

Building and implementing key management practices

Issue

Most financial institutions recognise their crown jewels - the units and the managers that always deliver great performance, whatever the circumstances. Why is it, then, that however hard they try to maximise high performance across the organisation it doesn't catch on? Or, the minute they take their eye off the ball, they stop getting the results they need?

Solution

Setanta's *Managing Sales and Service Performance* is a mix of consulting and high performance training programmes. It defines and integrates those high leverage sales management routines that make the difference across the business *consistently*.

How it works

The aim of *Managing Sales and Service Performance* is to clarify and implement those high leverage sales management activities that deliver business results. The methodology is based on building understanding and commitment to each activity, at all levels and then developing the skills and capabilities to perform them to a high standard. The process consists of four key stages:

1. Define high leverage practices

Working with a 'vertical slice' of managers and front line staff, Setanta consultants:

- describe and document the nature and frequency of key activities for all levels of management
- collaboratively review and refine these activities with a vertical slice of practitioners. This builds advocates and commitment to the activities and achieves broad organisational support
- brand and document practices as part of the sales and service culture to build visibility and exposure

2. Achieve senior management understanding and buy-in

Top managers need to lead by example and demonstrate the impact of new ways of managing sales and service needs to the whole organisation. Working with senior managers, Setanta consultants:

- build a common picture and set clear expectations at every management level
- diarise each activity and collectively remove obstacles to success
- develop a communication and training plan to involve all line managers and front line staff

3. Customise and implement manager training

For many managers, re-defining their key practices will mean significant change to what they are presently doing. They will need to re-learn parts of their job, observe their boss demonstrating new management practices and receive coaching from their line manager. Setanta's training programmes contain all the materials, models, tools and checklists that are needed by each level of management to learn and then teach the new ways. Both learner and leader guides are provided. They can easily be incorporated into existing training programmes to achieve maximum impact.

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Total training time is usually in the region of five days per manager, plus any 'train the trainer' input that might be needed. The training can be structured in many different ways, according to the circumstances and needs of individual organisations. One extended workshop is possible but not advised. Several workshops, interspersed with practising the principles in the 'real world' that face managers is more effective. A typical implementation might look like this:

- Pre-workshop activities (competitive shopping, analysis of own branch performance etc.)
- Workshop 1 (2-3 days, based on key management practices)
- Application to own job, review with line manager
- Workshop 2 (2-3 days depending on management level)
- Further on the job assignments
- Follow-up training modules (optional)

4. Assess progress and make adjustments

The whole purpose of the programme is to improve sales and service results. At this point the progress being made towards firm business results is assessed, manager by manager, and remedial action or further training prescribed.



How it is different

Managing Sales and Service Performance is different in several ways:

- **Results driven.** One of the earliest steps is to determine with senior management what sales and service results they wish to achieve. All future activities are focused on achieving them.
- **Specifically designed for financial services organisations.** All materials, case studies and tools are highly relevant to issues in this industry.
- **Tried and tested** - with successful banks in many parts of the world. Nonetheless it is customised for the unique needs of each client.
- **Manager lead** - line managers are expected to train and coach their direct reports and demonstrate what 'good looks like'.



Results

Setanta's consultants have worked with large, and not so large, successful financial services companies across the world to implement effective versions of this programme. They have worked in many cultures and languages.

The list of banks who have experienced the power of this approach include Abbey National, Banco Comercial Portugues, Bank of America, Citibank, Gulf Bank, Halifax, Lloyds TSB, Royal Bank of Scotland, Riyad Bank and Toronto Dominion. All have experienced positive sales growth and customer service improvement. Most still use successfully the principles which underpin the Setanta approach, up to ten years after their first implementation.



Joe Liddane has over 20 years of consulting experience within the financial services sector. His reputation within the market and his knowledge of industry issues have allowed him to build long-term relationships with key industry figures



Alison Read has worked in financial services and retailing for over 15 years. She specialises in helping clients implement their strategy, whether they deal with customers face to face, remotely or virtually.

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