

Who Should Attend?

WBA's Management Development Program (MDP) is an excellent preparatory program for bank managers wishing to advance their careers. This is a class designed for those who have aspirations of broadening their understanding of the key success elements required to manage a successful banking organization. Some MDP graduates go on to enroll in the WBA's more advanced Executive Development Program.

Program Details

WBA's Management Development Program is designed for successful middle-managers looking to hone their skills and prepare themselves for the next step in their careers. Its six full-day sessions cover a broad range of banking and management skills that have proven to be critical in today's highly competitive financial services marketplace. Participants also receive one-on-one coaching and support from a mentor who is an experienced banking professional. For more information on how the Management Development Program can help you move forward in your career or to enroll in the program, contact Chelsey Mullins, Programs Administrator, chelsey@wabankers.com 206-344-3484, or visit our website at www.wabankers.com

Cost for Program

Registration must be received by April 1 to qualify for early bird pricing.
WBA Members: \$1,750 early bird, \$1850 regular
Non Members: \$2,750 early bird, \$2,850 regular

The Learning Model

The content and instruction of the program have been enhanced based on feedback from our previous class and input from our member banks to create an improved MDP that will establish new standards for management development. Additionally, this year we are incorporating the learning methodology from our well-established Executive Development Program, which requires each student to have a mentor from their bank serve as a guide to their learning. Each class will require at least four hours of preparatory work by the student, with the guidance of their mentor and executives from their bank, to maximize learning opportunities for all students.

Homework

Participants are required to complete 6-8 hours of homework prior to each class. This prepares them to best understand the topics, challenges them to be proactive in their learning, and to seek out the advice of key individuals within their own institution when needed. After completing their individual assignments, the participants then confer with a diversified study group (bankers with differing skill sets) within their class to compare notes and learn how their peers approached the questions.



Participant Feedback

I thoroughly enjoyed the Management Development Program. I left with many great skills and tools that I was able to implement right away. The classes were both relevant and practical. This program gave me the confidence needed to lead my team to success.

- Blair DeBeaumont, AVP, Accounting
Manager AmericanWest Bank

Executive Feedback

We have had a number of graduates from both the Management Development and Executive Development Programs. Several have been promoted since participating. Others have assumed additional responsibilities in their management roles. We even had one employee complete MDP who is currently enrolled in EDP; his reports are very positive.

The caliber of thinking demonstrated by our graduates continues to demonstrate they get the big picture and they all can think outside of their own departmental "box." The ROI on this program is excellent --we could never have accomplished this training in house.

- Laurie Stewart, President & CEO,
Sound Community Bank

Speaker Profiles

Dianne Barton held senior positions with Bank South Corporation, the Internal Revenue Service, and the John H. Harland Company, where she introduced the highly acclaimed Officer Call Program. She formed her own company, Performance Solutions, in 1982 and has been traveling the country ever since. Her philosophy of experiential learning and participant involvement in training led to the development of her "TELL-SHOW-DO" training method that is skill-based rather than theoretical, and is the foundation for the company's training philosophy.

Marcus Mann is a teacher, author, facilitator and keynote speaker, owner of Sound Predictions. As a recognized expert in resilience, influence, and peak performance, Marcus trains and coaches at the team and individual level by maximizing morale, influence, safety and profitability. He's known for reaching the "Head and Heart" of each participant and for innovations in strategic communication, employee capacity and resilience. Marcus teaches frequently for WBA at all levels.

Joe Zavaglia, Principal of Zavaglia Consulting, LLC, has over 35 years in commercial, retail and small business banking experience. His experiences provided him the opportunity to develop strong leadership, adaptation and change management skills. He has held the position of WBA's Executive Development Program's Advisor since the beginning. He provides consulting and training services to community banks and teaches numerous programs for WBA including sales and service, small business lending, and retail management.



MANAGEMENT DEVELOPMENT PROGRAM



A six-course program creating a solid foundation for management staff



Program Overview

The Management Development Program provided me with a broad, solid understanding of banking outside my specific role. It prepared me to take the next step to the Executive Development Program where I hope to enhance my banking “toolbox”, network with other banking professionals, and refine crucial leadership and management skills.

- Brady Robb, AVP, Marketing
Director, Sound Community Bank

THE BIG PICTURE: *TODAY’S COMPETITIVE BANKING ENVIRONMENT*

April 29, 2014

Banking today is a challenging, competitive and ever-changing industry. What worked in the past may not work going forward. This challenging landscape requires leaders and managers who can create an environment in which their employees not only perform, but also grow and develop into the leaders of tomorrow. The market is crowded with multinational, regional and community banks, not to mention credit unions and non-bank competitors. Coming off the worst years since the great depression, what do bankers need to do to recapture the confidence of the American people and their local communities? How can they attract the best and brightest talent available?

The second half of the day will be spent reviewing the learning methodology of the Management Development Program, discussing the role of the mentor relationship, reviewing program expectations and more.

Session Highlights

Discuss critical issues facing the banking industry today, including:

- Reduction of the number of banks in the U.S.
- The impact of shrinking margins on bank profitability
- With credit issues getting cleaned up, where will loan growth come from?
- Finding talented employees for your bank’s continued success

Instructor: Joe Zavaglia, M.Ed., Bank Consultant and Trainer, WBA Executive Development Program Advisor, Edmonds, WA

COMMUNICATING FOR RESULTS: *VERBAL, WRITTEN AND PRESENTATION TOOLS*

April 30, 2014

Communication is the foundation on which organizations and careers are built and a crucial component of lasting success. Electronic tools now dominate business communications, purportedly to enhance the speed, consistency, and quality of two-way communication throughout an organization. Recent studies have shown that the average employee checks e-mail 50 times and uses instant messaging 77 times daily. Despite the growing reliance on electronic communications, today’s bank leaders must be able to communicate effectively with management, employees, customers, prospects and the broader community in a variety of written, oral, and even non-verbal forms.

