

E4C2

Feed-Forward Dialogues



CitrusLearning Systems

Introduction

A portrait of a woman with long dark hair, looking slightly to the right. The image has a halftone or dithered texture.

REEMA
(AVP CREDIT)

A portrait of a man with a beard and mustache, wearing a suit and tie, looking towards the camera. The image has a halftone or dithered texture.

ANKIT
(CREDIT OFFICER)

knock knock

Come In

Hi Ankit, how are you doing?

Good to see you, buddy.


Ankit seems disinterested in the conversation and almost hostile towards Reema

How was the dinner with your friends, yesterday?



It was good.

That's nice to know.

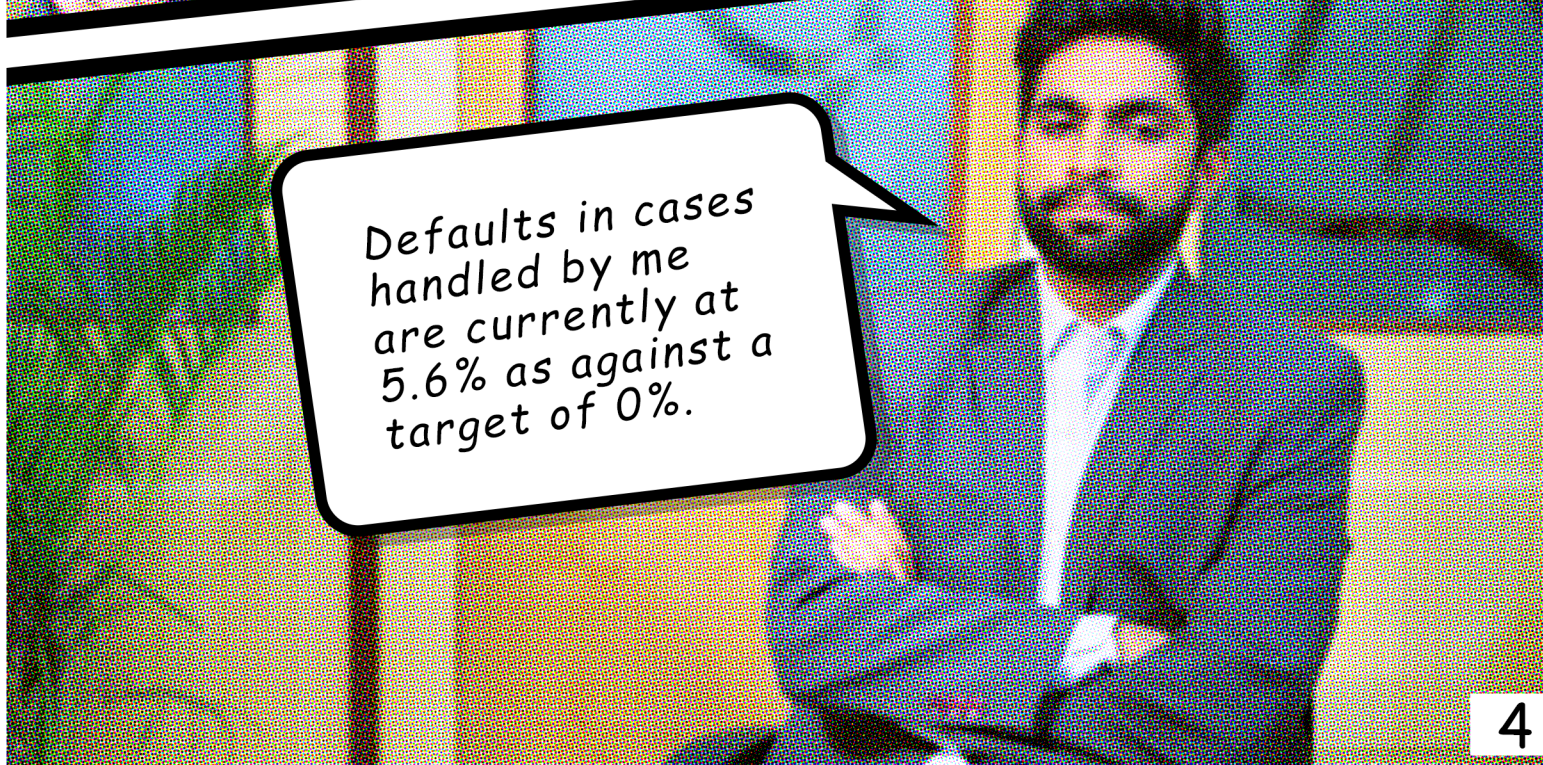
