

EXECUTIVE DEVELOPMENT PROGRAM



A 12-month program designed to motivate and accelerate the development of Northwest bankers

2021 Executive Development Program



Senior executives at WBA member banks tell us how hard it is to find middle- and upper-management talent. This talent gap constrains the success and growth of many banks. The Executive Development Program (EDP) is a proven tool, designed to help you grow the talent within your organization to fill that gap and move it forward.

The EDP is an intensive, year-long program designed to challenge and develop your most talented up-and-coming managers. Class sessions led by seasoned professional instructors help them acquire the strategic, financial management and communication skills required for successful leadership of financial institutions in today's demanding marketplace. Homework is required between sessions, and participants work with a mentor from within their banks, adding an additional dimension that is truly unique in our industry.

Feedback from more than 300 graduates and executive management continues to be strong. They report that those successfully completing the program are ready to take on broader job responsibilities and make a larger contribution to their bank's success. They're also well-prepared for additional professional development, such as Pacific Coast Banking School. When it was created 13 years ago, the EDP addressed a critical need for executive development, with each class building on the success of prior years. We expect 2021 to be no different.

As we continue to work through the ongoing COVID-19 pandemic, WBA has moved classes to a virtual format. For 2021, all EDP class dates listed are for our virtual format. Should the time come that in-person classes are once again feasible, we will communicate this to students.

We understand your need to continue growing the talent within your bank. The Executive Development Program will help you do just that.

Glen Simecek
Washington Bankers Association
President and CEO



Who are our emerging bank leaders of tomorrow? Who at your institution has the capability of becoming a future executive at your bank? Research shows us that strong leaders increase employee engagement, employee retention, profitability, customer satisfaction, productivity and quality of services. Yet, sadly enough, only 10% of those being promoted into key leadership positions have been given the training they need.

I have had the pleasure of observing, first-hand over the last 10 years, the most intelligent and hungry bankers who are willing to think outside the box, not afraid to challenge the status quo via the EDP program. These men and women work diligently to enhance their banking knowledge and skill sets. They emerge with a thirst for wanting to make a difference at their institution, and now years

later, that desire has only increased. They are our future leaders, tomorrow's bank executives, they are our legacy and have expressed the most profound appreciation for the opportunity to participate in the EDP.

Who at your institution is a future bank executive who would benefit from the EDP? Consider giving them a chance to change their future forever.

Joe Zavaglia
President, Zavaglia Consulting
Executive Development Program Lead Consultant

THE WASHINGTON BANKERS ASSOCIATION IS PROUD TO OFFER THIS PROGRAM TO THE FOLLOWING PARTNER AND CO-SPONSORED STATES: **MONTANA, UTAH, OREGON, AND IDAHO.**

Program Curriculum

THE BIG PICTURE AND BANK EVOLUTION

January 26, 2021 • 8:30 - 3:00 pm

This class will introduce and examine the evolution and importance of the banking system and the attendees' place in it. We will discuss the historical aspects of the banking and financial system, and explore the root causes of the financial crisis, its effect on the industry, and lessons to take into the future.

Session Objectives

- Profile banking's financial underpinnings
- Challenge participants to examine their personal brands
- Create an understanding of the financial system, the way money moves and megatrends in banking
- Help participants understand their place of leadership within the financial system

Instructors: Steve Brown, President & CEO, PCBB
Joe Zavaglia, President, Zavaglia Consulting



CREDIBILITY AND ETHICS

February 2, 2021 • 8:30 - 10:30 am; 1 - 3 pm

February 3, 2021 • 8:30 - 10:30 am

Banking is one of the most competitive professions on the planet. The banking industry has seen numerous examples of what happens when professionals violate the rules of integrity and ethics in order to satisfy the demands of a competitive environment. This class is designed to help participants understand the principles of ethics and engage in experiential learning activities to measure how they would deal with ethical issues via case studies and hypothetical exercises.

Session Objectives

- Explore the importance of values clarification and its relationship to ethics
- Engage in a group experiential ethics and moral dilemma exercise
- Develop an understanding of the nature of ethical dilemmas, the principles for resolving them, and how to apply them in the banking environment

Instructor: Joe Zavaglia, President, Zavaglia Consulting

“The Executive Development Program opened my eyes to elements of banking outside of my job function and department and effectively increased my value proposition to my bank.”

