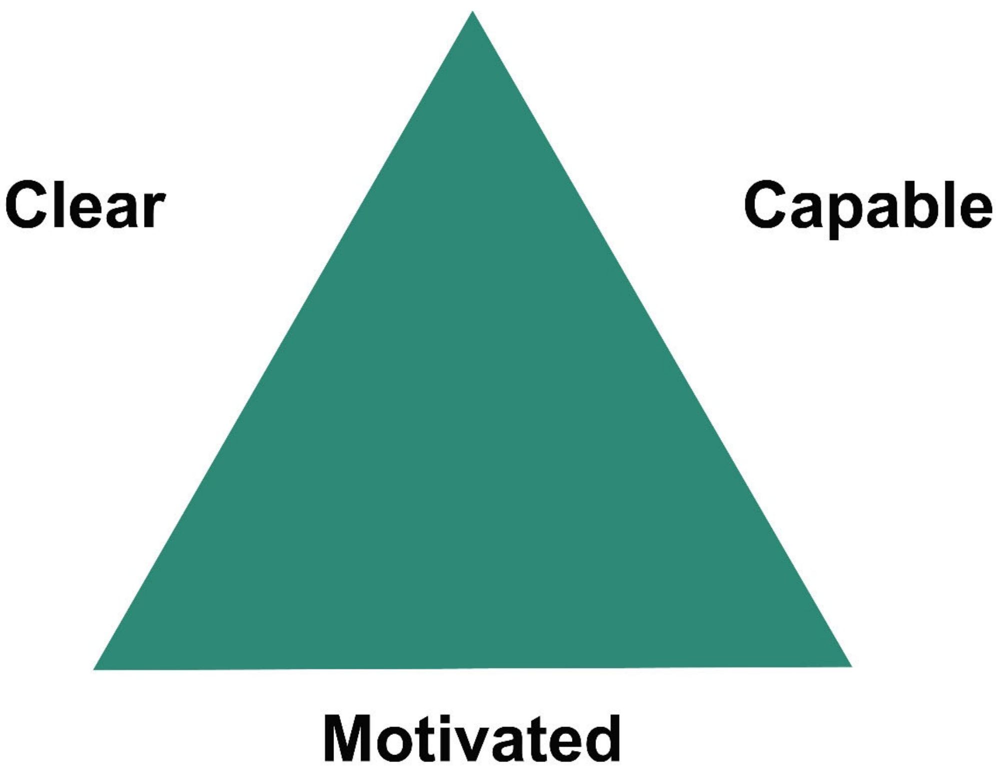
Individual Campaigns

Branch or Department Campaigns

Organizational Campaigns

Managing Campaigns

Success Triangle℠



Beginning

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Middle

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Action	Time Needed	When can I do it?	My Plan
Daily debriefing & recognition	About 10–20 minutes	• Morning huddle • End of day wrap-up • During 1:1's • On the fly • ______________	
Track/report results Update visual tracking Link behaviors necessary to improve numbers	About 10 minutes	• End of each day • _______________	
Katos	1–2 minutes per banker	• Throughout the day • _______________	
Observe bankers in client/member meetings or on teleconsulting calls	5–30 minutes per banker	• _______________	

End

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Seasonal Window of Opportunity Campaigns

Winter	
Spring	
Summer	
Fall	

Pre-Launch with Motivational Meeting

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____________ Money

Make ____________

____________ Money

Protect Money

Save Time or Offer ____________________

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The outline for your meeting will be:

1. Why is this in the client/member's or prospect's best interest? Include the major 4–5 benefits.
2. What is in it for the banker?
3. What is in it for the branch or department?
4. What is in it for the organization?

