

Fin Days

success explained in 3 factors





Febelfin Academy organised the Fin Days for the first time in 2020, in association with the financial sector. They are training sessions that explain four major challenges facing the financial sector. All employees face these challenges, so it is important they are aware of the impact they have on their careers. The training sessions offer employees in the financial sector the opportunity for lifelong learning and thus for investing in their personal development.

The Fin Days are specifically aimed at employees who are not yet sufficiently aware of the changes imminent in the financial sector. These changes will have an impact on their jobs and we need to make sure they are well prepared. Perhaps they feel they lack basic knowledge about the bigger picture of the financial world and the related developments. Thanks to the Fin Days, they can broaden their horizons and refine their knowledge.

Large and small banks offer lifelong learning through mentoring, job coaching, internships

and training. At the sector level, career guidance and workshops on enhancing career skills are provided. Although very valuable, these initiatives focus on solutions for colleagues who are already well acquainted with the changes in the sector and are already putting the idea of life-long learning into practice. Therefore, there was a need for a more accessible initiative. Thus a new concept was born: the Fin Days.

The first edition of the Fin Days was a great success. How can we explain this? The following three pillars were essential in developing the Fin Days:

- **Co-creation**
- **Concept and design**
- **Communication**

This white paper further explains these three pillars, along with their impact on the result. Lastly, we also discuss the results of 2020, and explain how we are further optimising the 2021 Fin Days.

Co-creation

In the last quarter of 2019, discussions with various *learning & development* managers in the sector showed that they needed very specific support from the sector. The message related to the **importance of lifelong learning** had to be more pronounced at the sector level as well. And not only more pronounced, but also more focused. By developing a specific, low-threshold initiative, we wanted to get all employees on board. Also those who are less advanced in terms of lifelong learning.

How can we make the importance of “lifelong learning” concrete? A co-creation process was initiated to identify the solution to this issue. The participants in the process were *learning & development* managers, Febelfin Academy, the lecturers and Insilencio, the agency in charge of communication for the Fin Days.

What were the conditions for this process to be successful? All participants were **equal** regardless of which type of bank they represented. Since the participants already knew each other from previous workshops at Febelfin Academy, it was possible to work in an atmosphere of **trust**. But

perhaps most important was the **enthusiasm** and the **focus on results** to make the Fin Days a success. Thanks to the **guidance** of Febelfin Academy, this creative process could be **structured**.

The idea of the Fin Days was born during this process. Four half-days of training on four major challenges in the financial sector. But how do you involve the intended target group?

We arrived at two conclusions. The first conclusion is that the role of the immediate manager is essential. He or she is best placed to influence these colleagues. As a result, we initially tried to reach and convince him or her of the importance of the Fin Days. Communication plays a crucial role in this regard.

Secondly, we had learned from joint experience that an approach in which we placed the importance of “lifelong learning” as the first step in the process did not work with this target group. We first had to make them aware of the challenges and the impact this would have on their jobs, without it coming across as threatening.



Through the “Fin Days” training programme, KBC invests even more in the employability of its employees. With these programmes, we want to inspire financial professionals to take control of their own careers and grow in line with their interests and abilities.

Roel Ruttens - Learning Architect, KBC



Concept and design

The concept of the Fin Days consists of starting with the different challenges facing our sector and thus building a bridge to the impact they have on the employee's job.

We selected the following topics:

- **Challenges and opportunities for the financial sector**
- **Technology and the future of banking**
- **Artificial intelligence and the future of the commercial function**
- **Cooperating, communicating and doing business in diverse teams**

What all these issues have in common is that, on the one hand, they come across as threatening to employees and, on the other, they are seen as too remote. So it was important that the message was clear: we all face challenges that impact our jobs and we can also turn these challenges into

opportunities. The solution is for employees to take control of their own careers and engage in lifelong learning.

For the different sessions, we chose experts who are not employees of the participating organisations. On the one hand, this approach ensures objectivity, and on the other, it highlights the reality of general challenges for everyone in the financial sector.

At the end of each session, the employee was given a wide range of options so that he or she could get started right away. Of course, training is key, but lifelong learning goes beyond that. We also pointed out to the participants the many opportunities that each bank offers: internships in other departments, workplace learning, training outside working hours, etc.

