

# Breakout I: Scaling Your Bank's Leadership for the Future

#BDComp22

**Scott Petty**

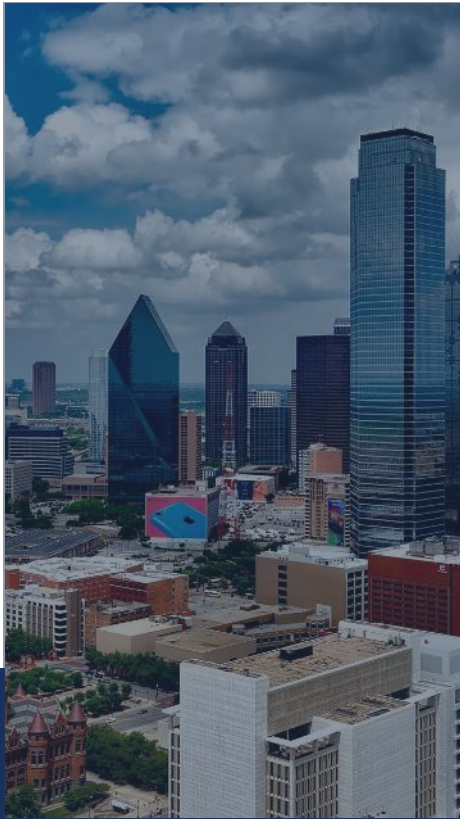
*Chartwell Partners*

**Sean O'Neal**

*Chartwell Partners*

**Dr. Julie Bell**

*Chartwell Partners*



# Scaling Your Bank's Leadership For the Future

**Chartwell**Partners



Scott

CP Practice Leader  
25 Year Search / Advisory  
Psychology: University of Texas



Sean

CP Partner  
13 Year Search  
Accounting: Ole Miss



Julie

Director, Leadership Advisory  
PhD Sport Psychology  
OSU / UVa

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**Chartwell**Partners

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A retained executive search firm dedicated to identifying exceptional leaders.

# ChartwellPartners

## Financial Services Practice

### Retained Executive Search Firm

\$600M - \$50B+

### Mid-Cap & Private Banks

Board Directors, CEO / Senior Management  
Line-of-Business Executives

### Results

Collaborative approach with 97% stick rate  
after 12 months

Top 30

Nationally Retained  
Search Firm

## Chartwell Partners

### Founded in 2005

Former Group of Heidrick & Struggles Partners

### Expertise

Financial Services, Real Estate, Healthcare,  
Biopharmaceuticals, Leadership Advisory

### Core Values

Demonstrated commitment, transparency  
and respect for everyone we partner with

We have a reputation for consistency, confidentiality, and long-term success of our placements.

# Agenda

01

Leadership Development Strategies for Scale

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02

Leadership Succession

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Leadership Development Strategies for Scale

02

Leadership Succession

03

Practical Talent Planning Exercises

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**01** Leadership Development Strategies for Scale

**02** Leadership Succession

**03** Practical Talent Planning Exercises

**04** Recruiting and Retention Strategies



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01

Leadership Development Strategies for Scale

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Leadership Succession

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Practical Talent Planning Exercises

04

Recruiting and Retention Strategies

05

Q&A

# BUILDING A LEADERSHIP TEAM BEGINS IN THE BOARDROOM



# Bank Direction



What is the 5 year strategy for the bank?

# Bank Direction



What is the 5 year strategy for the bank?



What key leaders will your strategy depend on?

- CEO
- CFO
- Technology Leadership
- Line of Business Heads
- Additional Directors

# Bank Direction



What is the 5 year strategy for the bank?



What key leaders will your strategy depend on?



What is your evaluation process for identifying gaps?

# Board of Director Trends



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## SMALLER

Boards are trending smaller with more effective, highly-engaged directors that can manage through a range of business and governance matters.

