

Client

Fairmont

Title

Bank Teller Training Manual Excerpt – Evaluate Stage

Purpose

Training material instructing bank tellers how to determine customers' needs and discover opportunities to enhance customers' financial relationships

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EVALUATE STAGE

A key part of relationship building is exploring opportunities to further the financial relationship between customers and Sample Bank. This means determining if customers' needs can be met by taking advantage of one or more products offered by Sample Bank.

The Evaluate Stage of your sales referral communication provides you with an opportunity to quickly and efficiently assess the needs of customers. Asking questions will accomplish this best. You'll want to confirm the opportunity and gather enough information to make a successful referral. The questions you use will depend on the situation and the product.

ASK QUESTIONS

One of the best ways to determine the needs of customers is by asking questions. This can be done a variety of ways. We will explore the different options available and decide what will work best given the particular customer communication situation.

Information Needs

Tellers must be able to quickly and accurately obtain information from customers regarding their needs. Specifically, you need to obtain information that will assist you in determining which products will benefit the customer. Using different types of questions will yield different results.

Question Design

The design of the question you use will determine the amount and quality of information obtained. Two effective types of questions for tellers to use are closed and forced choice.

Closed

Obtains specific information and begins with the words: “Do you...”, “Have you...”, or “Are you....”

Example: “Do you have a checking account?”

Forced Choice

Forces customers to make a choice by providing two possible answers separated by the word “or”.

Example: “Do you have an ATM card or a Checkcard?”

To perform your job as quickly and efficiently as possible, your goal is to ask one question that obtains as much information as needed instead of asking two or three. For example:

Multiple Questions

“Do you have a checking account?”

Yes.

“Are you charged a monthly fee on that account?”

No.

“Is it a totally free account?”

No.

Single Question

“Is your checking account free of service charges?”

PRODUCT PROMOTION

Product-Promotion Situations are those sales referral situations where Sample Bank wishes to focus on a particular product for its customers. Asking questions in product-promotion situations helps you determine a customer's qualifications for the product. This will help you avoid wasting both the customer's and your time by first determining if the customer can benefit from a specific product.

Product-Promotion Questions

There are two types of Product-Promotion Questions to help you determine if customers are qualified for a product:

Knowledge Question

Determines customers' level of knowledge about a specific product.

Example: "What have you heard about IRAs?"

Needs Question

Determines if customers have a need for a specific product.

Example: "Are you taking advantage of the equity in your home?"

Exercise 4

CUSTOMIZE PRODUCT-PROMOTION QUESTIONS

Select four different bank products that you discuss most often with your customers. Write these in the space provided on your Product-Promotion Script.

Working in groups, develop appropriate Knowledge and Needs Questions for each of these products. Use the space below for practice. Each group's answers will be reviewed with the whole class and scripts finalized.

Exercise 5

USING PRODUCT-PROMOTION QUESTIONS

You will have a brief amount of time to work in your group and study your Product-Promotion Script.

Afterwards, the class will stand and form a line with scripts in hand. The first person in line chooses a card at random from the facilitator containing a particular product. The facilitator plays the customer. The individual has to ask the customer an appropriate Product-Promotion Question given the product on the card.

Everyone in class should role play at least twice. The second time, participants will hand their scripts to the facilitator and the facilitator will use one of the products from the previous exercise. Participants must respond with the appropriate customized Product-Promotion Question developed in Exercise 4.

RELATIONSHIP BUILDING

A Relationship-Building Sales Referral Situation focuses on building the financial relationship between Sample Bank and its customers. In order to build this relationship, you must be aware of customers' needs.

Two factors that prevent us from building our relationship with customers are Selective Listening and Selective Seeing.

Exercise 6

SELECTIVE LISTENING

Carefully listen to the video the facilitator will play. Record all the sounds heard after listening to the video. Once more, carefully listen to the video as it is played a second time and record all the sounds heard. Your facilitator will then lead a discussion.

First Time

Second Time

Selective Listening

Selective listening is the process of tuning out sounds we don't want to hear and instead focusing our attention on those sounds we do want to hear. It greatly limits our awareness of customers' needs.

