

**Bank**Director.

Lunch & Learn Session 5:  
**Aligning Bank Board and  
Executive Leadership in  
Challenging Market  
Times**

**Dr. Julie Bell**

*Chartwell Partners*

**Scott Petty**

*Chartwell Partners*

#A0BA24



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# Aligning Bank Board and Executive Leadership in Challenging Times



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**Scott Petty**



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# Agenda

01 Bank Board Refreshment

02 CEO Succession

03 M&A Talent Planning

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**Julie Bell, PhD**



# Sport Psychology

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# People Intelligence: Board Refresh



# TRAITS OF HIGH PERFORMING BOARDS

## ENGAGED

More focused and effective,  
highly-engaged directors  
that can navigate through a  
range of business and  
governance matters.

## DIVERSIFIED

Diverse boards perform better:

Skills  
Industry  
Gender  
Age  
Ethnicity

## ADAPTABLE

Right mix of expertise to  
adapt with rapid changes:  
Leadership Succession  
Technology/Digital  
Financial Markets

# Board Skills Matrix

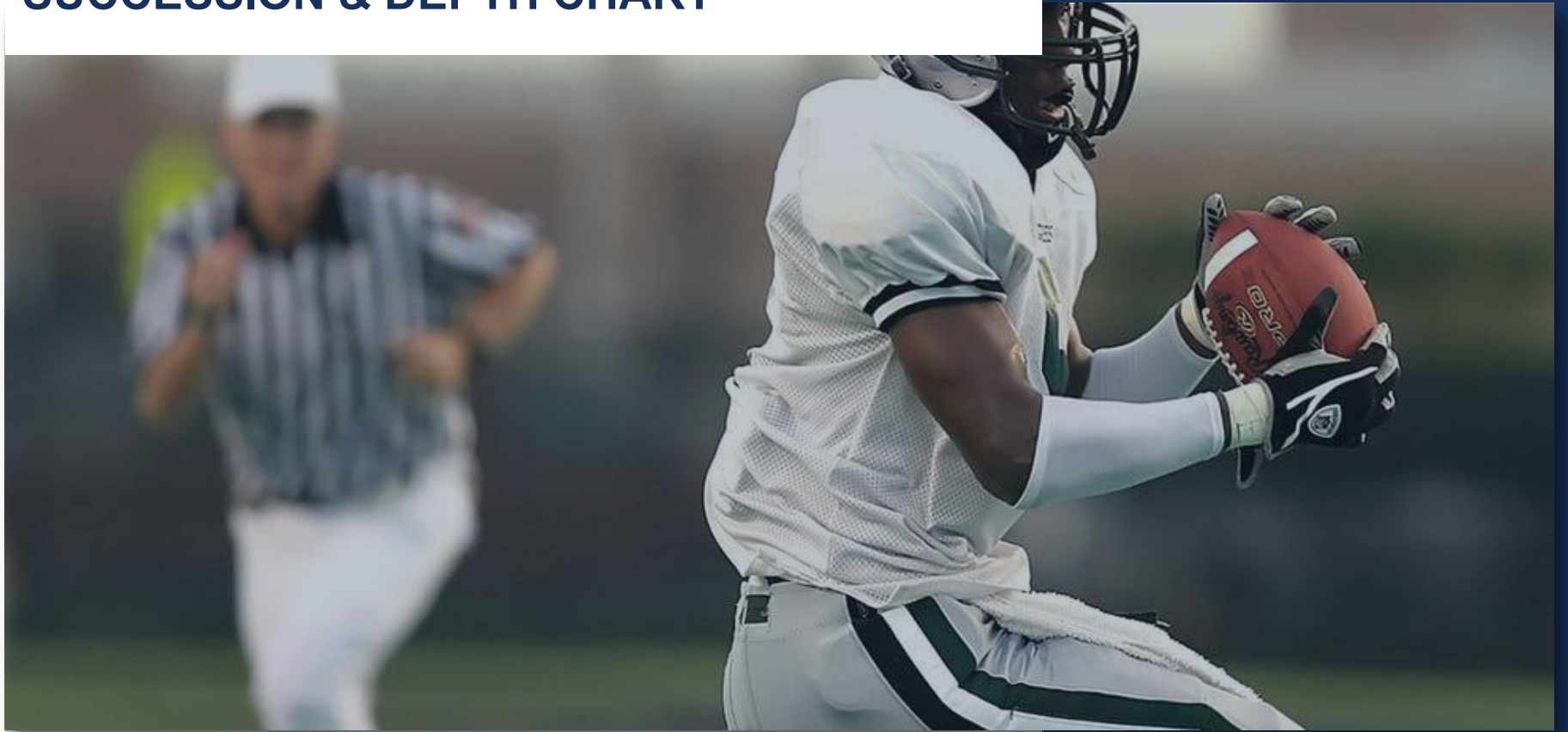
	Dir 1	Dir 2	Dir 3	Dir 4	Dir 5	Dir 6	Dir 7	Dir 8	Dir 9
Director Initials									
<b>FUNCTIONAL</b>									
Audit									
Business Development									
CEO Experience									
Credit									
Digital									
Environmental									
Finance									
Governance									
HR/Compensation									
IT/Cyber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

