August 2010 • No. 197

Branch Manager's Letter

strategies for branching excellence

What's Inside

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Growth and Client Retention… The Employee Connection

"Growth and client retention drive the success of every organization," emphasizes Celeste Cook, VP Business Development at Georgia's Own Credit Union (GOCU) of Atlanta, GA. "Every decision and component of a financial institution should be driven with a clear focus on growth and retention. That means everyone in the organization from the top down should not only understand the importance of their role in growth and retention, but they should take OWNERSHIP of their role."

Frontline staff is the face of your institution. They have mega influence on whether you prosper, earn client loyalty, and develop new relationships. Everything frontline employees do and say or don't do and say impacts growth and retention.

"The touch points and opportunities afforded frontline staff to build and strengthen client relationships are far greater and have a far greater impact on growth and retention than any other delivery channel," Cook says. "If you don't have the right mechanisms in place to drive this message and reinforce the right behaviors, your institution may find itself losing as many clients as it is bringing in if not more."

Get Employees Engaged In Your Mission

"Friendly employees and competitive rates are just the tip of the iceberg in driving your growth and retention," Cook says. "If you want consistent results in growth and retention, you have to get your number one resource – your employees – engaged in your mission."

Just asking or telling employees to get engaged doesn't work. "It takes a vision and a holistic and systematic strategy that aligns all the moving parts to get your employees not only engaged but to take ownership of your mission," says Cook.

"Think of it this way…if you have a six-cylinder car and all the cylinders are aligned and running perfectly and simultaneously with one another and all the moving parts have been tuned regularly and worn parts checked and replaced as needed, then there is a very strong probability your car will run smoothly at maximum performance," Cook continues. "On the other hand, if one of those cylinders malfunctions, chances are your car is going to sputter, or, worse, stop running. It certainly isn't going to run smoothly at maximum speed. This is true with any organization. So make sure all cylinders are running simultaneously!"

What are the "moving parts" that support growth and retention? Cook cites the following:

- Branding
- Branding Training
- Product Knowledge Training
- Sales Training
- Marketing
- Promotions
- Sales Initiatives
- Accountability Measures

- Reinforcement Strategies
- Rewards and Recognition
- Employee Empowerment Program
- Client Loyalty Program

Two Kinds of Employees

"Employees are one of your most powerful resources to help grow your financial institution and retain your clients," Cook says. "You can have the best products and services, the best technology, the most locations, etc. But if you don't have the 'best employees,' you are cutting yourself short with regards to growth and particularly retention. It takes enthusiastically engaged employees to keep clients once you get them. What employees do and say and what they don't do and say has a direct impact on your growth and retention."

There are two kinds of employees, says Cook.

➔ Brand Killer Experts

➔ Recovery Experts

Studies show that approximately 80% of clients fall within the "satisfied" category (meaning we have met their expectations throughout their client lifetime… we have always completed their transactions correctly, and no mistakes have occurred) with 5% dissatisfied and 15% loyal. However, when there is a hiccup in the client experience – transaction error, statement error, lost checks, lost check card/credit card, etc. – for a "satisfied" client, what we do and say or don't do and say will move that client into the "loyal" or "dissatisfied" category.

"What employees do and say to respond to the client experience will determine if they are a Brand Killer Expert who will move the client to dissatisfied or a Recovery Expert who will move your client to loyal," Cook says. "Brand Killer Experts are not purposely doing and saying things to 'kill your brand' and the client experience, they just don't realize the impact their words and actions have on your brand and the client experience. So you have to specifically define brand killers."

EXAMPLES:

❒ Brand Killer Experts use phrases that can kill your brand and the client experience such as…

- *We can't*
- *It's our policy*
- *I can't help you with that*
- *No, I don't know*
- *You'll have to call another department*

❒ Brand Recovery Experts create a sense of urgency and positive experience for the client by using phrases such as…

- *Let me check into this right away*
- *Let me see what I can do for you*
- *I understand how this can be frustrating*
- *Let me research this right away for you*

Furthermore, Brand Recovery Experts WOW the client with an expected "thank you" gesture. They thank the client for their patience, understanding, and loyalty.

TIP: Turn your Brand Killer Experts into Recovery Experts and you will see your retention ratio climb.

Live Your Brand Daily

"Your brand is your identity – your DNA. It is also your story," Cook says. "Make sure employees not only know your story but embrace it and live it! Why? Because what your employees do and say and what they don't do and say ultimately defines your brand. If you can get your employees enthusiastically engaged to own your brand and live it daily with their actions and words, then the sky is the limit!"

