



National Bank of Kenya

The CIRCLE™ Model: The Art & Science of  
Financial Advice

By Euromoney Learning Solutions with Mike Gale

## Overview of the Programme

The aim of this programme is to equip Relationship Managers from National Bank of Kenya with skills and strategies that generate more revenue for the bank, from both new and existing clients, and to build deeper client relationships.

The programme examines effective client engagement and business development strategies in the financial industry. The course is based on leading edge research and experience on the most effective ways to advise clients.

The course will follow a typical relationship management cycle, presenting the skills and strategies needed at each phase.



The programme will cover the whole cycle, however, depending on the requirements of the group, our highly skilled faculty will nuance the course to put extra time and focus on the phase(s) of the cycle that will give the participants most value, for example:

- On-boarding new clients (**Connect**)
- Increasing share of wallet (**Liaise**)
- Deeper understanding of client needs and creating bespoke solutions (**Inquire and Create**)

By the end of the course those attending will have a number of leading edge strategies that they can implement to grow their business areas.

## Training Objectives

After attending the full programme, participants will be able to:

- ▶ Utilise a structured sales model (CIRCLE™) that can be applied across the Bank
- ▶ Deploy effective techniques that create advancement in situations where client decision making maybe complex and lead times long
- ▶ Use anchoring techniques that increase intangible value of the solution
- ▶ Apply paraphrasing and re-framing techniques that give clarity to client problems
- ▶ Use a questioning technique that is designed for the challenges of financial solutions
- ▶ Apply the concepts of effective relationship building
- ▶ Adapt effectively to relationship styles they meet
- ▶ Develop and improve their personal presentation and relationship style
- ▶ Be able to structure and control a face to face meeting
- ▶ Develop their clients into a value grow portfolio
- ▶ Reduce lead times through creating both urgency and importance

## Course Agenda

### Day One

#### Session 1

##### Introduction to Programme

- ▶ Welcome and introductions
- ▶ Objectives of the programme
- ▶ Action planning

#### Session 2

##### Increasing Client Profitability - Account Management Strategies

- ▶ Analyse the current position and developing a strategy to develop the client account
- ▶ Client retention and growth strategies
- ▶ 80/20 rule of revenue streams, client segmentation; key account analysis, which clients to prioritise
- ▶ Strengthening relationships and maximising profitability

**Practical Example:** How to develop a forward-looking account plan based on tangible potential

#### Session 3

##### The Science of Selling in the Financial Arena: The CIRCLE™ Model

Delegates will be introduced to an advisory sales model that will serve to give structure and consistency in the selling approaches of those attending. It is as follows:

- ▶ Connect – pre-connect, engage, gain rapport, initial pitch
- ▶ Inquire – be curious, listen for key issues
- ▶ Respond – paraphrase, summarise, show anomalies
- ▶ Create – describe the “what if”, emotions, future states
- ▶ Liaise – create a joint problem statement, present resolution / solution
- ▶ Execute – handle objections, close the business, on-board the solution / client

##### Creating the Value Advantage in the Financial Industry

The nature of selling in the financial industry is different to commodity selling approaches: the more you push a product the more you de-value your offering. However, potential clients can engage in commodity buying approaches which dilute value and differentiation. In this session delegates will be shown proven techniques on what creates value for the client. Topics covered:

- ▶ What do clients want?
- ▶ Creating intangible value
- ▶ How to give advice that impacts the client
- ▶ The habits of successful trusted advisors
- ▶ The structure of a client meeting
- ▶ How to develop better active listening skills
- ▶ When to talk and when to ask questions with clients - open, closed and probing questions

**Case Study:** Good Meeting – case simulation of a first meeting with a prospective client

#### Session 4

##### The Art of Advisory Sales: Assisting your Client to Identify the Problem is More Important than Solving it

- ▶ The Pareto principle: The importance of getting your client to do 80% of the talking
- ▶ Understanding why people buy
- ▶ Understanding the difference between an implicit and explicit need
- ▶ Getting people to see they need to take action by building up problems of doing nothing
- ▶ The questioning phase
  - Questioning technique: Different types of questions - Sacrosanct questions