Director Initials	JNB	LNB	MMQ	JDN	MAB	JSP	CTM	SJB	VBH
FUNCTIONAL									
Audit	Y	N	N	N	N	Y	N	N	N
Business Dev.	Y	N	Y	Y	N	N	N	N	N
CEO Experience	N	Y	N	N	N	Y	N	N	Y
Credit	N	N	Y	N	Y	Y	N	Y	N
Digital	N	N	N	Y	N	N	N	N	N
Finance	Y	Y	Y	Y	Y	Y	Y	Y	Y
Governance	N	N	N	N	Y	N	N	N	N
HR/Compensation	N	N	N	Y	N	N	N	Y	N
IT/Cyber Security	N	N	N	Y	N	N	N	N	N
Legal	N	N	N	Y	N	N	N	Y	N
Regulatory	N	N	N	N	N	Y	Y	Y	N
Risk Management	N	N	Y	N	Y	Y	N	N	N
SPECIFIC INDUSTRY									
Agriculture	Y	Y	N	N	N	N	N	N	N
Consumer	N	Y	Y	Y	N	N	N	N	N
Energy	N	N	N	Y	Y	N	N	N	N
Fintech	N	N	N	N	N	N	N	N	N
Healthcare	N	N	N	Y	Y	N	N	N	N
Manufacturing	N	N	N	N	Y	Y	N	N	N
Real Estate	N	N	N	N	N	N	Y	Y	N
Technology	N	N	N	N	N	N	N	Y	Y
DEMOGRAPHIC									
Age	55-59	60-64	40-44	70-74	60-64	55-59	45-49	70-74	70-74
Diversity	Y	N	Y	N	Y	N	N	N	N

Start over the Evaluation

# People Intelligence: CEO Succession

# SUCCESSION & DEPTH CHART



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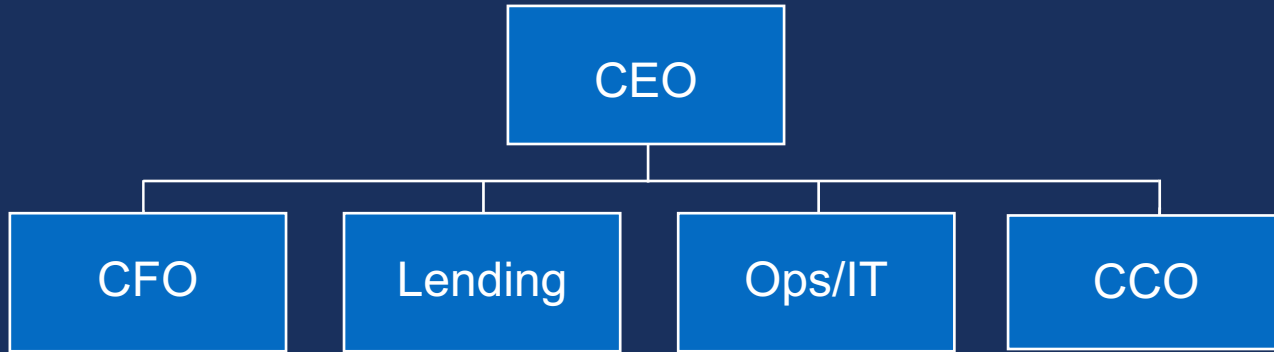
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**GROW TEAM**  
**GROW BANK**

