



Tuesday, May 21 @2PM ET

COACHING PROSPECTING:

# How to Boost Your Team's Results



FEATURING



**Ned Miller**

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MZ Bierly Consulting

# No Easy Buttons



A person in a light-colored suit and blue striped tie is holding a crumpled white document. The document has the words "CONTRACT" visible on it. The background is a soft, out-of-focus grey.

# Stalled Sales Cycles

# Customers Can't Decide



yes



no



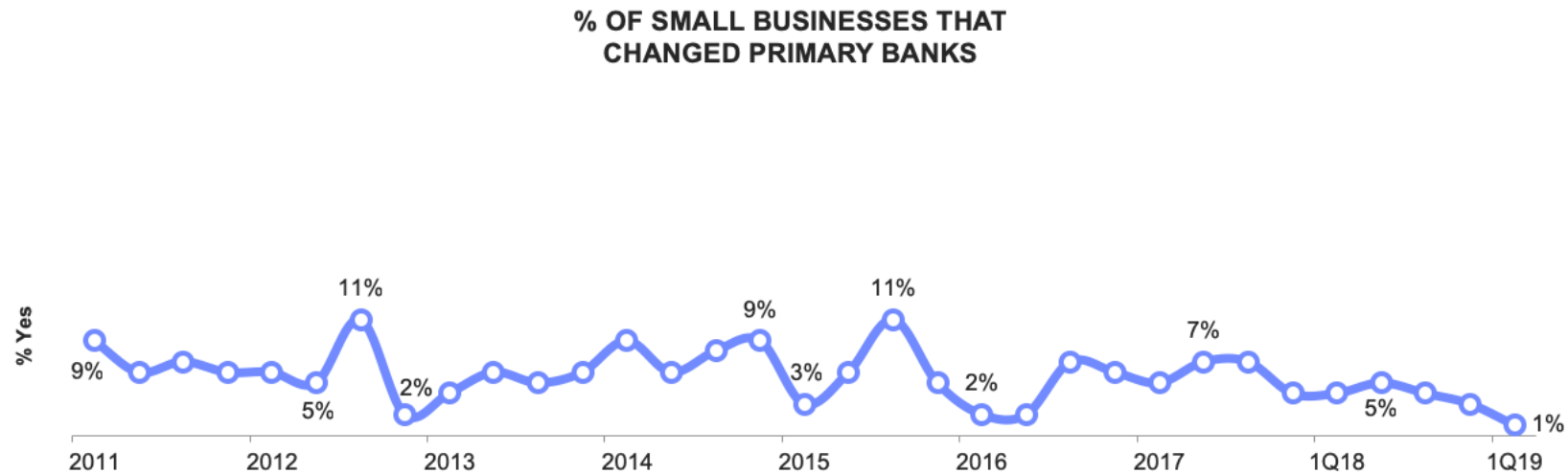
maybe



# **RMs Unable to Penetrate New Accounts**

# 2019 Barlow Research Bombshell

Only 1% of small businesses changed primary banks



Q: During the last 12 months, has your company changed its primary bank?  
\$100K-\$10MM  
Economic Pulse Quarterly Trending Data

Analyst Journal

Economic Pulse

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1

# It's Tougher Out There

- Selling is more difficult than at any time in the past 30 years
- Sales cycles are getting longer
- It's more difficult than ever to reach decision makers
- Fewer decision makers are making decisions without first getting consensus
- Salespeople must be able to sell consultatively in order to differentiate themselves
- The gap between elite salespeople and mediocre salespeople is growing larger

Source: Dave Kurlan, "How Dramatically Has Selling Changed?"



“In most of our client banks, the top 20% of commercial lenders produce about 60% of the total commercial portfolio. But, the really impressive part is that they not only produce more volume, they also produce more profitable deals as measured by risk adjusted ROE.”

Carl Ryden | PrecisionLender



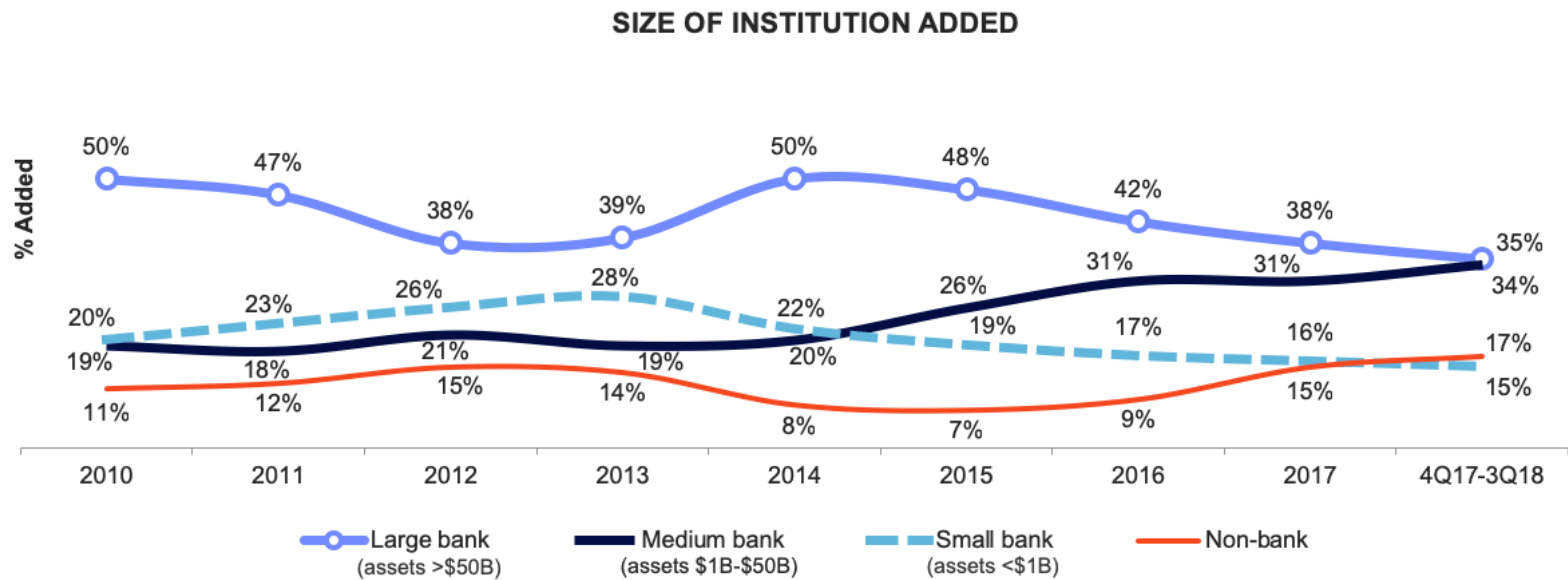
## Personal Accountability

“Each of us has a responsibility to produce results. We owe this to ourselves, to the company that employs us, and to our clients. We cannot fulfill this responsibility without managing ourselves.”

-- Anthony Iannarino, “Seizing Your Sales Destiny”

# Opting for Non-Banks and Medium Banks

Middle market companies adding a new bank are increasingly choosing medium and non-banks



Q: What is the asset size of the financial institution you added, other than your primary bank?  
 \$10MM-~\$500MM  
 Middle Market Trailing 4 Quarter Data

Analyst's Journal

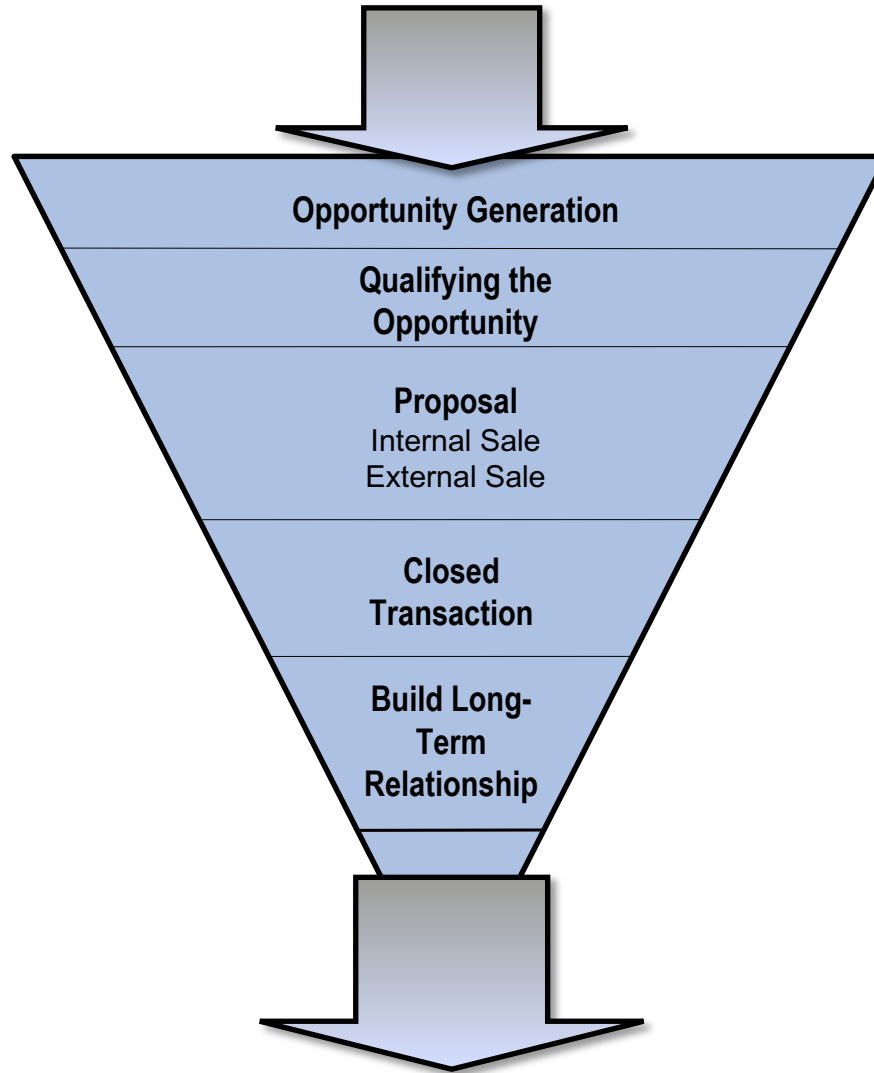
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Amazon has \$3BN  
small business  
loan portfolio



# The 2 Big Funnel Questions



Are you finding  
enough business?

