LESTER • BRUNT
WEALTH MANAGEMENT

NEW ADVISER JOURNEY PROGRAMME

Supporting you and your career.

Managing Partner Practice

St James's Place

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SJP Approved xx/xx/xx

Introduction

This involves a 12 – 18 month programme working inside the business to understand the basic fundamentals needed by an adviser.

We will also help fully support your Diploma Qualifications journey through funding the purchase of material and one exam attempt. This will be completed during your time with the practice prior to enrolling on the academy programme.

Pre-Academy

Initial Onboarding Requirements within the PSS role
PSS Journey timescales 3 – 6 months

Understand the SJP requirements for ID, Remote verification of ID, AML and GDPR.

- This will allow the candidate to understand Capture App and remote verification and what constitutes a pass;
- Understand when AML forms are required and how to complete them;
- Understand the general principles and purpose of Special category data consent forms;
- Provide information and clarity on how to identify data protections risks and what to do if a risk is identified.

Understand the SJP requirements and processes for working in Salesforce.

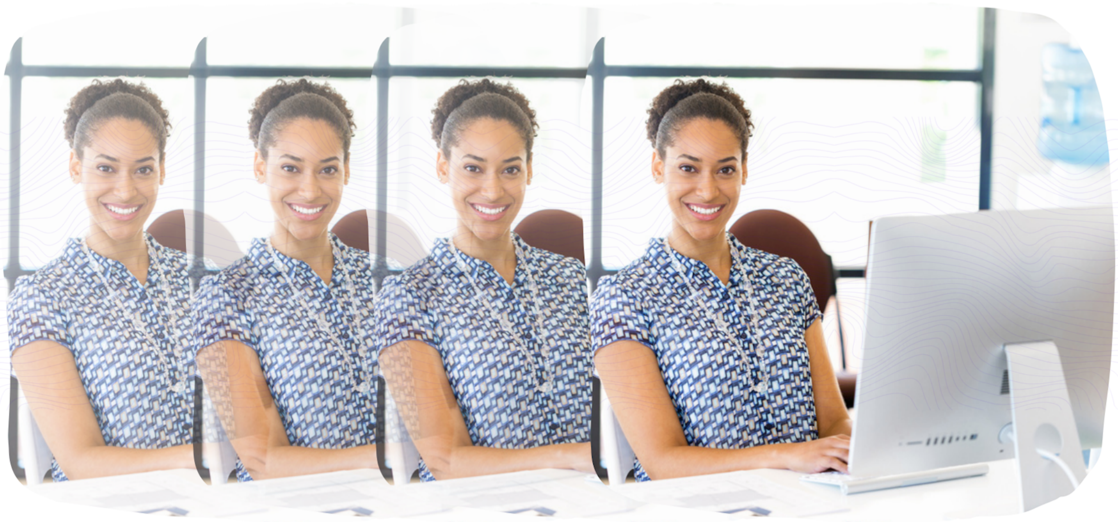
- Introduction to salesforce – This course will be the primary course to understand how Salesforce supports your role and your Practice. It will cover basic navigation, how to create leads and prospect records and how prospect records convert to a client record.
- CFR in salesforce – explains the CFR journey in salesforce demonstrating how the CFR is populated this will show the adviser how to complete a CFR, whilst understanding the Know your client and client needs section.
- Client Servicing in salesforce – This will teach the candidate the advice cycle and advice record as well as log a phone call, book an appointment, log an email create a task and many more.

Understand the SJP requirements and process for using IBusiness.

- Introduction to business processing – The aim is to equip advisers with the knowledge of how to process business using both salesforce and IBusiness.
- Getting started with Business Processing – This provides you with information on business processing, how we process our business and where you can find details of the supporting documentation required to submit a piece of business.
- The client onboarding process in IBusiness – The purpose of this training is to go through the client onboarding process in IBusiness which needs to be completed prior to submitting an EBS.
- LMBU Illustration masterclass – This is a detailed session working through illustrations for ISA / UT / RA to explain exactly how all the figures are calculated.

Understand the SJP Systems and their uses.

