



DEVELOPING MID-LEVEL EMPLOYEES

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In partnership with



Developing Mid-Level Employees

Give Them the Skills to Stay Motivated and Perform at Their Best

Most financial institutions have formal training programs for new employees, but what about associates who are there for the long haul? Mid-career training and development programs for staff who have been with the organization for more than five years are just as important. These learning programs refresh and broaden skills, keep employees motivated to provide a great customer experience and provides the tools to perform well. Ongoing training can also develop leadership skills.

To help financial organizations enhance learning initiatives for mid-level employees, OnCourse Learning interviewed three financial services training experts from [Ensight](#) - a company providing lending training solutions for financial services organizations - and [St. Meyer & Hubbard](#) - a company that focuses on improving sales performance.

What to Expect

OnCourse Learning has partnered with Ensight and St. Meyer & Hubbard to present time-tested methods to develop and refine programs to enhance the skills of mid-level employees.

the TRAINING EXPERTS



Tom Carlin
*Managing Partner
Ensight*



Robert St. Meyer
*President and COO
St. Meyer & Hubbard*



Jack Hubbard
*Chairman & Chief Experience Officer
St. Meyer & Hubbard*



4 Areas of Focus to Enhance Skills

Managers need to identify each employee's skill gaps, provide customized training and mentoring and hold the employee accountable to master the new, or enhanced skills.

01 • Identify Skills Gaps Through Diagnostic Assessment

After spending years in a certain role, employees may need reinforcement in certain areas. A diagnostic assessment allows managers to measure each employee's sales competencies to remediate skill deficiencies and arm them with the skills needed to perform their best. Managers might find employees are rusty in key areas such as accounting or cash flow analysis and require a refresher training to ensure they're making smart lending decisions.

To tell employees about the diagnostic assessment, Carlin advises that "the assessment needs to be positioned the right way" and "it needs to come from the top of the house. Employees should understand it won't be used punitively but to identify skills gaps. The best way to do this is for senior managers to say they'll take it themselves."



4 out of 5

employees say they don't have the skills they need for their current role and future career.¹

02 • Customize Training to the Individual

For training to be effective, targeting specific and individualized skills is critical. For example, if 10% of a department's employees need to work on cash flow basics, don't make the entire team take that course. Doing so will demoralize the other 90% and waste resources. Plus, it's crucial to strategize how the training is offered. If the entire department is focused on skills training, performance and productivity can suffer.

Financial services organizations can choose from a wide array of education and training programs to find the ones that work best for their environment and the employees. This can include classroom training, elearning, webinars or a solution that combines all three elements.

Knowing that time is a precious commodity, refresher courses designed for experienced employees are an ideal way to communicate the needed information quickly. These courses enable them to keep current on regulatory and vital financial information.

Carlin believes that "by the time they hit this time mark in their career, they need more sophisticated skills and classes, because they've absorbed the basic skills."



“ Employees need to be challenged to up their game ”

03

Hold Employees Accountable for What They've Learned

It's important to let employees know why the training is needed and what they're expected to learn. Managers should talk about the training in advance and discuss areas where the individual needs improvement. This way it's communicated that it's more than just an basic employer requirement.

St. Meyer recommends that "the manager should talk to the employee before training and ask them to think about two or three things they want to get better at as a result of the class."

Because the manager is talking about it in advance, the employee is more likely to take it seriously and understand they will be held accountable for what they learn.

St. Meyer prefers "to position this communication cascade before and after the training."

Within a few days after training, the manager should schedule time to discuss what the employee learned and put a plan in place to keep the individual accountable. Ongoing mentoring gives employees the structure and accountability to ensure they actively use and retain new skills.

CONNECTED LEARNERS ARE ...

25%

faster learners¹

66%

more engaged¹

4.2x

more likely to stay in the company¹

04

Identify Employees to be Leaders

Many managers struggle to determine which employees are best suited for a leadership role in the organization. To begin, think about what the criteria is for being a good manager. Good managers possess excellent communication, interpersonal and collaboration skills, along with patience. Employees who are the top performers will not necessarily make the best managers.



45% of HR leaders struggle to develop effective midlevel leaders.¹



37% of HR leaders struggle to develop effective senior leaders.¹



“

ONLY 15%

of high performers will be a **good sales manager**

- Hubbard

“Being promoted to a sales manager is a punishment for some, not a reward. Some top performers perceive a management role as a shackle which holds them back from doing what they do best, which is interacting with customers versus doing paperwork.”