Are you winning  
enough business?

# It's Not Just About Commercial Loans

Business Services: 15-years, \$10,000,000 in sales.

<i>Business</i>		65% of the "Relationship"
DDA	DDA	
MMA	MMA	
Web-Based Banking/Cash Management	Web-Based Banking	
Line of Credit	Investments	
Equipment Loan or Lease	Retirement Planning/Retirement Plan	
Commercial Mortgage	Jumbo Mortgage	
401(k)	HELOC	
Liability Insurance	Life Insurance	
Key Man Insurance, Buy/Sell Agreement		
<b>Total: 9</b>	<b>Total: 8</b>	

**If you're a sales leader, you're thinking about your team**



# Big Picture

Can you/ your team be more effective in prospecting?

How much more effective can you be?

What will it take to accomplish that?

How can you do it?



*“My job is to get 100% out of everybody  
and everybody is 100% different.”*

*--Tim Ryan, CEO of PwC*

Source: Fortune, February 21, 2017



# Are Top Prospectors “Naturals”?



# Are Top Salespeople Born or Made?

“The true answer is that the overwhelming majority of top salespeople are gifted with innate talents. However, many others are self-made successes who have learned how to apply their language specialization and build their intuition. They know what accounts they should spend their time on and always navigate to powerful decision-makers in order to create the opportunity to persuade them to buy.”

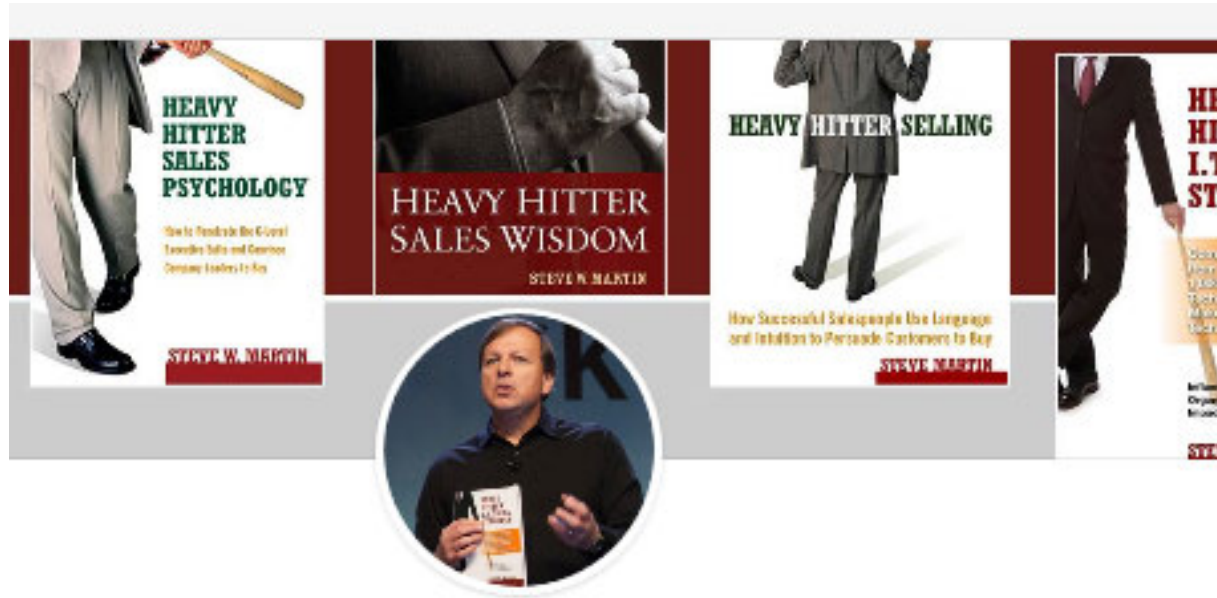
- Steve Martin

Source: Harvard Business Review August 29, 2011

A black and white photograph of Steve Martin performing on stage. He is wearing a white suit, a dark tie, and a headband with large white bunny ears. He is holding a microphone in his right hand and a guitar in his left hand. The photograph is partially obscured by a white curved line that separates it from the text on the right.

Not this Steve  
Martin

# This Steve Martin



Steve W. Martin • 2nd

Senior Sales Author, Sales Researcher, Founder Heavy Hitter Sales Training,  
USC Faculty

HEAVY HITTER SALES TRAINING

# Sports DNA: Michael Jordan had it



# Or Did He? Sports DNA in Context

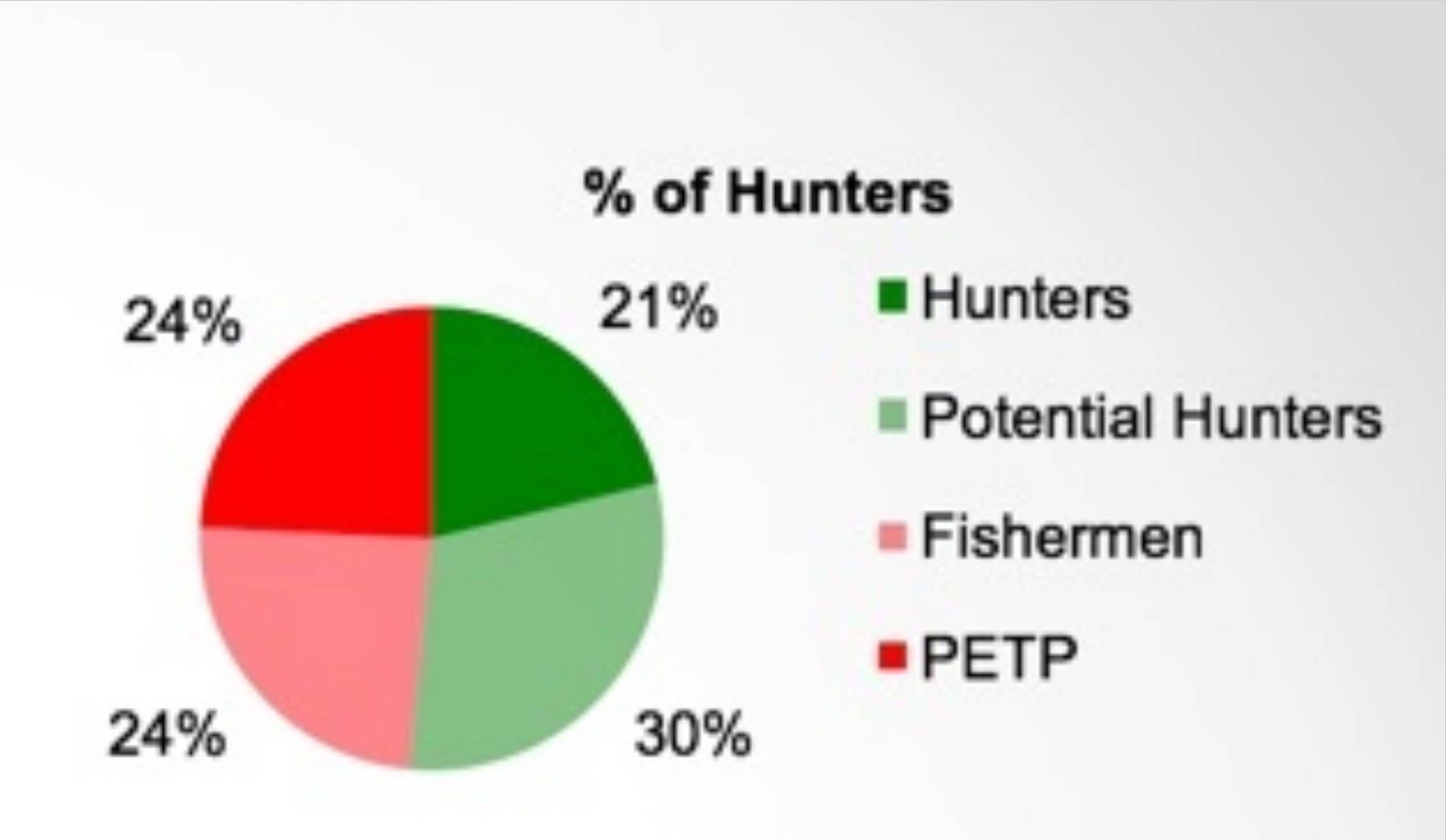




# Key Questions for Sales Leaders

- Do you have the right people in the right roles?

