



Evolving Strategies for Banker Training

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Emerging from the Pandemic

Extraordinary times...
...convergence of powerful
forces driving change:

- COVID-19
- Technology
- Demographics
- Customer expectations



COVID 19 - Accelerated Change

Mass virtualization of the workplace...



Work from home



Virtual Meetings



No commutes

Zoom - 300 million meeting participants per day. An increase of **2900%** since 1/1/2020

COVID-19 Accelerated Adoption of Mobile Banking

**169.3
million**

mobile banking users in
the U.S. in 2021

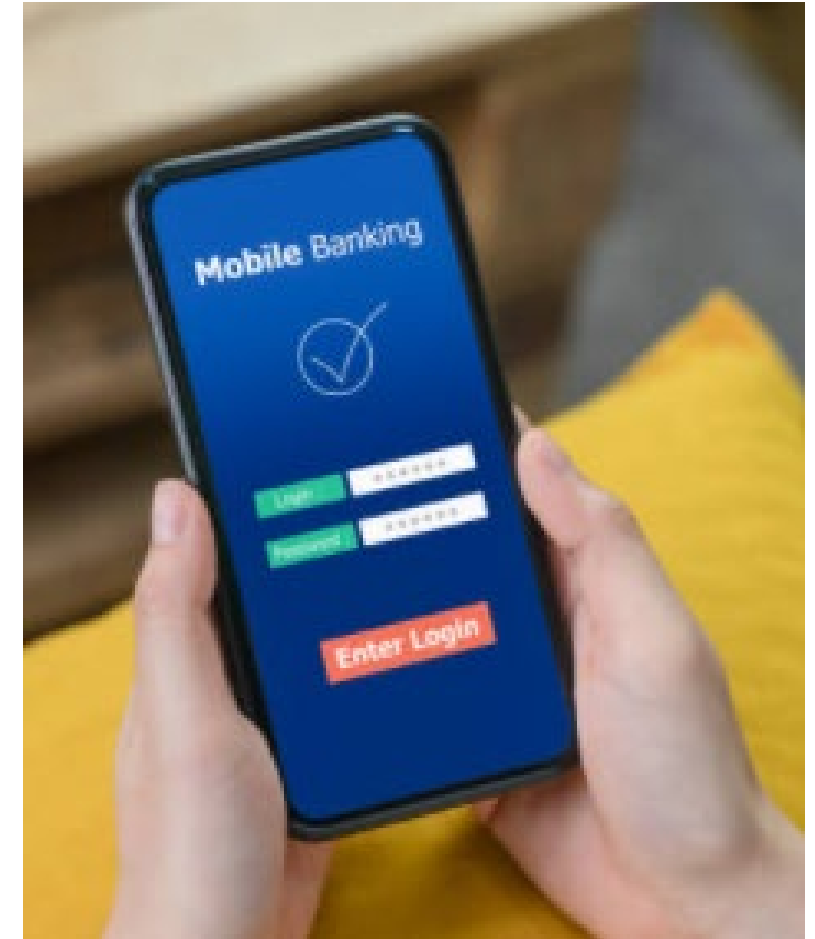
64.9%

of U.S. population uses
mobile banking

80%

of U.S. mobile banking
users prefer mobile
banking for accessing
accounts

- April 2020 - new mobile banking registrations jumped approximately **200%**
 - Popular uses include remote deposit, bill pay, money transfer, check balance, chat support
- **69% of millennials and Gen Z** use mobile banking
- Nov 2020, **46% of banked Baby Boomers** in the U.S. were using online and mobile channels
 - Significant growth. Prior to COVID-19 only **24%**



