

CreditLab® Leadership Edition: Product Overview

Why BankersLab®?

- Provides a powerful combination of soft skill coaching, technical training and practice through simulation.
- Financial metrics from simulation are used as an objective measurement of soft skill success and improvement. This strengthens accountability and applicability of soft skill training.

CreditLab® Leadership Edition Overview

In today's increasingly complex business environment, developing effective leaders is crucial for the success of every organization. The modern workplace requires a combination of rigorous data-driven decisions and wisdom-based leadership, under uncertainty. It is difficult to strike a balance; yet a simulation environment that combines the need for both, is a powerful tool.

CreditLab® Leadership Edition is a multi-day training course that integrates soft skills coaching, technical skill execution, and simulation. The unique blended learning model provides executives with an opportunity to practice and build on their strengths, creating confidence to think strategically at all levels – team, business, company or market.

In teams, participants compete against each other operating their own 'virtual' lending portfolios, under a variety of market conditions. In order to win the simulation game, players must successfully operate the most profitable virtual bank with the most satisfied customers.

During each simulation module, the faculty will observe communication and leadership styles, successes, and areas to improve. After each module, the debrief sessions provide coaching and ideas to participants, which they immediately practice in the next round. Throughout the course, participants will review video footage from the simulation rounds to illustrate formal models and approaches to leadership, teamwork and decision-making.

Key areas of focus in debrief and coaching:

- Verbal and non-verbal communication, constructive feedback, the decision making process, healthy and unhealthy role sets, presumptions and beliefs, spontaneous structures, empowerment, 'Big Picture' view instead of panic.
- Problem solving, responding quickly to market changes, evaluating and executing on controlled risks, fostering team achievement, mutual trust, ideas management, conflicts, negotiation of view points.

Training Content and Audience

CreditLab® Leadership Edition includes:

- Simulation gaming software
- Training curriculum, case studies and materials, including PowerPoint presentations that are laid out in a discovery-learning mode with discussion prompts and challenges to the participant.
- Participant Handbook which contains training content, reference information and space to take notes

Target Audience

Credit Heads, Chief Risk Officers, Business Unit Heads, General Managers, Collections Heads, Operations Heads, Product Heads. As a prerequisite, participants should be familiar with scoring, collections and/or the credit industry, with at least 10 years experience. Class size should range between 20-30 participants.

Two-Day Sample Agenda

Day One	Day Two
Simulation: Credit Policy (90 minutes)	Module 5: Soft Skill Leadership Crash Test
Team Simulation Presentations, Evaluation, Debrief and Coaching	Simulation: Underwriting (90 minutes)
Module 1: Effective Communication. How to improve communication and feedback?	Team Simulation Presentations, Evaluation, Debrief and Coaching
Lunch	Lunch
Module 2: Successful Team Work. How to create a genuinely motivated team?	Module 6: Managing Pressure. How to stay calm and centered when pressure is high? How to align head, heart and attention in challenging situations?
Module 3: Dealing with Conflict. How to balance conflicting viewpoints and data? How to navigate to a final decision?	Simulation: Economic Recession (90 Minutes)
Module 4: Time Management. How to hold an effective meeting? How to balancing discussion with action?	Team Presentations & Debrief Final Winning Team Announced

Simulation Game Structure

- During each module, the team will go through a two-year process of managing a portfolio. Players have three trials to practice managing their portfolio, prior to the final run.
- Each trial run provides the opportunity for players to hone their skills at balancing their competing objectives
- The winning team will have the highest Net Income on completion of the Final Round.

Simulation Coaching and Debrief Methodology

- During the simulation, facilitators will unobtrusively capture video footage of team communication, observe their behaviors, and provide real time coaching and mentoring.
- Debrief by illustrating where participants followed these steps: Know thyself, Master Yourself, Know Others (empathy), Teamwork, and Global development.
- After video analysis and debrief, participants are coached to anticipate situations and take measures to manage them as they arise. In a dynamic coaching environment, the most crucial behaviors and lessons are highlighted.
- Frame behaviors and communication in the three key areas of (1) Personal Leadership (2) Leading a team (3) Execution Leadership

Typical Coaching Questions

- Who communicated within the teams with whom?
- Who was listened to and why?
- How did they manage ideas?
- How much did they judge their contributions in the phase of brainstorming?
- To what kind of effects would the judgment in this phase lead?
- What happened to those whose participation was not appreciated?
- How did they express it?
- What would their reaction mean for a long-term pattern of behavior in one's own team?
- How did they get to decisions?
- What role sets did we observe?
- How did they show?
- Was that helpful? What would have been other options?
- What body language could we observe?
- How could we read a situation without hearing the voices of the people involved?
- What role-sets could we observe?
- Who took leadership?
- How did he/she do it?
- Did anybody else aspire leadership in the sub group?
- Was it successful? Why? Why Not?
- What other behavior would have been a better option?

Simulation Game Details

Credit Policy Module	<ul style="list-style-type: none"> • Market understanding is important. We create an audience of interested credit applicants though marketing. Well-spent marketing dollars result in a good portfolio in terms of revenue and risk. • Use of underwriting standards. Our underwriting decision is a combination of our use of credit policy, credit scores, underwriting standards, verification standards, etc. We must consider how to use all these tools together based on our envisioned strategy.
Underwriting Module	<ul style="list-style-type: none"> • Underwriting: We must integrate new information about market maturity such as the bureau score maturing. Learn how to use both an application score and bureau score together • Exposure: Part of our underwriting decision is exposure. Larger exposure leads to higher interest revenue but may result in high losses. Strike the right balance. • Loan Pricing. High pricing may cause attrition but has bigger margins. Low pricing may retain customers but will result in thin margins. Players must observe this tradeoff in the results and strike the right balance
Downturn Module	<ul style="list-style-type: none"> • Pricing and Exposure. High pricing may cause attrition but has bigger margins. Low pricing may retain customers but will result in thin margins. Players must observe this tradeoff in the results and strike the right balance. • Impact of macro-economy on customer delinquency. Players need to observe the impact of a downturn on the vintage delinquency curve and adjust underwriting strategies accordingly.