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## DIVERSIFIED

Diverse boards perform better. Diversity of board includes Gender, Broad Experience, Industry, Age, Skills, Ethnicity.



# Board of Director Trends

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Boards are trending smaller with more effective, highly-engaged directors that can among through a range of business and governance matters.

## DIVERSIFIED

Diverse boards perform better.  
Diversity of board includes Gender, Broad Experience, Industry, Age, Skills, Ethnicity.

## THOUGHTFULLY COMPOSED

Boards with the right mix of expertise to adapt with rapid changes consider  
Technology/Digital  
Next-gen Customers  
Non-bank Competitors

# Board Skills Matrix

	Dir 1	Dir 2	Dir 3	Dir 4	Dir 5	Dir 6	Dir 7	Dir 8	Dir 9
Director Initials									
FUNCTIONAL									
Audit									
Business Development									
CEO Experience									
Credit									
Digital									
Environmental									
Finance									
Governance									
HR/Compensation									
IT/Cyber Security									
Legal									
Regulatory									
Risk Management									
Social Responsibility									
SPECIFIC INDUSTRY									
Agriculture									
Comercial Banking									
Community Banking									
Consumer									
Energy									
Fintech									
Healthcare									
Manufacturing									
Mortgage Banking									
Real Estate									
Retail Banking									
Technology									
Wealth Management									
DEMOGRAPHICS									
Age									
Diversity									
Geographic									

# Functional Skills

FUNCTIONAL EXPERTISE	Director 1	Director 2
Audit		
Business Development		
CEO Experience		
Credit		
Digital		
Environmental		
Finance		
Governance		
HR/Compensation		
IT/Cyber Security		
Legal		
Regulatory		
Risk Management		
Social Responsibility		

# Industry Experience

INDUSTRY EXPERTISE	Director 1	Director 2
Agriculture		
Commercial Banking		
Community Banking		
Consumer		
Energy		
Fintech		
Healthcare		
Manufacturing		
Mortgage Banking		
Real Estate		
Retail Banking		
Technology		
Wealth Management		

# Board Demographics

DEMOGRAPHICS	Director 1	Director 2
Age		
Ethnicity		
Geographic		
Gender		
Board Engagement		

# Leadership Assessment

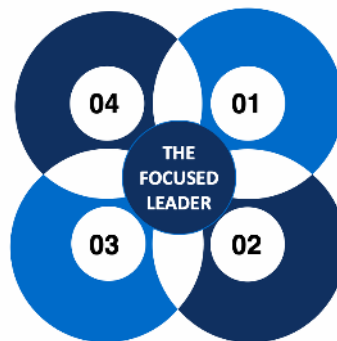
## CP Power 4 Assessment

### Online Assessments

Online Assessment including:  
DISC, Big 5, Enneagram, 16 Personalities

### Qualitative Research

One-on-One Interview to gain in-depth  
insights into leadership team.



### Performance Intelligence™

Five indicators to performing your best  
when it matters most including:  
Confidence, Focus, Self Discipline,  
Competitiveness, and a Winning Game Plan

### Your Tools

Review of current tools including  
Performance Reviews, Metrics and  
Assessments