# OMG Research on Inside Sales Teams





# Wakeup Exercise: Traits of a great prospector

Think of a banker you know who is a great prospector. List three things about this person that make him/ her successful at acquiring new clients.

# Common Traits of Great Prospectors



Dedication



Intelligent Persistence



Listening skills



Prototype/ Test Ideas



Manage emotions



Effective story tellers



Patience

# GRIT



“Perseverance and passion for long-term goals”



Individuals high in grit were able to maintain their determination and motivation over long periods despite experiences with failure and adversity.



Grit is a better predictor of success than intellectual talent (IQ)

Behaviors →  
Activities →  
Results



## What's the best advice you ever received on prospecting?

“The only way sales happen is if you batch your efforts and have a strategy. I was told when I got started by my first boss to shut my door for 3-hours a week and do nothing except set up prospect / referral source / COI calls and research who I should be calling on. This strategy still works today.”

- State President, Regional Bank

# 7 Things Successful Prospectors Do

- Know market
- Focus on right companies
- Prepare
- Leverage team members
- Build network—and use it
- Persist
- Manage themselves— Top prospectors are their own best sales managers!

# The Mundanity of Excellence

*“Superlative performance is really a confluence of dozens of small skills or activities, each one learned or stumbled upon, which have been completely drilled into habit and then fitted together in a synthesized whole. There is nothing extraordinary or superhuman in any of these actions.”*

*--Dan Chambliss*

# Progression of Relationship Development Skills

<i>Reacting to Opportunities</i> Stage 1		<i>Developing New Opportunities</i> Stage 4	
<b>Relationship Stance:</b> Waiting for and responding to opportunities	<b>Relationship Stance:</b> Actively seeking and developing transactions	<b>Relationship Stance:</b> Consistently focused on developing qualified relationships	<b>Relationship Stance:</b> Actively building market share, wallet share and developing relationships
<b>Process Element Descriptor:</b> 1. Relies on and prefers “walk-ins”; Lead generation is largely reactive 2. Referrals from a few long-time clients or “well-worn” referral sources 3. Lead generation is irregular 4. Product-focused client discussions 5. Value proposition centers around price/structure, “client service” or personal relationships	<b>Process Element Descriptor:</b> 1. Generating leads from any and all businesses 2. Identifying and building new referral sources has begun 3. Sees role as sole “executor” in key relationships 4. Focuses at VP Finance and Controller level 5. Focuses on “financial issues” (focused on product acumen) 6. Uses Senior Management defensively to close business	<b>Process Element Descriptor:</b> 1. Uses a focused and proactive lead generation process 2. Uses “testimonial referrals” to meet targeted prospects 3. Sees role as the primary strategist for key relationships 4. Builds strategic relationships throughout the “E-Suite” 5. Effectively uses Business Partners to strategize and develop key relationships 6. Effectively uses Bank’s Senior Management to build “vertical” client relationships	<b>Process Element Descriptor:</b> 1. Actively working the best clients, prospects, COIs 2. Actively cultivating referral network and systematically using it to speed up prospecting 3. Accurately identifies the “Value Drivers” of each E-Suite member 4. Delivers value that each E-Suite member is “Looking For”, no more, no less 5. Builds “mutually rewarding” partnerships with Business Partners
<b>Tactical Characteristics:</b> 1. Lead generation is irregular; Infrequent calling 2. Little planning or structure to sales calls or relationship management 3. Focuses time on “whatever is put in front of me” 4. Focuses on product strategy before “sales strategy” 5. Seldom looks for or sees additional opportunities	<b>Tactical Characteristics:</b> 1. Meets target level of calls 2. Little focus or preparation, plans “in the car on the way over” 3. Sees every opportunity as “worth pursuing” 4. Selling 1 product category at a time, leads with “comfort” product 5. Identification of opportunities limited to 1-year time frame 6. Inconsistent results and “cycling” pipeline	<b>Tactical Characteristics:</b> 1. High level of call activity and focused on targeted businesses 2. Consistently “prepared” for calls 3. Carefully qualifies opportunities for “fit” and “quality” 4. A focus on depth of relationship, focusing on “what’s changing” 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently generates results across all product categories	<b>Tactical Characteristics:</b> 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new “niche” opportunities



## Stage 3 Behaviors

- Uses a focused and proactive lead generation process.
- Uses “testimonial referrals” to meet targeted prospects.
- Sees role as the primary strategist for key relationships.
- Builds strategic relationships throughout the “E-Suite”.
- Effectively uses Business Partners to strategize and develop key relationships.
- Effectively uses Senior Management to build “vertical” client relationships.

## Take-Home Exercise: Assess Your Team (or Your Own Skills)

- Determine what stage they are in—you can use decimals (1.75, 2.25, 3.5).
- When in doubt, assign a lower rating.
- Determine what behaviors you would focus on as part of your coaching strategy. **Pick 1 or 2 at most.**



*“Little things add up, they become big things. That’s what I tried to teach my players in practice. You’re not going to make a great improvement today. Maybe you’ll make a little bit. But tomorrow it’s a little more, and the next day a little more.”*

*--John Wooden*

# Reasons for Switching

## Reasons for switching banking providers: What bankers think vs. SMBs

### ● Bank Executives

Competitive fees from another bank  
31%

Declined for loan or credit product  
29%

Does not have desired commercial product or service  
22%

Unable to customize services or products to individual needs  
20%

Referrals from other companies  
19%

Outdated banking processes  
17%

Failure to resolve problems quickly and courteously  
15%

Inconsistent/complicated pricing structure  
14%

Poor customer service  
9%

### ● SMBs

Competitive fees from another bank  
35%

Referrals from other companies  
35%

Declined for loan or credit product  
33%

Unable to customize services or products to individual needs  
33%

Inconsistent/complicated pricing structure  
29%

Failure to resolve problems quickly and courteously  
27%

Poor customer service  
22%

Outdated banking processes  
20%

Does not have desired commercial product or service  
18%

# Prospecting Tip: Ask for Introductions/ Referrals

- **66%** of Business Owners are willing to provide referrals to Bankers. But to get the referral **you will have to ask**; and most Bankers don't ask.
- Only **22%** of small-to-medium-size Business Owners **have been asked for a referral** in the past 24 months.

Source: Greenwich Research

What's Your  
Plan?



"Remember, we're not here to hobnob.  
We're here to schmooze."

It's Not Just  
Sales Skills:  
What about...



Credit Skills?



Product Knowledge?



Business Acumen?



# Key Questions for Sales Leaders

- Do you have the right people in the right roles?
- What are your current sales capabilities?

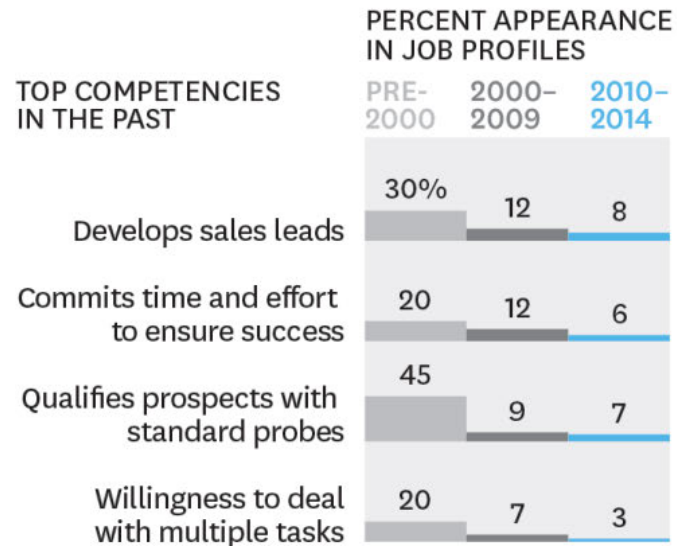


# RM's Need to Up Their Game

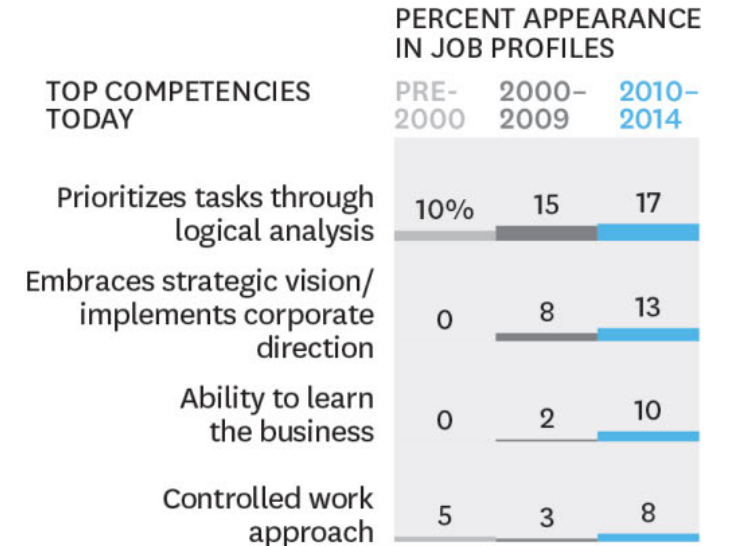
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## Salespeople Require Different Competencies than They Did Two Decades Ago

Hiring managers are now looking for people who can analyze data, think strategically, and learn the business.



