

UPTOWN NATIONAL BANK

Focus: Customer Service
Lens Strategic Planning and Implementation

Facilitated by ICA International
March 1986

CONTEXT

In March 1986 participants from all departments of Uptown National Bank, Chicago participated in a Customer Service Seminar in order to plan for changes and be trained in customer service methods to improve the bank's service. The focus of the workshops was: What strategies will improve customer service at Uptown National Bank.? The specific task was to outline new strategies to increase commitment to the client, to be trained in additional customer service skills to respond more favorably to the client, and to design tactics that could be implemented immediately to improve service and employee relations.

ICA International's associate organization, LENS Inc. facilitated the workshops using the LENS Strategic Planning processes. The LENS approach elicits the creativity of the participants, builds a consensus from within the group and leads to an initial action plan with strong ownership. The uniqueness of the LENS processes lies in the group's creating a shared vision and a constraint analysis as the foundation for building innovative future strategies.

This document represents the participants decision to produce visible results in improving customer service in 1986-87 and to immediately use the new training skills and implement the 3-month action timeline which will launch the whole plan. The highlights are as follows:

3-YEAR PRACTICAL VISION: A comprehensive picture of the desired direction of the Bank in 3 years. This chart can be used continuously to guide the forward thinking of the Bank.

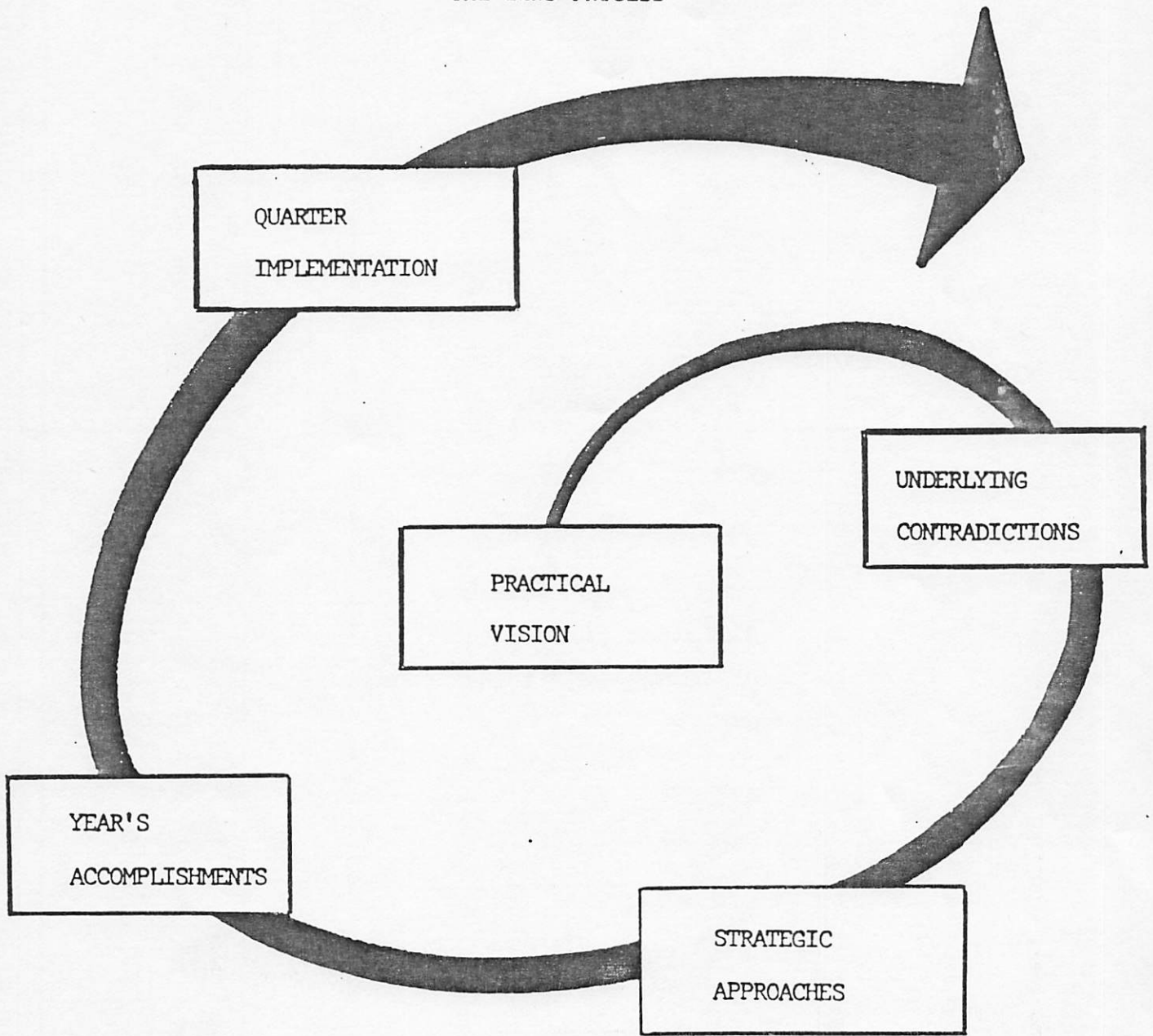
UNDERLYING CONTRADICTIONS: An analytical chart of the six major constraints that must be addressed in order for the vision to be reached. This analysis can be reviewed occasionally to see if the key blocks are being dealt with seriously.

