

Expert knowledge. A clearer client proposal.

How Substance & Form organised an independent risk advisor's notes, slides and programme ideas into a 12-page executive proposal.

Financial Services · Independent Consultant

Fictional portfolio demonstration

An expert with a proposal to deliver

THE ADVISOR

25+

years in financial services

Independent risk and governance
advisor

Senior banking background

Fictional portfolio demonstration. Organisation, project details and commercial information are reconstructed.

THE ASSIGNMENT

**Make a complex programme
easy for a sponsor to assess.**

A regional financial institution needs learning across three risk domains and three audience levels. The advisor's source material contains the expertise; its structure needs work.

The starting material

01 **Proposal excerpt**

Objectives, technical topics and advisor profile

The proposition is buried in the background.

02 **20 legacy slide texts**

Risk and control teaching content

The order follows the subject, not the buyer's decision.

03 **Email and notes**

Audience ideas and delivery preferences

Priorities and terminology need to be resolved.

04 **Programme matrix**

Domains, levels and commercial assumptions

The framework exists; scope dependencies need explaining.

Four reconstructed source items form the basis of this demonstration.

01 The opening proposition

BEFORE / PROPOSAL BACKGROUND

“The organisation is operating in an increasingly complex banking and financial-services environment where the ability to effectively manage operational risks, internal controls and financial crime-related exposures is becoming increasingly important.”

AFTER / EXECUTIVE PROPOSITION, PAGE 2

“Managers need to recognise risk in everyday business decisions, assess whether controls are working and escalate concerns with clear ownership.”

The opening moves from general context to the responsibilities the programme will develop. Exact excerpts.

02 The audience framework

BEFORE / PARTICIPANT LEVELS

“The programme may be structured according to three levels.”

Foundation, Practitioner and Leadership are described in separate paragraphs.

AFTER / PAGE 5, SELECTED ROWS

Criteria	Foundation	Practitioner	Leadership
Focus	Understand	Apply	Challenge
Perspective	Individual	Process	Enterprise

Shared comparison criteria make the differences visible at a glance. The full page also defines learning evidence.

03 The delivery assumptions

BEFORE / RAW DURATION NOTES

Foundation — 1 day
Practitioner — 1 day
Leadership — 0.5 or 1 day

“7.5–9 days depending final structure.”

The interpretation is explicit and remains subject to sponsor confirmation. It is not a fixed delivery commitment.

AFTER / PAGE 4, EXPLANATION

7.5–9

delivery days for one run of all nine domain-level combinations

3 Foundation + 3 Practitioner + 1.5–3 Leadership days. Repeated cohorts change the schedule and cost.

The work behind the transformation

EXTRACT	Find the requirements, audiences and open questions.
STRUCTURE	Put the sponsor's decision before technical detail.
SHARPEN	Replace general language with clear responsibilities.
VISUALISE	Make relationships and choices easy to compare.
VALIDATE	Check scope, assumptions, terminology and readability.

A closer look at the finished work

PROPOSAL PAGE 6 / ENLARGED DOCUMENT DETAIL

Learning journey

Every module follows a consistent learning journey, with the technical depth and decisions adjusted to the audience.

Stage	Participant activity	Visible output
01 Understand	Connect core concepts with role responsibilities.	Shared language and key questions.
02 Apply	Work through a realistic business situation.	Initial risk and control assessment.
03 Challenge	Test assumptions and the evidence for controls.	Identified weaknesses and missing information.
04 Decide	Select and justify a proportionate response.	Decision, owner and escalation rationale.
05 Transfer	Relate the learning to a relevant work process.	Personal action or question for follow-up.

Each activity
has
a visible output.

The five-stage journey develops the source’s broad methodology into a sequence a sponsor can review.

A proposal built around the next decision

12

**pages in the finished
executive proposal**

The sponsor can see the offer,
compare the programme and
confirm the scope.

01–03

The proposition and client need

04–06

Architecture, audiences and learning
journey

07–09

The three risk domains

10–12

Method, credentials and commercial
scope

You bring the expertise.

We make it client-ready.

X2 BUILD

Source analysis, information architecture,
executive writing, design and final production.

From US\$1,800

START A PROJECT

Share your audience,
intended decision,
source material
and deadline.