BANK EXECUTIVE LEADERSHIP
CERTIFICATION PROGRAM

Advancing the Careers of Bank Executives

APPLICATION *CLASS OF 2020*

Featuring speakers from
The Table Group
Kotter International
Triad Consulting
Blackfish Strategies

Presented by the Alabama Bankers Association

"For a large part of my career, I have been focused on doing and producing rather than leading. For me, the program's focus on building successful teams and developing others has been tremendously helpful,"

— ***David Hedges, AuburnBank***

LEARN TO LEAD NOT MANAGE

Our purpose: *build the industry's future leaders.*

The purpose of the B2L Bank Executive Leadership Certification Program is to develop the Alabama banking industry's next generation of promising leaders.

The 18-month program is designed for highly motivated mid- to senior-level banking professionals.

This program will equip promising executives with the ability to handle the challenges associated with moving into new and more complex leadership roles.

The curriculum will enable participants to learn how to:

- build effective teams,
- communicate with persuasion,
- manage conflict,
- identify and develop top talent,
- lead under pressure, and champion change.

A further purpose: *build the association's future leaders.*

It is the association's desire that graduates of the program build a network of leaders that remains committed, loyal and actively involved in matters that affect the association and our ability to help our member banks to serve the financial needs of the communities in which we live and serve.

WHAT YOU CAN EXPECT

The curriculum is designed to increase your competency in a variety of core business skills while simultaneously developing your ability to lead and develop others. Upon graduating you will return to your organization able to:

- Think strategically
- Recognize strong leadership qualities in yourself and others, as well as increasing your awareness of your own blind spots
- Communicate persuasively in public, among peers, in meetings and in the boardroom
- Deliver and receive feedback
- Solve complex problems effectively amidst rapidly changing, complex business environments
- Manage internal and external politics, create buy-in, resolve conflict, and build relationships that achieve both professional and personal goals
- Build effective teams that create and achieve alignment between senior management and the front-line
- Lead through and effectively manage conflict
- Identify and develop top talent
- Align multiple life roles that improve time management, reduce stress and decrease burn-out

PROGRAM PARTICIPANTS WILL RECEIVE:

1. A comprehensive pre-program assessment of your:

- Leadership skills using the Leadership Challenge Practices Inventory 360-degree Assessment®
- Behaviors and preferences identified by the Myers Briggs Type Indicator Test®
- Conflict resolution styles measured by the Thomas-Kilmann Conflict Mode Instrument Test™
- Behavioral traits determined through the DiSC Behavior Assessment®

2. A detailed plan for growth that includes:

- Charting a course for where you want to be by developing your Personal Leadership Skills 12-month Improvement Plan
- Learning how to check your progress through a follow-up assessment after the program that gathers feedback from mentors, peers and subordinates
- Determining what support you will need to be successful

3. All handouts and tool kits for personal use

4. Experiential learning activities and hands-on class work that combines peer- to-peer learning groups and feedback sessions

5. Exclusive access to a world-class faculty

6. The opportunity to build a network and learn with the state's most promising new leaders

ARE YOU RIGHT FOR THE PROGRAM?

The ideal participant is an emerging bank leader, on-track to assume the responsibility of corporate leadership. Your peers will come from diverse business functions within the banking industry. Additionally, those nominated must:

- Be employed by a member bank of ABA
- Currently supervise direct reports
- Be nominated by a member of the bank's senior management team
- Be able to commit to an 18-month program (one day of class every three months), leadership assessment testing, a two-day opening retreat, and a one-day closing session that is concurrent with the Bankers 2 Leaders Summer Conference in July.
- Be a graduate of an accredited banking school ***or*** have a minimum of five years banking (or equivalent financial industry) experience

Ideal candidates include:

- Branch Manager/Assistant Branch Manager
- Business Development Officer
- Cash Management Officer
- Collections Manager
- Commercial Credit Analyst
- Commercial Lender
- Compliance Officer
- Consumer Credit Analyst
- Consumer Lender
- Director/Advisory Director
- Fraud Detection Officer
- Investment Officer
- Information Technology Officer
- Loan Operations Officer
- Loan Origination Officer
- Mortgage Lender
- Operations Officer
- Private Banking Officer
- Project Manager
- Residential Lending Officer
- Regional President/Manager
- Supervisors
- Trust Officer
- Wealth Management Officer