STRATEGIC DIRECTIONS: The major strategies that need to be executed over the next few years which will address the contradictions and empower the vision. This chart can be used to organize strategy groups within the organization.

1-YEAR PROJECTED ACCOMPLISHMENTS: The most critical tactics to initiate the strategies for the next 12 months. These tactics can be used to organize the leadership into operating committees and short-term campaigns.

IMPLEMENTARY STEPS: The 3-month action timeline describing what, who, where and when each accomplishment will be achieved with designated group and individual responsibilities. At the end of the quarter, it is good to build another 3-month timeline for the second quarter's projected accomplishments.

THE LENS PROCESS



Leadership Effectiveness and New Strategies (LENS) is a planning and decision making process, facilitated in five sessions, which creates a consensed upon action plan producing visible results in the first three months of implementation.

Planning Focus:

WHAT STRATEGIES WILL IMPROVE CUSTOMER SERVICE

UPTOWN NATIONAL BANK?

Uptown National Bank

Customer Service

THE 3-YEAR PRACTICAL VISION

LENS Process

March 1986

IMPROVED CUSTOMER SERVICES		PROFITABLE GROWTH AND EXPANSION	EXPANDED TRAINING & EQUIPMENT	
CUSTOMER CONVENIENCE SERVICES	CUSTOMER-ORIENTED ORGANIZATIONAL EFFICIENCY		INDIVIDUALIZED CUSTOMER SERVICE TRAINING	ADVANCED TIME-SAVING EQUIPMENT
More Advanced Teller Terminal	Bulk Filing to Save Time	Broader Market Base	Courteous Prompt Efficient Service	More Computers and P.C's
		More Flexibility in Jobs		
Cash Station	Less Turnover of Staff	Expand to One More Facility	Better Equipped to Service More Sophisticated Clients	More Modern Phone System
Call in your Check Order Tape Recorder	Have All Programs Settled Down Pat	Concierge in Lobby	Have Salaries Increased	Automatic Statement Copier
Automatic Teller Machines (ATMS)	Better Networking	Broader Advertising	Capacity to Provide More Information	More Advanced CRT Terminals
		More People Seen Being Helpful		
Automatic Coin Counters in Lobby	Customer Input	Sister Bank Location	Better Communication with Other Departments	Possible Reduction of Employees