SOURCE GROWTHPLAY

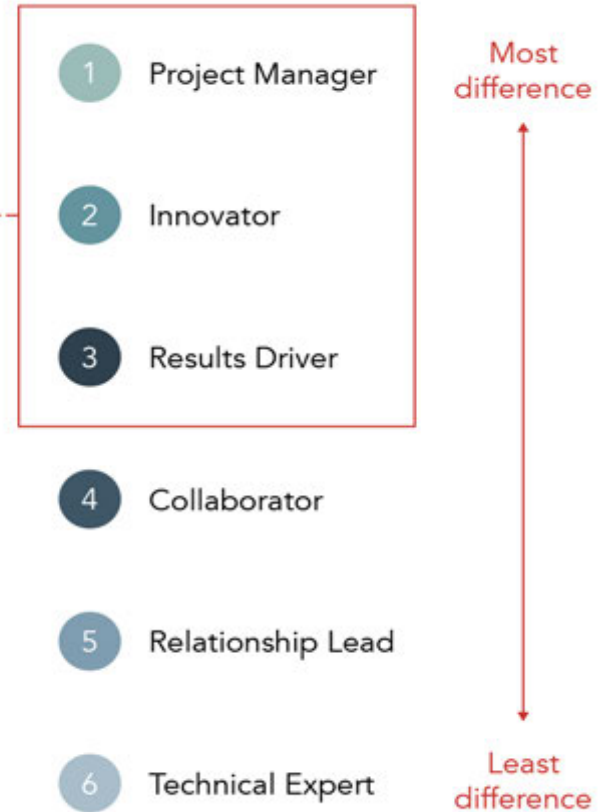


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## Competencies Most Commonly Played Across All Organizations (Source RAIN Group)



## Competencies Most Separating Top Performers



# The New Salesperson

“A salesperson has to be really smart about a lot of things that they've never been smart about. Not just the buyer's journey but the **buyer's world**, what's happening in their organization, their issues and challenges, what's on their plate? Their priorities, they have to be really cognizant of how things changing in the economy and in their business or even industry are impacting their customer. They have to be able to **tailor their messaging** and their conversation. They need to tailor it all so it fits and so it ties in exactly with what people are talking about. It really takes a lot of work.”

- Jill Konrath, **How to Sell to a Complex Buyer**

# The Trust Equation

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

Source: The Trust Equation: A Primer

# Typical Challenges facing RMs

1. Time Management/Not Enough Time to get out of the office
2. Prospects need a compelling reason to change
3. Call Preparation/Not enough time to research prospects
4. Deciding which prospects to go after
5. Hard to set up appointments with decision makers
6. Buyers' market—tough to negotiate
7. ???

**Not Enough Time**

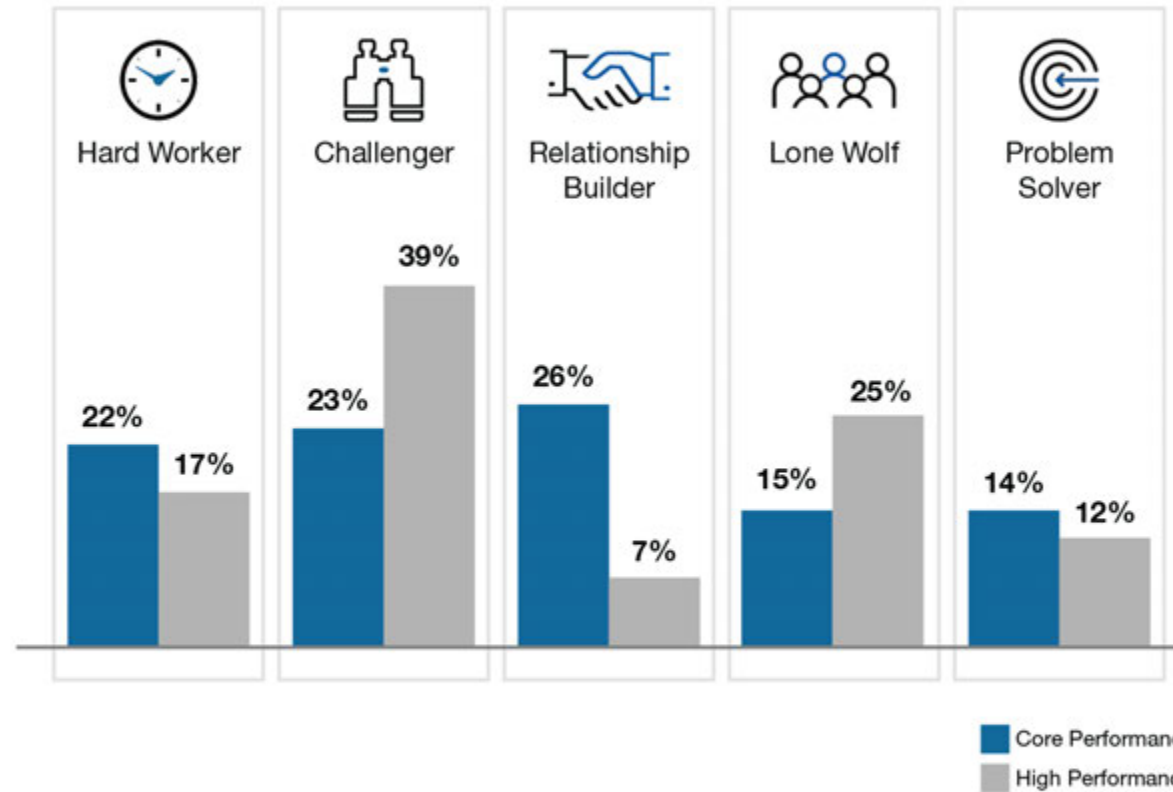


# The Challenger Model

Courtesy of the Sales Executive Council



## Percentage of Core versus High Performers Per Profile



[gartner.com/SmarterWithGartner](https://gartner.com/SmarterWithGartner)

n = 683.  
Source: Gartner

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**Gartner.**



# Business Acumen vs. Product Acumen

- **Business Acumen** is bringing Business Issue “**Insights**” and **Unsolicited Ideas** to the table
- **Product Acumen** is important in reactive situations but is less of a differentiator in proactive situations

## Are Generalists Lenders Doomed?

“Being a generalist lender often condemns a bank to subpar returns, intense competitive pressures, and frustrated customers. The middle market requires banks to develop expertise in several areas usually, but not always, industry-based.”

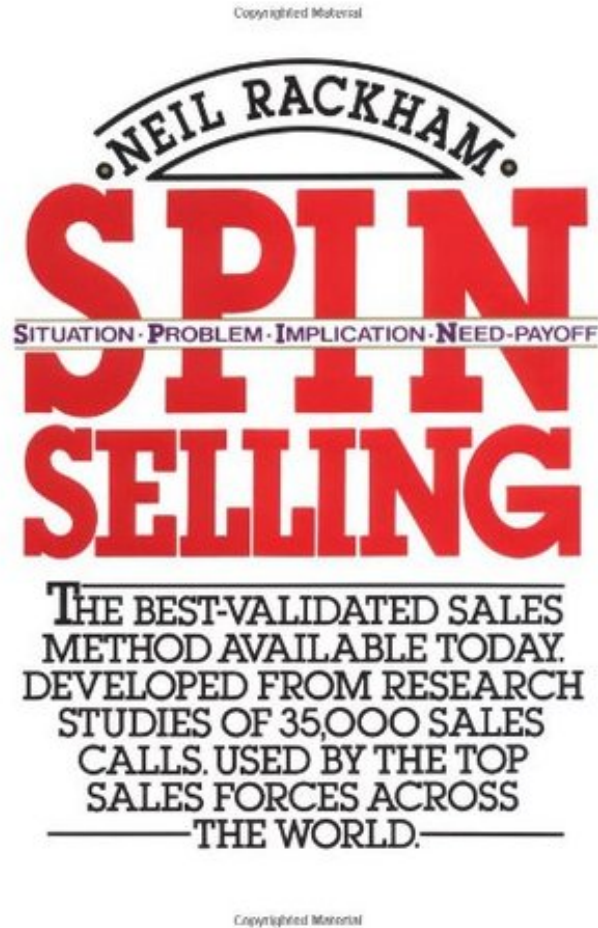
-- Charles Wendel, President Financial Institutions Consulting