Communication

Together with Insilencio, we developed a communication campaign that involved a **major role for the manager**. How do we reach them and emphasise their influence on the learning impact?

In the first phase, it was important to attract the manager's attention. We did this with the help of a postcard. Not email, not digital communication, but an old-fashioned paper postcard that the manager found on his or her desk in the morning.

The text is convincing and enthusiastic. The message is clear: the financial sector is in the midst of a revolution and the manager must ensure that everyone is on board.

Once the manager was involved, it was important to convince him or her to take on the role of mentor and to **support him or her in discussions with employees**.

Two tools were developed for this purpose. The first tool is an online test, to be completed by the manager and/or the employee. The result shows how future-proof you are. Does/do the manager and/or the employee know what it is all about and what the four big challenges are? The second tool is a script of a conversation. As a manager,



how should you conduct such a conversation with your employee? What story do you tell as a manager and what questions should you be sure to ask? With these two tools, we made it as easy as possible for the manager to exert a positive influence on the learning development of his or her employees.



You cannot stop change. It is a process. But the challenge was to get everyone on board, including the doubters and non-believers, without upsetting them. We had to ask ourselves the right questions. How do we involve them in a positive way and optimally prepare for the future together?

Evelyne Ferange - Insilencio

It was also important to **reach the employees directly**. We did this by means of slightly provocative visual campaigns. These could be distributed on the intranet, printed out, sent by email or shown on the TV screens hanging in the various head offices. The images and accompanying quotes trigger the employees to

look for information. What is that about? What is a Fin Day? How can I participate?

This approach reaches employees via three channels: the learning & development departments of their bank, the manager and finally, the visual campaign.



elan+

Algorithms?

I am not much of a dancer.



Everyone on board?

Come to the Fin Days 2021



elan+

What about my chair?

It will still be there tomorrow.



Everyone on board?

Come to the Fin Days 2021



elan+

Blockchain?

I am not a child any longer.

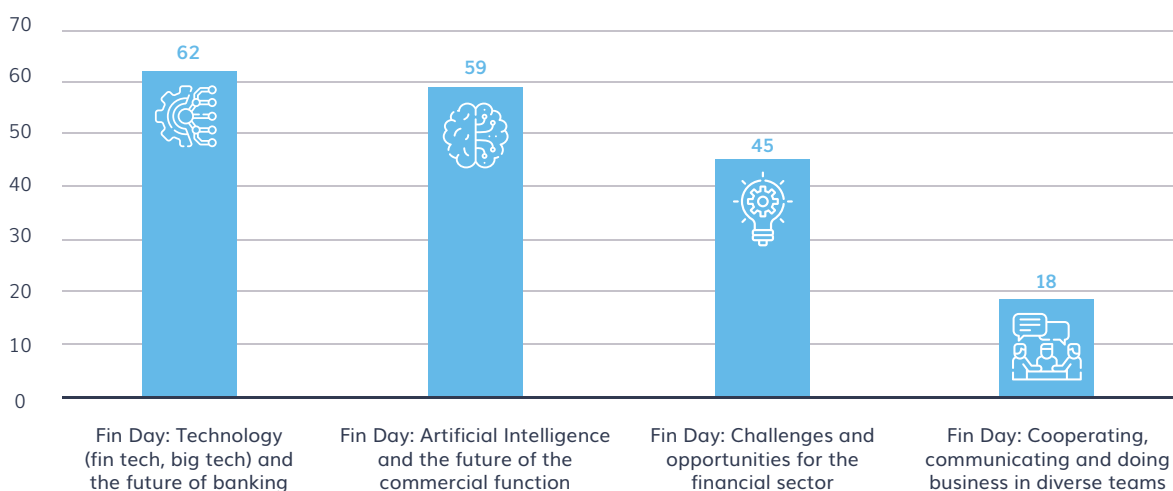


Everyone on board?