David Raney, EVP/Chief Banking Officer,
Sound Community Bank,
Executive Development Program Graduate

MANAGEMENT AND LEADERSHIP FOR A NEW ERA

February 23, 2021 • 8:30 - 10:30 am; 1 - 3 pm

February 24, 2021 • 8:30 - 11:30 am

Bank executives are leading through the most challenging era of our lifetimes. The trajectory of the past decade of banking has completely transformed, and more is being asked of bank leadership than ever before. Adaptability, resiliency and an ability to drive meaningful results while navigating significant uncertainty are now the criteria against which executives must measure their performance and the performance of their teams. In this session, participants will be challenged to identify how their own leadership competencies map to the cultural, strategic and infrastructural needs of a banking world that will not “go back in time” post-COVID. Using real world bank scenarios, participants will work in teams to dive deeply into what leadership and strategy mean for banking in the modern era.

Session Objectives

- Identify how to integrate adaptability and resiliency into leadership strategy
- Articulate vision and values that support growth and performance in a modern context
- Understand how to create intrinsic and extrinsic motivators for staff/teams
- Develop self-governance plans for personal and professional growth

Instructor: Jackson Hataway, Executive Vice President of Communications, Marketing & Member Services, Missouri Bankers Association



UNDERSTANDING BANK FINANCIAL STATEMENTS

March 16, 2021 • 8:30 - 10:30 am; 1 - 3 pm

March 18, 2021 • 8:30 - 11:30 am

This session will focus on calculating and interpreting key banking ratios so that a comparison with the Uniform Bank Performance Report can be performed to determine how your financial institution compares to your peer group of banks. We will accomplish this by understanding the items on the balance sheet and income statement and how each account relates to the other. We will calculate and interpret earnings and performance ratios that bank management should monitor to ensure a safe, sound, and high performing bank. We will end the day by focusing on the CAMELS rating system and other key risk areas.

Session Objectives

- Analyze a balance sheet (including earning assets, the types of debts typically found and Stockholders' Equity Accounts)
- Calculate and interpret key bank earnings and performance ratios and how they compare to peer banks using the UBPR
- Identify liquidity and other funding source opportunities and threats

Instructor: Jeffery Johnson, President, Bankers Insight Group

BANK PROFITABILITY

April 13, 2021 • 8:30 - 10:30 am; 1 - 3 pm

April 14, 2021 • 8:30 - 11:30 am

Unlike the manufacturing and retail industries, financial institutions rely largely on the assets and liabilities on their balance sheets to generate income. This session will examine how banks make money, the capital required versus the risks inherent in the balance sheet, and an overview of how bank profitability is performed. The day begins with an overview of the industry, and drills down into organizational, product, and customer profitability details, with a discussion on how profitability is utilized in strategic decision making.

Session Objectives

- Orient attendees on how profitability reporting is accomplished
- Identify effective ways to use profitability data, with an emphasis on strategic decision making
- Build an understanding of funds transfer pricing, and risk adjusted return on capital

Instructor: Jeff Marsico, Executive Vice President, The Kafarian Group

ASSET LIABILITY MANAGEMENT

May 18, 2021 • 8:30 - 10:30 am; 1 - 3 pm

May 19, 2021 • 8:30 - 11:30 am

Bank managers and leaders need to understand the relationship among financial goal setting, budgeting and planning, and the ALCO and balance sheet management process. Externally, bank regulators, shareholders, stock analysts, and the SEC all expect that bank management have an effective plan and process in place to reach financial goals while managing the relationship between various forms of risk and return. The focus of this session is to introduce and apply various tools and techniques in developing an effective ALCO process.

Session Objectives

- Understand the difference between a static and dynamic ALCO process and why it makes sense to convert to dynamic
- Understand and apply the most crucial decision-making tools in growing, maintaining, pricing, and assessing deposits
- Be able to discuss issues involved in making ALCO decisions using enterprise risk management metrics

Instructor: Dave Koch, Managing Director - Advisory Services, Abrigo

"This program has been instrumental in the advancement of my career and continuing education. This year-long program was more than beneficial as it gave me great confidence to continue my career growth and also prepared me for what to expect at PCBS. Shortly after graduating, I was promoted."