# LEADERSHIP TALENT PLANNING

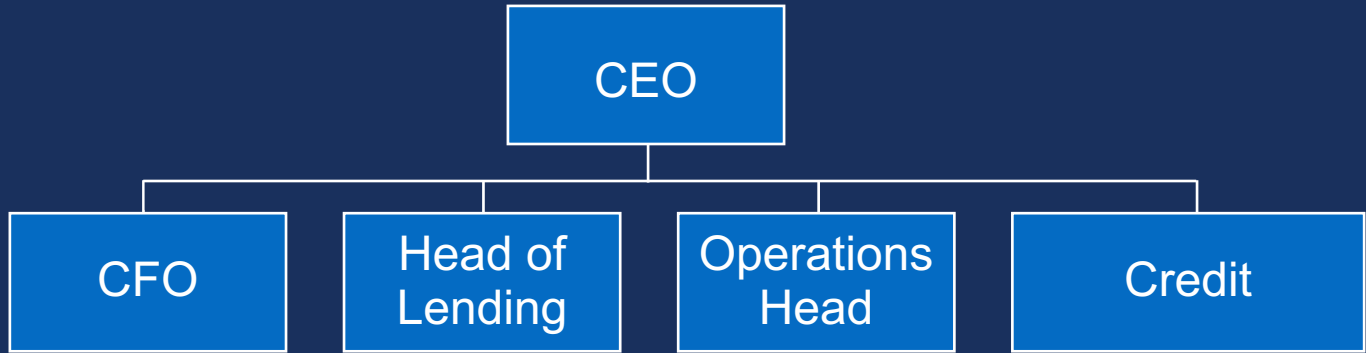


# Talent Planning Roadmap

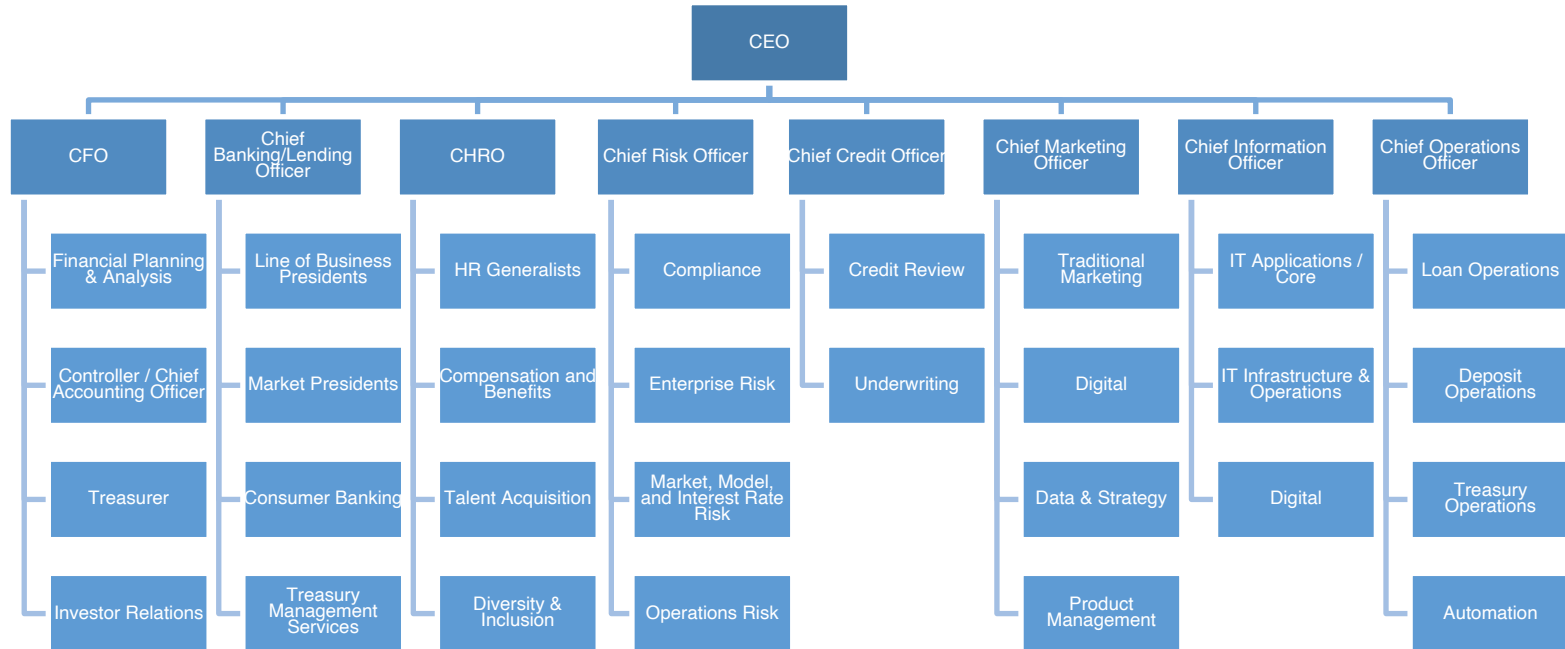
- 01 Evaluate the Strategy of the Bank
- 02 Align Skills Matrix of SLT with Bank Strategy
- 03 Assess your SLT
- 04 Create Individual Development Plans with Coaching
- 05 Track and Measure Progress Regularly