Branding strategies that engage employees are…

→ Define who you are, what you stand for, and why you exist. Then tell your story in everything you say and do.

→ Put every employee in your institution, including the CEO, through Branding Training. If done correctly, you can get your employees enthusiastically engaged in delivering your story in everything they do and say everyday.

"Be sure to clearly and specifically define…

- *What is service?*
- *Do the right thing for a client*. The phrase *Do the right thing for the client* is relative to each individual's own perspective whether the person is a manager or an employee.

TIP: Give your people a scenario where your institution made a "real" mis-

Focus on Effects, Not Causes

In any performance-related discussion, including the evaluation, never convey your speculations about why the performance issue exists. Focus on the problem…not your theories as to what's causing the situation. It's the employee's responsibility to resolve the reason for the problem. As the leader, your role is to convey your expectation versus actual performance.

A difficult commute is a cause; the effect is tardiness or missed workdays. While you may or may not have control over the cause, you and your team are impacted by the effect. It's up to the employee (with your assistance, if possible) to work out a solution to the situation.

EXCEPTION: If the problem stems from insufficient training, then you are responsible for providing the employee with opportunities to acquire needed skills and knowledge.

take or a “perceived” mistake. Ask each person to write down what they think would be the right thing to do for the client. “If you have 20 people in the session, there’s a good chance you will get 20 variations. I’ve tested the waters over and over again in Branding Training sessions,” Cook says. “We know what variations can do – they create inconsistencies, and inconsistencies dilute your brand.”

→ Define brand killer behavior and phrases so employees know specifically what is forbidden.

EXAMPLE: Indifference is the number one brand killer. Clearly define / describe what “indifference” is and then SHOW (demonstrate) this behavior so your employees get it. And they will get it - that is, they will better understand what indifference is and the importance of avoiding this type of behavior if you show them and not just tell them.

However, some may choose not to change their “brand killer” behavior. That is where positive accountability comes into play. You have to make sure your employees…

- Understand what you train inside the training class
- Do what you train outside the training room

Reap Extraordinary Results

“To get the results you want, you can’t just tell employees to get engaged. You have to create an environment that makes them want to get ‘emotionally’ engaged,” Cook says. “Getting your employees emotionally engaged can be electrifying. It can bring you extraordinary results!” She advises…

- ✸ Create a great cause.
- ✸ Tell employees how important they are to the great cause.
- ✸ Make employees feel like they are part of the great cause.
- ✸ Show employees what they can do to achieve the great cause.
- ✸ Recognize employees for their efforts.
- ✸ Reward employees for their successes.
- ✸ Celebrate small and big successes.

Georgia’s Own Credit Union is a full-service financial institution founded in 1934. With 22 branch locations, nearly 150,000 members, and $1.5 billion in assets, Georgia’s Own is one of the strongest, largest, and most trusted financial institutions in the state of Georgia.

Celeste Cook has been in the credit union industry for 20 years; it is her passion for service that drives her successes. Celeste recently launched her own company cuStrategies, LLC (www.cu-strategies.com).

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Driving Growth and Retention Strategies

“A strategy is a noun that represents ‘action.’ In other words, a strategy is a well-defined systematic plan which you put into action with a clear focus on your critical success factors,” explains Celeste Cook, VP Business Development at Georgia’s Own Credit Union (GOCU) of Atlanta, GA.

To drive your growth and retention strategies, Cook advises asking these questions:

1. What does your financial institution stand for?
2. Why do you exist?
3. Why would a client drive by 3 institutions to do business with you?
4. How many new clients did you gain last year?
5. How many clients closed their accounts last year and, more importantly, why?
6. What percentage of your clients uses your financial institution as their primary institution, i.e., what percentage of your clients has a checking account?
7. Did you have significant growth in loans, checking, and new clients last year?
8. Are you deepening the relationships with your clients and strengthening client loyalty? If yes, how do you know? Are you measuring and creating benchmarks?
9. Do your clients know everything you want them to know about your institution? If yes, how do you know?
10. Are your employees AND clients enthusiastically engaged to drive your growth?
11. Do you have Champions who inject passion and enthusiasm throughout your institution?
12. Do you have FUN growing your institution?
13. Would your clients refer everyone they know to your institution? More importantly, why wouldn’t they?