Evidence



Hi Ankit, I wanted you to share with me as to how much of your Credit quality target of 0% default in the first six months...




...of total loans disbursed, you have managed to achieve.




Defaults in cases handled by me are currently at 5.6% as against a target of 0%.

Exploration

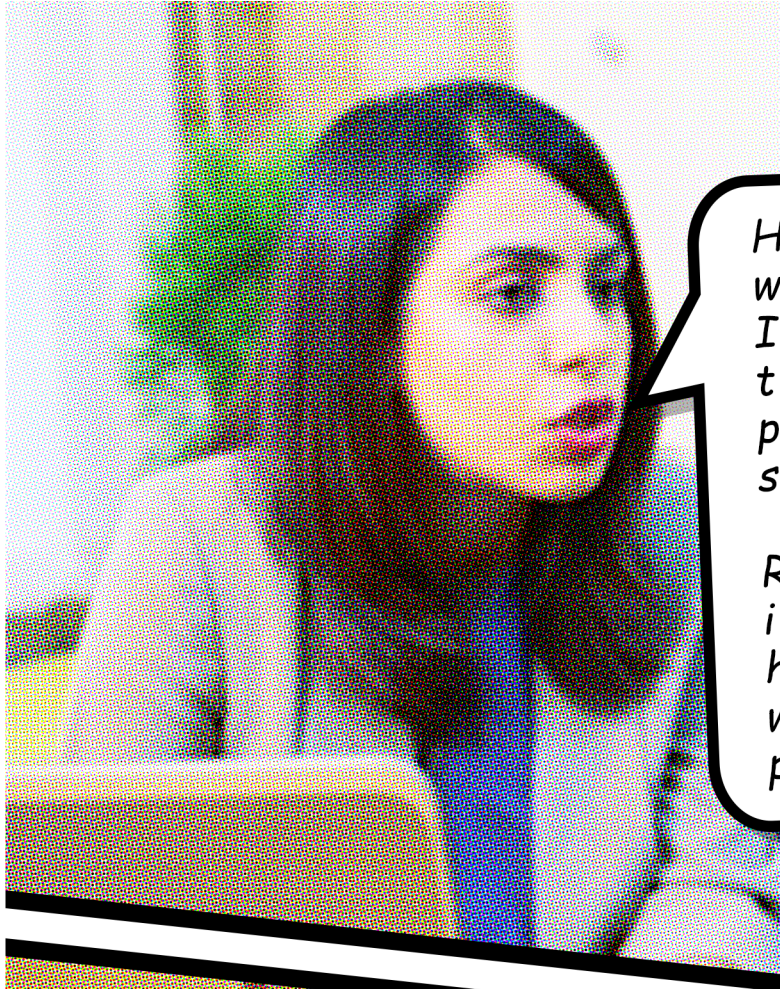


Hey Ankit, I'm glad you are aware of your performance status. Now, there is one thing that I want to be open about with you




This meeting is not for me to pick on you or to fire you. Rather, I've asked for this meeting because I want to help you meet your numbers.

This is "Exploration" in action.

