

CLIENT CASE

## Developing relationship-based management

# Private Bank

**“We had to invest in basic managerial skills.”**

SENIOR LEARNING AND DEVELOPMENT MANAGER

“I know how powerful the Krauthammer methodology is. The simple processes and tools they offer changed my day-to-day practices a lot.”

SENIOR LEARNING AND DEVELOPMENT MANAGER

## Developing excellence in a private bank with a new feedback culture

### Challenge

The HR department of the private bank noticed that their managers lacked managerial skills and best practices. At that time, the managers also faced increasing performance pressure in an increasingly fast-paced work environment. Thus, they spent more time in their expert role than in their role as a manager leading a team. In addition, they were very client and service centred and less skilled in people management. Internally, the focus was on growth and employees who didn't feel comfortable in their new role yet were promoted to managers. For instance, the year-end performance reviews were often not conducted appropriately or were not conducted at all. Another challenge was that performance issues were transferred to the HR department instead of being solved directly by the managers.

### Solution

The Senior Learning and Development Manager had already participated in a Krauthammer training before. Furthermore, Krauthammer's educational method (which means that every trainer can deliver the same content in the same impactful way, globally), convinced the client.

In line with the corporate Academy, Krauthammer and the client co-designed an Advanced Management Programme for 5 training days focusing on 4 priorities:

1. Understanding the role of a manager of the private bank
2. Developing essential managerial skills
3. Fostering team work
4. Enhancing performance management

A key element for building the programme was to offer an efficient and pragmatic toolkit for day-to-day management, as well as insights into “the role of a manager” over the long term. Some elements of the bank's culture, specific internal wording, and processes were integrated into the programme so that the customised exercises matched the reality that the managers faced daily. The curriculum contained the following elements:

If I were to recommend Krauthammer, I would say the following: simple and impactful techniques and very experienced, trustworthy trainers who are easy to work with.”

**SENIOR LEARNING AND DEVELOPMENT MANAGER**

1. A preparation phase (including self-assessment, team feedback and a personality test (TTI Success Insights – also known as a DISC Assessment).
2. A 5-day programme delivered using a sequential approach:
  - a. 1st & 2nd day: Advancing Leadership Capabilities
  - b. 3rd & 4th day: Building High Performance Teams
  - c. 5th day: Driving for results & preparing for tomorrow
3. Individual follow-up in between the training days, through 1-hour coaching sessions held by the trainer, focused on coping with individual cases and/or challenges. Collective follow-up through “Lunch & Learn”-sessions focused on specific topics for Managers (e.g. diversity).

## Results

The outcome of the training was a significant improvement in the managerial practices and a positive influence on corporate culture.

“My manager started to say thank you and praise my work.”

### DIRECT REPORT

This resulted in improved co-operation between managers and team members. The managers reported that the training changed the way they manage their teams and helped them to feel better-suited to their role. They felt more confident handling conflict and now have the tools to conduct a performance review or a realignment meeting.

As a 361° analysis was part of the training programme, the managers (98 in total) received feedback from direct reports, superiors and peers. The Krauthammer trainer worked closely with them on the feedback received, their expectations and how to translate and respond to this with Krauthammer tools. The bank’s feedback culture has now significantly improved.

The DISC assessment which preceded the training helped the managers to better understand their own behaviour. They also identified their preferred behaviours and realised that different types of behaviour need to be approached in different ways.

Before the training started, some participants were reluctant and didn’t want to join. Afterwards, managers expressed how much they valued the training and said they would always recommend it. Their reasons for this were: A trusting and safe environment, the dynamism of the group, and a supportive, high quality trainer. “Participating in the Krauthammer training was challenging, but at the end everybody knew they would benefit from it – also because the relationship with the trainers was very good,” said the Senior Learning and Development Manager.

In total, nearly 100 management employees followed the AMP.

## About Private Bank

This Private Bank has chosen to remain anonymous.

## About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit [www.krauthammer.com](http://www.krauthammer.com) for more information and contact details.

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