COVID-19 Impact on Banking Workforce



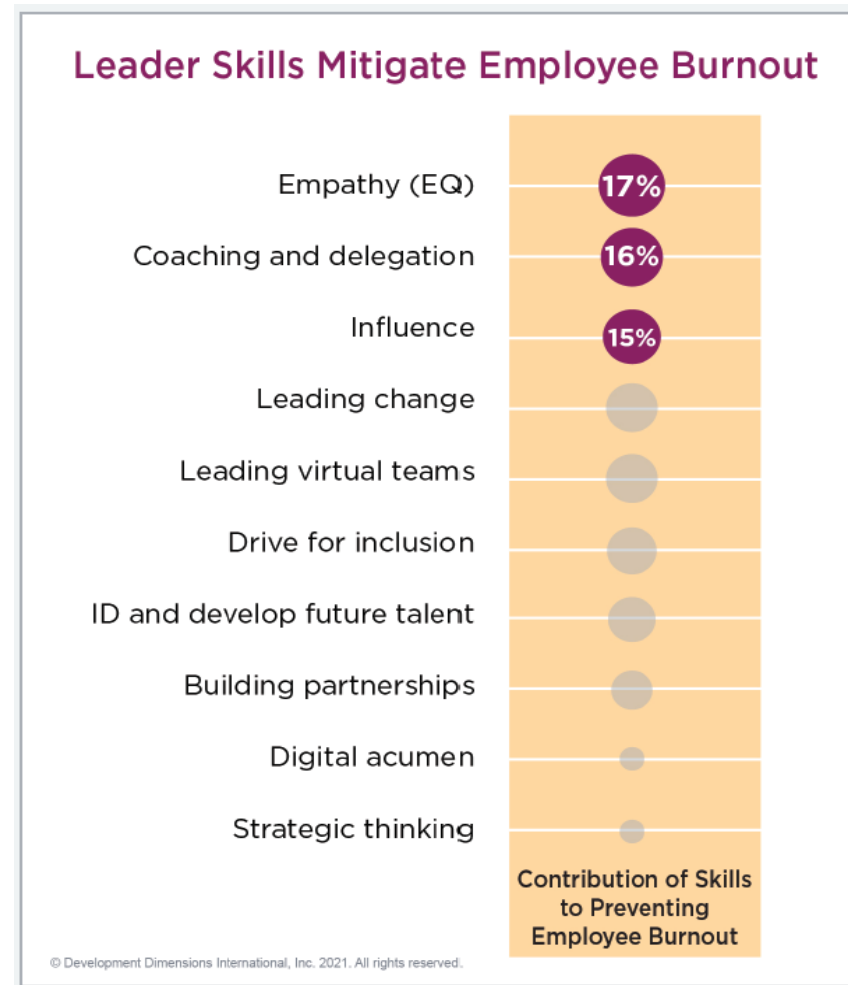
Shifting Requirements

- Continuous upskilling and reskilling
 - Focus on Digital Banking
- Changing regulatory environment
 - Keeping up with ongoing training
- Generational/Social trends
 - 5 generations in workplace and in customer base
 - Increasing diversity
- Virtual/Hybrid workforce
- Stress management
 - Managing burnout

Must-have Leadership Skills for Managing Burnout

How well organizations manage burnout is directly influenced by leaders.

- The #1 factor that influences burnout is **leaders' ability to demonstrate empathy**—connecting with their teams on a more human level.
- **Only 18%** of leaders feel confident in helping team members avoid burnout.