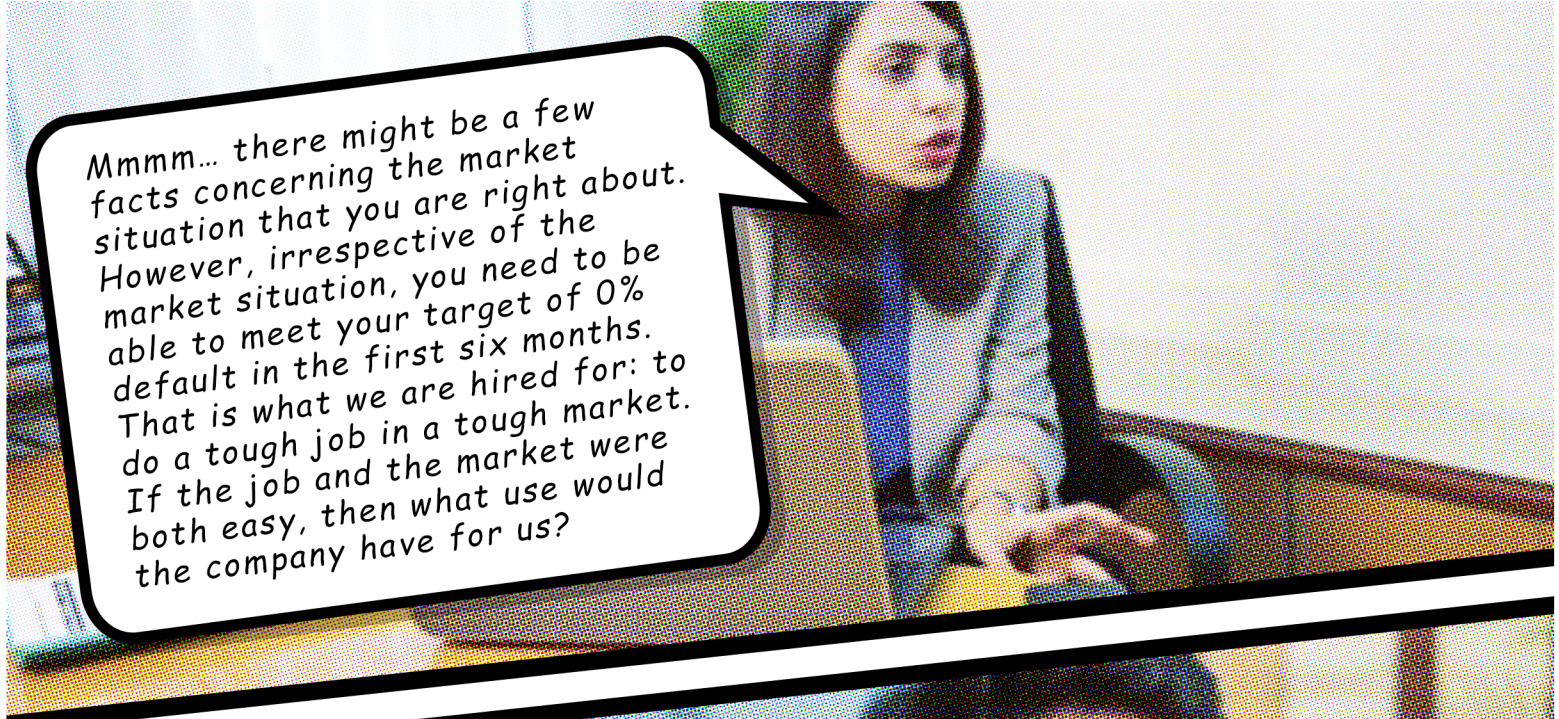


However, for me to know as to what I need to do to help you, I would first need to know as to what exactly caused the poor performance. Could you shed some light on that for me?


Remember, I am not interested in finding fault, but only in helping you find a solution to what is leading to poor performance.



The market scenario is very bad. Our customers are facing severe liquidity problems. They are struggling to make enough money themselves, to survive, let alone be able to pay back their lenders. How do I ensure a 0% default rate in such an environment?