18-MONTH AGENDA AT A GLANCE

Pre-Program Assessment Testing
September and October 2018

Understanding Yourself As A Leader
December 6-7, 2018 / Columbiana
Allison Black Cornelius, Blackfish Strategies

Two-Day Opening Retreat
4-H Center in Columbiana

- Distinguishing between management skills and leadership skills
- Defining the characteristics and competencies of successful leaders
- Assessing the strengths and weaknesses of leadership styles
- Bias, beliefs, and blind spots
- Promoting a sense of shared responsibility
- Creating a personal vision and leadership plan

Leadership Expression
January 9, 2019 / Birmingham
Triad Consulting (Cambridge, Mass.)

- Communicating with vision and purpose
- Customized presentations (public, private, board, customer).
- Examining expressive and persuasive communication techniques
- How to have difficult conversations
- Conflict resolution
- Receiving and delivering feedback

Leading with Emotional Intelligence
April 10, 2019 / Montgomery
Neal Kelley

- Define emotional intelligence and understand its significance as it relates to practicing leadership behaviors that strengthen a productive and healthy workplace environment.
- Identify emotional intelligence strengths and developmental areas by completing an emotional intelligence self-assessment.
- Recognize the four emotional intelligence domains of self-awareness, self-management, social awareness and relationship management as well as related skills that lead to improved productivity and performance.
- Develop a personal action plan to develop Emotional Intelligence skills to strengthen leadership behaviors.

Leading & Managing the Effective Team

July 10, 2019 / ***Destin, Fla.***
Brian Jones, Patrick Lencioni's Table Group

- The five dysfunctions of a team model
- Building effective leadership teams
- Maximizing team diversity
- Effective meeting design and facilitation
- The competitive advantage

Leading through the Deal

October 16, 2019 / ***Location TBD***
Triad Consulting (Cambridge, Mass.)

- Negotiating the impossible
- Competitive decision making
- Breaking deadlocks
- Understanding your leverage
- Maximizing trust among parties
- Focusing on value

Leading Change

January 15, 2020 / ***Location TBD***
Kotter International

- Developing a leadership culture
- Maintaining high performance levels
- Choosing the best leadership style to manage the pace of change
- Understanding roadblocks to change and innovation
- Restructuring the organization for immediate and long-term success
- Effectively addressing disruptors
- Effective senior teams that manage change

The Whole Leader

April 8, 2020 / ***Location TBD***
Steven Graves, Consultant

- Improving performance in all four domains of the leader's life: work, home, community, and self
- Transforming how you allocate attention, skills, and resources
- Preventing burn-out and managing stress
- The purpose driven professional

Persuasion, Advocacy & Influence

July 8, 2020 / ***Destin, Fla.***
Closing Session @ B2L Summer Conference

This curriculum will focus on legislative agendas, association efforts, and regulatory changes, threats, and opportunities.

FACULTY AND CONSULTANTS

ALLISON BLACK CORNELIUS has a remarkable ability to interpret complex ideas and challenges in the nonprofit and government sectors and make them understandable and interesting to audiences around the world. Blackfish has developed a loyal following and their fans believe in a simple leadership philosophy. Allison's work includes a professional speaking and training tour that numbers more than 100 public appearances annually around the world and she lecturers regularly at some of America's most prestigious colleges. In 1994 she made her first attempt at influencing policy, which culminated in the writing and passage of Meagan's Law ultimately passing in 36 states.

TRIAD is a leading global corporate education and communication consulting firm based in Cambridge, Mass. Triad help organizations, leaders, and teams with key communication and conflict resolution skills. Triad Consulting Group builds individual and organizational capacity to manage difficult conversations and critical relationships — whether with colleagues, clients, customers, suppliers or partners. Triad was founded by members of the **Harvard Negotiation Project**, the pioneering negotiation think tank at Harvard Law School. Triad has developed a framework and approach for engaging in Difficult Conversations ™ more effectively.