**GROW BANK**  
**GROW TEAM**

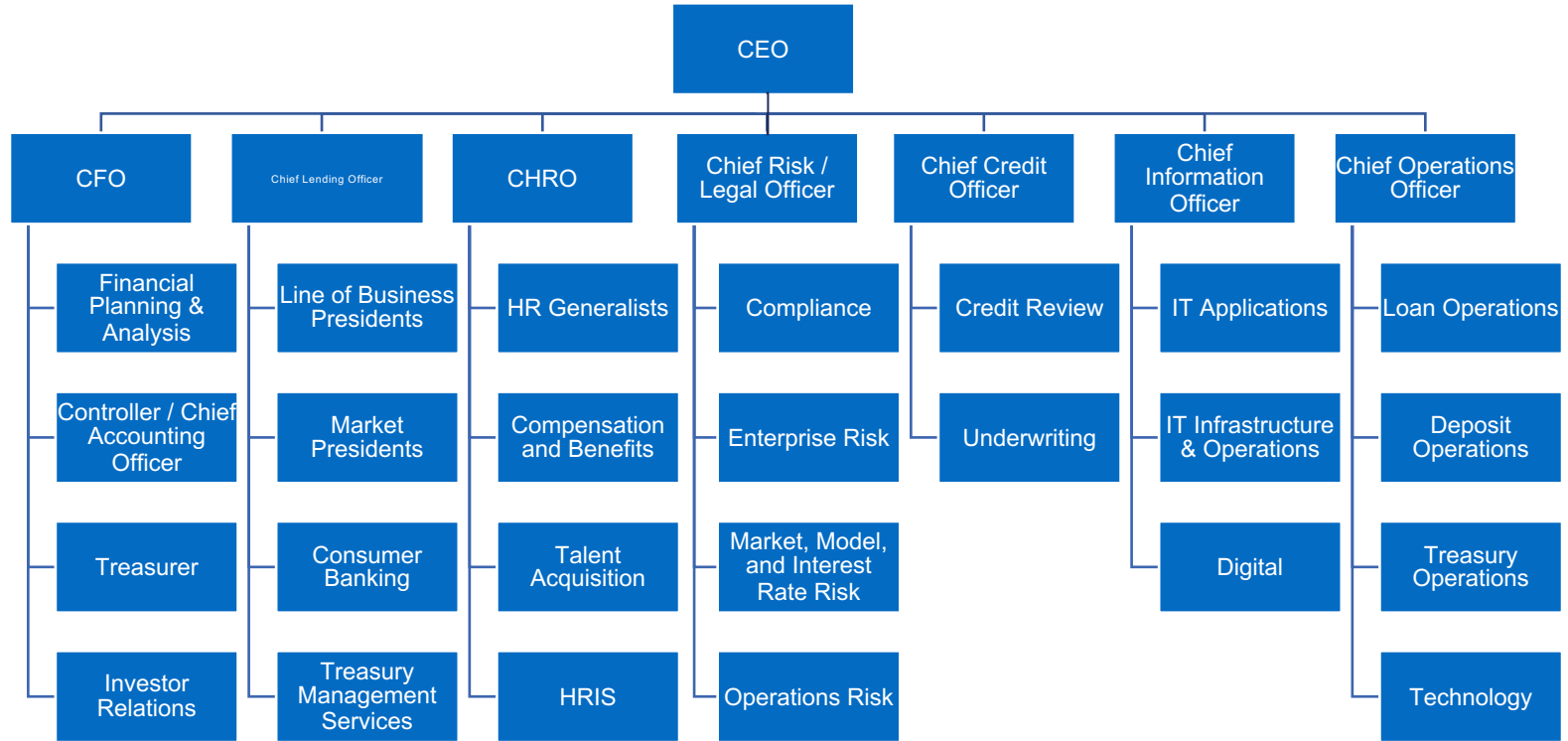


# Org Chart ~ \$1 Billion





# Org Chart \$5 Billion+





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# Succession Planning Tool

25% 

Your Name \*

E.g. John Doe

Email Address \*

E.g. john@doe.com

Your Company Name

E.g. John Doe Enterprises

Role \*

E.g. CEO

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

E.g. Q4 2025 or Summer 2028

Number Skills \*

1 - 10

How many Skills are you evaluating your candidates on

Number of Candidates \*

1 - 10

How many candidates are you evaluating

Next

CEO SUCCESSION PLAN

End of 2026

Skill	Incumbent	John Smith	Mary Johnson	Bob Brown
