

Case Study: Internal Certification Programme for Upskilling Client Advisors at Multinational Private Bank

Challenge: A highly successful, medium-sized private bank with multinational operations wanted us to set up and implement an effective **internal certification programme** for their relationship managers to ensure required competencies are met.

Goals to be achieved by the program:

- Ensure all existing and future relationship managers possess a **core set of knowledge and skills**, whilst maintaining a curriculum that is relevant to the specific market(s) where the participants are working
- Obtain **recognition** for the programme from the national regulatory body
- Be **modular**, so that participants can join the programme at any time
- Fit into participants' work schedules, across five countries and time zones
- Minimise participants' time away from their desks throughout the programme
- Run completely in **online** format to ensure execution during Covid-19 period
- Manage the programme end-to-end, in order to minimise internal resource requirements
- Improve **staff retention** and ability to **recruit top talent**

Solution: A year-long, **hybrid-delivery modular programme** that can be run continually, based on the gold standard curriculum Fintelligence has developed for wealth management advisors that has been carefully modified and **tailored** to fit our client's requirements.



The programme consists of **four phases** with each phase covering related topics. While the first three phases primarily focus on banking, finance, wealth solutions, and compliance know-how, the fourth and last phase focuses on participants' dialogue competencies and how they engage with their clients.

Phases 1-3:

For the three first phase of the programme, participants first access **e-learning modules** through a specially built portal hosted within Fintelligence's highly acclaimed online learning platform. The e-learning modules are highly interactive, with plenty of real world case studies and opportunities to reflect. Formative assessment is provided via questions in the e-learning modules as well as quizzes. E-learning modules ensure that participants learn in their own time, place and pace, whilst Fintelligence's programme management team monitors participation and performance and keeps our

client informed of each participant's progress through **regular reports**. This is an efficient solution for our clients because the time that participants spend away from their desks is minimized.

The asynchronous e-learning modules are supplemented with live online tutorials led by our expert trainers, during which participants work on case studies and participate in guided small-group discussions. The programme makes use of the "flipped classroom" approach by ensuring participants apply their knowledge they have gained through the e-learning modules to practical real world scenarios.

The first three phases are concluded with summative assessments in the form of invigilated **online exams**.

Phase 4:

After participants have successfully completed the first three phases, they undertake **dialogue training** centered around critical phases of client conversations. Topics include presenting yourself and your institution, effective questioning techniques, presenting suitable solutions, handling objections and closing the deal. Much of the content is adjusted to advising philosophy and the product offering of our client.

At the end of the fourth phase, delegates are assessed by a **simulated conversation** with a wealth management client. The role of the client is played by an expert coach and the conversation is assessed by an additional specialist training consultant. Participants also have access to the video of the conversation, which can be used for self-reflection.

The modular structure of the programme allows participants to join at any time and complete the three phases in any order, rather than wait for the next cycle of the programme to begin.

Successful completion of all three phases of the programme, in any order, leads to the **award of the certificate** by the national accreditation office.