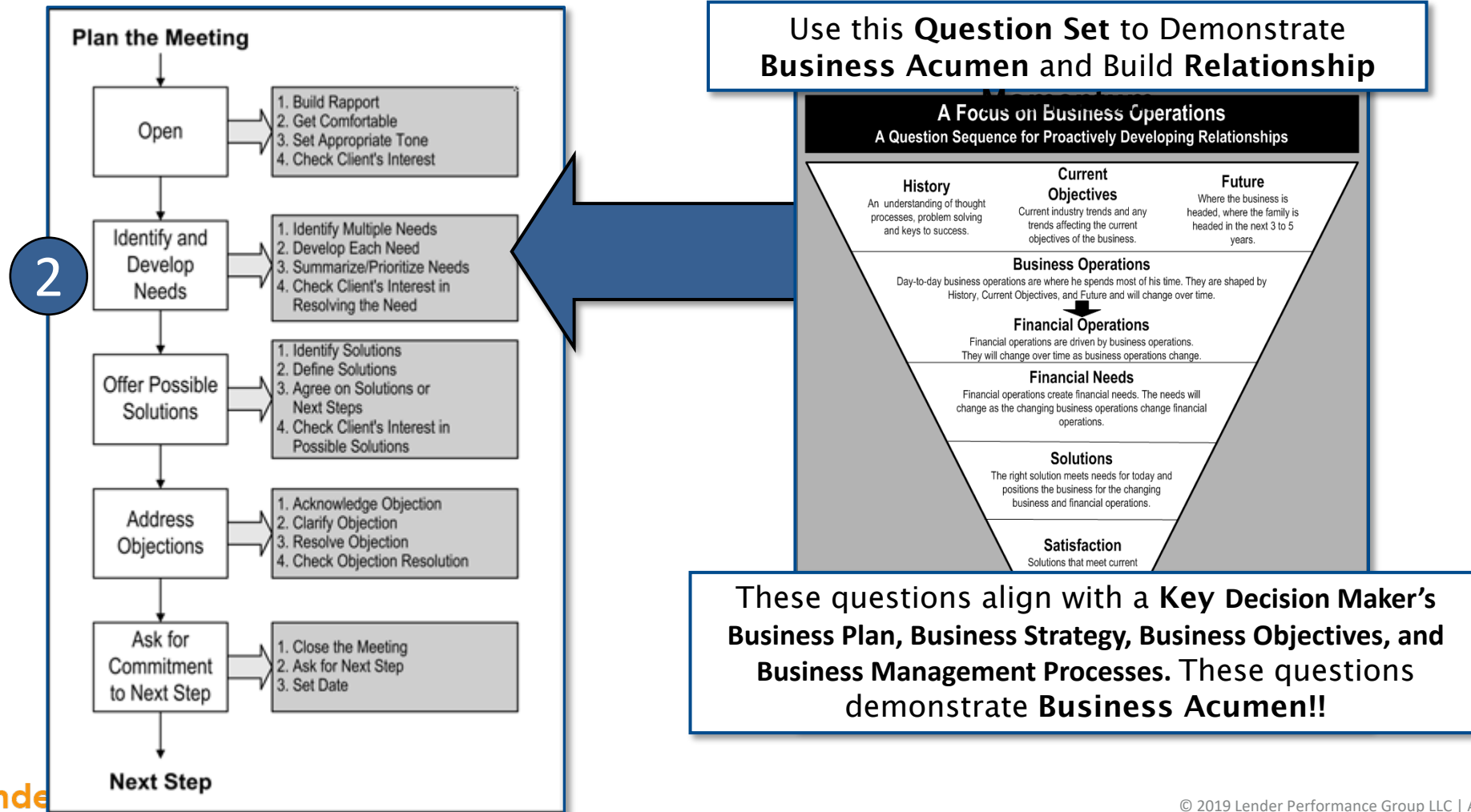
# Key Questions for Sales Leaders

- Do you have the right people in the right roles?
- What are your current sales capabilities?
- Are you selling consultatively?

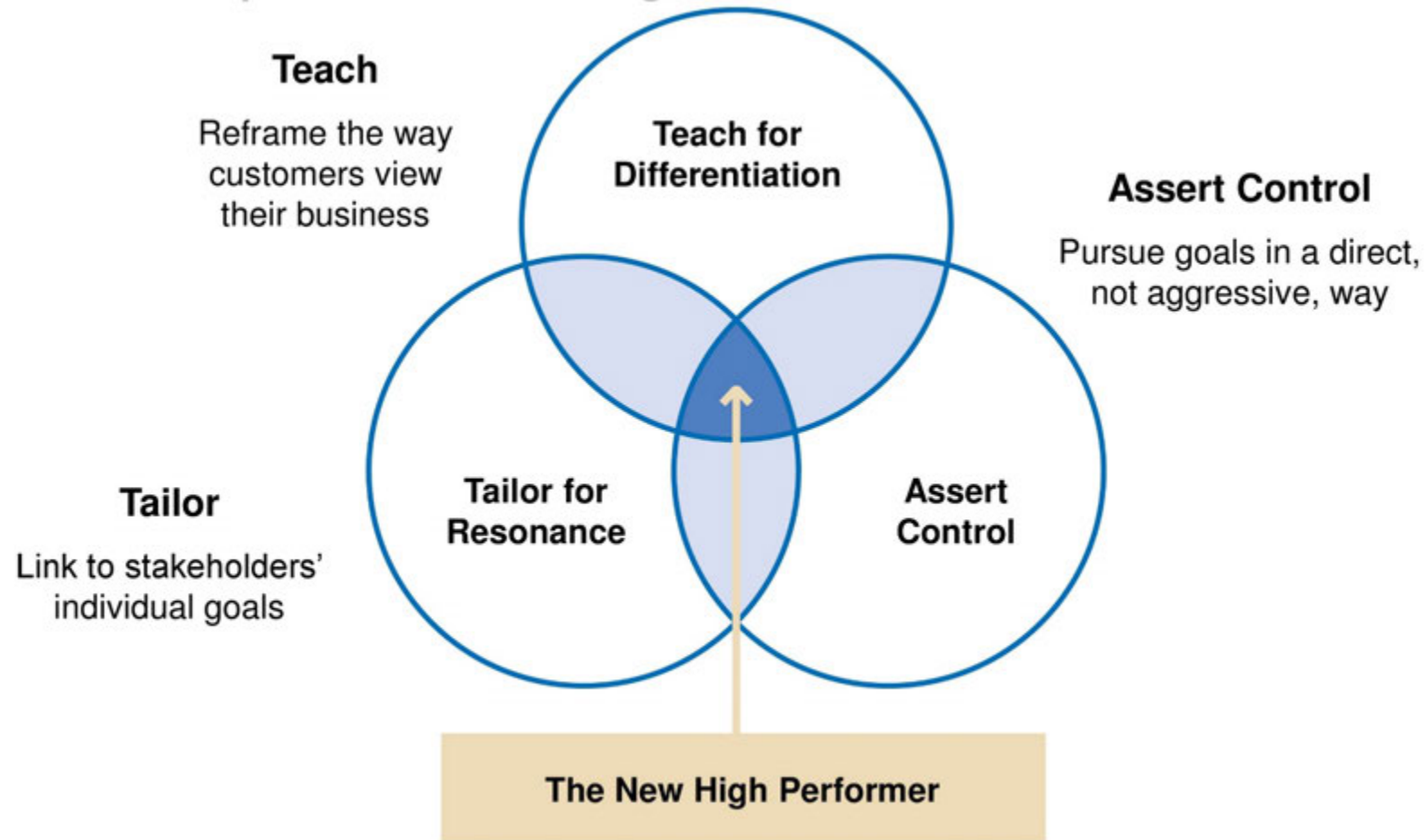
# Research Into What Makes High-Performers Different



# Changing the Conversation to “Business Acumen”: It’s about the Questions, Stupid!



# The New High Performer (Source: Gartner)

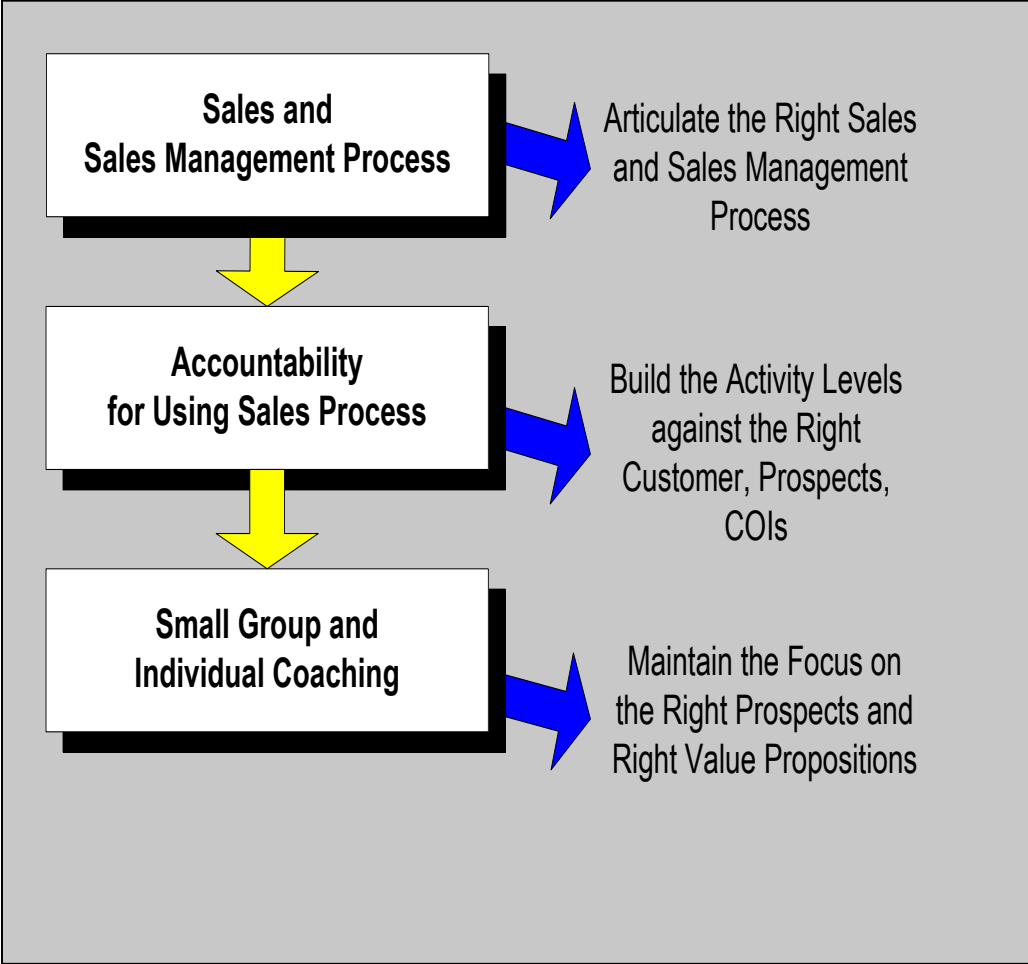




# Key Questions for Sales Leaders

- Do you have the right people in the right roles?
- What are your current sales capabilities?
- Are you selling consultatively?
- Do you have a sales process that your team follows?

