

No capacity to train. Now there is a pipeline.



THE TURNING POINT

What Made the Difference:

Every version of this seat had been scoped as a training problem the business could not absorb. A brief that assumes the business will teach the hire fails whoever fills it.

So the teaching moved out at the front end. Credit aptitude was tested externally, before the founder spent an hour on anyone.

The Goal:

Someone who could carry the complexity without being taught it, and then teach the next one.

THE CHALLENGE

The founder was the only broker in the business, still writing his own credit proposals, and giving half an hour of every day to training.

They'd Already Tried:

- Asset finance CVs, credit brief.
- Training it himself, mid-file.

"I don't have capacity to train."

Tristan Vercoe, Founder.



Phase 1

Sept 2025: Discovery.
No capacity to train.



Phase 2

Feb 2026: A Credit Manager is placed.



Phase 3

Apr 2026: Three assessed before any shortlist.



Phase 4

Aug 2026: Credit Associate signs.

THE FINTALENT APPROACH

1. Named the Real Constraint

The ask was a credit hire. The constraint was that nobody had hours to teach one.

Scope the training capacity before the salary.

2. Tested Before Introducing

Every shortlisted candidate sat an external skills assessment and worked live servicing calculators, marked by a third party and reported back.

3. Hired the Teacher

A Credit Manager who could carry complexity unaided.

The training capacity was built, not bought in.

4. Scoped Around the Teacher's Workload

The associate seat was written so it would not slow the Credit Manager down.

METRICS THAT MATTER

11 Months of continuous work, to Aug 2026

4 Searches in that time

3 Assessed before shortlist

2 Of three on their team page



"We can do the rest.

We're building out a training pipeline as well at the moment."

THE PROOF

Ten months after saying he had no capacity to train, the founder wrote that unprompted.
July 2026.

Where it stands:

Fortifi's own team page carries three people. Two of them came through FinTalent: the Credit Manager placed in February, and the Credit Associate who signed in August.

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