

# Training & Management Development Methods

## Business school fosters a learning culture at Crédit Suisse

David Pollitt

Editor, *Training & Management Development Methods*

### ***The strategic leadership forum***

Managing directors on the Crédit Suisse Strategic Leadership Forum receive a personal invitation to take part in the programme from the company's chief executive.

As programme sponsor, he helps the Crédit Suisse Business School to ensure that the programme covers all the key issues. He also hosts the programme and discusses major points of strategy with the participants.

This is one of the ways in which the international financial services company ensures that its business school – set up last year to implement continuous learning throughout the organization – provides result-orientated training that focuses closely on employee skills and competencies.

The executive board decided in 2003 to consolidate all learning activities under the umbrella of the business school, which in its first year in 2004 provided more than 2,700 training events for almost 30,000 employees.

The school's leadership faculty delivers four strategic leadership programmes, each of which is sponsored by a member of the executive board. The sponsor sets questions related to the strategic challenges facing the company, which participants work on as part of their action learning projects.

Siegfried Hoenle who heads the leadership faculty said:

Thus new solutions to important questions can be hammered out because of the wide intermixing of groups and the input from world-renowned professors. In this way, we aim not only to keep the learning process in the leadership programmes very closely linked to practice, but also to add real value for the company. This is

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already the case with some of the ideas that were developed in seminars and have subsequently been realized in practice.

The week-long strategic leadership forum, which is mandatory for management committee members and managing directors from all the countries in which Crédit Suisse operates, is run twice a year. It covers:

- global trends, the future of financial services and strategic implications;
- Crédit Suisse strategy and its main business challenges;
- customer-focused strategic innovation for greater competitive advantage;
- the importance of organizational culture, collaboration, motivation and high-performing teams;
- the qualities of successful leaders and enhanced personal leadership effectiveness; and
- change management for implementation.

Among the faculty are Patrick Dixon, fellow of London Business School Centre for Management Development, Costas Markides, professor of strategic leadership at London Business School, and Gareth Jones, fellow at the London Business School and INSEAD visiting professor in organizational behaviour.

Miguel Matossian, chief executive of Crédit Suisse Private Banking, Spain, who attended the Senior Leadership Forum in March, commented:

By meeting colleagues from other divisions and countries, by working in groups, we have the chance to get to know their culture, to better understand their challenges as well as business and, therefore, to make a step towards creating one culture. The course definitely gives you the chance to develop new relationships. It is an investment for the future. It is a great opportunity to learn about the entire bank.

### ***Leading across diversity and cultures***

With its headquarters in Zurich – a global financial centre which, together with Geneva, was voted top city in the world in the Mercer Human Resources 2005 quality of life survey for the fourth successive time – Crédit Suisse operates in more than 50 countries. It employs some 60,000 people, representing over 100 nationalities.

Against this background, the leadership faculty offers a course in leading across diversity and cultures. The week-long programme, which targets senior management who make up about 10 per cent of Crédit Suisse employees, is run three times a year. It aims to:

- strengthen cross-cultural communication and management skills;
- expand participants' ability to build and lead diverse teams; and
- demonstrate how to create value from diversity and how to implement diversity initiatives.

The course includes assessment instruments, case and video analysis, critical incidents, simulations and games, and presents cross-cultural and diversity models.

### ***Young leaders programme***

The leadership faculty has also developed a new Young Leaders programme for high-performing succession candidates who have between two and three years' experience with the company and proven management potential.

The programme consists of three modules and runs over four months. The two-day kick-off module brings together participants from different divisions and countries at the Crédit Suisse Communication Centre, where they get to know business school representatives, programme sponsors and faculty members from Henley Management College and the Danish Leadership Institute.

The young managers then work in groups on strategic projects specific to Crédit Suisse, and undertake a week-long "mini-MBA" at Henley Management College, near London. Finance, marketing, human resource management and leadership form the core themes in this module.

After a further project phase, the participants meet again three months later for the last module. As part of a tailor-made programme by the Danish Leadership Institute, personal management skills are honed in this week-long course.

Finally, after four months of cross-divisional project work, the participants present their results to their sponsor and line manager.

### ***New management development curriculum***

The business school will introduce a new management development curriculum later this year. It will focus more on developing and enhancing the skills needed for a particular level of management, and developing skills that help the company to implement its strategic priorities.

Further innovations include: greater use of experienced managers in seminars; increased use of blended learning elements such as work-based training; more training on real business cases; and strengthening the transfer of knowledge to everyday work by incorporating regular checkpoints in the seminar modules.

### ***Increased support with tailor-made programmes***

Siegfried Hoenle said:

Increasing numbers of managers are making use of the business school leadership faculty offering in the areas of customized management consultancy and change management. The reason is that this training and development format can be prepared quickly and can be adapted to change processes on an individual basis by managers, so that it has a direct effect in their area of responsibility. There was, for example, a string of initiatives on strengthening management culture and collaboration across different areas through the use of varied and creative learning tools.

### ***The business faculty***

Peter Angehrn, who heads the business faculty, said:

The business school's business faculty brings together the company's specialist and sales training units and its basic training programme. The architecture is based on the clear division between career and strategy-orientated training. With career-orientated training we want to ensure that the company has well trained employees for its critical functions when it needs them. Strategy-orientated training ensures that our employees understand market developments and are able to meet changing client needs with appropriate products and solutions.