# Process, Accountability and Coaching



Not **one** of these can build the Right Process.

It takes **all three!**



# Coaching Complements Other Motivators

Intrinsic Attributes and “Self” Motivators	Support Structures	Extrinsic Motivators
Critical Thinking Skills	Clear Direction	Challenging Goals
Language Skills	On-Going Guidance	Visible Accountability
Social Skills	Immediate Feedback	Monetary Incentives
Aptitude for Technology	Recognition of Performance	
Personal Discipline	Peer Influence	
Passion, Interest, Curiosity		
Sense of Urgency		

**Accountability  
for the  
Process and  
Results**



# 7 Mistakes Sales Leaders Make

- Overemphasizing prospecting. . . **“Don’t forget your best Clients.”**
- Not providing direction on which prospects to target. . . **“Build a list of the prospects you want to do business with.”**
- Not coaching bankers on how to leverage their network (and that includes clients, COIs, senior management, directors, etc.). . . **“Use referrals and testimonials to get appointments.”**
- Not having a process for generating leads. . . **“Coach the top of the funnel.”**
- The Super-Rep Syndrome. . . **“Teach them all to fish.”**
- Not understanding your bankers’ default value propositions . . . **“Coach to the value proposition that you believe in.”**
- Defining success too narrowly. . . **“Celebrate the small victories.”**

## Not Everybody Is Coachable

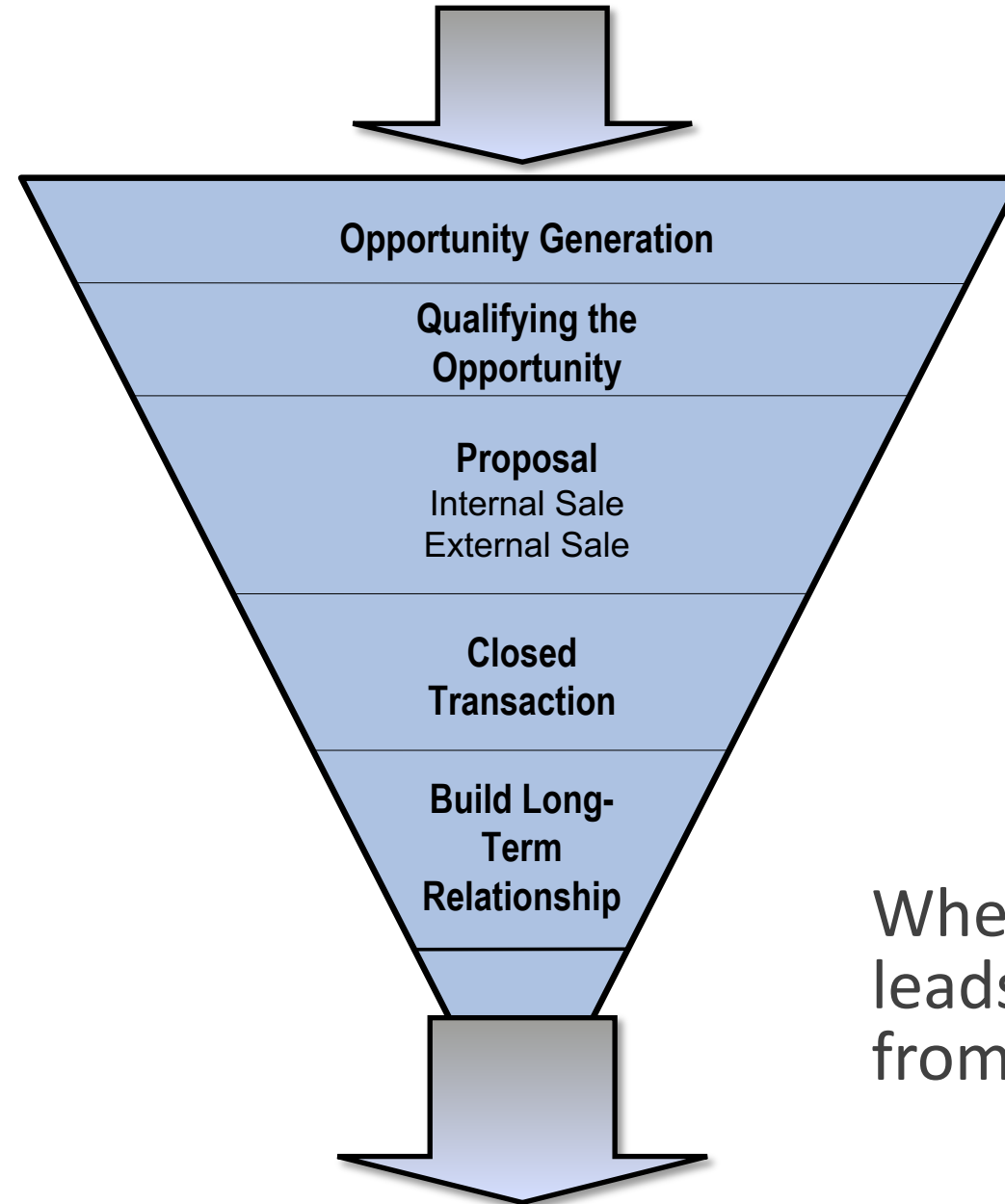
*“While a positive view of past performance has many positive benefits, it can also make it difficult to change behavior, hear disconfirming information, or objectively rate performance. About **85% of professionals rate themselves in the top 20% of their peer group.**”*

*-- Marshall Goldsmith*

# Coaching Tip 1: Assess your Talent



## Coaching Tip 2: Coach the Top of the Funnel



Where are the leads coming from?

# What are you coaching? (Source: Vantage Point Performance)

	<i>Call Management</i>	<i>Opportunity Management</i>	<i>Account Management</i>	<i>Market Management</i>
<b>Content of the Interaction</b>	<ul style="list-style-type: none"> <li>• Call objectives</li> <li>• Call execution</li> </ul>	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Buyer needs</li> <li>• Competitive positioning</li> </ul>	<ul style="list-style-type: none"> <li>• Company and customer goals</li> <li>• Mutual value creation</li> <li>• Planning with LOB partners</li> </ul>	<ul style="list-style-type: none"> <li>• Customer focus</li> <li>• Prioritization of effort</li> </ul>
<b>Nature of Coaching</b>	<ul style="list-style-type: none"> <li>• Tactical</li> <li>• Interpersonal</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Contextual</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Business acumen</li> </ul>	<ul style="list-style-type: none"> <li>• Analytic</li> <li>• Tactical</li> </ul>
<b>Frequency</b>	<ul style="list-style-type: none"> <li>• As needed</li> <li>• Fairly frequent</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity-driven</li> <li>• 1 on 1 preferred</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic</li> <li>• Typically quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic analysis</li> <li>• Monthly / Quarterly</li> </ul>
<b>Common Tools</b>	<ul style="list-style-type: none"> <li>• Call plans</li> <li>• Quick Reference Guides (QRGs)</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity plans</li> <li>• QRGs</li> <li>• Pipeline reports</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship plans / Client profiles</li> <li>• Key performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritized customer / prospect segments</li> <li>• Data.com</li> <li>• Desired call patterns</li> </ul>

