

BankDirector.

Breakout 4:
**A Director's Role in
Strategy Oversight**

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#BBTF23



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Audit. Tax. Consulting.
Wealth Management.

A Directors Role in Strategy Oversight

September 2023

Rob Bondy



Reflect: What did your strategy sessions look like ?

Spring of 2022	Fall of 2022/ Early 2023
Growth strategies	Slowing growth
Market share	Budget updates... again
Excess liquidity	Cash build and sources
FinTech partnerships	Hit the pause button
Mortgage banking	Resource allocation
Niche banking	Core competency
Maintaining talent	Cost containment



The Director's Role

“The best laid plans of mice and men often go awry”

- Robert Burns, 1785

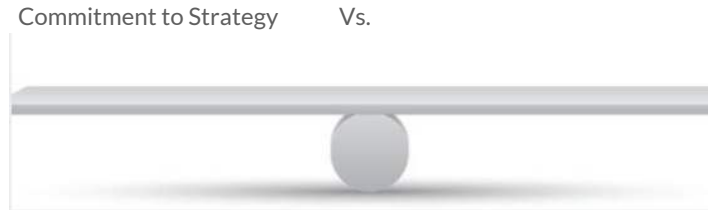


“There is no such uncertainty as a sure thing”

Also from Robert Burns:
“Auld Lang Syne” which later turned into a traditional new year’s song
played at the stroke of midnight and is translated to *“old long since”*



Finding the balance...



Strategic Leaders Must Be Agile and Consistent at the Same Time



SOURCE JOHN COLEMAN

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The Director's Role

Looking back- how did the Bank do in the 2008-2009 crisis?

Did you feel good about the information you received in Q3 and Q4 of 2022?

- Asset/ Liability models – how prepared was your management team?
- March 2023- What was the weekend like on March 11?

Is there a strategy for other crisis? (cyber, credit, etc)

What if.....?



The Directors Role

How can you foster strategic thinking?

- Encourage high agility..... yet a consistent approach
- Is the strategic process too rigid? Is the process not structured enough?

People make decisions, plans don't

- Are the right people highlighted enough in the strategy?
- Your best thinkers may build the plan- but who is responsible for execution?
- How is the resource allocation?

Accountability

- “You can't improve what you don't measure.”



The Director's Role

Artificial Intelligence & Chat GPT

Fintech

Digital currency

Merger & Acquisition Strategy

Consolidation

Customer retention

Margin Compression



Thank You!



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Our professionals specialize by industry. This means our clients benefit from the expertise and advice of teams that know their specific challenges and how to combat them. We bring the full resources of the firm to every client.



Fast facts

1924 year founded

3,500+ total staff

360+ partners & affiliated entity members

1,300+ number of CPAs

24 offices worldwide