

2022 EXECUTIVE DEVELOPMENT PROGRAM



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

2022 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 2022 to be no different.

The 2022 EDP will feature a mix of in person and virtual classes, while also providing valuable in person networking and engagement.

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 13 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, 2022 • 8:30 - 3:30 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

LEADERSHIP AND MANAGEMENT

January 27, 2022 • 8:30 - 3:30 pm

Effective leaders commit to being life-long learners. In these times of rapid change, leaders are continuously required to expand their ability to lead their teams into an unpredictable future. This training day will be packed with opportunities for individual reflection, small and large group learning and practice with real time challenges.

You will examine your leadership abilities according to five key competencies that leaders must possess in today's world. In addition to these skills, Intellectual Agility, Innovative Action, Productive Engagement, Vital Fulfillment and Integrated Ideals are needed for future leadership success.

Session Objectives

- Understand that Intellectual Agility is leading with an open mind, seeking genius at every level of the organization
- Understand that Innovative Action is deciding and acting based on new and emerging information
- Learning that Productive Engagement is having interactions that build trust and inspire action
- Understanding that Vital Fulfillment is creating a workplace experience as a source of energy for life
- Developing understanding that Integrated Ideals brings your leadership vision, mission and values into day-to-day business and practice

Instructor: Jackson Hataway, SVP Marketing, Communications and Member Services, Missouri Bankers Association

UNDERSTANDING BANK FINANCIAL STATEMENTS • VIRTUAL CLASS

March 2, 2022 • 8:30 - 4:00 pm

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: Brad Stevens, Principal, Stevens Risk Management, LLC



“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



BANK PROFITABILITY

March 16, 2022 • 8:30 - 3:30 pm

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 Kafafian Group

UNDERSTANDING THE FUNDAMENTALS OF FINTECH • VIRTUAL CLASS

April 13, 2022 • 8:30 - 11:30 am

April 14, 2022 • 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

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

May 11, 2022 • 8:30 - 3:30 pm

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

"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.

NEGOTIATIONS AND CONFLICT RESOLUTION

June 15, 2022 • 8:30 - 3:30 pm

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

ASSET LIABILITY MANAGEMENT

July 20, 2022 • 8:30 - 3:30 pm

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: Brain Velligan, CEO, Velligan-Blaxall, LLC

CREDIT AND RISK REVIEW • VIRTUAL CLASS

August 10, 2022 • 8:30 - 10:30 am; 1 - 3 pm

August 11, 2022 • 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: Brad Stevens, Principal, Stevens Risk Management, LLC

“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**



AUDIT, COMPLIANCE AND CYBERSECURITY • VIRTUAL CLASS

September 14, 2022 • 8:30 - 10:30 am; 1 - 3 pm

September 15, 2022 • 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



LEGISLATION, POLITICS AND THE ECONOMY

October 19, 2022 • 8:30 - 3:30 pm

This class is designed to broaden participants' understanding of the complexities of the legislative process in the Pacific Northwest. 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. The afternoon session will be dedicated to understanding the current state of the economy.

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



CREDIBILITY AND ETHICS

November 16, 2022 • 8:30 - 3:30 pm

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



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

2022 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 17, 2021.

Members of the Washington and Idaho Bankers Associations:

\$4,200 per student until December 1
\$4,500 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 person sessions are held in Seattle, while virtual classes will be held on Zoom.

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 reg@wabankers.com.



"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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