Power Triad

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Big Five Tip Sheet

STEPS	HOW
Before the Big Five	
1 Select the Big Five focus/topic.	• Choose a specific topic vs. a broad-based subject. For example, instead of *"be more caring,"* which is a vague concept, use *"what actions can we take this week to demonstrate that we care about our clients?"*
2 Announce the topic.	• Communicate the topic and the rationale for the selected topic. • Conduct your own Big Five on the topic to help steer the group to ensure a more impactful set of outcomes.
The Big Five (3–5 minutes total)	
1 Clarify the focus or topic of the Big Five.	Remind the group of the rationale.
2 Divide the group into teams or have them work individually on teleconferences.	
3 Ask the individuals or teams to use the Writing First Principle and brainstorm all possible answers. • 1–2 minutes	Provide/remind the group of the following rules: • Answers should be precise behaviors that can be observed. • Answers must not require additional resources. • Team members must be able to implement actions immediately. • Answers must be within the control of the team members.
4 Have the individuals or teams reduce their answers to the Big Five. • 1 minute	Ask the group, *"If you could only complete five actions, which five would have the most impact?"*
5 Ask the individuals or teams to rank their Big Fives. • 1 minute	Ask the group to rank their Big Five list from 1–5, with one having the highest impact.

STEPS	HOW
Debriefing (7–10 minutes total)	
6 Start debriefing when two-thirds of the group have completed their Big Fives. • Debrief using the Pyramid Technique. • Write down all answers. Use a flip chart when in person. • 3–5 minutes	• If you know there are individuals/teams that are not done, do not call on them first. <u>Pyramid Technique:</u> • Call on a team (or individual) and ask them for their Big Five. • Call on another team (or individual) and ask them only for answers that are different from, or expand on, the first team's or participant's answers. • Continue to do this until the <u>most</u> powerful actions are obtained and there is nothing significant to add.
7 Work with the group to reduce the debriefed answers to the group's ultimate Big Five. • 2–3 minutes	• Gain agreement on prioritizing the top five actions that, if consistently implemented with high quality, would maximize results. <u>Voting Method to Quickly Reduce the Big Five:</u> • Review the list of answers and ask each person to select (think about) their top two. • Review the list again and ask each person to vote for their top two. In person, ask people to raise their hands to vote. During teleconferences, ask each person to state their name to vote. **Note**: You may increase votes to three if you have a large number of actions, but never give more than three votes to get to the top five. • Quickly count the number of votes and write the number to the right of each item. • Review the votes and rank the Big Five based on the greatest number of votes received. • Recap and record the Big Five.
8 Ask for the order: "What?" "How Much?" "By When?" • 2 minutes	Ask the group what they will personally commit to doing to achieve the Big Five objectives. • Ask for commitments at the end of the Big Five or set expectations to gather all commitments within an hour. **Note**: Ensure that you document each individual's commitments. • State your personal commitment to contributing to the results. • Pre-position that you will be following up on progress against commitments.

Scriptwriting Clinic

- Greet the client/member.

  "Good morning, Mr. Garcia."

- Identify yourself.

  "This is Cindy Griffith. I am the personal banker with The Bank/Credit Union on First Avenue."

- State the purpose and benefit of the call.

  "At The Bank/Credit Union, we like to help clients make the most of their money. Therefore, I make it a practice to contact my clients/members from time to time to discuss their financial relationship and how we can support their overall financial goals."

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- Reference why you're calling. Include the primary data that led you to make the call and confirm the accuracy of the data.

  "Our records indicate you have deposited certificates of deposits with us in the past and one of them is coming due in nine months.

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- Link in a benefit as to how you may be able to financially assist the client/member.

  "As I may be able to make you more money on other funds you may have coming due elsewhere, I wanted to make you aware of our fantastic 6-month special.

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- Provide a time frame for the call.

  "Would you have about 10 minutes to discuss this now?"

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Remember your etiquette!