# Progression of Relationship Development Skills

Reacting to Opportunities		Developing New Opportunities	
Stage 1	Stage 2	Stage 3	Stage 4
<p><b>Relationship Stance:</b> Waiting for and responding to opportunities</p> <p><b>Build Focused Activity</b></p> <ol style="list-style-type: none"> <li>Referrals from a few long-time clients or “well-worn” referral sources</li> <li>Lead generation is irregular</li> <li>Product-focused client discussions</li> <li>Value proposition centers around price/structure, “client service” or personal relationships</li> </ol>	<p><b>Relationship Stance:</b> Actively seeking and developing transactions</p> <p><b>Build Quality of the Activity</b></p> <ol style="list-style-type: none"> <li>Identifying and building new referral sources has begun</li> <li>Sees role as sole “executor” in key relationships</li> <li>Focuses at VP Finance and Controller level</li> <li>Focuses on “financial issues” (focused on product acumen)</li> <li>Uses Senior Management defensively to close business</li> </ol>	<p><b>Relationship Stance:</b> Consistently focused on developing qualified relationships</p> <p><b>Remove the Task Barriers</b></p> <p><b>Process Element:</b></p> <ol style="list-style-type: none"> <li>Uses a focused prospect generation process</li> <li>Uses “testimonial referrals” to meet targeted prospects</li> <li>Sees role as the primary strategist for key relationships</li> <li>Builds strategic relationships throughout the “E-Suite”</li> <li>Effectively uses Business Partners to strategize and develop key relationships</li> <li>Effectively uses Bank’s Senior Management to build “vertical” client relationships</li> </ol>	<p><b>Relationship Stance:</b> Actively building market share, wallet share and developing relationships</p> <p><b>Process Element Descriptor:</b></p> <ol style="list-style-type: none"> <li>Actively working the best clients, prospects, COIs</li> <li>Actively cultivating referral network and systematically using it to speed up prospecting</li> <li>Accurately identifies the “Value Drivers” of each E-Suite member</li> <li>Delivers value that each E-Suite member is “Looking For”, no more, no less</li> <li>Builds “mutually rewarding” partnerships with Business Partners</li> </ol>
<p><b>Tactical Characteristics:</b></p> <ol style="list-style-type: none"> <li>Lead generation is irregular; Infrequent calling</li> <li>Little planning or structure to sales calls or relationship management</li> <li>Focuses time on “whatever is put in front of me”</li> <li>Focuses on product strategy before “sales strategy”</li> <li>Seldom looks for or sees additional opportunities</li> </ol>	<p><b>Tactical Characteristics:</b></p> <ol style="list-style-type: none"> <li>Meets target level of calls</li> <li>Little focus or preparation, plans “in the car on the way over”</li> <li>Sees every opportunity as “worth pursuing”</li> <li>Selling 1 product category at a time, leads with “comfort” product</li> <li>Identification of opportunities limited to 1-year time frame</li> <li><b>Inconsistent results and “cycling” pipeline</b></li> </ol>	<p><b>Tactical Characteristics:</b></p> <ol style="list-style-type: none"> <li>High level of call activity and focused on targeted businesses</li> <li>Consistently “prepared” for calls</li> <li>Carefully qualifies opportunities for “fit” and “quality”</li> <li>A focus on depth of relationship, focusing on “what’s changing”</li> <li>Consistently identifies opportunities (1-Year, 3-Year and 5-Year)</li> <li><b>Consistently generates results across all product categories</b></li> </ol>	<p><b>Tactical Characteristics:</b></p> <ol style="list-style-type: none"> <li>Always aware of new opportunities</li> <li>Always thinking one year ahead</li> <li>An articulated plan for consistently developing new opportunities</li> <li>Builds long-term, value-driver-based relationships</li> <li>Highly effective at adjusting lead sources and building a brand</li> <li>Always seeking new “niche” opportunities</li> </ol>



## Coaching Tip 3: More Preflight Conversations



# How Buyers Really Buy

Dissonance → Problem Worth  
Solving → Options → Assessing  
Risks → Commitment





# Prospect's Decision Journey

Not Looking/Unconcerned

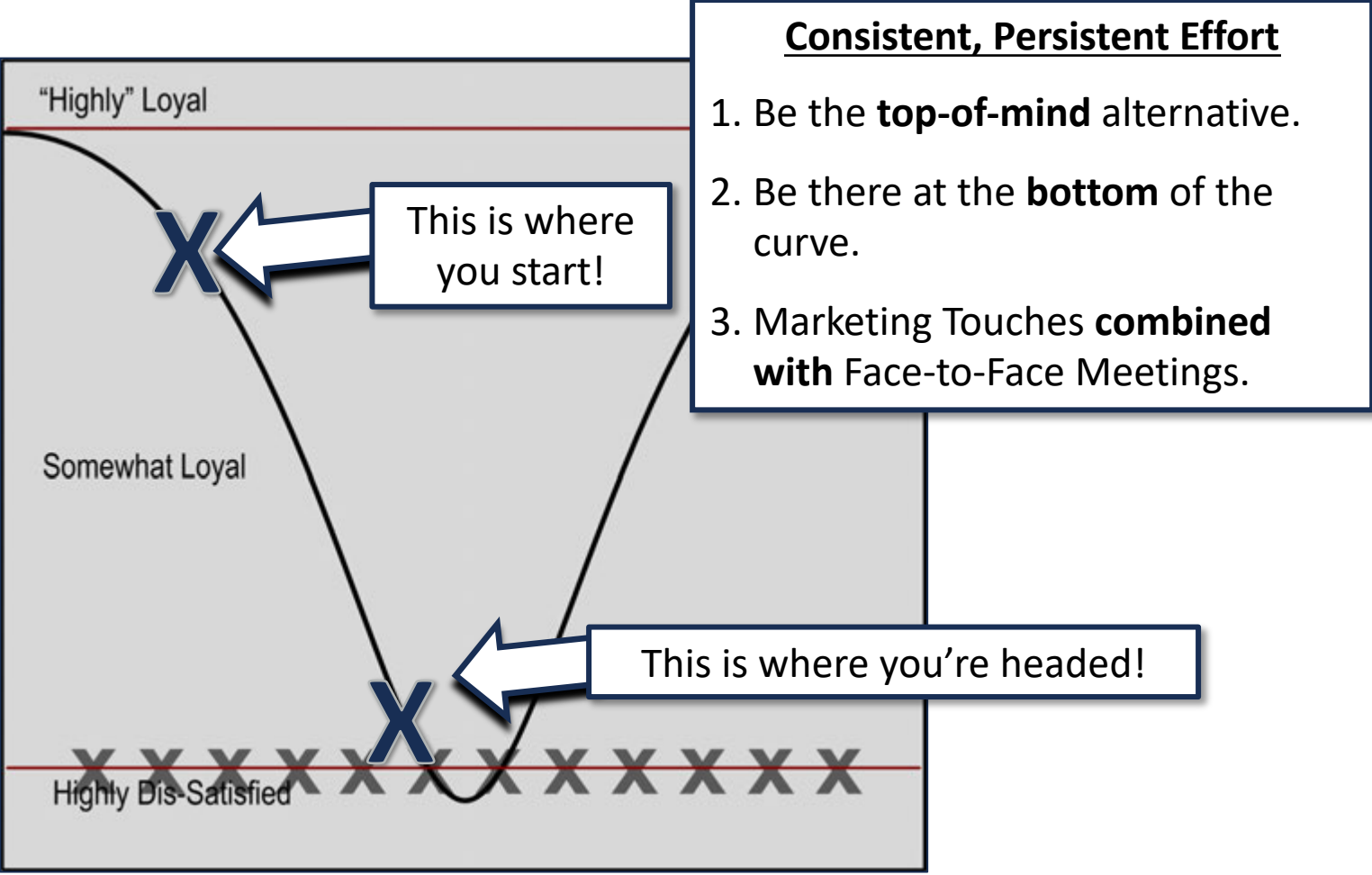
Disturbed/ Investigating

Evaluating/Deciding

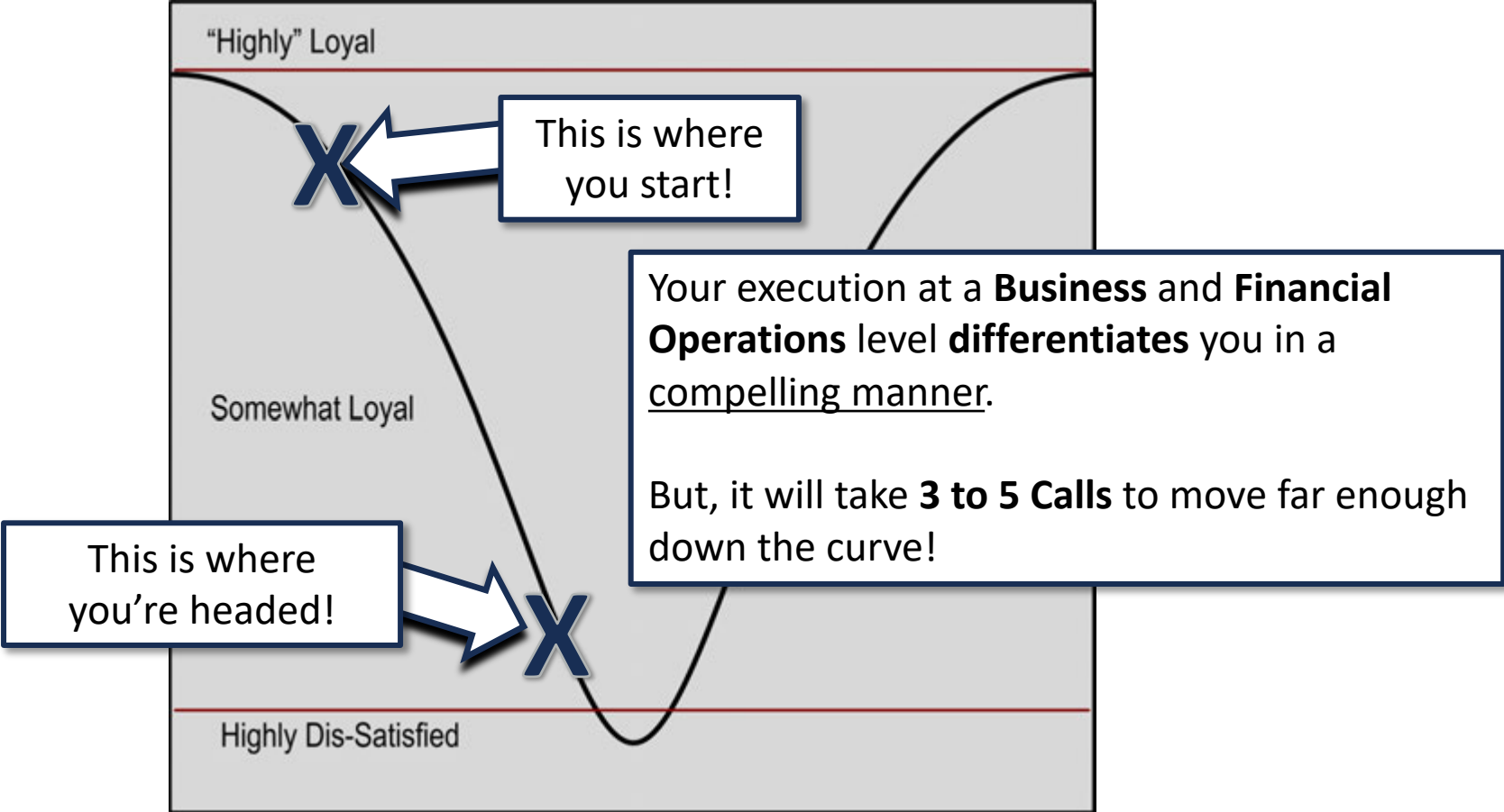


**How will Prospect view you/bank differently?  
What will Prospect do?  
What is value to Prospect?**

# Prospecting Model #1: Consistent, Persistent Effort



# Prospecting Model #2: The Compelling Message



# Trading Value

Every sales interaction needs to have its own value proposition

Weak: “I’d like to learn more about your company. Can we meet next week?”