Isn’t Complicated

“It doesn’t take complicated strategies to retain clients. It just takes a desire, a plan, and tools,” says Cook. She offers these tips:

- ✸ Empower your employees to find ways to retain clients.
- ✸ Offer a moving kit if the client is relocating to make it convenient for them to do business with you.
- ✸ Reward and reinforce employee behaviors and strategies for finding ways to retain your clients.

Expressing Empathy

In the world of client service, there are two attributes needed in order to become successful: patience and empathy. While patience is something learned and acquired over time, empathy can be somewhat challenging for those who have never had to tap in to someone else's emotions in order to perform a task.

Simply put, empathy is the ability to understand and share in someone's emotions, whether it is happiness, sadness, confusion, or anger. When clients come in with a problem, they expect to speak with someone who sees where they are coming from and want the problem fixed as badly as they do. This, in short, means clients want empathy.

Multiple Benefits

A basic need that all clients have in common is to be understood and helped. When troubleshooting problems for clients, understanding them is the key to helping them. Achieving empathy with clients is not only vital for them, but for you as well because we learn something new from every person and every situation.

Learning how to be empathic helps you…

❒ **Gain understanding.** Achieving empathy with clients teaches you to look outside the box in solving problems. Oftentimes, you walk into a situation thinking you know what you need to know then something new arises. This means you need to quickly assess the situation and change your views accordingly, helping you to gain a more personal understanding of the problem.

❒ **Improve client relationships.** Empathy is a key element in rendering service excellence. If clients feel you recognize and appreciate their feelings and are willing to work with them, they are more likely to remain loyal.

❒ **Build communication skills.** When you face different situations on a daily basis and are able to be empathetic with clients, you improve your own communication skills. Shutting down during a crisis is not an option and many times, clients believe that their problem is a crisis that needs solved right away.

❒ **Appreciate differences in people.** Empathy encourages people to be honest about their differences.

❒ **Resolve conflict.** Allowing clients to express their perspectives helps defuse anger.

How to Be Empathetic

Expressing empathy means knowing your clients and relating to their emotions. It means helping them and gaining their trust in ways that will keep them loyal to you and to your institution. More importantly, expressing empathy means showing your clients respect in a way that will lead them to respect you back.

To help your team better empathize with clients, share these tips:

➔ **Let the client vent.** Allow your client to tell his or her story without interruptions from you. Sometimes, all people expect you to do is listen. They just want recognition for their concerns. After venting, some people even make the comment *I feel better now.*

➔ **Listen attentively.** Clients can and do pick up on whether they are being listened to. Good listening skills are necessary for tapping into a client's needs and feelings. Furthermore, listening is fundamental to identifying clients' problems.

➔ **Maintain eye contact when possible.** Doing so lets clients know that you are tuned in and that they have your full attention. If a client is talking to you and you are looking elsewhere or working on something else, it makes the client feel ignored and unwanted.

➔ **Focus on the client's perspective.** Suspend your own beliefs and opinions; concentrate on the client's needs and concerns.

➔ **Ask questions.** In order to fully understand a client's problem, you must ask questions. This will broaden your understanding of the problem. It also tells the client that you are interested in learning about their problem and addressing it promptly.

Branch Manager's Letter is published monthly by Better Life Publishing, L.L.C., 3002 Pennsylvania Avenue, Charleston, WV 25302. Subscription rate is $90 a year.

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➔ **Acknowledge the client's perspective.** Nod your head, say *I understand*, or paraphrase what the client said.

➔ **Build trust.** When clients believe they can trust you, they are more willing to share details about their problems. Furthermore, they may be more open to your solutions or suggestions.

➔ **Listen and watch for feelings.** Facial expressions, gestures, and voice tone reveal a lot about the client's feelings.

➔ **Use empathetic phrases.** They indicate to the client that you've been listening to what he or she is saying. Empathetic phrases, however, focus primarily on <u>how the person is feeling</u> rather than the information conveyed. They let an angry, nervous, or otherwise disgruntled client know that you <u>understand</u> how he or she feels.

EXAMPLES:

…I can see why you feel that way

…I see what you mean

…That must be very upsetting

…I understand how frustrating it must be

➔ **Offer choices.** Clients want to walk away from their experience feeling they were able to make a choice in solving their problem. Offering choices shows the client that you are empathetic to their problem and want to help them in coming up with a solution. This way, the problem is solved and the client walks away satisfied.

➔ **Stay positive.** If clients feel that you are irritated or judgmental, they will shut down immediately. It's important to maintain a positive attitude throughout the conversation, as it gives the client hope that you are open to helping them.