People Leadership	10	7	9	8
Financial Acumen	10	10	7	8
Technology Acumen	8	9	7	7
Vision and Charisma	10	7	9	9
Strategic Capacity	8	9	9	8
AVG RATING	9.2	8.4	8.2	8

Next Steps

**Succession Coaching:** Whether you are four years out or four months from your succession date, engaging in a coaching relationship can create a winning game plan to close leadership gaps, and facilitate a smooth transition. [LEARN MORE](#)

**Succession Search:** When your leadership gaps and timeline do not align, bringing in an external candidate can be a winning solution. [LEARN MORE](#)

# FOCUS

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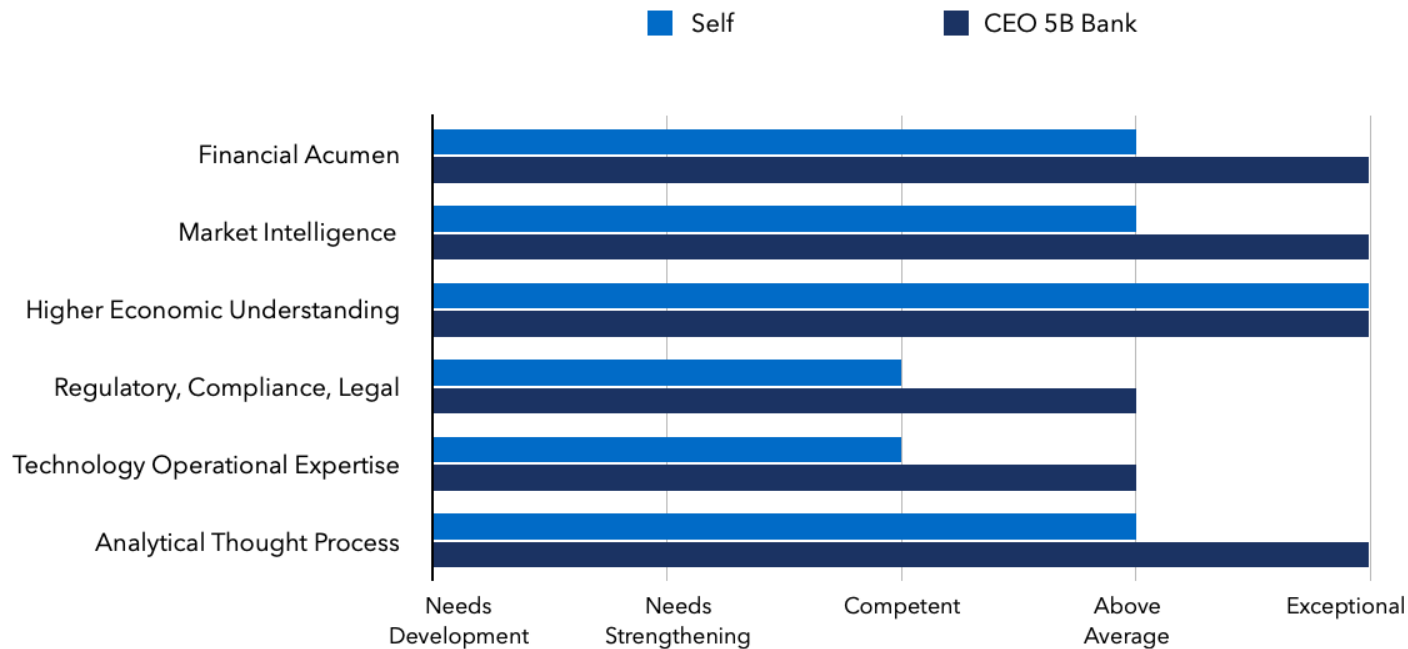