# Org Chart \$1 Billion and Below



# Org Chart \$5 Billion+



# Team Worksheet



**Chairman**

NOW

2025



**President/COO**

NOW

2025



**CIO**

NOW

2025



**CEO**

NOW

2025



**CFO**

NOW

2025



**CRO/CCO**

NOW

2025

# Skills Gap Worksheet (CEO Example)

## Chief Executive Officer

Current \_\_\_\_\_

### Skills & Experience Needed for CEO in 3-5 Years

- A) Digital Banking?
- B) Fee Income Driver?
- C) Drive Organic Growth?
- D) Do Roadshow and IPO?
- E) Position Bank to Merge / Sell?
- F) Vision and Charisma?

## CEO Successor Prospect #1

Name \_\_\_\_\_

Key Skills Rating (1-10)

- A) \_\_\_\_\_
- B) \_\_\_\_\_
- C) \_\_\_\_\_

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# Overcoming Succession Obstacles

01

## Limited Talent Pool

Develop those with potential

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01

## **Limited Talent Pool**

Develop those with potential

02

## **Stiff Competition for In-Demand Talent**

CEO / Technology / CFO / Market Head

# Overcoming Succession Obstacles

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## **Limited Talent Pool**

Develop those with potential

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## **Stiff Competition for In-Demand Talent**

CEO / Technology / CFO / Market Head

03

## **Executive's Ability to Scale, Broaden Scope, Manage Complexity**

Coaching + Increased Exposure = Executive Growth

# RECRUITING TOP EXECUTIVES





# Good Talent

Career Trajectory

Education / Degree Fields

Professional Communication Skills

Culture Fit

Big Bank / Company Foundation

Sensible Career Stage

Performance Intelligence™

**ChartwellPartners**

# Setting the Hook



Deploy their skillset on a more compelling stage / increased scope or scale



Working with exceptional people



Learning opportunities for new and useful tools in their career



Joining at the perfect time for the role to have success

# Structuring the Recruiting Process



Be clear on the stakeholders involved

# Structuring the Recruiting Process



Be clear on the stakeholders involved

- Who is mandatory and who is optional?

# Structuring the Recruiting Process



Be clear on the stakeholders involved



Streamline the cadence

# Structuring the Recruiting Process



Be clear on the stakeholders involved



Streamline the cadence

- Reverse engineer timeline from desired start date
- Hold time on calendars
- Meet via video when necessary