Mmmm... there might be a few facts concerning the market situation that you are right about. However, irrespective of the market situation, you need to be able to meet your target of 0% default in the first six months. That is what we are hired for: to do a tough job in a tough market. If the job and the market were both easy, then what use would the company have for us?




Now, what competencies, if you possessed, would have helped you meet your target? If you can identify these, then you can identify potential development areas for you. Then, you and I can jointly come up with a plan to help you perform better. What say?

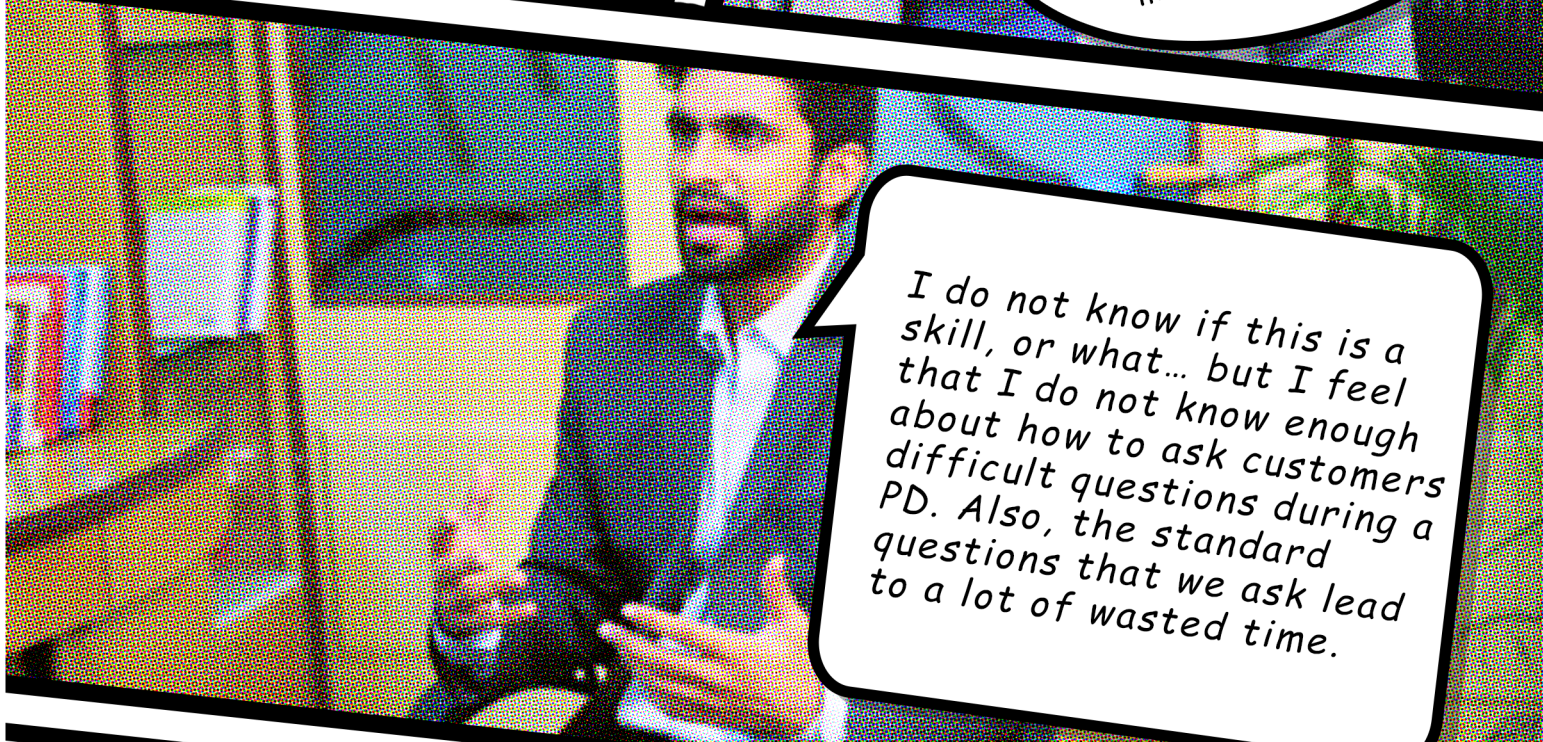
Reema's positive intent helps Ankit open up to her better.