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# Leadership Self Assessment







# People Intelligence: M&A

“Dating Advice”

“Pre-Engagement Counseling”

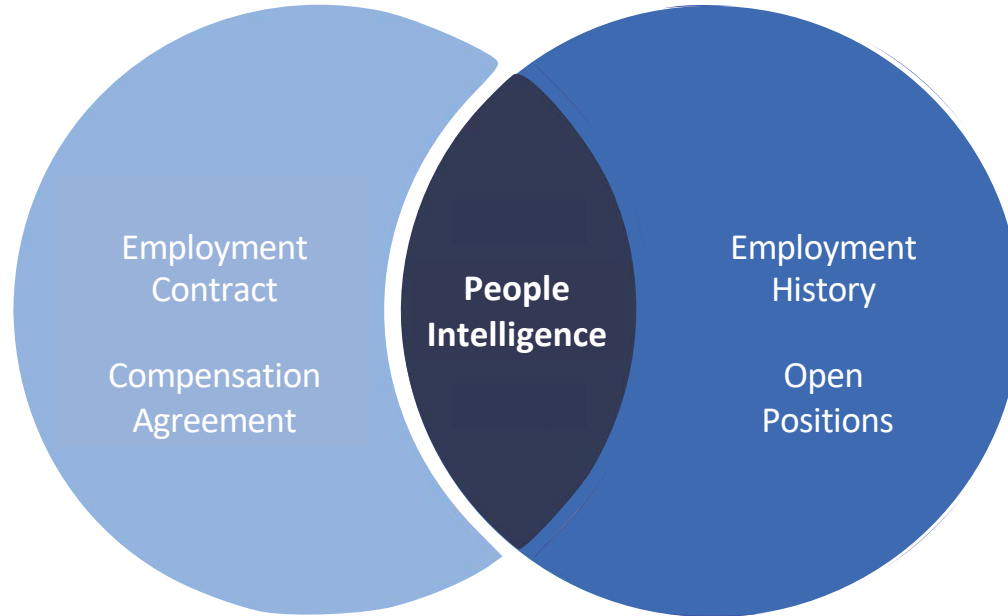


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# People Intelligence: M&A



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A photograph of Joe Gibbs, an older man with white hair and glasses, wearing a dark jacket over a striped shirt. He is gesturing with his right hand. The background is a blurred outdoor setting, possibly a racetrack. A large quote is overlaid on the left side of the image.

*“A confidently created  
plan  
is consistently executed.”*

- Joe Gibbs

Coach, Washington Redskins

Owner, Joe Gibbs Racing





[ChartwellPartners.com/SuccessionTool](https://chartwellpartners.com/SuccessionTool)



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<https://chartwellpartners.com/board-evaluation-tool/>

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Scan here to fill out  
the evaluation for  
this session.



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