

Professional Development and Talent Management

AT OUR LAST SESSION, WE DANCED OUR WAY OUT OF THE BOX and into enhanced creativity to develop more captivating training. We talked about how the right moves can get people's attention by making the topic more personal to them. Then we covered effective ways of jazzing up your training to keep their attention, such as using themes, tossing out thought questions, and allowing audience members to be active participants. As we danced the last dance, we decided to focus this session on how to stay on top of your game with continued development for yourself and your team.

To release your inner compliance officer, first consider the qualities you must have to excel in your job. Up-to-date industry knowledge is the foundation of our profession. We also need to effectively communicate that technical information to others,

both orally and in writing. Finally, we need finesse to successfully negotiate conflict and influence all levels of employees and senior management.

Yoga is a training program that mirrors our quest for self-realization, increased flexibility, and toning. So let's soak up some of the introspective harmony and balance it offers while we consider our development plans.

Progressive Levels of Training

Yoga offers variations on stretches and poses so that each workout can be customized to the individual's level of development, providing a challenging workout for everyone. That's flexibility all the way around! For beginners, the pose will provide added stability rather than requiring internal balance as seen in the advanced versions.

Let's start our session by stretching mind and body with a simple move like "child's pose" while we consider the basis of our vocation: mastering compliance knowledge. It is the foundation of everything that we do in our professional lives. When you begin your compliance adventure, you start with the basics: learning the regulations. If possible, you should attend compliance school to get your basic education and stretch yourself beyond



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your particular position. There are national schools (such as ABA's), as well as state schools, that can expose you to a broader understanding of the rules than you could otherwise gain.

From "child's pose" let's move into a "forward extension" that shifts our understanding of the basics to applying the requirements. While the basic level helps you understand the Bank Secrecy Act's technical mandates, the intermediate level will educate you on how to write a suspicious activity report narrative or set up an effective monitoring program. Similarly, while you can understand the academics of Regulation B's fair lending dictates, learning the practicalities of how to conduct a fair lending exam will further your education in new ways. In fact, understanding the practical applications of high-risk issues such as Fair Lending and AML is so important that forums such as the ABA's intermediate school are being established to impart this knowledge.

After you have the basic tools and know how to use them, you are ready for the advanced level which requires that you tap into your inner balance and mindset. Let's try a "tree (of knowledge) pose" while we ponder an advanced education showing you the nuances of managing compliance risk. For instance, you must define your bank's risk appetite and convey that via a policy document. You also need to assess your high and medium risks to ensure that your program has sufficient controls in place to mitigate them. You can gain this advanced degree from observing a seasoned professional or attending more formalized training such as ABA's Graduate School of Compliance Risk Management.

As you master compliance knowledge skills in progression, don't forget to stay up-to-date on the rules, what is expected in their practical applications and risk management techniques. You can do this by regularly reading industry updates and attending periodic conferences sponsored by the ABA, state banking associations, and compliance vendors.

Going Zen

Yoga seeks to bring harmony and balance to your life through a sequence of stretches, poses, and breathing techniques. Your words need to flow like good vibes so when you translate your academic learning, form a "bridge pose" that will effectively assist your co-workers. You need to be able to write clear and concise policies and procedures, as well as respond to e-mail requests. New and amended rules and proposals must be explained to your clients, while you may choose a form of persuasive writing to respond to the proposing government agency. Because written communication is a staple of our daily lives, consider taking a class on business writing to hone your writing abilities.

Zen harmonizing also includes chanting mantras. Similarly, we must be able to orally communicate our positions to line units, whether on the phone, attending a meeting, or presenting to the board of directors. Your statements and responses must be clear and concise, and often impromptu. Many people have reservations about speaking in public, even to small groups that might attend a meeting. However, because it is so important to voice your opinions effectively and with confidence, you need to feel comfortable speaking in front of people. Consider taking a course on or joining a group that requires public speaking. You can also volunteer to present a short topic in your office or at a conference or school. The more public speaking you do, the more zen it will feel and the better you will be at chanting the compliance mantras.

Control

Yoga also emphasizes controlled breathing while we hold poses. In compliance, control becomes imperative as the positions we take to protect the bank are not always popular ones. Often we are in the position of having to put the brakes on a project or request additional controls that will impact the bottom line—none of which go over well. You must be prepared to strike your "warrior pose" and

learn to negotiate the conflict that our opinions can generate. This requires a hint of diplomacy, a dash of flexibility, and a heaping teaspoon of influence management. Some banks offer internal management courses that will teach this skill set or provide you with a link to an external vendor. Check with your human resources representative for recommendations. Advanced management techniques such as this may also be obtained at schools such as the ABA's Graduate School of Risk Management.

That's all the time we have for now. Tune in next time when the training room takes a field trip, visiting the regulators to ensure we all understand their technical requirements around training. We'll also respond to questions we've received on that topic. See you then. BC

ABOUT THE AUTHOR

Meg Sczyrba, CRCM, CRP, is the director of global credit and regulatory support at PayPal. Prior to joining PayPal, she served as the compliance processes manager at Washington Mutual in Seattle, Wash. She has more than 15 years of experience in the banking industry and has spent a substantial amount of time building training solutions at several banks. Ms. Sczyrba is a member of the ABA Bank Compliance magazine's editorial advisory board, ABA School Board, and the California Bankers' Regulatory Compliance Committee. She is a former member of the Institute of Certified Bankers' CRCM Advisory Board and the ABA's Compliance Executive Committee. She also speaks on various topics at industry conferences. Ms. Sczyrba attended the University of Missouri-Columbia where she earned a bachelor's degree and a J.D. In a previous life, she was an attorney. Reach her via e-mail at mscopyrba@paypal.com; she's happy to share any training information in her library or to answer any questions you may have regarding training.