Come to the Fin Days 2021

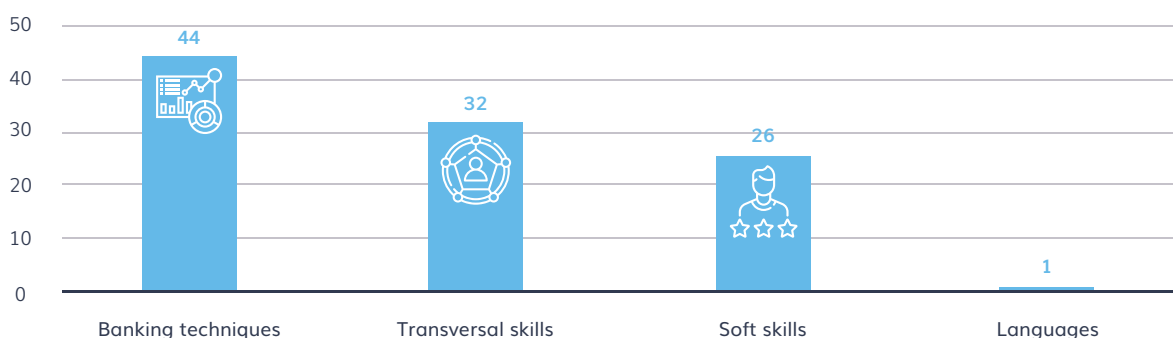
Results for 2020 and adjustments in 2021

In 2020, **184 participants** registered for the Fin Days for the **initial 160 places available**. So the success greatly exceeded expectations.



To what extent did Fin Day participants also receive additional training?

The amount of available data on this subject is limited. We only use the available figures related to the sector's training initiative. Data on any training courses, internships and/or workplace learning that the participant has followed within the employer's range of options are not available.



74% of the participants in one of the Fin Days enrolled in a new course in 2020 or 2021. A number of managers whose colleague participated in a Fin Day were also questioned. This resulted in a net promoter score of 58.



A metaphor mentioned during the training and that has a special meaning for me is: "When we talk about diversity, it means inviting others to our table during a party; inclusion is when everyone feels comfortable dancing." - Fin Day participant: Cooperating, communicating and doing business in diverse teams

The Fin Days will be held again in 2021. Health circumstances are forcing us to make this session fully digital once more. The introduction will always be given by a well-known person in order to send out the message even more strongly that the entire financial sector is behind this project. For example, Geert Gielens (Director Economics Affairs - Febelfin), Bernard Keppenne (Chief Economist - CBC), Cyril Guilloret (Marketing Director Beobank), Christine Van Rysseghem (Chief Risk Officer - KBC) and Valérie Urbain (CEO Euroclear Bank) have already agreed to cooperate.



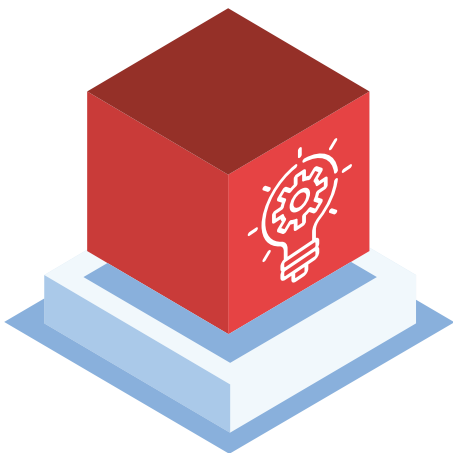
The social partners rely on Febelfin Academy to be ready to provide a training option for the employees in our sector.

A fruitful cooperation!

With the Fin Days, we want to focus on reskilling to close the skills gap in our sector and also address the employability of all employees. Therefore, the sector is participating in this initiative again, in order to reach the largest possible target audience in 2021.

Elke Maes - ACV Puls

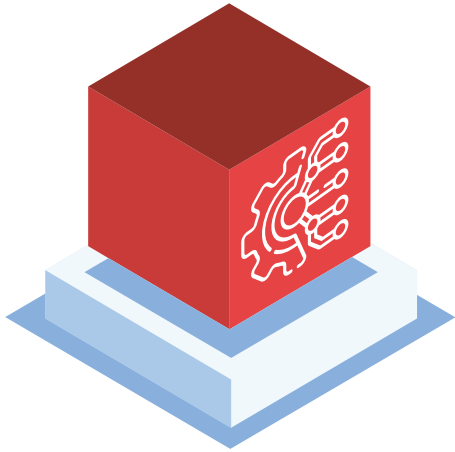
Topics and speakers



Challenges and opportunities for the financial sector - Freddy Van den Spiegel

During this Fin Day, we focus on new challenges, opportunities, roles and skills in the financial sector. All this in light of the macro-economic developments at the Belgian, European and global levels, the consequences of the 2008 financial crisis, the new regulatory framework and the digital revolution.