Uptown National Bank

LENS Process

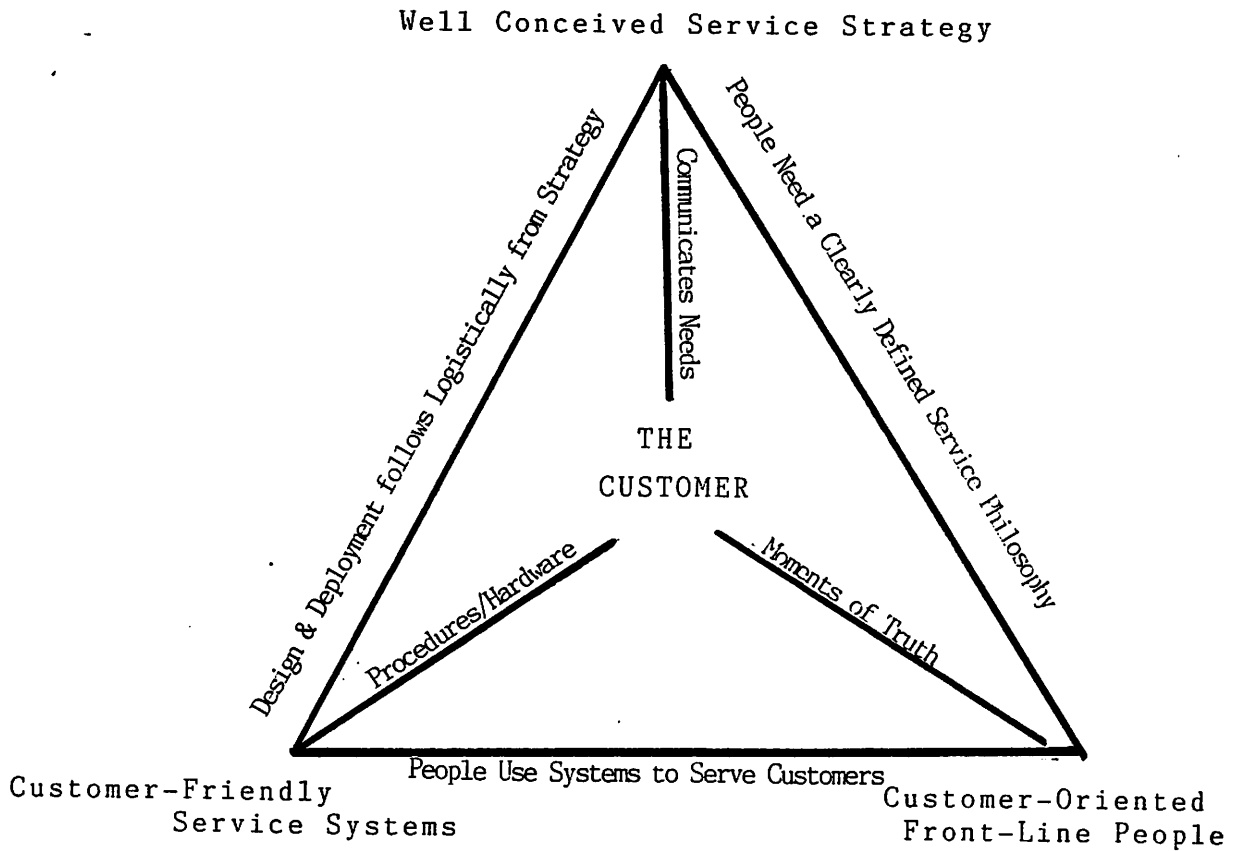
Customer Service

UNDERLYING CONTRADICTIONS

March 1986

NON-EXISTING EMPLOYEE ADVANCEMENT PLANNING	POSITIVE RECOGNITION UNDER- EMPHASIS	EXPERIENCE OF SPORADIC LAST-MINUTE PLANNING	UNEXPLAINED FINANCIAL PRIORITIES	UNENCOURAGED EMPLOYEE INITIATIVE	NEGATIVE IMAGES OF UPTOWN COMMUNITY
No Career Advancement Plan	It's Not My Job Attitude	Inadequate Training	Cost to Purchase New Equipment	Have Ideas but Fear Rejection	Uptown Community Receives Bad Publicity
Uncompetitive Salaries	Lack of Enthusiasm (Negativism)	No Time to Implement Training	"Too Expensive" Feedback	Try to Follow Through and Stopped	Employees Negative Images of Uptown
Undependable Employees	Unprofessional Attitudes Within	Not Enough Time for Project Follow Through	No Budget Explanation	Lack of Focus on Ideas Presented	Customers Reluctance to Change
High Turnover	Lack of Cooperation & Communication	Lack of Prep to Service Clients as Advertized	Lack of Finances for New Equipment	Scattered Thoughts Undirected	
Not Taking Time to Explain Bank Services	Improper Attitudes	Scheduled Use of Training Time	Expensive Cost of Equipment		
Need for Broader Training	No Desire or Drive	No Time for ATM Research			
No Individual Growth and Goals	Lack of Teamwork	Lack of Complete Follow-Through			
To be Trained to be Part of the Organizat'n	No Customer Service Incentive Prog.				

THE TRIANGLE OF SERVICE



STRATEGIC DIRECTIONS

EMPHASIZING PROFESSIONAL ATTITUDES	ENCOURAGING CAREER ADVANCE- MENT FROM WITHIN	ADVANCED DIRECTIONAL TRAINING	DEVELOPING PROFESSIONAL SKILLS
