



FINANCIAL INTELLIGENCE

Case Study

CHALLENGE

In response to a substantial fine by the US Treasury Department, a global bank agreed to establish a 250-person financial intelligence group to reduce the potential for criminals to launder money through the bank. Analysts in the unit were geographically dispersed in more than a dozen locations around the world. The unit was tasked with developing processes for data collection and analysis, and with delivering key findings to bank commissioners.

HOW WE HELPED

Globalytica created and implemented a strategic program to establish an analytic culture within the financial intelligence unit. Globalytica worked with the unit's top management to develop policies and procedures to enhance the unit's impact and quality. Our experts delivered in-person training and specialized mentoring to unit analysts and their managers on four continents.



OUR APPROACH

- **Cultivate a corporate vision of the role and operations of the financial intelligence unit.** In concert with corporate leadership and unit managers, we designed a set of analytic standards, work processes, product templates and a product review process to increase the unit's cohesion efficiency, effectiveness and impact.
- **Ensure the adoption of the corporate vision by the globally-dispersed financial intelligence unit.** Globalytica developed training for personnel of the unit that included both standard principles of analytic tradecraft as well as specialized training tailored to the corporation's operations and vision.
- **Improve analytic tradecraft among unit personnel.** Our expert instructors delivered training on structured analytic tools and techniques, conceptualizing the analytic product, identifying collection requirements and sourcing information, and reviewing and delivering analytic products.
- **Sustain the analytic culture.** Globalytica mentored analysts on foresight analysis to support strategic planning and anticipate change, as well as on effective communication techniques to improve client communication. Management received specialized summits and training to provide them with the tools they needed to guide analysts and provide them with effective feedback.



The intensive program with its mutually reinforcing components involving instruction, mentoring, and executive consulting instilled a shared analytic culture that facilitated effective communication within and across units. The result was enhanced productivity and better targeted and concise analysis that had more impact when delivered to senior bank managers. The client credited Globalytica with producing “an increase in analytic capability and a positive change in culture” throughout the intelligence analysis unit.