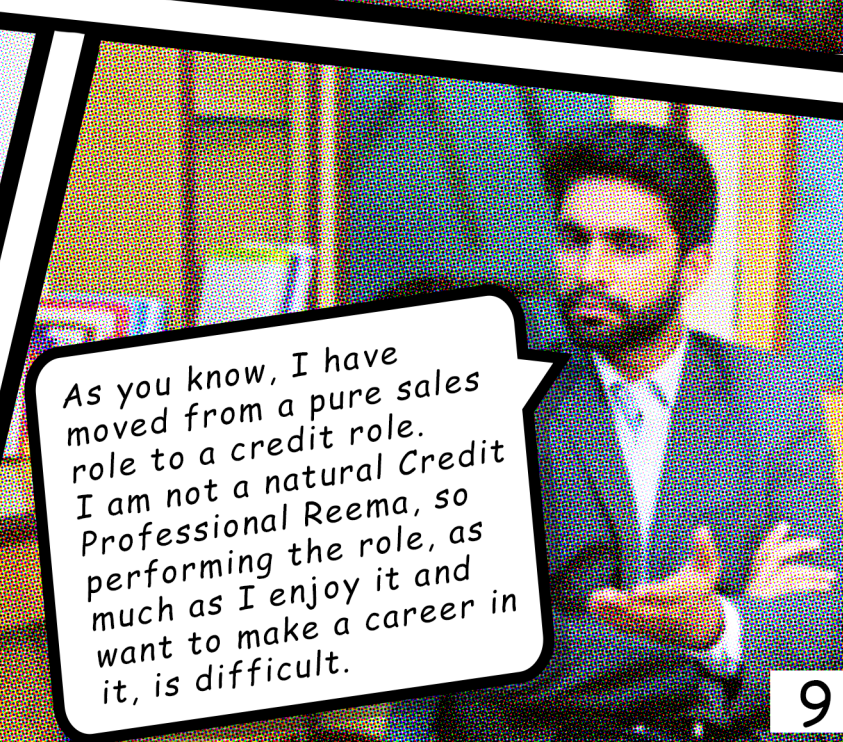

Yeah, we could do that.



Good. Now as I was asking: what knowledge and skills, would have helped you meet your targets?