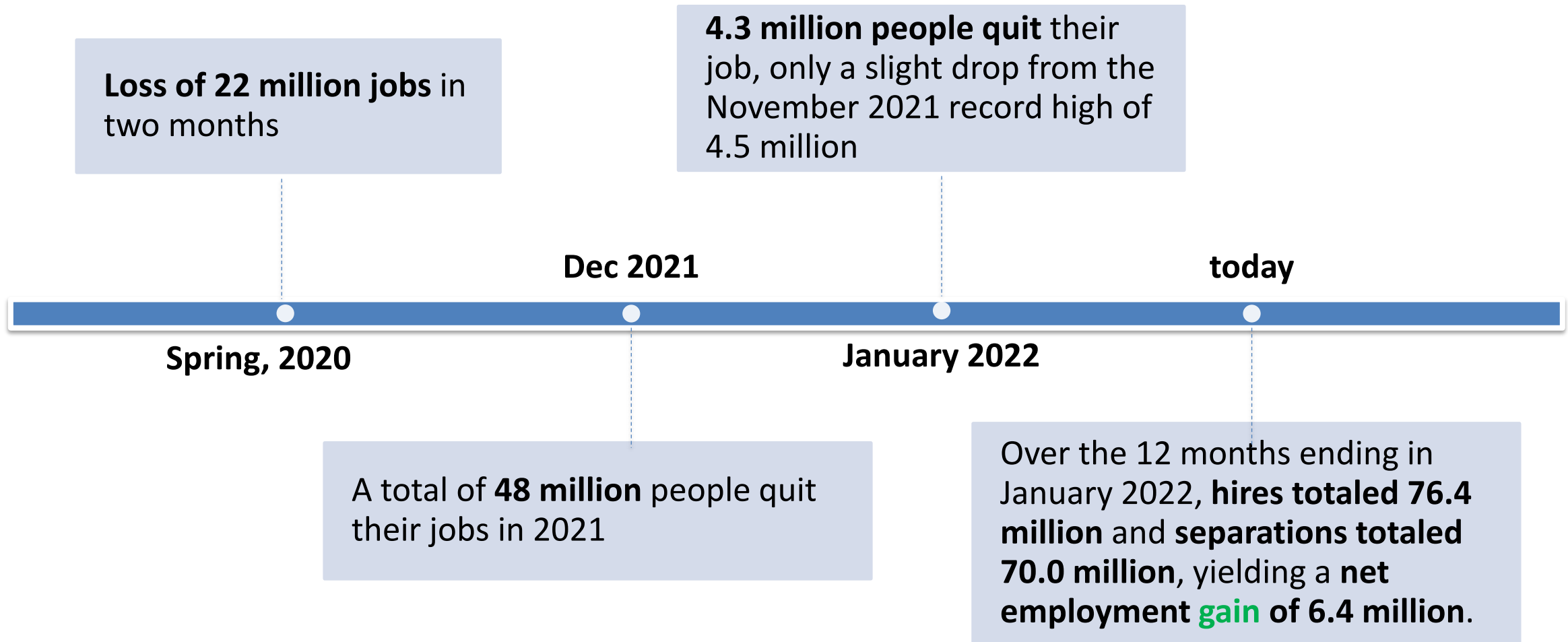
The Great Resignation

Taking the time for reflection...

- Workers are evaluating their work & life balance
- The highest "quit rate" in history
- People are moving
 - More affordable housing
 - More space, more safety



The Great Resignation Continues



Impact on Banking Trends

Top 10 Trends for 2022

Setting course beyond the watershed

accenture



10. The war for talent intensifies

The pandemic disrupted the supply chain for banks' most critical asset: talent. Competition is rising. Winners will transform themselves as employers.

Today's Workforce Expectations



Professional development opportunities

Hybrid workplace with the right technology and culture

Flexibility for both work location and work hours

Company values that align to personal values: DE&I, Stewardship, Service

Increased expectation for employee privacy

Mental health benefits

More opportunities for contingent work

Implications for Bank Training

To **attract** and **retain** talent, banks must:

- Acknowledge and accommodate worker expectations
- Demonstrate their commitment to employee development
- Provide opportunity to develop skills that are fundamental to success in any role:
 - Digital acumen
 - Communications
 - Problem Solving
 - Customer Service
 - Emotional Intelligence
 - Teamwork
 - Adaptability



Implications for Training Delivery



In Person “Schools”

- On site locations
- 5-7 day duration
- Immersive set schedule
- Full faculty roster
- Interaction/Networking



Virtual Schools

- Distanced but connected
- Online content delivery
- Immersive/adapted for real life
- Online networking

Training that looked like this...

Needs to look more like this...