We must learn how to focus our hearing on the customer and the situation at hand and decrease our natural tendency to be selective listeners.

Exercise 7

SELECTIVE SEEING

You will be shown a video of two pictures. When the videotape is stopped after each picture, list as many items as you can remember. Then answer the questions in Part B. Your facilitator will lead a discussion afterward.

Part A

First Picture

Second Picture

Part B

What differences did you notice between the first and second pictures?

What additional items were in the second picture?

What items were different in the second picture?

Selective Seeing

We look at what we want to look at, see what we want to see, and often do not take notice of much that takes place around us. This is called selective seeing. As with selective listening, when we are selective about what we see our ability to accurately assess the needs of our customers is greatly diminished.

Increase Our Awareness

In order to better service our customers and build our relationship with them, we must learn to increase our awareness of their needs. We must also be aware of how well the products customer are presently using satisfy their financial and psychological needs.

Practicing active listening and seeing – rather than selective – will allow you to discover many clues about customers' needs that often go unnoticed. Before we can practice looking for these clues, we must first learn what to look for.

Relationship-Building Clues

There are two types of Relationship-Building Clues that will reveal customers' needs:

Transaction Clue

Customers' needs can be revealed through the transaction they are completing.

Example: *A customer comes into the branch to purchase money orders that he will use to pay his bills.*

Conversation Clue

Customers' needs can be revealed in conversation.

Example: *A customer has been waiting in line to cash his paycheck. When he comes to the teller window, he complains about how long he had to wait.*

You will discover transaction clues by actively observing the customer's transaction. Similarly, the conversations you have with customers can reveal clues about their needs, but active listening is required to identify that clue.

Exercise 8

IDENTIFY SALES REFERRAL OPPORTUNITIES

Your facilitator will play five different video situations between a teller and a customer. For each situation, identify the relationship-building clue and the sales referral opportunity.

Situation 1

What is the relationship-building clue?

What is the sales referral opportunity?

Situation 2

What is the relationship-building clue?

What is the sales referral opportunity?

Situation 3

What is the relationship-building clue?

What is the sales referral opportunity?

Situation 4

What is the relationship-building clue?

What is the sales referral opportunity?

Situation 5

What is the relationship-building clue?

What is the sales referral opportunity?

Exercise 9

CUSTOMIZE RELATIONSHIP-BUILDING CLUES

The class will be broken up into four groups. Each group will be assigned one line of service (checking, savings/CD, loans/line of credit, convenience services).

In your group, identify at least four different Relationship-Building Clues for your assigned line of service. Two should be Transaction Clues, and two should be Conversation Clues. Use the space below for practice. Each group's answers will be reviewed with the whole class and scripts finalized. Participants should finalize their scripts with the clues that are most appropriate to their branches.

Confirmation Question

Questions in relationship-building situations that confirm the sales referral opportunity are called Confirmation Questions. They verify any relationship-building clues identified through active listening and seeing. Here is one example:

Conversation Clue: **Customer tells you that he has just moved into the area.**

Confirmation Question: ***“Do you have a local bank yet?”***

By asking this question, the teller is attempting to validate information obtained from actively listening to the conversation. If the customer’s response confirms the opportunity, she can then proceed to the next step in her sales referral communication.

Exercise 10

CUSTOMIZE CONFIRMATION QUESTIONS

Working in the same groups as the previous exercise, participants must script appropriate Confirmation Questions for each Relationship-Building Clue. Answers will be reviewed with the whole class and scripts finalized.

Exercise 11

USING CONFIRMATION QUESTIONS

You will have a brief amount of time to work in your group and study your Relationship-Building Scripts.

Afterwards, the class will stand and form a line with scripts in hand. The first person in line chooses a card at random from the facilitator containing information about a customer. The facilitator plays the customer. The individual has to ask the customer an appropriate Confirmation Question given the Relationship-Building Clue and other relevant customer information on the card.

Everyone in class should role play at least twice. The second time, participants will hand their scripts to the facilitator and the facilitator will use one of the customized Relationship-Building Clues from Exercise 9. Participants must respond with the appropriate customized Confirmation Question developed in the previous exercise.