Client Connect | Learning Objectives and Assessment tasks

Module	Focus Area	Learning objectives	Assessment tasks
1	Develop your firm's client care program	1. Understand the key steps to develop a culture of client service excellence in your firm 2. Identify the strengths and weaknesses of your firm's approach to client relationship management 3. Develop an outline of your firm's client care program, using the structure provided in this module	1. Ask each staff member to consider their role in managing client relationships and expectations. Engage in discussion to identify issues and roadblocks. 2. Assess your firm's approach to client care as per slide 36. Where are the current strengths of the firm? What needs to be improved to achieve client service excellence? 3. Identify and assess key client touch points as per slide 40. Ask for feedback from each team member, then consolidate the results. Have a discussion about key conclusions. 4. Start developing your list of potential SMART actions as per the template provided. Ask each team member to develop his or her own list of actions. At this stage, don't assess the urgency of these actions, just consider their importance
2	Team engagement and collaboration	1. Establish a team approach to the management of client relationships and expectations 2. Identify critical issues relating to the sharing of client information within your firm	1. Ask each team member to complete the staff CLIENT CONNECT survey. Consolidate the results and share with the team. What were the key messages from the survey? 2. Identify the software platforms that can assist with the sharing of client information within your firm e.g. CRM platform, workflow and document management systems. How well are these platforms utilised at present? What can you do to improve their effectiveness? 3. Discuss your firm's approach to client relationship management. Based on the messages from this presentation, what's working well? What could be improved? Identify up to 3 roadblocks and discuss potential solutions.

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			4. Start to develop a centralised SMART action list for your firm. Identify at least 3 actions that can be completed within the next month and start work on these actions.
3	Client service charter and behavioural guidelines	1. Develop the outline of a client service charter for your firm, incorporating all key elements of client care and contact 2. Establish behavioural guidelines associated with your firm's client service charter	1. Develop a preliminary client service charter using steps (a) to (c) outlined in this presentation. Ensure that the charter relates back to the firm's core values 2. Identify specific behaviours (incorporating existing systems and processes) that relate back to each element of the client services charter (step (d) of the presentation) 3. Discuss the role of individuals, at every level of the firm, in delivering exceptional service to clients. Ensure that everyone understands his or her role. Identify any roadblocks. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
4	Client communication standards	1. Understand what 'client communication standards' means 2. Identify training and coaching needs within the firm's team 3. Identify systems and procedural requirements to achieve required communication standards	1. Document communication standards and procedures associated with response to client queries. Consider leverage, timeliness, quality 2. Identify up to 5 specific performance indicators that can be used to monitor the firm's approach to client communication. 3. Complete an internal self-assessment of communication skills to identify training needs. Use the [survey monkey] template provided with the support material. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
5	Client engagement and re-engagement	1. Implement an effective engagement and re-engagement process for ALL your clients	1. Critically review the firm's current engagement documents. Consider what could be changed to turn these documents into service agreements.

		2. Identify and use appropriate technology, systems and processes to assist with client engagement	2. Document the process of client engagement and re-engagement. What could be done to encourage more communication and real engagement with clients during this process? 3. Consider the value of client service levels in negotiating agreements with clients in relation to both process and outputs of service delivery. [to be discussed in detail in module 8] 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
6	Fee management – Scoping, invoicing and payment	1. Critically review your firm's approach to fee establishment and payment for services, including: a. Scoping of work b. Pricing strategies c. Invoicing and payment policies d. Changes in scope of work 2. Update your client service charter to include key principles of fee management	1. Critically review all elements of your firm's developing client service charter that refer to fee management. What key elements need to be supported by documented procedures? What needs to change to improve client expectations in relation to fee management? 2. Specifically review the firm's approach to the pricing of services? Does pricing reflect the time cost and the value of both compliance and advisory services provided to clients? What could be improved? 3. Document all processes involved in invoicing clients and collecting payments. How effectively does the firm manage these processes? Consider the way in which these processes are communicated with clients. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
7	Manage client expectations in relation to workflow	1. Identify key workflow management challenges in your firm. Understand the role that client communication plays in causing and addressing these challenges 2. Develop a more structured approach to workflow management	1. Critically review all elements of your firm's developing client service charter that refer to workflow management. What key elements need to be supported by documented procedures? What needs to change to improve client expectations in relation to fee management? 2. Specifically review the firm's approach to the scheduling and inflow of work? To what extent does the firm manage incoming