Bank Uniforms Supervisors give "Pep Talks" on Busy Days Discount on Professional Clothing Counselling on How to be Professional	Post Positions Available Employees Setting Own Goals Need Advancement Direction Salary Commensurate with Job Abilities Outline of Career Paths Offer Better Salaries List Job Positions Available List Job Openings	Better Training to Introduce New Products Help Obtain Skills for Advancement More Extensive Training for New Employees Provide Indiv. Training Needs Program of Classes Needed for Specific Positions	FOSTERING A "RESPONSIVE EMPLOYEE" ORGANIZATION
PROVIDING SPECIAL FRINGE BENEFITS Employees Activity Program Subsidized Day Care Paid Lunch Time Employee Activities Office Discount Prices Subsidized Health Club	COMMUNICATING CONSISTENTLY WITH ALL EMPLOYEE LEVELS Inform Employees on all New Products/Services See Advertising Copy Before Reg. Planned Purchases Repts Freedom to be Innovative Know Who to Present Ideas to Inform of Advertising New Ideas "Suggestion Box" Periodic Support Staff Mtgs. Inform Employees-New Products	ENCOURAGING EMPLOYER/USER INPUT INTO PLANNING Understand Organization Goals Write Organizational Creed Research Cost Effectiveness on Planned Purchases Provide Assistance in Transaction Approval on Busy Days Expand to Additional Facility Encourage User Input Planning	PROMOTING THE UNB "WE CARE" IMAGE
INCREASING CLIENT EDUCATION Provide Client Seminars Send Service Fee Schedule to all Customers Use more TV Advertisements Put Displays in Lobby Area Determine Real Priorities of Clients	EXPANDING COMMUNITY INVOLVEMENT Hold Meetings with Community Help Build Community Image List Out our Uptown Involvement ment Provide Programs for the Community Organization/Employee Community Involvement	PROVIDING AN EASY-TO-USE INVITING ENVIRONMENT Differentiate Colors on Sav- ings Deposits & Withdrawals Light Indicator to Show Next Available Teller More Facility Parking Space Less Dept-Dept Phone Transfers Provide a Greeter, Concierge Offer Activities for Waiting Customers	

Uptown National Bank

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THE 1-YEAR PROJECTED ACCOMPLISHMENTS