Think before you speak! Make sure that you use words or phrases that convey a positive tone.

- *Don't say:* "I can't believe you made that mistake."

- *Do say:* "Let's see where the problem is and fix it together."

➔ **Avoid making judgments.** Great service providers are tolerant of different perspectives and personalities. Don't criticize, label, or diagnose the client. Assigning blame or analyzing why the client has the problem oversteps your boundaries. Your goal should be to find out what can done to improve the situation.

➔ **Remain neutral.** By remaining neutral, you create a non-threatening environment for clients. Even if the client makes accusations about you or the institution, do not get defensive. Your role, as an empathetic listener, is to make the situation better instead of fueling it. Remaining neutral is key in helping the client realize that you are on their side.

➔ **Be genuine in your desire to help.** Clients can tell if you're sincere or just faking it. They know when you're going that extra mile for them.

Do You Have "Recovery Experts"?

"Any captain can steer a ship in calm waters, but it takes a good captain to steer a ship in stormy waters. The same holds true for employees and their clients," observes Celeste Cook, VP Business Development at Georgia's Own Credit Union (GOCU) of Atlanta, GA. "It's easy to create a WOW experience for a happy client, but it takes a Recovery Expert to WOW a disgruntled client. A Recovery Expert knows what it takes to WOW a disgruntled client and keep them coming back."

Recovery Experts, says Cook, wow and retain disgruntled clients because they…

➔ Take ownership of the client. Even if what needs to be done to rectify the situation doesn't fall within the employee's responsibilities, the employee should take ownership of the client and follow through to the solution's end.

MANDATORY: The employee who owns the client and the client's situation MUST be the last person to talk to the client.

➔ Use the 5 C's of Service:

1. Care. Care enough to listen, empathize, and create a sense of urgency for your client.

2. Curious. Be curious enough to ask the "right" questions to help solve your client's issue.

3. Connect. Connect through conversation so the client feels like you are their "solutions" partner. Asking the right questions will afford you the opportunity to connect.

4. Courageous. Be courageous enough to use creativity in finding a solution for your client.

5. Committed. Be committed enough to follow through to the end and be the last person to talk to your client no matter who you enlisted to help resolve the issue. Furthermore, be committed enough to send a follow-up gesture (e.g., thank you card, $25 gift card, flowers, box of chocolates) for the client's inconvenience. That will WOW them!

Sales Initiatives Should Create Excitement!

"Sales initiatives do not automatically create excitement and results with employees and clients," contends Celeste Cook, VP Business Development at Georgia's Own Credit Union (GOCU) of Atlanta, GA. "Excitement has to be created! How? It takes a little bit of effort and a lot of fun!"

Sales initiatives thrive when you…

→ Provide training and resources to build and keep employees' confidence levels high. Confident employees are more likely to discuss the promotion with clients and offer the product or service.

→ Tap into creativity - yours and the team's - so that you generate and maintain excitement throughout the promotion.

→ Have fun! When you're having fun, even the naysayers will get engaged.

→ Track results and hold employees accountable. Employees want to know how they are progressing, what their results are, and how their results contribute to the overall results for the day, week, and month.

→ Recognize and reward employees for their efforts, especially if they are stepping outside their comfort zone.

Get Your Team Enthused

To inject excitement and fun in your sales initiatives, Cook suggests…

❑ Have designated Champions to drive the excitement and fun. A Champion is someone who has enthusiasm, a positive influence on their team, and can support initiatives and lead change in their area/department, and/or organization and can even get naysayers on board. "A Champion is not always a manager. It can be a team member who has the attributes as well as the expertise necessary to make things happen," Cook says. "You can't achieve maximum success with any initiative without Champions to support and drive your objective at every level of the organization.

EXAMPLE: A Sales and Service Champion helps instill enthusiasm, build momentum, and drive your initiative within their area to achieve overall results.

❑ Offer prizes or, as Cook prefers to say it… "surPRIZEs"! She says, "I've found that the element of 'surPRIZE' can sometimes be more motivating than a prize."

❑ Offer spontaneous prizes throughout the sales contest especially if it is a one month contest. This helps keep employees engaged.

The $100 Challenge

While advertising your rate isn't enough to always attract auto refinances, challenging clients may just do the trick. A case in point is "The $100 Challenge" promoted by Georgia's Own Credit Union (GOCU) of Atlanta, GA. "The challenge states that if we can't lower the client's monthly car payment, we will give them $100. Of course, they have to qualify based on our underwriting guidelines," explains Celeste Cook, VP Business Development.