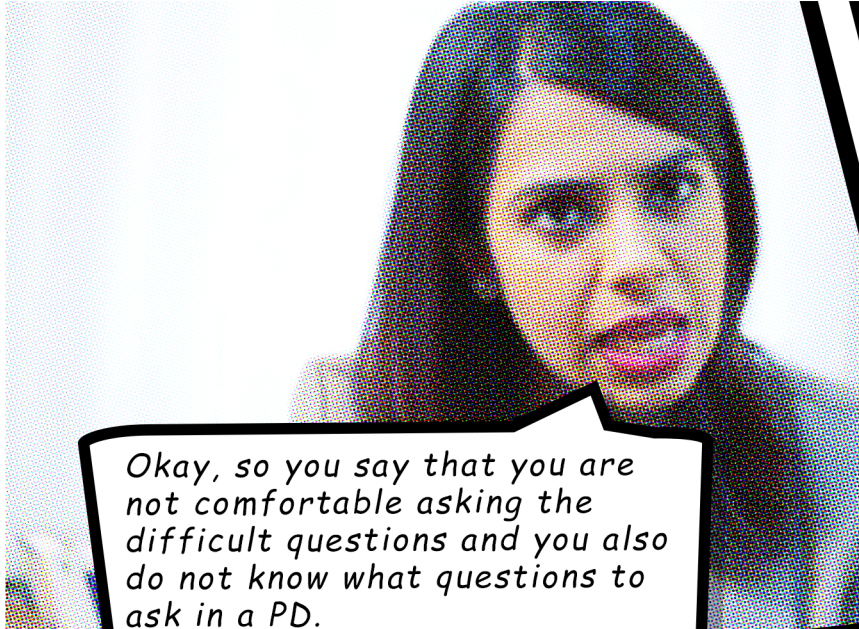


I do not know if this is a skill, or what... but I feel that I do not know enough about how to ask customers difficult questions during a PD. Also, the standard questions that we ask lead to a lot of wasted time.




As you know, I have moved from a pure sales role to a credit role. I am not a natural Credit Professional Reema, so performing the role, as much as I enjoy it and want to make a career in it, is difficult.


Empathise




Okay, so you say that you are not comfortable asking the difficult questions and you also do not know what questions to ask in a PD.




Yes, those are precisely my struggles




I realise that you are new to the field of Credit, and so you are struggling.




It is tough



I understand that when one is new to a field, one will struggle. And that is precisely why we are having this dialogue: to find a way out of this struggle for you.




But, continue, I would like you to say more about what is causing you to be under par with respect to your numbers.




Mmm... that is all... I feel.

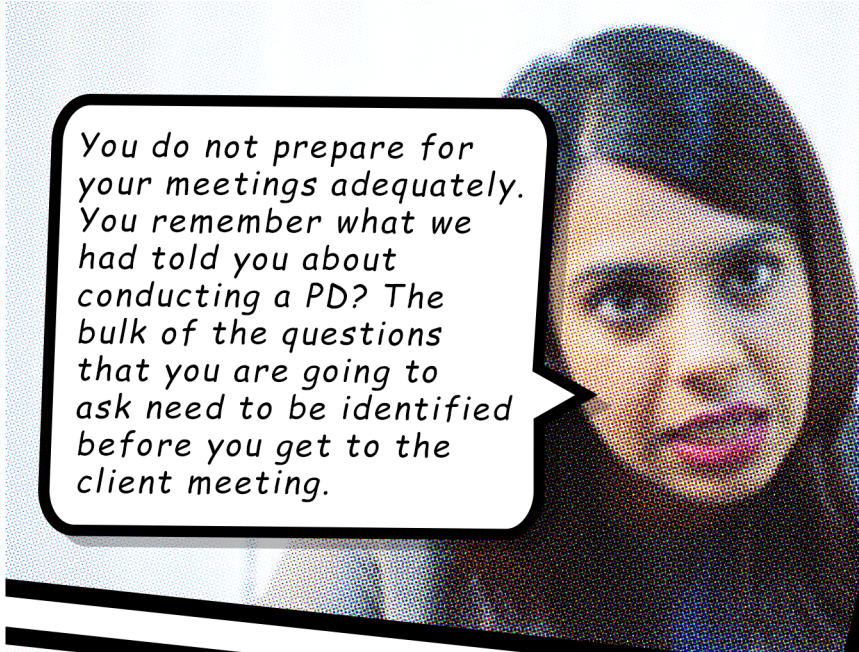
"Reema, having identified what the Ankit feels is leading to underperformance, now provides her own insights into the matter"