March 1986

	APRIL - JUNE	JULY - SEPTEMBER	OCTOBER - DECEMBER	JANUARY - MARCH
DEVELOPING PROFESSIONAL SKILLS	Hold Two Skills Training Sessions per Area	Circulate Copy of Client Correspondence to All Employees	Inventory of Advancement Skills & Plan Placed in Employee File at Review	Individualized Career Path Chart Prepared at Review
	ATM Informational Staff Meeting by May 1	Discount at One Store for Professional Clothing	Post Positions Available in Bank on All Bulletin Boards	Salary Reviews Determined by Individual Job Responsibilities and Performance
FOSTERING A "RESPONSIBLE EMPLOYEE" ORGANIZATION	Suggestion Box Placed in Lunch Room	Regular Bulletin Issued on New Products	List of Suggestions Printed, Circulated & Feedback from Suggestion Boxes	Semi-Annual All Bank Meeting Held to Announce Goals
	Employee Activity Meeting is Held and Activity is Held	Copy of Advertising is Circulated to All Employees	Meetings Held on New Products: - Input from Involved Employees - Train/Inform All "	PC Training is Offered to All Employees
PROMOTING THE UNB "WE CARE" IMAGE	Invitations Extended to All Employees for Community Event that Bank Supports	Advertise on Billboards and City Busses	Offer Finger Printing and Blood Pressure Testing	Provide a Greeter to Welcome People to the Bank
	Place Displays in Lobby Areas to Educate Clients and Employees	Provide Different Colors for Deposit and Withdrawal Slips	Hold IRA and Financial Planning Seminars	Provide Light Indicators for Clients in Teller Lines

Planning Group:
 Cookie, Relly,
 Christina, Susan

3-MONTH IMPLEMENTATION STEPS: DEVELOPING PROFESSIONAL SKILLS

Accomplishment	WHAT	Who	Where	When
HOLD TWO SKILLS TRAINING SESSIONS PER AREA	<ol style="list-style-type: none"> 1. Plan First Session 2. Explain Procedures on Treasury Bills, (Buying and Selling) 3. How Treasury Bills Effect Federal Funds 4. Write up report of the 1-1 Training Meetings for Mgmt. 	Christina Christina Susan Susan/ Christina	Investment Cage Investment Cage Acct. Dept at Empty Desk Bank	Monday Wednesday Wednesday by June 30
ATM INFORMATIONAL STAFF MEETING BY MAY 1	<ol style="list-style-type: none"> 1. Plan for the Meeting 2. Announce the Meeting 3. Hold Meeting to Show Products and Materials 4. Individual Dept. Meetings for Discussion and Questions 	Sr. Mgmt Mr. Ostrom All Staff Dept Heads	Board Rm. In Memo Main Bank Floor In Each Dept	1st week of April by Apr 15 by May 1 2nd week of May

Planning Group:
 Ulysses, Yvonne,
 Deneen, Selinda

3-MONTH IMPLEMENTATION STEPS:

FOSTERING A
 "RESPONSIVE EMPLOYEE"
 ORGANIZATION

Accomplishment	WHAT	Who	Where	When
<p>SUGGESTION BOXES PLACED IN BANK FOR CLIENTS AND EMPLOYEES</p>	<ol style="list-style-type: none"> 1. Talk with Management 2. Plan Locations of Boxes 3. Send Memos to Employees 4. Place Suggestions in Boxes 5. All Suggestions are Reviewed 	<p>Planning Group Planning Group Planning Group Planning Group Planning Group</p>	<p>Conference Room Training Room Bank Chosen Locations Training Room</p>	<p>by Apr 15 by Apr 15 by Apr 31 by May 15 by June 15</p>
<p>EMPLOYEE ACTIVITY MEETING HELD AND ACTIVITY IS HELD</p>	<ol style="list-style-type: none"> 1. Consult Management 2. Have Meeting 3. List the Activities from Suggestions given at Meeting 4. Act on Suggestion by planning the event 5. Hold Activities 	<p>Planning Group Planning Group Planning Group Planning Group Planning Group</p>	<p>Conf Room Conf. Room Conf. Room Conf. Room Conf Room</p>	<p>by Apr 15 by Apr 30 May 30 by June 30</p>