# Trading Value

Every sales interaction needs to have its own value proposition

Better: “I’d like to schedule a meeting to learn more about the challenge you are having so I can get a better understanding of your options. I’ll be prepared to share some things we have done to help other people with similar challenges to explore what might make sense for you. What does your calendar look like?”



# Value for Time

- What insights/ ideas will help them produce better results?
- What ideas will provide them with deeper understanding of dissonance they are experiencing?
- What can you tell prospects that they don't know—beyond your product set?



The CEO  
Perspective on  
What's  
Keeping You  
Up at Night?

*“Your job isn’t to ask me what’s keeping me up at night. It’s to tell me what should be.”*

# More Relationship Plans

A Relationship Plan lets multiple eyes, multiple brains uncover opportunities, build a strategy and plan the next steps

Complete Both Pages of this Profile

**Client Profile (Page 1)**

Relationship Name:	Years in business:							
Brief Description of Business:								
<b>Select Industry (Place a bold capital X in front of your selection)</b>								
Professional Practice	Manufacturing	Service	Medical	Nonprofit	Retail	Wholesale	Investor Real Estate	
Associated Entities:		Client Decision Makers:		Role:				
External Influencers:		Accounting Firm:		Partner:				
Law Firm:		Partner:						
<b>Select Life-Cycle Stage (Place a bold capital X in front of your selection)</b>		Start-up		Growth	Mature	Decline/Renewal		
<b>Select Ownership Type (Place a bold capital X in front of your selection)</b>		Corporation		LLC	Partnership	Sole Proprietorship		
<b>Annual Sales Range (Place a bold capital X in front of your selection)</b>		< \$1 MM		\$1MM-\$5MM	\$5MM-\$10MM	\$10MM-\$25MM	>\$25MM	
<b>Employees (Place a bold capital X in front of your selection)</b>		<5		5-15	15-30	30-49	50-75	>75
<b>List 5 Significant Industry Trends Affecting this Industry Sector</b>		1						
2								
3								
4								
5								
<b>The Business Owner's Business Strategy and Business Plan (Explicitly Stated and Confirmed by Business Owner)</b>		Business Objectives (1 Year):						
Financial Objectives (1 Year):								
Business Objectives (5 Year):								
Financial Objectives (5 Year):								
Their Business Opportunities (to Achieve their Objectives):								
Their Business Challenges (Challenges to Achieving their Objectives):								

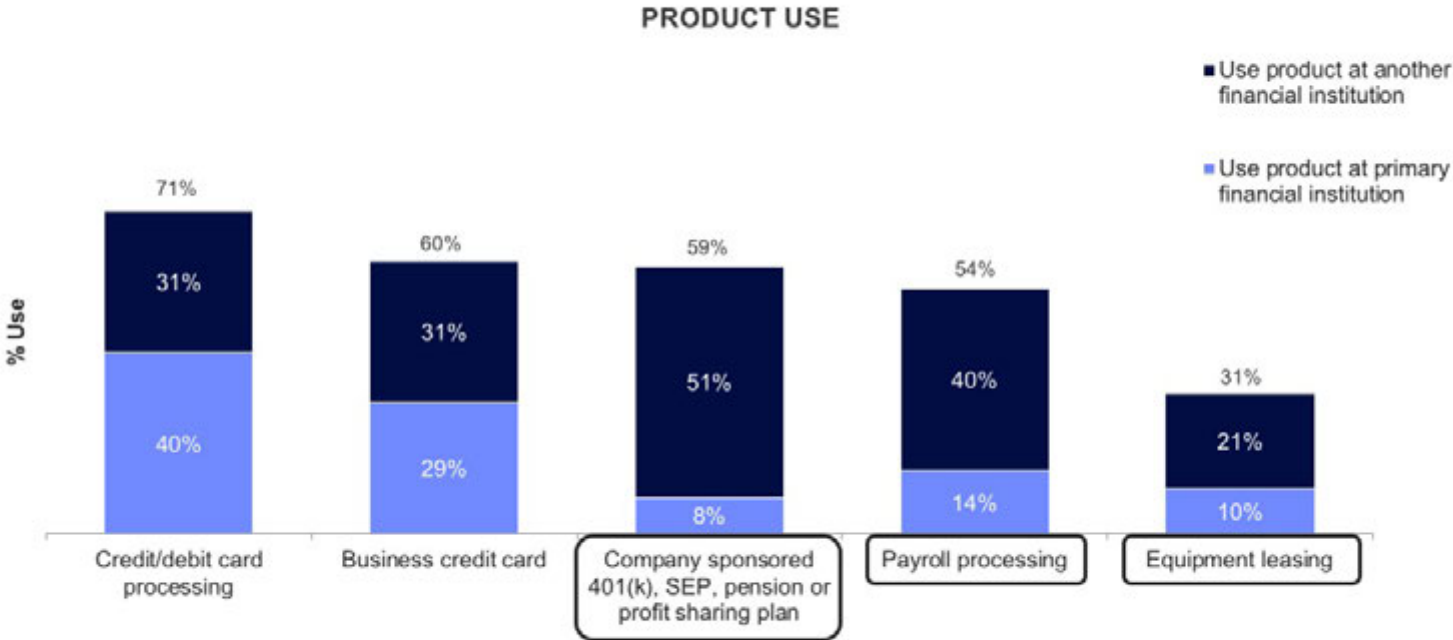
Complete Both Pages of this Profile

**Client Profile (Page 2)**

	Current Provider	Other Providers	Willing to meet with You in next 12 months?
<b>Banking</b>			
Loans			
Depository			
TM			
Mortgages			
<b>Insurance/Employer Benefits</b>			
Workers Compensation			
Personal P&C			
Business P&C			
Employee Benefits			
401(k)			
<b>Wealth Management</b>			
Trust			
Investment Management			
Succession Planning			
Wealth Management			
<b>Investment Banking</b>			
MSA			
<b>Referrals Received from Decision Makers in this Business</b>			
1		4	
2		5	
3		6	
<b>EM Identified Opportunities (Place a capital X in front of your selection)</b>			
<b>Banking</b>	<b>Wealth Management</b>	<b>Investment Banking</b>	
Business Banking	Investment Management	MSA	
Private Banking	Trust	Insurance/Employer Benefits	
Commercial Mortgage	Wealth Planning	Employee Benefits	
Treasury Management	Business Succession	P&C	
Jumbo Mortgage	Individual Wealth Transfer	Workers Compensation	
<b>EM's Action Steps for Next 18 Months</b>			
1		4	
2		5	
3		6	

# Market Research: Chipping Away with Products

The products in the middle market with the fastest growth were often purchased outside of the primary bank



Q: Please indicate which of the following products and services your company currently uses at your primary bank and which are used at another bank.  
\$10MM-\$500MM  
Middle Market Rolling 4 Quarter Data (2Q2017-1Q2018)



# Coaching Tip 4: Do Post-Mortems



## Critical Role of Team Leaders

*“Bank effectiveness in the middle market requires at least as much emphasis on Team Leaders as on RMs. Too often, Team Leaders are more bureaucrats than sales leaders and coaches, communicating the wrong priorities to the RMs. When sales performance lags, senior leaders typically blame, train, or fire relationship managers rather than examining team leaders who should be responsible for leading, coaching, and developing their team members and team leader job design.”*

*--Charles Wendel*



# Questions



Lou Holtz

“When all is said and done, more is said than done.”

# What does the Relationship Manager need?

- A sales and negotiation tool that gives them **constant** and **immediate** options on how they can improve a deal.
- A sales & negotiation tool.
- Focus on what is most important to the borrower.
- Tools that help them **win better deals, build stronger relationships** and **build a better brand** for the commercial bank.

## Here are ways to reach the target:

- Increase the Initial Rate by 7 bps
- Add \$4,870 to the Initial Fees
- Add 0.24% to the Initial Fees
- Reduce LTV to 76%
- Reduce Maturity to 45 months
- Consumer DDA of \$71k reaches opportunity target
- Commercial DDA of \$880k reaches opportunity target
- DDA Earning Credit of \$87k reaches opportunity target

## Here are things to consider:

- If a Floating or Adjustable rate is an option



Ask Andi your question...

OK



# Thank you!



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