		that incorporates discussions with clients in relation to the scheduling of work	work, both in relation to scheduling and quality of work received? What could be done differently in relation to client communication to improve this? 3. Consider how client service levels could be linked to the management of workflow within the firm. What workflow processes are mandatory for all clients? Which processes could be linked to service levels? 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
8	Develop service levels based on client profiles	1. Establish a client classification or profiling process based on current value and future opportunity 2. Develop client service levels based on a financial lifecycle approach 3. Link service and fee levels to client profiles to better manage client expectations	1. Complete a review of services including segmentation into individual components. Where possible, ascribe a time cost value to each component based on who completes the work and how long it takes. 2. Develop a formal client classification process and classify all clients. Use this classification as the starting point for service level agreements. 3. Develop a process for communicating to clients on an annual basis in relation to current and potential service levels based on client needs. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
9	Client health check and needs analysis	1. Identify the different types of client health checks and develop one that works for your firm. 2. Understand the role of active listening in identifying client needs and issues.	1. Develop a simple client health check questionnaire based on personal and business financial goals and needs. Incorporate up to 15 questions. If you already have a check list, discuss how this is used and what could be improved. 2. Discuss which clients would benefit from an annual health check. How will you introduce the health check? Who will be responsible for completion of the health check? What should be the next steps once the health check is completed? 3. Practice active listening conversations by role-plays. Break into groups of 3, nominate one person to be the accountant, one the

			client and one the observer. The accountant should use funneling techniques (Slide 25) and open ended questions (slides 26-32) to explore the financial needs of the client. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
10	Structure of client interviews and meetings	1. Review the key challenges associated with client meetings 2. Understand the key elements of successful client meetings 3. Put in place steps to run successful technical, strategic and discovery meetings	1. Put in place an internal procedure or checklist incorporating all the essential aspects of running a successful client meeting, including the meeting checklist. Identify internal roles and responsibilities in implementation. 2. Implement a formal survey to ask clients for feedback on the different types of meetings you run (perhaps a one-off all-clients survey or after selected meetings). Use this feedback to further refine the structure and value of client meetings. 3. Develop a formal agenda and minutes template for client meetings (if not already in place). If you already have templates, review them for potential improvements. 4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
11	Dealing with client roadblocks and complaints	1. Understand the key causes of roadblocks and complaints 2. Put in place steps to a. Handle complaints effectively b. Identify and deal with client concerns c. Use language to calm angry clients d. Turn complaints into compliments	1. Identify the top 3 causes of client issues and complaints within the firm. How are these currently addressed? What could be done to (a) address these issues proactively and (b) prevent these issues from arising? 2. Refer back to the firm's client service charter (Module 3). Should any changes be made to the charter and associated behavioural guidelines to reduce the incidence of client complaints? If so, identify and describe these changes. 3. At a personal level, consider what you could do to more effectively deal with client roadblocks, issues and complaints. Develop your personal plan of action.

		3. Use real life examples to engage effectively with difficult clients	4. Continue to develop your firm's SMART action list for this project, based on discussions to date.
12	Client feedback and review process	1. Identify the key methods of receiving useful client feedback in relation to service levels and future opportunities 2. Set up your firm's client feedback process 3. Address specific challenges and roadblocks to effective implementation of a client feedback process	1. Critically review your firm's approach to formal client feedback. Discuss options including feedback forms and net promotor score. Agree on next steps. 2. Incorporate client feedback on service levels as part of client meetings e.g. agenda item for annual client review meeting, discovery meeting. Develop a list of simple open-ended questions you can ask clients. 3. Develop a process to identify client advocates – those clients who will refer you to other clients when the opportunity arises. These clients believe that your service levels are exceptional. 4. Consolidate all your firm and individual SMART action list for this project, based on discussions to date. Prioritise actions on the basis of their importance and urgency. Identify the top 5 actions for immediate implementation. Delegate responsibility for implementation if you have not already done so.