**Role Play:** Participants role play how much useful information they can uncover – and how much they are truly listening

## Advanced Financial Questioning Skills that Increase Average Client Revenue

- ▶ The concept of motivating questions
- ▶ Situation questions – their uses and limitations
- ▶ Business opportunity questions – uncovering new business from existing clients
- ▶ Need reinforcement – secrets of selling financial services
  - Getting the customer to confirm their need

## Day Two

### Session 1

#### Behaviour and Communication

- Shaping perceptions and how behaviour works – understanding self
- The concept of preferences, goals and needs when communicating with others
- The Insights Discovery behavioural approach– learning to adapt
- The Dos and Don'ts of dealing with different styles

### Session 2

#### Communicating to lead and build positive relationships

- How to connect with others and recognise different types and preferences
- Effectively influencing and persuading others
- The impact of body language, voice and words

**DVD exercise:** Participants observe DVD clips and practise identifying different behaviour and how to pitch ideas to different types of client and personalities

### Session 3

#### Case Simulation: Effective Financial Questioning

- ▶ Participants have time to prepare in teams
- ▶ Each team is given the 'Good Meeting' scenario to now apply learned techniques
- ▶ Debrief and discussion: what went well and what could have gone better

### Session 4

#### Disturbance Questioning and How These Question Create More Value

- ▶ Getting customers to work out their opportunity cost so they realise there is a cost not making a decision as well as making one
- ▶ Using Maister's "Envisioning alternate realities" technique to create a tangible value understanding by the customer
- ▶ Reviewing questioning techniques from previous training: what has been the application
- ▶ Effectively Dealing with Client Inertia: "I'll think about it"
- ▶ Using "push" factors and understanding the nature of distress purchasing
- ▶ A review of what are the push factors in your market place
- ▶ Creating a range of motivating questions to create interest amongst your clients

### Session 5

#### Summary & Action Planning

## Our Expert Faculty

### Course Instructor

**MIKE GALE**  
**Senior Consultant**

Mike's training focus is the five key factors that enable high performance in behavioural skills: Competence, Confidence, Credibility, Concern, Connection. These are the essential building blocks of the trust that underpins high quality customer relationships in banking.

Mike's career in Banking & Finance started with Standard Chartered Bank, Thomas Cook Foreign Money - Midland Bank/HSBC, where he initially developed new markets and client relationships with Financial Institutions in Spain and Portugal, before going on to build and manage teams to market Iberia, the Nordic countries, mid-Europe and finally the Middle East in a joint venture with the Bahrain Financing Company. Mike began his training and facilitation career with MHA International, a Sales and Marketing consultancy, before setting up his own practice focusing on communication skills in the Sales, Leadership & Teamwork and Customer Service arenas.

In 26 years his practice has worked with over 100 different organisations including the BBC, MFI, Braun, Comet/Dixons; the DTI, NHTs, local authorities; Vodafone, Mckinsey & Co, Federal Express and even the US Navy. Current clients range from a Swedish technology firm to a global publishing company and an international property enterprise - these initiatives focus on sales, client relationship and account management and pitching skills.

In 1999 he was approached by Thorogood Publishing to write a book - The Sales Manager's Desktop Guide - which was published in July 2000. Mike is a keynote speaker on leadership, customer service, sales and personal effectiveness at many organisational conferences including annual events for the IOD, Fitness Industry Association, Assn. of Personal Injury Lawyers and Natwest Customer Service.

As an associate partner over 6 years, Mike helped ENB Consulting (now part of Moody's) to become a successful worldwide bank training franchise, offering blended training programme for customer facing executives. He designed and delivered soft skill programmes, many blended with technical content to create strategic training programmes aimed at changing the client relationship culture within financial institutions. Clients included Standard Chartered Bank (relationship management training across Eastern Africa), Fortis, Rabobank, Commerzbank, Morgan Stanley, Deutsche Bank, RBS and Danske Bank.