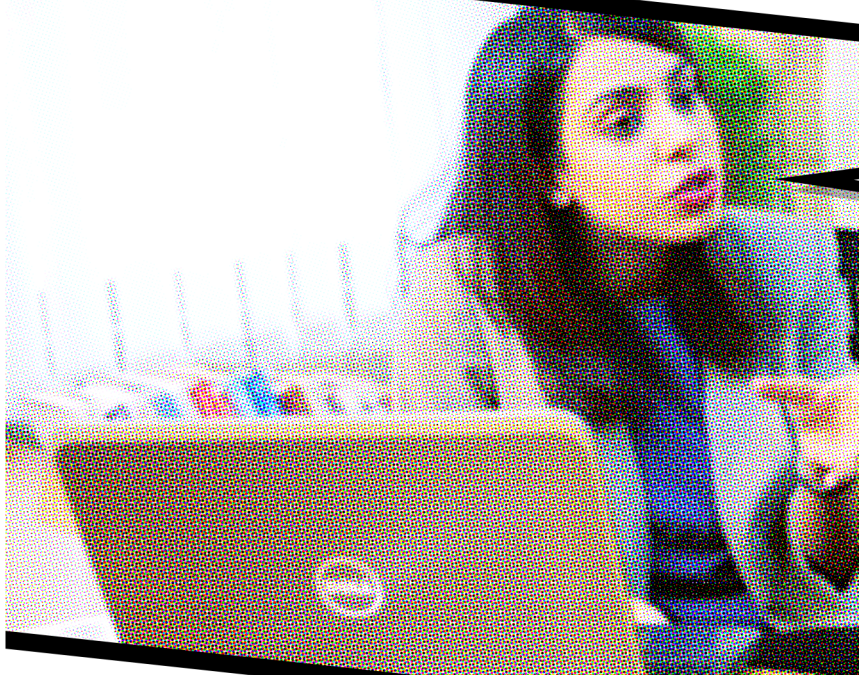
Okay, if that is what you had to share, then may I share what I feel is causing a gap in your performance.




Yeah, Sure




You do not prepare for your meetings adequately. You remember what we had told you about conducting a PD? The bulk of the questions that you are going to ask need to be identified before you get to the client meeting.



You will rarely be able to come up with questions on the go. And, you need to know how much time you have, and how many questions you will be able to fit in that much time. That way, you will pose only relevant questions and leave out the rest. Then you will get the information that you really need.




I noticed your lack of preparation in the two meetings that I had accompanied you on last week.




Oh... I did not think of that.


Effect



Now, on the face of it, preparation and time management in a PD look like unimportant things. However, these are critical for a successful PD.



Take the case of Mr Shah and Sons, whom we met together last week.



You spent twenty of the thirty-five-minute meeting talking about his background. Then you were left with barely fifteen minutes to ask him all the tough but crucial questions from your study of his financials.



You left out four really critical questions, especially about why so much money was going to his other business from this one. It is lack of thorough investigation like this that can lead to NPAs for us.




I did not think of that. But I want to get better at mu job.




I will help you get better.

Counsel / Change

"New practices or behaviours sought"



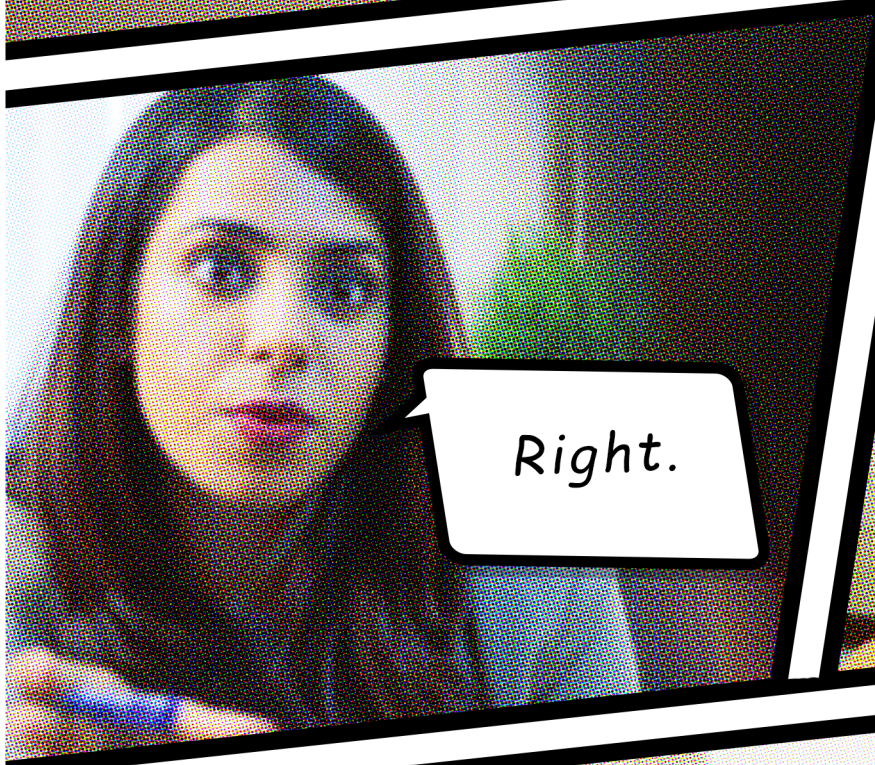
What I want you to change about how you go about your PDs is this.