GOCU is still promoting the $100 Challenge. "To the best of my knowledge, we have not given anyone $100. However, we have lowered car payments for hundreds of individuals," notes Cook.

Driving Success

"If you create WOW experiences for your clients, offer them added value, and then top it with an incentive or reward, you will get clients," says Cook. She offers these tips:

◆ Get <u>all</u> – frontline and support - of your employees enthusiastically engaged so they are asking for referrals from clients, friends, neighbors, church members, etc.

◆ Have frontline staff close every transaction by giving their client 5 referral coupons and using the phrase *If you send me 5 referrals, I'll put $___ in your savings account!*

◆ Offer a referral program whereby your clients are recruiting clients for you.

◆ Make it easy for your clients to register for promotions.

EXAMPLE: If you implement a loan promotion whereby every client who refinances their auto from another institution gets a chance to win a "grand prize," make the entry process for the client streamlined and/or automated if possible.

❑ Have a "FUN Friday" and offer double points/rewards for closing a Critical Success Factor (CSF) with a client. A CSF is whatever your institution deems to be a driver of its success, e.g. growth, profitability, retention, etc. Usually, a CSF will be a product/service that generates revenue or a retention tool such as bill pay.

❑ Ask employees to send their success stories to you or to their designated Champion, sharing what they did or said to close the deal. Then share their stories with the entire staff. This serves as both a recognition and training tool. "Peers learn from one another. They see and hear what another coworker did to succeed and it inspires or motivates them to try the strategy," says Cook.

❑ When kicking off a sales initiative, offer small "surPRIZEs" to the first five employees who send you a success story of how they cross-sold the product or service being promoted.

A Real-World Example

"The more creative you are with initiatives and programs, the more effective they CAN be," Cook says. "The operative word is 'can.' The most important thing to remember is you have to offer something that is going to motivate the employee and the client."

Creative doesn't automatically mean expensive. Some of the most creative and fun ideas are very low cost. One of GOCU's most exciting sales initiatives was a Checking Account contest held in May 2007. "Our goal was to double the number of checking accounts opened in one month, make history, and create a benchmark for the future," explains Cook.

For every success story an employee submitted, $2 went into a Treasure Chest. Every employee that submitted a success story was also entered into a drawing for the cash prize. "One of our Excel gurus developed a money gauge with a Treasure Chest theme. Every day we would enter the total number of success stories received and it would show gold bars floating up the gauge from the Treasure Chest," explains Cook. "The money gauge was sent to the staff daily so everyone would know how much money was accumulating. Additionally, we sent a summary at the end of each day with a list of employees and their 'success strategies' used to cross-sell a checking account."

The most powerful PRIZE, however, was that the staff as a team achieved its goal of doubling the number of checking accounts for the month of May. What was the reward? It was a "Head Shaving Ceremony"…GOCU's CEO would do the honors of shaving the heads of two Vice Presidents. "This was the most powerful motivator," emphasizes Cook.

To add even more excitement, spontaneous surPRIZEs and FUN Fridays were incorporated throughout the month. "The last day of the month we were still short 200 checking accounts from reaching our goal," recalls Cook. "So we incorporated a 'countdown' and provided an update every hour until noon and then every 30 minutes until about 4 p.m. Then we provided an update every 15 minutes until the last 30 minutes of the day. In that last 30 minutes, staff got an update every 5 minutes."

More than 300 e-mails were sent during that last day. "We exceeded our goal, made history – first time we ever opened that many checking accounts in one month – and even long-time employees said it was the most fun they had ever had working at GOCU," Cook continues. "And all employees were invited to attend the Head Shaving Ceremony to witness our CEO shaving the heads of two Vice Presidents!" Attendees were also treated to food and drinks.

The Vice Presidents were men and they graciously and bravely volunteered for this good cause. "One of the Vice Presidents had a head full of hair while the other was half way to the destination," notes Cook. She believes that GOCU's employees embraced this idea for these reasons:

➢ GOCU had never had a contest like this before in its history.

➢ The CEO's involvement focused mega attention on the contest and ceremony.

➢ One of the Vice Presidents was over the branches and the branches were determined to see his head shaved.

➢ Reaching the goal would make history!

➢ The contest was fun along the way and that built excitement and momentum.

➢ Almost every employee – including those who worked in support areas – got involved in the contest up to the last hour on the last day.

