

BUILDING CONFIDENT COACHING & ASSESSMENT CAPABILITY

 **dsw**
Case Study : —

Challenge

As part of the Société Générale Group, Kleinwort Hambros needed senior and first-line managers to provide confident, consistent supervision of its financial adviser teams. This required managers not only to coach effectively, but also to assess competence accurately and provide clear evidence that appropriate standards were being maintained.

The challenge was to create a practical development programme that strengthened managers' capability, supported effective oversight and helped the organisation meet both its regulatory responsibilities and wider strategic objectives.

As the Group Head of HR at the time explained:

“Coaching your team is perhaps one of the most critical areas of your responsibility and so becoming highly proficient at it, along with having the ability to assess competence accurately, will go a long way towards helping us realise not just our regulatory obligations but also our strategic objectives.”

Approach

Working with key client stakeholders, we designed a practical development programme around the two capabilities at the heart of effective adviser supervision: high-quality coaching and accurate competence assessment.

A purpose-designed six-step coaching process gave managers a clear framework they could apply in day-to-day conversations. Realistic role-play enabled participants to practise the process, receive feedback and build confidence in handling situations drawn from their own working environment.

Post-programme assignments then moved the learning into the workplace. Managers applied the techniques, gathered evidence of competence and with the benefit of observations, feedback and coaching from their own line managers, achieved sign-off.

Delivery

The one-day programme was delivered face to face on site, combining focused input with practical coaching and assessment exercises. Participants worked with realistic management situations, giving them the opportunity to test the six-step process and receive feedback before applying it with their own teams.

Following the initial delivery, Kleinwort Hambros commissioned the programme for new cohorts over three consecutive years. This enabled the organisation to establish a consistent approach to coaching and competence assessment across successive groups of senior and first-line managers.

Outcomes

The programme was highly relevant to the responsibilities of senior and first-line managers, strengthening their understanding of how to coach effectively and assess competence with greater confidence. The combination of a clear coaching framework, realistic practice and structured workplace assignments helped participants translate the learning into their everyday management responsibilities.

By developing greater consistency in the way managers coached, observed and assessed their teams, the programme supported the continuing development of a competent financial adviser workforce. It also strengthened managers' ability to demonstrate effective supervision and oversight in support of the organisation's Conduct Rules responsibilities.

The value of the programme was reflected in its continued delivery to new cohorts over three consecutive years, creating a consistent approach to coaching and assessment across the organisation.



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we will know a way or create one