The faculty provides front-office training for employees and managers in corporate, private and retail banking. It furnishes skill-refresher programmes, "closing gaps" training and structured, basic, specialist, product-related and sales training for employees taking on front-office functions for the first time.

He explained:

On the basis of clear minimum standards for divisional management, more than 200 team leaders were trained in sales management and given on-site coaching. Every relationship manager had the opportunity to improve his or her work methods, client-contact planning and marketing, in the course of two mandatory workshops, as well as to get to know the private banking advisory process. The greatest potential for improvement among relationship managers and team leaders in Private Banking Switzerland was not so much in product knowledge as in sales and advice, contact and sales planning, and above all in sales management.

The faculty also provides training in credit management, finance, accounting, controlling, risk management, legal issues and compliance. In particular, a pioneering Bachelor of Banking degree has been introduced with Zurich University of Applied Sciences, at Winterthur. The university is responsible for the general basic subjects, while Crédit Suisse specialist and management staff provide the professional knowledge specific to the company and to the banking sector.

“Zurich is a global financial centre and the course enables Crédit Suisse to make full use of the wealth of banking experience available on its doorstep,” said Peter Angehrn.

In the operations area, the business faculty provides training in treasury, securities, payments, account management and logistics, and banking products and services. A recently launched one-year securities and treasury expert programme, for example, enables graduates to become specialists or managers in the bank’s Operations division through a combination of on and off-the-job training.

In close collaboration with line management, Crédit Suisse has gradually centralized information-technology training in the business faculty. Together with internal teams of experts and external programme providers, the IT Academy has put together a training and certification road map. This enables the company to place external certified programmes in the context of specialist and management careers.

A postgraduate programme in data protection and information security is carried out with the University of Lucerne. Another postgraduate programme in software engineering is planned later this year. A tailor-made programme for senior IT specialists was developed and carried out in collaboration with IMD, in Lausanne.

Because of the introduction of the new basic commercial training, various new programmes were devised and implemented using the blended learning approach. In addition, employees are offered language stays abroad and external language programmes. A new induction programme has been developed for recently recruited employees.

### ***Learning management***

The business school’s learning management section is a support unit for both the leadership and business faculties. In addition to tasks such as providing external education management and advice, it seeks to promote the use of line managers as lecturers, to encourage knowledge transfer within the organization. In particular, a training and development model has been developed for internal lecturers from line management.

The learning management section has devised a quality scale for the products and services of the business school. It is based on the basic principles of Crédit Suisse training and development policy, such as relevance to strategy and knowledge transfer.

Klaus Wiermann, head of learning management, said:

Central to the assessments are not only the satisfaction of participants and the controls on learning effectiveness, but also the improvements in employee performance and their contribution to the success of the company.

A quality management system facilitates standardized recording of information on all the business school's programmes, with regard to participant satisfaction, effective knowledge transfer and impact on the business. The learning management section was also in charge of the project that allowed the Crédit Suisse Business School to become officially certified by the European Foundation for Management Development (Corporate Learning Improvement Process (CLIP) Award) this April.

### ***Learning services***

The business school's support functions have been brought together in a single services unit, which deals with e-learning, business support, course and room administration, planning and control, information technology and communications. Urs Hofmann, who heads Crédit Suisse Business School, commented:

One priority for 2005 is to increase the efficiency of the business school's training still further through the targeted application of e-learning programmes and clear criteria for the nomination of participants.

### ***Campus Asia***

Another major priority for this year is to develop Campus Asia, in Singapore. This will support the company's growth ambitions by:

- building the sales and advice capabilities and product knowledge needed to meet the organization's challenging targets for the region;
- enabling newly hired employees to become effective in Crédit Suisse Private Banking;
- building internal management potential and strengthening the leadership skills needed to drive the company's ambitious growth process; and

- helping to cement the reputation of Crédit Suisse across Asia as a good company for which to work.

Urs Hofmann said:

A small team of specialists, together with local trainers, is currently building Campus Asia. This will be the organizational unit responsible for integrating and aligning all learning processes in Asia with the business strategy, thus enabling superior business results and lifelong learning for the entire workforce. It will be important to get the right mixture of existing training programmes that have been adapted, and newly developed ones with a specific Asian bias.

He concluded:

Learning is a right, but also a duty for professional and personal development, so continuous learning is the answer for all our employees. At Crédit Suisse, training and development support the company in becoming a learning organization. As such – through the targeted transfer of knowledge and experience – the company aims to develop and grow continually, thus being able to respond promptly and flexibly to the changing market environment.

### ***Points for thought***

- The Crédit Suisse Business School began to contribute to the achievement of the company's strategic goals almost immediately.
- Part of the reason is the very practical orientation of the business school and its programmes. The business school stresses the importance of result-orientated training, focusing on employee skills and competencies.
- The pioneering Bachelor of Banking degree, which has been introduced with Zurich University of Applied Sciences at Winterthur, is a particularly interesting initiative. The university is responsible for the general basic subjects, while Crédit Suisse specialist and management staff provide the professional knowledge specific to the company and to the banking sector. The course capitalizes on the wealth of banking experience, going back centuries, available in the Zurich area.

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David Pollitt is Editor of *TMDM*

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