Dramatic Rise in Use of Online Learning

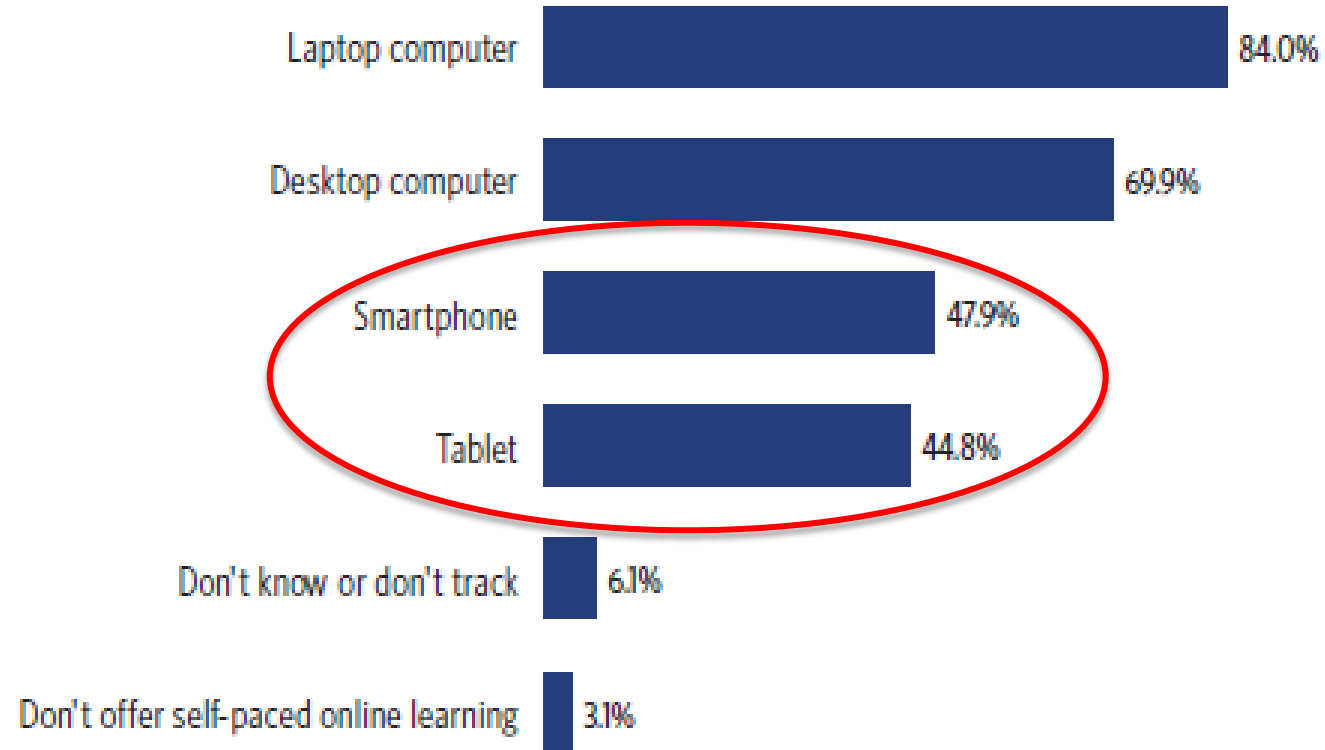
Average Percentage of Formal Learning Hours **Available** and **Used** via Technology-Based Methods

(Consolidated)



Increased Need for Training Technologists

Devices Frequently Used to Access Self-Paced Online Learning (Consolidated)



Virtual Training vs. In-Person Training

Benefits of Virtual:

- Reduced costs
- Less time away from home
- Fits more readily into work schedule
- Recorded lectures
 - reviewable on-demand
- Safe alternative

Benefits of In-Person:

- Immersive setting
 - enables full engagement
- Builds personal relationships
 - Ideal for networking
- Nice to get away
 - Attractive location is often a welcome break

“Hybrid” is here to stay



For both alternatives –
success depends on
solid preparation

Collaborative and Social Learning



- Engages the learner
- Builds connections and relationships
- Enables collaboration and problem-solving



Build social learning into in-person *and* online learning experiences

Virtual Design Considerations

Learner Experience

- Shorter sessions, partial days
 - Consider the learner's environment
- Visual Experience/Branding
 - Focus on learning environment
- Build-in networking/socialization
- Extend the experience – Pre & Post examples
 - Ship out a Physical “Kit” to build excitement
 - Post links to recordings or schedule virtual follow-up sessions