Rebecca Williamson, VP, Human Resources Manager, Commencement Bank, Executive Development Program Graduate



EXECUTIVE DEVELOPMENT PROGRAM MENTORSHIP PROGRAM

A unique aspect of the EDP is the mentorship program. It was designed to pair EDP students with an executive mentor from their bank who works with them on a monthly basis to reinforce the classroom learning experience, introduce them to key executives at their institution, and match them with business experts for assistance in their homework preparation. All students are required to have a mentor during the program; they are expected to interact frequently with them and to use them as a sounding board to assist in understanding topics that may be outside their current knowledge base. This is one of the few banking-related executive development programs in the country where mentor and mentee are partnered to ensure the most complete development of the student.

CREDIT AND RISK REVIEW

June 22, 2021 • 8:30 - 10:30 am; 1 - 3 pm

June 23, 2021 • 8:30 - 11:30 am

In today's current economic environment, managing the commercial and consumer loan portfolio is paramount to maintaining a safe and sound financial institution. This class begins with a discussion of macroeconomic, industry, business and management factors that must be considered as part of credit and risk assessment. This is followed by an examination of the bank's loan management functions including: identification of potential problem loans, management oversight of the loan portfolio, and the bank's corrective action plans when problems are identified.

Session Objectives

- Assign credit risk ratings utilizing a clear, measurable and objective risk rating system
- Review of essential loan documentation procedures to ensure the bank's collateral position is legally enforceable
- Discuss effective methods of performing an internal loan review including an assessment of the bank's asset quality trends and performance/capital ratios

Instructor: Jeffery Johnson, President, Bankers Insight Group

LEGISLATION AND POLITICS

July 20, 2021 • 8:30 - 10:30 am

July 21, 2021 • 8:30 - 11:30 am

This class is designed to broaden participants' understanding of the complexities of the legislative process in Washington and Idaho. More specifically, we will review legislation and its impact on the banking industry. We will discuss the differences among various banking organizations, their purpose for existence, and key legislative and political challenges facing each organization.

Session Objectives

- Discuss the role politics plays in the banking industry today both on a national and local level
- Identify how legislation has negatively impacted the banking industry over the years and what the results have been
- Define how credit unions are benefiting from the current political environment and what this means to our industry

Instructors: Glen Simecek, President & CEO, WBA; Trent House & Carrie Tellefson, WBA Lobbyists
Steve Scranton, CFA, Chief Investment Officer & Economist, Washington Trust Bank

AUDIT AND COMPLIANCE

August 17, 2021 • 8:30 - 10:30 am; 1 - 3 pm

August 18, 2021 • 8:30 - 11:30 am

The U.S. government must ensure that all financial institutions are operating in a safe and sound manner. Banking leaders must learn how to maximize their profits, yet stay within a framework provided by certain regulatory oversight groups. Find out who these oversight agencies are, how they measure your bank's overall health, and how they audit your bank. As a future leader of a bank, you will need to understand what the consequences may be if your bank is unable to comply with the standards set by your oversight agency.

Session Objectives

- Review the history of banking problems and how the regulatory agencies are structured
- Explore the different ramifications when a bank falls outside the safe and sound criteria rating
- Interact with regulators to discover what actually happens in the field

Instructor: Dave McCrea, CompAssured

“When I look at the positions these individuals hold in the bank and their contribution, I see a group of engaged, committed middle managers. The EDP experience has prepared them all for additional leadership opportunities and they have all stepped up! The quality of the training is well worth the investment.”

Laurie Stewart,
President & CEO
Sound Community Bank



THE EMOTIONALLY-INTELLIGENT LEADER: DEVELOPING CORE EQ COMPETENCIES FOR A HEALTHIER WORKPLACE

September 14, 2021 • 8:30 - 10:30 am; 1 - 3 pm

September 15, 2021 • 8:30 - 11:30 am

Today's workplaces call for emotionally-intelligent leaders, people who demonstrate empathy, build rapport with others and manage their emotional responses in stress-inducing situations. This session will focus on helping students identify and enhance core EQ competencies and explore methods for increasing self-awareness, managing stress and more. The session will also dive into courageous communication and ways to have difficult conversations.