One: Prepare better for your PDs. Identify all the questions that you need to ask your customers.



Then, keep in mind how much time you have and only ask those questions that will give you the information that you absolutely must get in that limited time.




Right.

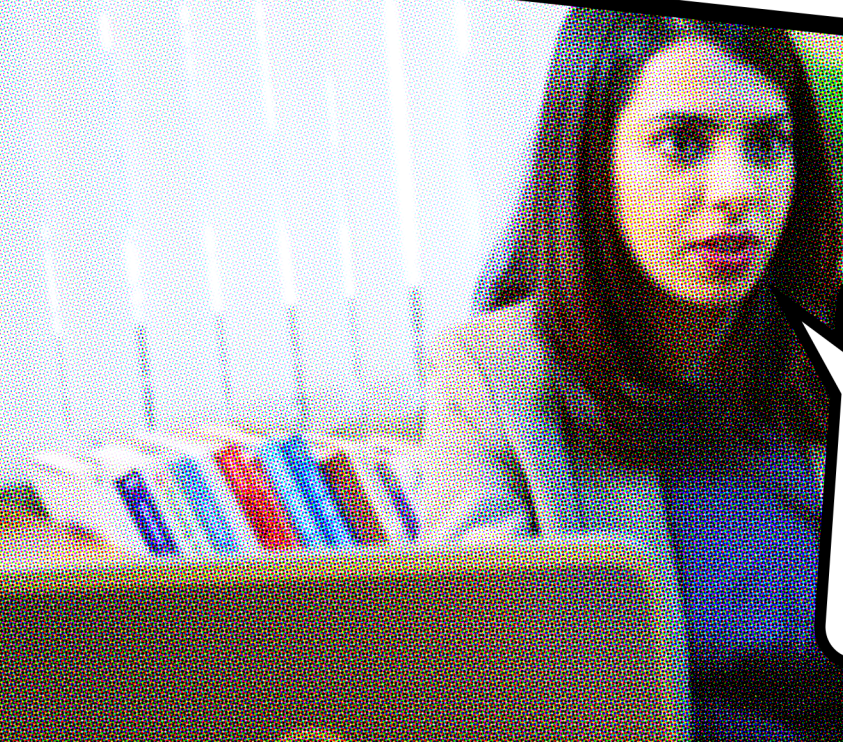


Two: You need to develop your ability to ask the right questions. Here is how we will build that

"Skill Development Plan"



I will get Mr. Ram, our senior most Credit Manager, to brief you on how to develop this skill. I also want you to accompany him on at least six to eight PDs.



Three: I will do a small session for you, maybe fifteen or twenty minutes, where I will tell you how to pose those difficult questions.



Now, would that help you?




I am thinking it will.




Good


Consequence




Ankit, now, while our conversations will always be positive and forward looking




I also want you to remember how chronic poor performance can impact each of us.




Ah... of course.. I know that our organisation believes in investing in people development.




However, after multiple efforts, if there is no development, then the organisation will not hesitate to part ways with the individual.



That is correct, Ankit. But, you also know how the organisation treats those who meet performance targets.



Ah, yeah of course, I do.



Your growth in the organisation is proof of that.



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