Virtual Design Considerations



Prepare Your Instructors

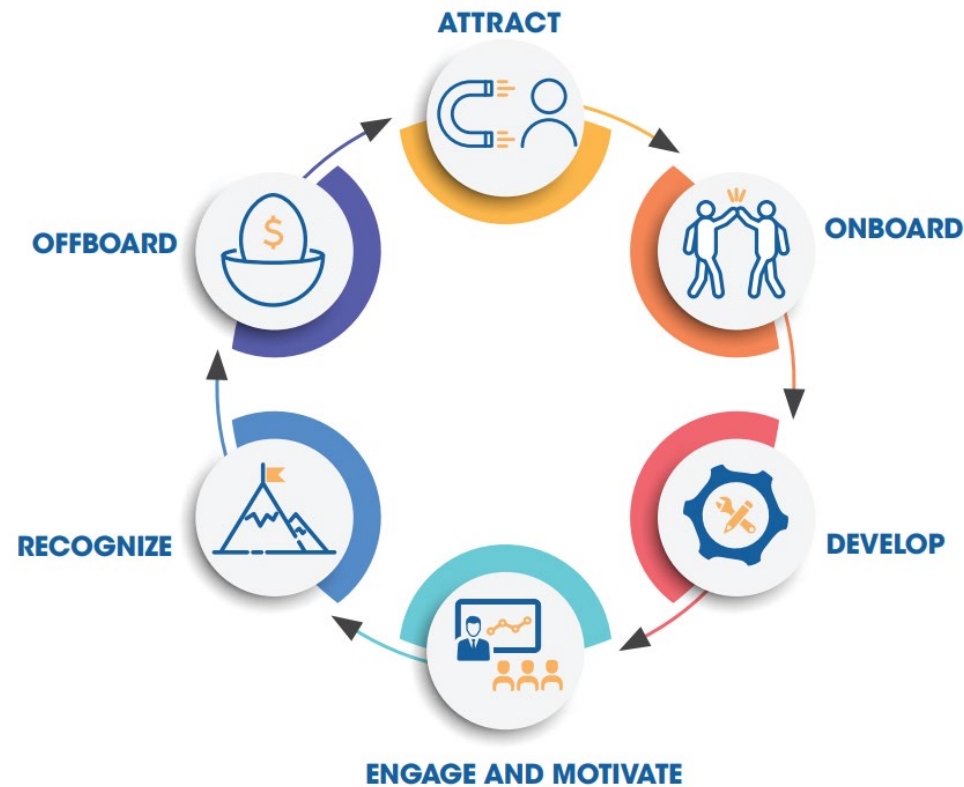
Coach on delivering virtually

- Dry-run the presentations
 - Clothing, backgrounds, lighting, audio etc.
- Use the tools
 - plan interactions/polling/QA
- Consider a mix of live and “flipped classroom” sessions
 - Pre-recorded training with live application

Focus on Content

LIFECYCLE OF A BANKER

Find, develop, grow and retain your talent through every stage of employment



- Onboarding
 - Introduction to Banking
 - The Business of Banking
- Professional Development
 - Tailored to employees chosen career path
- Preference for credentials
 - Badges
 - Certificates
 - Professional Certifications
- Leadership
 - Critical new skills in a changing world

Top Skills for Leaders in Changing World

Leaders who are stronger in these five skills are more prepared to meet today's business challenges :

1. Leading virtual teams
2. Coaching and delegation
3. Empathy (EQ)
4. Digital acumen
5. Building partnerships

Currently, most leaders feel underprepared in these critical skills.



Key Takeaways

- The development of new skills is a priority for professional success today
 - Especially at new-hire and leadership levels
- Employees are eager to learn, and have an expectation for access to development
 - Offer on-demand or hybrid options
- Tools and technologies for training & communication have improved
 - Stay abreast of new alternatives
- The need for collaboration and personal connection is stronger than ever
 - Purposefully enable online communities and networking sessions



Thank you!



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