

FRONT-LINE LEADER PROGRAM

Winning the War for Talent, Keeping the Team Engaged, and Building Your Bench



Look around your organization. There is talent you wish you had, talent you have and hope to keep, and talent you have that needs further development. Like other industries, it's the circumstance we all face as community bankers in Minnesota. This program, jointly developed by the Independent Community Bankers of Minnesota and Catalyzer, Inc. intends to address these and future needs as community banking continues to evolve.

The research says:

- Learning and development opportunities are among the top five drivers for recruiting from an employee perspective (Towers Watson 2014 Global Workforce Study).
- 41% of millennials would change jobs for better professional development programs (2017 Gallup State of the American Workplace Report).
- In the next 10-15 years, all working Baby Boomers, those born between approximately 1946 and 1964, will be at or near retirement age. Yet, over half of smaller businesses in the US have no succession plan, meaning they are not purposefully preparing their teams for future requirements (USA Today, August 2018).
- 85% of banks sell due to succession challenges (IBAT, 2019).

Interested in attracting and retaining the talent necessary to keep your bank independent well into the next generation? This program is intended to help. And a little more research...according to Korn-Ferry, "the earlier leadership development starts, the quicker the compound interest of those programs starts to accrue."

PROGRAM OUTLINE

1. Four, 3-hour modules:
 - *Leadership Foundations (and more)*
 - *An Introduction to Emotional Intelligence*
 - *Communicating Like a Boss*
 - *Performance Feedback and Coaching*
2. Pre-course work, journaling between modules, and post-course recommendations intend to enhance "stickiness."
3. Interaction with a more senior leader cohort via assignments and during the Communications module.

WHO SHOULD ATTEND

Professionals rising or new to leadership in their community banks (front-line/future leaders).

PROGRAM DETAILS

- **PARTICIPATION:** This is a virtual event but intended to be far more participatory than a webinar. All participants should have a camera and audio available.
- **DURATION:** 3 hours each scheduled day (x 4 days spread over six weeks in October and November).



GIVING COMMUNITY BANKS
A POWERFUL AND UNIFIED VOICE.



IGNITE GREAT

1 LEADERSHIP FOUNDATIONS (and more)

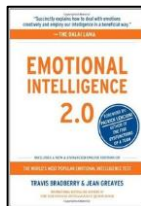
MODULE CONTENT (3 hours)

- What Does Leadership Look Like?
- Personal and Organizational Definitions of Leadership
- Leadership vs. Management (self-assessment)
- What Leadership Looks Like Where You Work
- Future Community Bankers – What’s Required?

2 AN INTRODUCTION to EMOTIONAL INTELLIGENCE

MODULE CONTENT (3 hours)

- Images From Our Past – Emotional Intelligence Examples
- The Goleman Four-Domain Model
- Emotional Intelligence Naysayers
- Self-Awareness and the Johari Window
- Self-Management and Brain Biology
- Social Awareness (video)
- Relationship Management (practical exercise)
- Practicing Emotional Intelligence



3 COMMUNICATING LIKE A BOSS (Joint Session w/ Senior Cohort)

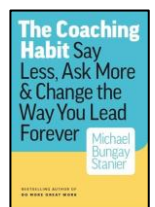
MODULE CONTENT (3 hours)

- The Communications Environment Where You Work
- A Communications Framework – The Shannon-Weaver Model
- Barriers to Communication (Noise)
- Inductive and Deductive Communications Styles (self-assessment)
- Listening Styles (self-assessment)
- E-Mail Communications and Building an E-Mail Habit
- Face-to-Face and Non-Verbal Communications/Body Language

4 PERFORMANCE FEEDBACK and COACHING

MODULE CONTENT (3 hours)

- The Difference Between Performance Reviews, Coaching, and Mentoring
- Your Organization’s Approach to Performance Reviews
- The Good, the Bad, and the Ugly [About Performance Reviews]
- Great Coaches and Great Coaching in Your Organization
- Coaching Your Boss (Managing Up)
- Asking Questions
- The 7 Questions – A Coaching Approach (practical exercises)



THE MODULES