

# SPEAKER PROFILES

**Karl Ahlrichs** is the founding partner of HiringSmart, a consultation firm focused on aligning applicants with organizations values. He is a national expert in the people part of business and has a long list of client spread across the country, ranging from career centers in Louisiana, to helping restructure Apple computers in Silicon Valley. He is a SPHR and has an extensive background in hiring, training, communications and writing. This is his hird year teaching with WBA.

**Dariush “DK” Khaleghi**, MS (Org Psych), MBA, SPHR is the president of Leadership Edge, LLC. and has over 20 years of experience in management and leadership. He provides leadership assessment, development, coaching and consulting solutions to the public and private organizations. He is also a management, leadership and human resource management faculty at the Evergreen State College and the University of Washington Tacoma campus's Professional Development Center.

**Derek Olsen** has over 15 years of experience in professional media, bringing a diverse and open-minded perspective to his coaching. A certified leadership coach and consultant, he works with clients to create the opportunity for growth and lasting change through compassionate and challenging conversations.

**Chris Wheatley** owns Chris Wheatley Consulting, and thanks to over 10 years of experience in management, leadership and training, helps develop individuals, teams and orgainzations into healthy and productive organizational environments. He spent over a decade at Gonzaga University in various leadership roles. He currently works with corporate and non-profit clients.

**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 now into the sixth year. 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.

# ATTENDANCE

Students can miss one class during this program, which can be made up the following year. If more than one class is missed, the student will not receive their graduation certificate, but can earn it by attending the missed classes the next year.



# COST FOR PROGRAM

Registration must be received by March 27 to qualify for early bird pricing.

- WBA Members\*: \$2,450 early bird, \$2,950 regular
- Non Members: \$2,950 early bird, \$3,050 regular

# REGISTRATION FORM

(photocopy for additional registrants)

Name \_\_\_\_\_

Title \_\_\_\_\_

Bank/Firm \_\_\_\_\_

Work Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Phone \_\_\_\_\_

Cell Phone \_\_\_\_\_

Email \_\_\_\_\_

Mentor Name \_\_\_\_\_

Title and Bank \_\_\_\_\_

Phone Number \_\_\_\_\_

Email \_\_\_\_\_

Manager Name \_\_\_\_\_

Title and Bank \_\_\_\_\_

Phone Number \_\_\_\_\_

Email \_\_\_\_\_

Enclosed is a check for \$ \_\_\_\_\_

or

VISA/Mastercard # \_\_\_\_\_

Expiration Date \_\_\_\_\_

Name on Card \_\_\_\_\_

**Registration: [reg@wabankers.com](mailto:reg@wabankers.com)**  
WBA, 1601 Fifth Avenue, Suite 2150, Seattle WA 98101  
Call us at (206) 447-1700 or register online at [s.wabankers.com/mdp](https://s.wabankers.com/mdp).

\*Attendance at WBA programs is limited to employees, officers and directors of WBA members, non-members eligible for membership in the WBA and members of other state banking associations which grant reciprocal privileges to WBA members.

Cancellation Policy: For all cancellations that occur up to seven days prior to the start date, a \$50 cancellation fee will be charged. For cancellations with less than seven days notice, there will be no refunds. A substitute can attend at no fee. For cancelled courses and/or seminars, full fees will be refunded. Cancellation Procedure: Cancellations must be sent in writing to the WBA office via email, fax, or mail. No refunds will be granted until a written cancellation request is received by WBA.

# MANAGEMENT DEVELOPMENT PROGRAM



WASHINGTON  
BANKERS ASSOCIATION



## 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.

## Homework and Mentors

Participants are required to complete 6-8 hours of homework a month. 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, participants then discuss within their class to compare notes and learn how their peers approached the questions. Each student is also paired with an executive-level mentor from their bank, who works with them to reinforce the classroom learning experience. Mentors are a required part of the program, and act as a sounding board to assist in understanding new concepts.



### THE BIG PICTURE: TODAY'S COMPETITIVE BANKING ENVIRONMENT

April 10, 2019

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. What do bankers need to do to recapture the confidence of the American people and their local communities? How can banks attract and retain 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
- Changing customer expectations and how they are utilizing our services today

**Instructor:** Joe Zavaglia, M.Ed., Zavaglia Consulting, Edmonds, WA

### COMMUNICATING FOR RESULTS: CLEAR COMMUNICATION, LISTENING, AND BEING HEARD

April 11, 2019

Critical to the success of bank leaders and their organizations is how well they communicate. Understanding one's own limiting perceptions and blind spots is paramount to listening and speaking effectively. Listening skills impact job effectiveness and the quality of professional relationships. Studies show people only remember between 25-50% of what they hear, which means when they give direction or present information, their audience is missing most of the message. By becoming a better listener,

productivity, the ability to influence, persuade and negotiate — all will improve thus helping to avoid conflict and misunderstandings. Organizations demand constant feedback. Leaders who are skilled in handling difficult conversations exude confidence and respect. Job satisfaction is most impacted by how much individuals feel appreciated and valued for their work, rather than by their salaries or benefits. This session will introduce ways to help determine how to develop teams that feel appreciated and to master the art of successful communication.

#### SESSION HIGHLIGHTS

- How to build critical communication skills
- Become aware of perceptions and blind spots
- Expand listening skills to draw out critical conversations
- Learn effective day-to-day communication
- Deliver powerful and effective feedback to all levels of the organization
- Understand how team members are valued and appreciated

**Instructor:** Dariush Khaleghi, President, Leadership Edge, LLC, Seattle, WA

### THE HIGH-IMPACT OF EMOTIONALLY INTELLIGENT LEADERSHIP

May 15, 2019

Many studies have shown emotional intelligence to be a key factor in leadership effectiveness by improving employee job satisfaction, performance and retention. Emotionally intelligent leaders are aware of and can regulate their own emotions to act rather than react. They understand and influence other people's behaviors and manage the organizational mood and climate. Emotionally intelligent leaders have the capacity to motivate and respond to the needs of their staff through active and empathic listening and promoting high-trust relationships.

#### SESSION HIGHLIGHTS

- Explain what emotional intelligence is and how it is different
- Outline the key components of emotional intelligence
- Understand why emotionally intelligent leaders are more effective
- Articulate the role of emotional intelligence in building high-trust relationships
- Describe the relationship between trust, commitment and achievement
- Use emotional intelligence to become a more effective leader

**Instructor:** Derek Olsen, Henley Leadership Group, Seattle, WA

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

June 12, 2019

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'ts
- Motivating team members and beyond
- Coaching and contracting for change
- Four phases of Performance Management

**Instructor:** Karl Ahlrichs, Founding Partner HiringSmart, Carmel, IN

### EFFECTIVE INTERPERSONAL CONFLICT AND PRINCIPLED NEGOTIATION

July 31, 2019

Effective managers are problem solvers whom 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 scenario-based conflict within the first 30 minutes. The remainder of the day will be dedicated to interactive banking-related challenges and diffusing common emergencies.

#### SESSION HIGHLIGHTS

Build your ability to produce results by:

- Understand the value and importance of productive conflict
- Understand intent vs. impact and its role in interpersonal conflict
- Practice a technique to overcome interpersonal conflict
- Identify your standard conflict strategies and their consequences
- Learn a new approach to negotiation that opens the possibility of both parties getting more of their needs met
- Practice using the new negotiation approach

**Instructor:** Chris Wheatley, Chris Wheatley Consulting, Spokane, WA

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

August 21, 2019

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 U.S. 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., Zavaglia Consulting, Edmonds, WA