



Rhonda S Sheets, co-author of the Experience to Results Model, has trained nearly 5,000 managers and executives in the core aspects of organizational alignment to customer experience objectives. For the past 25 years her organization has measured over 500,000 service and sales experiences in the live financial service environment worldwide. She can be reached at rsheets@supportexp.com

closing the gap on the **PERFORMANCE DILEMMA**

by Rhonda S. Sheets

President, CEO, Support EXP from Support Financial Resources

AS THE GLOBAL FINANCIAL LANDSCAPE CONTINUES TO EVOLVE – with fierce competition coming from all directions, credit unions continue to aim at improving service and sales skills and organizational performance for the ultimate purpose of inspiring member loyalty.

Does your Service and Sales team deliver an optimal member experience, every member, every experience, every time?

Without a doubt, there is a vital connection between Service and Sales performance and the significant impact it has on the Member Experience. According to Ernst and Young, (Banking Study, 2014), the ‘Customer Experience’ is the key driver of Loyalty based on how the financial consumer is treated – and the ‘Experience’ is the primary reason why a financial consumer would open or close an account with their financial services provider.

Customer Experience - the key driver of Loyalty.

According to Ernst and Young, (Banking Study, 2014)

Top 3 reasons that drive the customer experience:

- 56% the way I am treated
- 44% how they communicate with me
- 41% quality of advice given to me

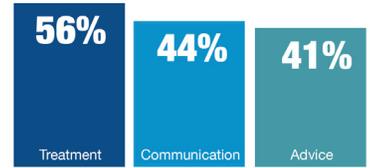


Figure 1

Top Reason to Open and Close an Account with a Financial Services Provider:

'The 'Experience': 33% (Open) and 41% (Close)

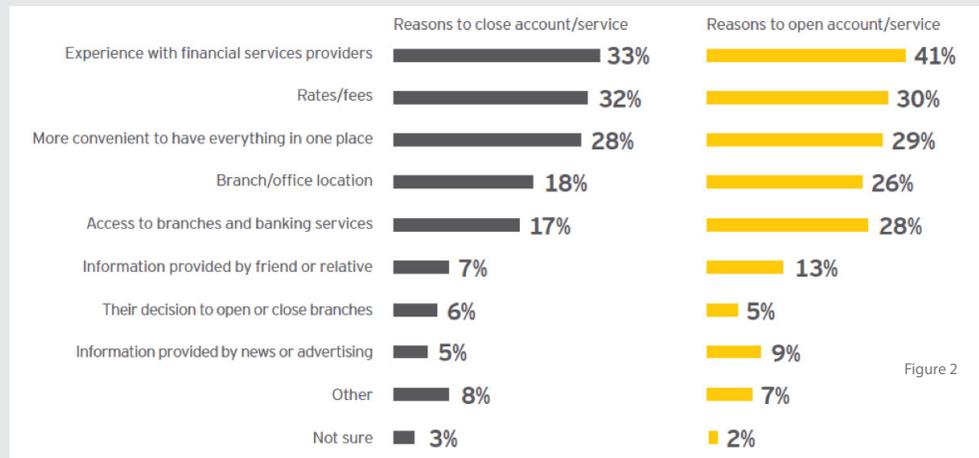


Figure 2

The Key Driver of Customer Loyalty is the Experience.

Since loyalty is contingent on your Member Experience, and your Member Experience is contingent on how optimally your Service and Sales team delivers it, the new imperative must be to optimize performance through an 'emergent' Service and Sales culture that optimally achieves excellence by delivering a relationship-driven vs. a transaction-driven member experience, every member, every experience, every time.

Sometimes, though, internal performance gaps exist. The following (3) steps will help you self-diagnose from a broad perspective and determine where your Service and Sales organization resides on the performance continuum.

Self-Diagnosis is the launching point to performance optimization.

There are ‘7 characteristics’ that pinpoint performance gaps inside a Service and Sales organization. Sometimes a process needs improvement, sometimes a team or functional area, along with their leader, needs attention, or sometimes the performance is at a critical place of dysfunction with significant performance gaps. Where is your Service and Sales performance and where are your gaps?

Step 1.

Analyze Service and Sales Performance.

There are ‘7 characteristics’ that pinpoint performance gaps inside a Service and Sales organization. Sometimes a process needs improvement, sometimes an entire department needs an adjustment or even an overhaul, or sometimes an organization is just somewhere in between. Where are your gaps?

‘7 Characteristics’ that Pinpoint Performance Gaps

- Management Technique
- Engagement
- Force of Change
- Ability
- Accountability
- Performance Feedback
- Agility

Step 2.

Target Performance Gaps.

W. Edwards Deming said, “What gets measured, gets improved.” This is still true today, provided that it is actionable. Change begins by identifying where the dots connect and where they don’t. Applying behavioral level performance metrics and analytics establishes relationships between internal and external performance productivity, member experienc-

es, member satisfaction, member loyalty, and financial revenue, growth and profitability.

Step 3.

Close the Performance Gaps.

While sustaining performance is critical, optimizing performance for future financial growth is crucial. Behavioral level measurement, metrics and analytics, with practical and inspiring mentor-style coaching and training will create highly engaged Service and Sales teams that intuitively aspire to performance excellence — managers that continually equip their teams to learn, master, and demonstrate superior skills so they deliver an exceptional member experience – every member, every experience, every time.

Whatever your situation is, the ultimate goal is to understand and close prevailing performance gaps with optimally performing Service and Sales teams that create relationship-driven, lifetime member value.

Perfection is not attainable, but if we chase perfection we can catch excellence. – Vince Lombardi

Support EXP is a pioneer in performance management, helping financial institutions close their service and sales performance gaps, resulting in ‘emergent Service and Sales teams of Excellence’ for optimal revenue, growth and profitability.

For more information and to receive a copy of ‘The 7 characteristics to Diagnose Performance Gaps’, contact: Rhonda Sheets, President/CEO, Support EXP 830 E. Franklin St. Centerville, Ohio 45459 1-800-444-5465 ext. 104. rsheets@supportexp.com www.SupportEXP.com

[1] Source: Ernst & Young “Winning through customer experience” Global Consumer Banking Survey 2014

[2] Source: Ernst & Young “Winning through customer experience” Global Consumer Banking Survey 2014