Honing your effective communication skills is especially important during times of change or uncertainty, where responsibilities can shift unexpectedly and fresh ideas and input are needed at all organizational levels. This session offers practical and adaptive strategies for communicating across, upward and throughout the organization to inform and influence.

Session Highlights

Build critical communication skills, including:

- Effective day-to-day communication
- Finding the time to focus on the critical success factors
- Participating and leading team meetings
- Communicating challenges and opportunities
- Presentation skills

Instructor: Dianne Barton, Principal, Performance Solutions, Inc., Atlanta, GA

LEADERSHIP AND RELATIONSHIP MANAGEMENT: *DRIVING RESULTS THROUGH STRONG WORKING RELATIONSHIPS*

May 20, 2014

Today’s banking manager must be prepared to professionally guide subordinates, authentically sway peers, and tactfully impact the decisions of senior executives. This session will discuss these complex working relationships, examine tools to build strong, supporting everyday working relationships and present new tactics to address the more frustrating elements of leadership. Participants will produce individual SMART Goals and understand their connection to the overall strategy of their banking institution. This session includes no lecture as the learning experience will include real world banking challenges and facilitated solutions that highlight best practices and help participants develop tools to avoid common mistakes.

Session Highlights

Become a more effective leader through:

- Learning the newest skills to maximize your influence at all levels
- Aligning personal goals with your bank’s overall strategy
- Building more productive working relationships
- Resolving the most frustrating aspects of the eroding relationship
- Producing results through relationships rather than positional authority

Instructor: Marcus Mann, Principal, Sound Predictions, Professional Speaker, Seattle, WA

THE PERFORMANCE MANAGEMENT PROCESS: *SELECTING, DEVELOPING AND RETAINING STARS*

June 24, 2014

Team members need to understand how their work contributes to the overall success of the organization. By ensuring they understand this connection, the Performance Management Process (PMP) helps drive an organization’s productivity and success. The manager plays a critical role in a successful performance management process: planning and encouraging mutual involvement and accountability, monitoring and providing proper direction, coaching for change, and evaluating results.

Unfortunately, too often team members receive little or no feedback on their performance. When challenged with why this is occurring, managers often mention that they lack time; the “process” is too complicated; they have insufficient staff; or that they are concerned with employee morale.

The PMP helps managers answer their employees’ key questions related to performance, including: What do you want me to do? Why is it important? How do you want me to do it? How will I know if I am successful? What’s in it for me?

Session Highlights

Improve your team by learning both the “what” and the “how” of:

- Getting the right person onboard
- Understanding the latest in employment law
- Interviewing Do’s and Don’t
- Motivating team members and beyond
- Coaching and contracting for change
- Four phases of Performance Management

Instructor: Dianne Barton, Principal, Performance Solutions, Inc., Atlanta, GA

NEGOTIATIONS AND CONFLICT RESOLUTION: *FINDING SOLUTIONS TO COMPLEX PROBLEMS*

July 22, 2014

Effective managers are problem solvers that employees can rely on to mitigate difficult situations. In today’s banking environment, those with a positive pattern of negotiating ethical solutions quickly become the most valuable players in their organizations. This session is about recognizing patterns of conflict, defining the clash, and mustering the courage to leverage change and create solutions. Participants will be armed with the necessary tools to effectively negotiate to find solutions. This session includes no lecture as participants will be negotiating a live

and/or scenario-based conflict within the first 30 minutes. The remainder of our day will be dedicated to interactive banking-related challenges and diffusing common emergencies.

Session Highlights

Build your ability to produce results by:

- Identifying the cause of conflict situations and negotiating conflict successfully
- Understanding why some conflicts must be left for others to solve
- Examining fresh strategies in leveraging others toward lasting solutions
- Learning how to avoid the fatal flaws of avoidance and procrastination

Instructor: Marcus Mann, Principal, Sound Predictions, Professional Speaker, Seattle, WA

EMPLOYEE ENGAGEMENT AND CUSTOMER SERVICE: *THE IMPORTANCE OF THEIR LINK TO BANK PROFITABILITY*

August 19, 2014

There is an obvious disconnect between the service banks think we’re providing and the reality of what our customers experience. No banks appear on the lists of the top service providers in the United States. Yet when we ask bank employees to rate the customer service level of their bank they are consistently rating themselves highly. Banks aren’t alone in this misperception. In the US today 80 percent of companies think they provide good service but only 8 percent of their customers agree.

But this disconnect can be especially harmful because we have limited opportunities to interact with our customers – many only visit their banks six times a year! Correcting these issues requires a workforce that is highly engaged. Research proves that companies with highly engaged employees beat the market and their peers when it comes to profitability. So how can bank managers engage our employees, produce excellent customer service and in turn enhance our profitability?

Session Highlights

Learn how to take your bank’s service to the next level by:

- Analyzing what top service providers do differently to make a significant impact in service quality
- Assessing your bank’s service levels and comparing them to service leaders
- Identifying key service metrics
- Shopping and measuring what your competition is providing vs. these metrics
- Discussing the impact an engaged workforce has on your bank’s profitability

Instructor: Joe Zavaglia, M.Ed., Bank Consultant and Trainer, WBA Executive Development Program Advisor, Edmonds, WA