Planning Group:
 Donna, Joan, Ani
 Pat, Ann

3-MONTH IMPLEMENTATION STEPS: PROMOTING THE UNB "WE CARE" IMAGE

Accomplishment	WHAT	Who	Where	When
<p>INVITATIONS EXTENDED TO ALL EMPLOYEES FOR COMMUNITY EVENTS WHICH BANK SUPPORTS</p>	<ol style="list-style-type: none"> 1. Announce that there is going to be a Fund-Raising Event 2. Tickets for Andersonville Chamber of Commerce 3. Ms. Johanson presentation to Mr. Ostrom 4. Mr. Ostrom's Approval 5. Purchase Tickets and Send Memo 6. Hold Ticket Drawing 7. Add Column on Community Events 	<p>E Johanson E.Johanson</p>	<p>Mr. Ostrom office</p>	<p>April 26 Early April</p>
<p>PLACE DISPLAYS IN LOBBY AREAS TO EDUCATE CLIENTS AND EMPLOYEES</p>	<ol style="list-style-type: none"> 1. Each Department makes Staff Decision 2. Select Types of Materials 3. Gather Materials 4. Put Displays in Position 	<p>Super. Marketing Bob Dept Staff</p>	<p>Annex Area Advert. Dept Supply Room All Locations</p>	<p>By April by End of April Mid May By June</p>

FIRST QUARTER LAUNCH

PUBLISH SHORT REPORT
ON 1-1 TRAINING
SESSIONS

HOLD ONE
EMPLOYEE ACTIVITY
BY JUNE 1

TICKET DRAWING
FOR SPONSORED
COMMUNITY EVENT

LOBBY DISPLAYS
ARE IN
POSITION

ALL SUGGESTIONS FROM
BOXES ARE REVIEWED
WITH FEEDBACK

ATM
INFORMATION MEETING
HELD BY MAY 1

OUR PLEDGE

WE, the members of the UNB Team, offer prompt, quality, personalized service, in addition to competitive benefits, which are responsive to our clients financial needs.

WE recognize your continuous efforts to provide our clients with the type of service we strive for.

WE encourage YOU to GROW with us through YOUR involvement, educational opportunities and the attractive benefit packages we offer.

THINK-UP with UPTOWN NATIONAL BANK,
the 'WE CARE' BANK!

PARTICIPANTS

Deneen Berry	Customer Service Clerk
Yvonne Boughton	Clerk Typist in Personal Banking
Eileen Carlson	Personal Banker and Supervisor of Personal Banking Support Staff
Patricia Dolan	Universal Teller at the Facility
Cristina Figueroa	Investment Teller
Ani Georgian	Supervisor of Bookkeeping Department
Joan Hader	Assistant Vice President and Manager of Personal Banking
Donna Hernandez	Manager of the Facility at 6041 N. Clark Street
Ronald King	Universal Teller
Relly Kraemer	Administrative Assistant and Supervisor of Main Floor Tellers plus Currency Teller
Wilda Livingston	Universal Teller
Susan McGary	Accounting Supervisor
Ana Popoca	Universal Teller
Ulysses Robertson	Manager EFP (Data Processing), Central Files and Proof
Idamaria Rosenberg	Assistant to the President
Selinda Staggers	Receptionist/Secretary

CONSULTANTS

Facilitators: Cynthia N. Vance
R. Bruce Williams

ICA International and LENS Inc. provide strategic planning using the LENS processes to corporations, government agencies, health care institutions, non-profit agencies and small businesses. In addition to this, management facilitation training in the LENS technologies is offered. With the continued concern to re-invent the service culture in organizations, additional workshops in service training and corporate mission are available.