# Structuring the Recruiting Process



Be clear on the stakeholders involved



Streamline the cadence



Prep your team

- What are each of you responsible to evaluate?
- Drive consistency in messaging

# Structuring the Recruiting Process



Be clear on the stakeholders involved



Streamline the cadence



Prep your team



Recognize competition for talent you are recruiting



# Structuring the Recruiting Process



Be clear on the stakeholders involved



Streamline the cadence



Prep your team



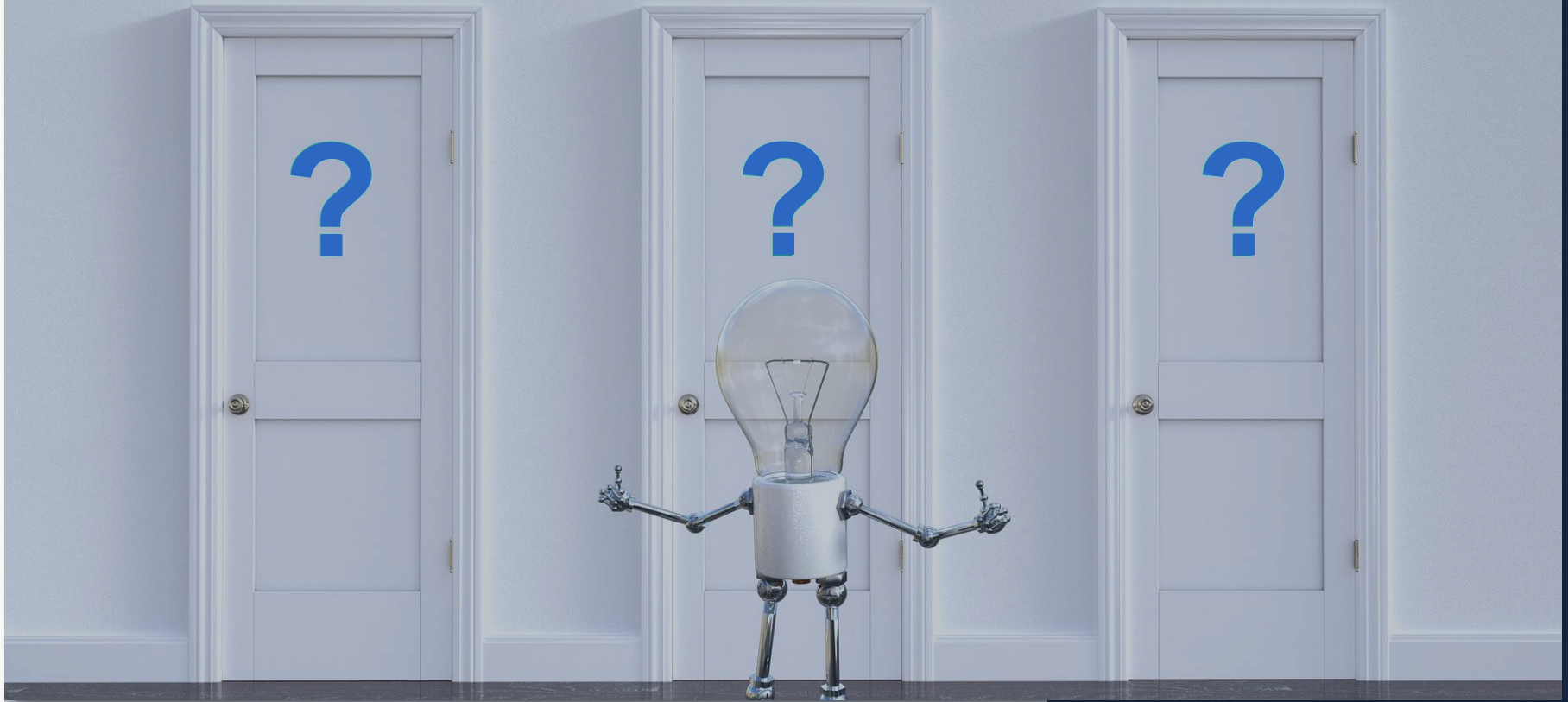
Recognize competition for talent you are recruiting

- Every interaction impacts a candidate's interest
- Recruit first, assess second, recruit again
- Know why your bank is an amazing place to work
- Know why right now is the best time to join

# Build an Attractive Culture

1. Be intentional about your culture
2. Communicate and Demonstrate your values
3. Create opportunities for growth
4. Transparency builds trust
5. Treat employees like you do your best customers
6. Flexibility
7. Show that you listen
8. Stand up for fairness, internally and externally
9. Put people over profits
10. Have fun at work!

# INSIGHTS / QUESTIONS





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