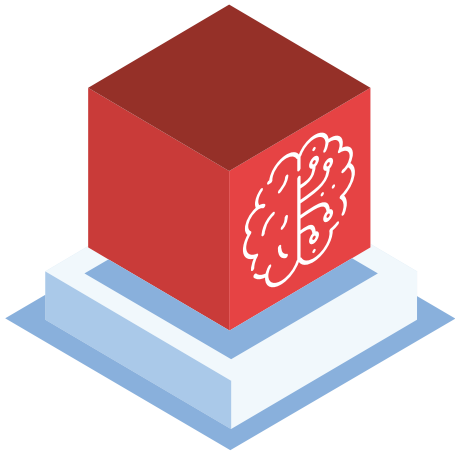
Freddy Van den Spiegel is the former Chief Economist at Fortis. Today, he is an independent economic advisor, sits on many boards of directors and is a valued lecturer at Febelfin Academy.



Technology (fin tech, big tech) and the future of banking - Dave Remue

During this Fin Day, we focus on new challenges, roles and skills in the financial sector. We provide you with an insight into the impact of fin tech, big tech and the future of banking. How do you best prepare for these challenges? What are the main trends in payment traffic, financial infrastructure, capital markets and retail banking? What new business models do we see emerging and how sustainable are they?

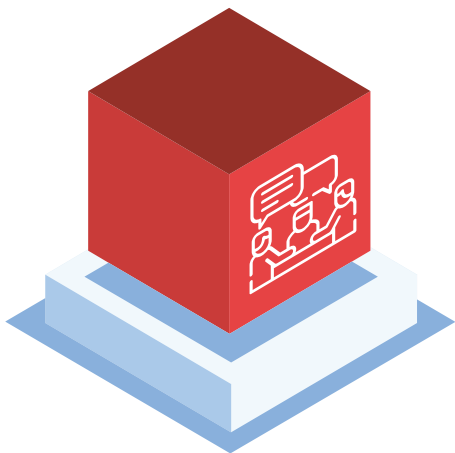
Dave Remue has worked at various financial institutions. Over the past ten years, he has acquired expertise in fin tech, including at B-Hive Europe, as an independent consultant and currently as a Director and Fintech Lead at KPMG Belgium.



Artificial intelligence and the future of the commercial function - Albert Derasse

During this Fin Day, we focus on the new challenges, roles and skills in the financial sector and specifically on the impact of Artificial Intelligence. Together we will explore the potential of AI and examine how these techniques can reinvent commercial functions. In short, how man and machine will work together to provide a better customer experience.

Albert Derasse is an expert in sales and marketing. From 2011 to 2014, he was chairman of the French-speaking division of the Belgian Association of Marketing. He was Account Director at Actito and Business Solutions Manager at SAS Institute. Since 2018, he has been a partner at D-AIM, a software provider that uses AI technology to support brands.



Cooperating, communicating and doing business in diverse teams - Claire Godding

This highly interactive Fin Day focuses on new challenges, roles and skills in the financial sector, particularly the importance of cooperating in diverse teams to maximise innovation, improve risk management and better understand customer needs. Diversity is an essential dimension of a team. Together we discover the many opportunities of diversity and how to avoid the pitfalls.

In 2009, Claire started a new position at BNP Paribas Fortis as Diversity & Inclusion Manager. She combined this function with a place on the board of both Myria (the Federal Migration Centre) and Unia (the Inter-federal Equal Opportunity Centre). In 2019, she swapped BNP Paribas Fortis for Febelfin, where she is Senior Expert on Diversity & Inclusion and Social Needs for the financial sector.

Colophon

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