- My Practice – The aim is to show you the general functions of My Practice and how you would interact with the system on a daily basis, from updating a client's address, reporting the death of a client, requesting wealth accounts, creating illustrations for Retirement Accounts, and much more.
- Prospect Manager – Understand how to use and navigate Prospect Manager to show you how to ensure that your prospective client relationships are ringfenced to you.
- DocuSign - The webinar will guide you through how to use DocuSign, an electronic signature tool which enables documents to be signed electronically on any internet-enabled device.
- Capture – We will show you how to use the capture app to digitally verify a client's ID remotely including verification of original documentation such as bank statements.
- Digital ID&V – The webinar will guide you through how to use the regulatory digital ID&V checks within the business system.
- Fund Switch Service – This module guides you through how to access and how to use the St. James's Place Fund Switch Service.
- APTUS – We will conduct in house training on how to build a report or suitability letter following a client annual review, you will be able to demonstrate the 6 mandatory points required to ensure a compliant review.



Initial Onboarding Requirements within the Para Planning role
Para Planning timescales 6 – 9 months

Data Gathering
You will spend 1 – 2 months understanding the information required to undertake replacement business and the steps involved, such as:

- Letters of authority
- Reviewing the data obtained
- Conducting Critical Yield Calculators

Report Writing
You will spend 3 – 6 months writing new and replacement business and the information required to undertake this, such as:

- Understand and be able to use the Advice Framework
- Understand and complete suitability letters for all products.
- Review and understand the CFR process and its parts to play for business writing.
- Understand the involvement of Business Assurance
- Understand and use the technical desks available such as pensions and IHT.

Adviser Shadowing Programme
1 month (weekly rotation)

Before the Lester Brunt Board enrol you onto the Academy programme, we will expect each candidate to shadow several of our advisers in their day-to-day world, this will involve such things as:

Adviser Meeting

- Understand the pre meeting requirements.
- Watch the adviser conduct a new client meeting, presentation meeting, Annual Review meeting.
- Listen to and review the questioning styles used, use of adviser listening skills and client interactions.
- Understand the role of the CFR and the importance of 'getting it right'.

Post Meeting Actions

- Watch the adviser complete the post meeting paperwork.
- What is required for a 1st meeting, what is required for a presentation meeting.

Throughout this time, you will see what the reality of being an adviser entails and the level of skill and involvement required.

Prior to starting the Academy programme, we will expect you to have fully completed your Diploma Qualifications.

SJP Academy

Once we are satisfied that you have successfully completed the pre academy training you will be enrolled into the St. James's Place Academy Programme. You complete two, 12-week terms of the programme, Term 2 and Term 3, more detail is explained below.

Term 2 – Training to advise

Term 2 is broken down into 3 sections, Launch, Develop Advisory and commercial skills, live events and remote learning and finally role plays.

Throughout the SJP Financial Adviser Academy, New Partners & Financial Advisers will be continually building technical competence, skills and abilities to become effective and successful Advisers.

To take that even further forward there is a dedicated period of three weeks of fully supported practise, observations and assessments. Based on typical client experiences, practise takes place in a safe environment, working closely with the Academy Development Managers and the Academy Trainers to hone specific skills focused throughout the entire client experience.

The weekly agenda will involve the following practice sessions.

- Week 1 – Know SJP, Know Yourself, understand the role of the Wealth Manager -
  This will involve identifying your personal brand and value, understanding your personality and preference, self-management and conscientiousness, personal resilience and well being and finally creating your purpose statement, (the Why)

- Week 2 – Initial client meeting –
  SJP will work with you to understand your personal communication style and recognising styles of others, Communicating/presenting with impact, developing your emotional intelligence skills and finally adopting influencing and negotiation techniques and tactics.

- Week 3 – Client Acquisition and SJP Proposition –
  This will look at understanding the SJP proposition, policies and procedures, becoming technically competent in Pensions, Protection and Investments.

- Week 4 – SJP Proposition
- Week 5 – Designing the Solution
- Week 6 – The presentation meeting
- Week 7 – Applying the skills
- Week 8 – Practice observations
- Week 9 – Client Servicing –
  SJP will work with you to understand Goals based planning, forming a client servicing strategy, end to end business processing.
- Week 10 – Recorded Practice Observations
- Week 11 – Final Observations
- Week 12 – Running a business

Term 3 – Supervision to 'Competent Adviser Status (CAS)'

A 3 – 6 month term, covering the following key areas that are required to build the strong foundations for a sustainable career:

- Advisory Skills
- Advisory Knowledge
- Client Acquisition Skills

During this time, you will be under the supervision of a business transition manager from SJP whose main aim is to get you CAS.