Session Objectives

- Discuss issues that create difficulty in the workplace
- Discuss what prevents peoples from having difficult conversations
- Provide communication tools to have these conversations
- Providing feedback on what we hear

Instructor: Rachele Strawther, Director, Leadership Training and Development, Gonzaga University



NEGOTIATIONS AND CONFLICT RESOLUTION

October 19, 2021 • 8:30 - 10:30 am; 1 - 3 pm

October 20, 2021 • 8:30 - 11:30 am

As bank executives continue to navigate a financial services industry in the throes of constant change, their negotiating and conflict management skills are being challenged as never before. Whether it's bargaining with customers over rates or structure, supporting credits through the approval process, dealing with staff performance problems, sorting out compliance issues with regulators, or simply managing everyday differences with colleagues, today's relentlessly dynamic banking industry demands nothing less than best-in-class negotiating and conflict resolution skills.

Session Objectives

- Understand the powerful anti-negotiation bias in American culture that underlies our instinctive discomfort with - and avoidance of - the process
- Be able to competently and confidently use a full range of best negotiating and conflict management practices and countermeasures
- Fully and effectively prepare to negotiate and resolve conflicts with easy-to-use planning tools

Instructor: Jim Thomas, Chairman and CEO, Common Ground International



UNDERSTANDING THE FUNDAMENTALS OF FINTECH

November 16, 2021 • 8:30 - 11:30 am

November 17, 2021 • 8:30 - 11:30 am

The term fintech is being used today within financial services to describe everything from products to technologies to business models. Understanding the fundamentals of fintech – both the impact and the opportunity it creates – is essential for bankers to meet consumer demands, respond to challenges from non-traditional competitors, and succeed in the increasingly digital age.

Session Objectives

- Understand the fintech ecosystem and how digital innovators are disrupting banking
- Recognize the role of fintech in deposit displacement and the unbundling of the banking system's value chain
- Explore how fintech uses data to remap and remove friction from the customer journey.
- Identify opportunities for banks to establish working partnerships and create frameworks for collaboration with fintech companies
- Prepare a bank's culture for the impact of fintech and the effect of digital transformation

Instructors: Dave DeFazio, Partner, StrategyCorps

Joe Sullivan, President & CEO, Market Insights



Please note that course dates and instructors may be subject to change.

VIRTUAL NETWORKING

Networking is a key aspect to WBA's Development Programs, so to facilitate learning about your peers in a virtual world, we have designated the last hour of the second day of class each month to be dedicated to networking.

2021 Executive Development Program

WHO SHOULD ATTEND?

This program is designed for self-starters, bankers who want to proactively direct their own careers. Group study exercises and activities promote a team-learning environment where the focus is more than just on the individual but on the 'we' as a team, where everyone works together to achieve a common goal. This executive-level program appeals to critical thinkers who want to challenge their understanding of the banking industry, who are eager to learn and share their newly discovered knowledge in better serving their organizations.

This program is designed for those:

- Motivated and driven to succeed
- With at least three years in a management position or equivalent banking experience
- Key producers that a bank wants to retain for the long term and develop for significant leadership roles
- High-potential employees poised to move into new positions
- Anyone considering attending Pacific Coast Banking School would find this an excellent precursor

COST FOR PROGRAM

Registration forms must be received by December 15, 2020.

Members of the Washington, Idaho and Oregon Bankers Associations:

\$3,950 per student until December 1
\$4,250 thereafter

Non-Members:

\$6,700 per student until December 1
\$7,200 thereafter

ATTENDANCE

Attendance is required at all 12 sessions. We recognize that certain absences cannot be avoided and will approve missed courses on a case-by-case basis. It is still expected that all course work be completed for any missed class. In order to complete the entire program, there can be no more than two absences.

It is each student's personal responsibility to attend all scheduled classes and events, complete all homework assignments, and fully participate in all group assignments and team building exercises.

In the event that in-person classes become available at any point during the year, WBA will alert students to this change, and move classes to one day per month.

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.

REGISTRATION INFORMATION

For information on how to register and to print the registration form, please visit our website at www.wabankers.com or call (206) 447-1700. This form requires managerial and executive management approval. Please send your completed form and payment info to: Washington Bankers Association, 1601 Fifth Avenue, Suite 2150, Seattle, WA 98101.



"The Executive Development Program provided a fantastic development opportunity for the employees who participated. It was a great investment for the bank. We will send more employees to this program and would recommend it highly for rising stars in your company."

Jack Heath, President & COO, Washington Trust Bank

With today's bankers facing unprecedented economic, regulatory, and competitive pressures, the need for strong leadership has never been greater.

STEP UP YOUR CAREER.



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