Quizzes Make Learning Products Fun

To boost your team's product knowledge, develop weekly quizzes and e-mail them to every branch employee. Focus the quiz on one product. Ask questions about features, benefits, rates, qualifiers, etc. Formulate questions so that it's a true/false answer, a one-word response, or a multiple choice. The quiz is meant to be quick. One of the answers may even be humorous, so the quiz is enjoyable.

After employees spend some time on the quiz individually, meet as a team to work on the quiz together. Encourage team members to share ideas and coach each other. Rotate the responsibilities related to running the meeting. Working on the quiz as a team affords two benefits:

1. Builds professional development skills in areas like managing meetings, taking notes, etc.
2. Promotes team interaction.

Align Sales, Service, and Marketing Strategies

"Aligning sales and service strategies with marketing strategies creates a powerful force from the inside out," states Celeste Cook, VP Business Development at Georgia's Own Credit Union (GOCU) of Atlanta, GA. "The right sales and service strategies drive employee behavior from inside your organization. And the right marketing strategies drive client behaviors outside the organization. If aligned properly, the power of the two can bring you extraordinary results."

EXAMPLE:

…An "unaligned" strategy would be to establish a marketing promotion and build a sales strategy around the promotion and then fail to tie in the training, accountability, and reinforcement strategies to make it a "real" success.

Tips for Success

To ensure sales and service strategies are aligned with marketing strategies, Cook offers these tips:

→ Identify a product or service that is one of your critical success factors (CSF), a.k.a. revenue generator or retention tool, to drive your marketing promotion. Offer an incentive that will motivate and/or influence the client to behave or respond to your promotion.

NOTE: A CSF is whatever your institution deems to be a driver of its success, e.g. growth, profitability, retention, etc. These drivers can change based on the dynamics of the economy, market conditions, new product/service lines, etc. In most cases, however, a CSF will be a product/service that generates revenue or a retention tool such as bill pay.

→ Develop a sales initiative or sales contest for employees that will clearly define the focus of the sales initiative – the CSF and the ultimate goal. The sales contest must clearly and specifically define the…

- Goal
- Timeframe for the contest
- Requirements for employees to become winners
- Recognition and rewards for desired behaviors and results

→ Provide employees with a mandatory 30-minute webinar on the CSF's benefits and phrases they can use to pique the client's interest. Hold the webinar prior to the promotion and sales initiative. "Rule #1…never ask a question that gives you a 50/50 chance of getting the word 'no' as a response," Cook says. "It is important to provide your employees with questions, phrases, and scripts to use that will encourage their clients to consider the offer."

→ Establish accountability measures and then show employees daily and weekly results. Doing so helps keep employees engaged. As you get down to the wire – the last week/last day – track results by the hour until you get to "countdown."

→ Provide recognition and rewards (surPRIZES) for the desired behaviors and results throughout the contest.

Reward the Right Behaviors

While employees will join your team to achieve a great cause, getting great results hinges largely on you – the leader – defining expectations and measuring progress. In other words, you have to clarify goals and track performance. Furthermore, you have to let employees know they will be held accountable and recognized for their contributions and performance.

"Behaviors that get recognized and rewarded get repeated," emphasizes Celeste Cook, VP Business Development at Georgia's Own Credit Union (GOCU) of Atlanta, GA. "Employees pay attention to what their leaders recognize and reward. If you aren't recognizing the right behaviors with every employee, then those who are demonstrating the right behaviors may lose interest. Or they may fail to realize their behavior is right and will not repeat it. Furthermore, other employees will see what is getting recognized and rewarded and will mirror that behavior."

Rewards Are Not Expensive

Simple comments such as *thank you for making the extra effort to cross-sell an additional five checking accounts today to help us reach our daily goal* and *you really did a terrific job of promoting our checking account and cross selling five checking accounts* are powerful motivators. "It doesn't take a lot of money to motivate your employees to repeat the right behaviors," Cook says. "I try to keep dollar bills, gum, tootsie rolls, etc., in my pocket at all times. If I happen to observe someone delivering the 'right' behaviors, I pull out whatever is in my pocket and give it to them."

"One teller did an awesome job of educating one of our members on our services, and I just happened to be standing in line with another teller. When the member walked away, I reached in my pocket and all I had was a $5 bill, so I gave it to her," Cook continues. "The other teller asked me why I gave her coworker $5. I told her to ask her coworker and if she repeated the behavior, she would get a reward, too."