Post SJP Academy

After successfully completing your Term 2 with the Academy you will come back into the business allowing for time to complete term three.

During this time the Lester Brunt Management team will work with you to hone the vital skills needed to become a successful adviser this will involve the following:

A weekly competency client meeting observation – until signed off by Lester Brunt

- We will review your listening and questioning skills
- Your technical knowledge
- Your referral techniques
- Your overall client interactions

The weekly agenda will involve the following practice sessions booked by Lester Brunt to aid you development

- Week 1 - A 3 day master class on Inheritance Tax Planning – This will involve the following:
  - Understanding Trusts and what trusts are available.
  - Understanding the SJP products and when and where to use them.
  - Developing your questioning skills rounding finding suitable IHT arrangements.
  - How to use the SJP Tax & Technical Department and Mezzanine service.

- Week 2 - A 1 day masterclass on the SJP IMA and Fund Ranges – This will involve;
  - Understanding the benefit of the SJP IMA and Markets
  - Understanding the funds and available portfolios and how to talk to clients about them and the investment approach taken by the fund managers.

- Week 3 – Client Facing Skills – 3 x 1 Hour workshops
- Listening & Questioning Skills –
  The session will include active vs passive listening skill, 3 levels of questioning used in coaching, how to read non verbal cues and exploring the question funnel.
- Coaching for Advisers –
  This will help maximise your growth and potential through effective coaching of your clients.
- Closing Techniques –
  An interactive session covering the theory and best practice in handling client objections and winning business.

- Week 4 – Client Facing Skills – 4 x 1 Hour workshops.
- Overcoming Objections –
  The session will give you a clear strategy to enable you to deal with objections skilfully, confidentially and professionally.

- Establishing Goals and Exposing the Need of Advice –
  This will teach you how to establish real, meaningful client goals that can help expose the needs for advice and creating a financial plan.

- Creating urgency with clients –
  This session will cover how advisers can position advice in a way that makes the client more likely to take action.

- Demonstrating Value –
  AN interactive group session covering the theory and best practice to ensure you understand the SJP costs and charges and how to explain them to clients.

- Week 5 – Business Fundamentals
- Foundation Programme – 3 Hour Workshop –
  The programme will allow you to practice your client facing skills and receive feedback from an experienced practitioner.
- Presenting Documents to maximise opportunity – 1.5 Hour Workshop –
  An interactive session to discuss and share best practice and effective use of regulatory documentation.
- Understanding Charges – 1 Hour Workshop –
  Understand the various SJP product charging structures and how they are disclosed on illustrations.
- Illustration Masterclass – 1.5 Hour Workshop –
  A detailed session working through ISA/UT/RA illustrations understanding how figures are calculated.
- How Charges are deducted – 1 Hour Workshop –
  Learn how the product charges are taken from the various plans.
- Client Review Meetings – 1.5 Hour Workshop –
  An interactive session aiming to enhance your client servicing proposition, improving your client experience, this will review the SJP service requirements.

- Week 6 – Growing your proposition
- IMA, Markets and Fund Reviews – 1 Hour Workshop –
  A session to further develop a detailed understanding of the SJP IMA.
- DFM – 1 Hour Workshop –
  Rowan Darington will host a session to explore more about the DFM stock broking service.

- Week 7 – Technical Learning
- Decumulation and Death benefits – 1.5 Hour Workshop –
  A session exploring the rules around pension decumulation and pension death benefits.
- Pension Allowance – 1.5 Hour Workshop –
  Exploring the details of current pension allowances and how they impact on planning opportunities.
- SIPP/SSAS – 1.5 Hour Workshop –
  Exploring the rules around SIPPS and SASSs and how they can be used in planning with clients.
- Corporate Advice – 3 x 1.5 Hour Workshop –
  A introduction to all aspects of corporate advice.

- Week 8 - A networking Masterclass – 1 Day workshop –
  Covering the following:
- How to create a network
- How to make effective use of networking
- How to use professional Connections