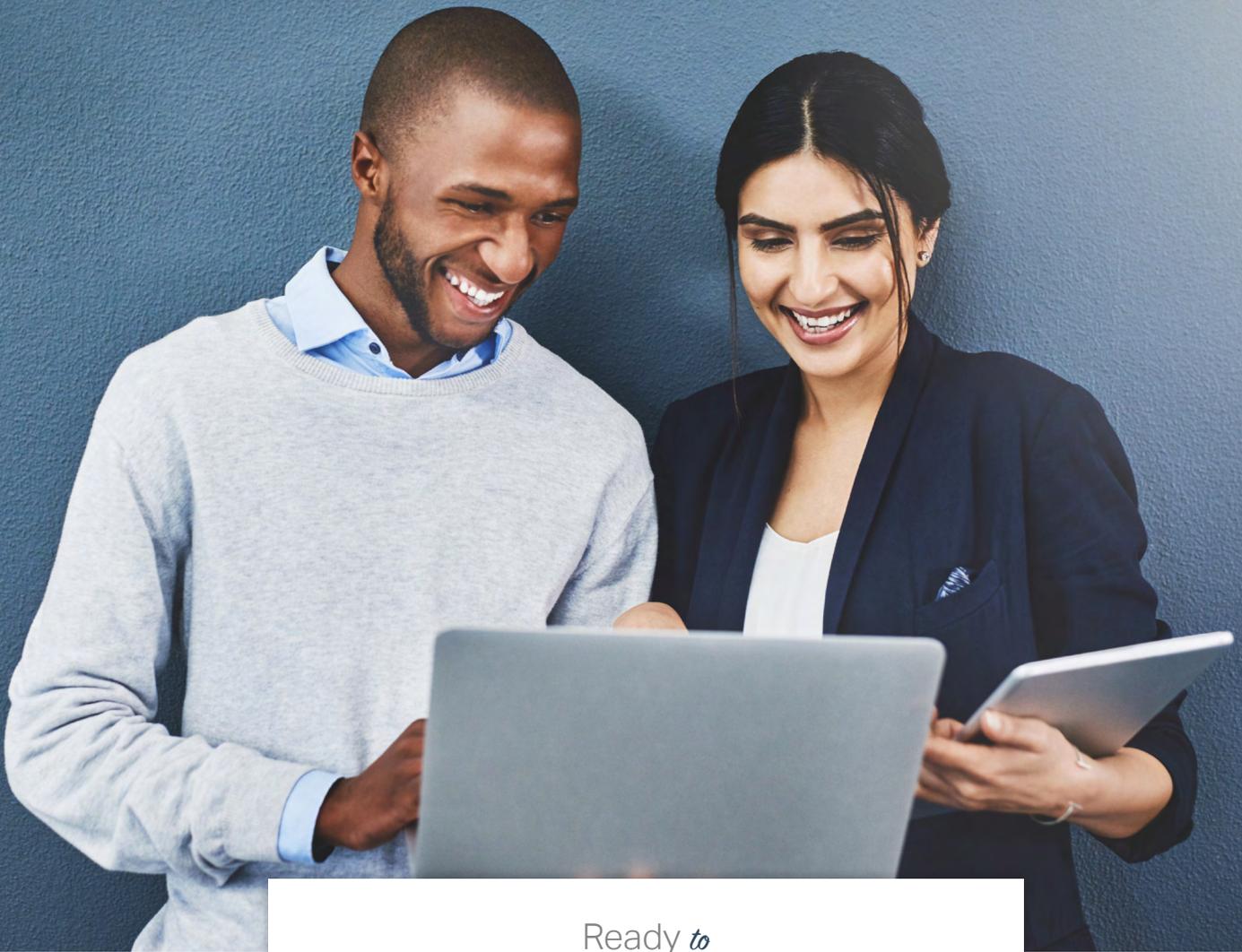
St. Meyer believes “a manager needs skills mastery but doesn’t necessarily need to be the top performer.”

Leadership development courses can help employees of all levels of an organization become more effective leaders. They tackle topics such as bringing out the best in employees, managing conflict, building a team environment and motivation during times of organizational change.

Whether the financial institution’s mid-level employees are on the management track or happily settled in sales or producer role, **all will benefit from an ongoing investment in development and training.**

Reference

1. Top 5 Priorities for HR Leaders in 2020
<https://www.gartner.com/en/confirmation/human-resources/trends/thank-you-top-5-priorities-for-hr-leaders-in-2020>



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