

# DEVELOPING CONDUCT CULTURE, MANAGEMENT & LEADERSHIP

"A financial institution's risk culture plays an important role in influencing the actions and decisions taken by individuals within the institution and in shaping the institution's attitude toward its stakeholders, including its supervisors."

'Guidance on Supervisory Interaction with Financial Institutions on Risk Culture'



Enterprise Learning helps regulated organisations transform their conduct culture to focus on customer outcomes and better risk management. Some of the ways we do this include:

- Culture Benchmarking
- Education and Training
- Transforming reward and incentives
- Clearer policy and guidance
- Learning Paths for regulated managers and staff
- Coaching senior managers

Download our 2013 report Fixing Broken Cultures in Financial Services from our website.

## Management & Leadership Education

The increased focus on management and executive accountability requires effective education and training for leaders and managers in areas of Conduct Risk.

<b>Regulatory Understanding</b>	Understanding the regulations that apply to their activities and the regulatory expectations of senior managers
<b>Governance &amp; Controls</b>	Understanding how to create an effective operating framework that drives great customer outcomes.
<b>Risk management in action</b>	A practical understanding of how to manage key risks, especially customer risks
<b>Business decision-making</b>	Making sound business decisions based on a strong understanding of the above combined with practical understanding of finance, market knowledge, business strategy and resourcing



## "Risky Business"

### The first ever Conduct & Culture Business Simulation for Leadership Development in Financial Services

Risky Business is a unique new business simulation built by Enterprise Learning and Morgan Clarke, a specialist leadership development consultancy. It accurately models the conduct risk dilemmas faced by managers:

- Balancing internal pressured and sales ambitions with the needs of the customer
- Identifying customer risks in key decisions
- Managing risks in the best interests of the firm and the customer

Risky Business can be used with managers at all levels from Senior Executives to team leaders to simulate Conduct of Business decision-making and dilemmas. It can be customised to simulate your organisation, products and conduct issues. It can be used in leadership conferences and events, as a 1 or 2 day workshop or as part of an existing leadership programme.



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