- *"May I ask…?"*
- *"I'd also appreciate knowing…"*
- *"May we now discuss…?"*
- *"Thank you for…"*
- *"Would you please tell me…?"*
- *"That's very interesting…"*

Scriptwriting Clinic Tip Sheet

How to Facilitate Scriptwriting Clinics (10–15 minutes total)

Before the Scriptwriting Clinic
Determine the topic and communicate it to your team.
During the Scriptwriting Clinic
1. Restate the Scriptwriting Clinic topic.
2. Divide the group into pairs, or teams of three or four. If on the phone, have them work individually.
3. Remind the group to use the **Four Steps of Scriptwriting** (review steps if necessary). 1. Brainstorm Bullet Points/Headlines Use benefits over features • Provide money • Make money • Save money • Protect money • Save time/provide convenience 2. Reduce Headlines to the Big Five and Rank in Order of Importance • The reduced Headlines can range from three to seven, but the target is five to keep the script brief and focused. • Assign a number to each Headline to help prioritize the way in which information is presented. 3. Develop Each Bullet Point/Headline • Use the "Which Means/For Example" Technique to define precisely what you are offering. *"What I mean by (x) is..."* This statement is then followed with a specific example of how it worked for someone else. • Use an Indirect Anti-Competition Comment to differentiate yourself from the competition by using the word "unlike." Use this technique only once during a script. 4. Construct a First-Person Script • Use the Litany Technique to list topics to be covered in numerical order.
4. Commence scriptwriting.

5. Debrief. • Call on a team member to present their script in the first person. • Compliment them on what was done well. • Ask the other team members to comment on the script and offer suggestions for improvement. Ask, *"If you were the client or prospect, how does that sound to you?" "Would you be receptive to what you just heard?"* If team members do not pick up on an aspect of the script that needs improvement, provide your own constructive feedback. • Continue debriefing until all scripts have been presented, time permitting. • Encourage team members to enhance and refine their scripts with points or verbiage from others then practice and implement their refined scripts. • Pre-position follow-up within 48 hours and close the meeting.
After the Scriptwriting Clinic
1. Follow up to determine whether the scripts are working.
2. Gather and share scripts that are working well.
3. If scripts are not working, find out why. If necessary, conduct another clinic to develop more effective scripts.

Objections Clinic

Objections Clinic Tip Sheet

How to Facilitate Objections Clinics (10–15 minutes total)

Step 1: Gathering and Categorizing Objections
• Clearly communicate the Objections Clinic topic. • If in person, use a flip chart to gather objections. • If by phone, the leader writes down all the objections and asks participants to do so also. • Open by asking the group, rather than a specific team member, for objections. • Ensure that you number all objections. • Ask the group for permission to consolidate objections. • Restate and clarify all objections as you write them down. • At the end, ask the group if they can think of any more objections. • Do not comment on objections provided. Ensure that you do not provide negative comments on objections gathered, including negative body language. • If you feel that there may be a critical objection that has been left out, “seed” the group by saying: “Another possibility could be…” • Work with the group to categorize each objection into one or more of the Four Objection Categories.
Step 2: Responding to Objections
• If in person, divide the group into pairs or teams of three or four; if on the phone, have them work individually. • Divide the objections to be answered evenly between the teams (one or two per team; may need to overlap, or, if too many, use the Voting Method to reduce to the most challenging). • Ask the group to use the Objection Response Correlators and the Four Steps of Scriptwriting to develop responses to the gathered objections. • Create purposeful time pressure during the Objections Clinic. • Begin debriefing by presenting (role-playing) objections to the team. • After responding to each objection, have the group ask: “Would it work? If not, how would you improve it?” • Have fun with them by asking the group to come up with two responses: 1) their professional response 2) their independently wealthy response (verbal only) • Compliment the team member after the response is given. Create a positive atmosphere with applause. Get feedback and opinions from the other teams. • Continue until all objection responses are debriefed, time permitting. • Ask the group to personalize and practice the responses. • Pre-position that you will be following up on the use and effectiveness of the responses within 48 hours.

Step 3: Objections Clinic Follow-Up
Follow up with team members to determine whether the responses are working. Ask participants the following questions: • *“What are the objections you are hearing most frequently?”* • *“Are the responses working?” If so, gather Proven Best Practices. If not, find out why.* • *“Are you hearing any objections we did not anticipate?”*

Objection	Category	Response

Objections Categorizer

Additional Notes