NEAL KELLEY serves as a senior training consultant for SummaSource at Auburn University at Montgomery. Prior to joining the staff at Auburn University at Montgomery, he served as the director of training and operations for Leadership Training International, a training organization based in Chesapeake, Va. As a master trainer with LTI, he conducted leadership seminars and train-the-trainer workshops in the U.S.A. and around the world. He has also served successfully as a senior manager for a large manufacturing company.

BRIAN JONES has more than 15 years of experience helping organizations achieve real results in the areas of organizational health and leadership development. Brian is a resource to business leaders everywhere in their pursuit of organizational health as a facilitator, coach, advisor, writer, and speaker. More than 15,000 executives have participated in Brian's offsites and workshops worldwide. Currently, Brian works regularly with CEOs and executive teams in quickly and effectively applying the concepts captured in all of Pat Lencioni's books. His clients span a broad spectrum of various industries, including technology, manufacturing, and health care.

Regarded by many as the authority on leadership and change, John P. Kotter is a best-selling author, award winning business and management thought leader, business entrepreneur and Harvard Professor. His ideas, books, and company, **KOTTER INTERNATIONAL**, help mobilize people around the world to better lead organizations in an era of increasingly rapid change. Kotter International's vision is as bold as it is simple: Millions leading, billions benefiting. Kotter believes that leadership must be inclusive, rather than exclusive. The "why" of leadership is most important: to have a positive and lasting impact on people and organizations. Kotter equips people to transform their organizations themselves and teach others how to do it.

DR. STEPHEN R. GRAVES is a strategist, executive coach and author. At any given time, he is working with a handful of remarkable executives leading large global organizations and young social entrepreneurs just starting out. This includes Fortune 100 public companies, all-sized family businesses, and world-changing Not-for-Profits. He is honored to be the go-to-guide for hundreds of CEOs across the globe over the last three decades. Steve has authored more than a dozen books aimed at teaching people how to flourish in their life and work, and he publishes a weekly article read by more than 10,000 leaders around the world. One of his most memorable projects was the launch and scale of the Life@Work Magazine, an award winning and trend-setting publication.

Bank Executive Leadership Certification Program

APPLICATION / 2020 CLASS

PERSONAL INFORMATION (PLEASE PRINT OR TYPE)

NAME | TITLE

BANK/INSTITUTION

MAILING ADDRESS | CITY, STATE & ZIP

BUSINESS PHONE | BUSINESS CELL

EMAIL | FAX

BRIEF DESCRIPTION OF RESPONSIBILITIES ______

HOW MANY EMPLOYEES REPORT TO YOU? ______ BANK ASSET SIZE: ______

NUMBER OF BRANCHES: ______ NUMBER OF EMPLOYEES: ______

EMPLOYMENT HISTORY List experience related to the banking industry or attach resume

EDUCATION LEVEL Check highest achieved

○ High School ○ Some college ○ College undergraduate degree ○ College graduate degree ○ Other

LIST ALL BANKING SCHOOLS YOU HAVE ATTENDED

DESCRIBE ADDITIONAL EDUCATIONAL ACTIVITIES THAT WILL ASSIST IN EVALUATING YOUR QUALIFICATIONS TO BE PART OF THIS PROGRAM

LIST ALL COMMUNITY PROGRAMS IN WHICH YOU ARE INVOLVED

INTEREST STATEMENT Explain how you feel this program could benefit you personally as well as your financial institution. Attach additional information if necessary.

Recommending officer's/director's signature

Applicant's signature

Are you committed to the program and the time and financial commitment required?

○ Yes ○ No

FOR STATISTICAL PURPOSES

○ Male ○ Female

Birth Year: ______

Years in banking: ______

Years in current position: ______

APPLICATION DEADLINE

Applications must be completed and received by 4 p.m. on July 24. Selected applicants will be notified prior to Sept. 1. The class of 2020 will consist of no more than 42 participants. You may email your completed application to athomas@alabamabankers.com.

REQUIRED PROGRAM SESSIONS

Opening retreat
December 6-7, 2018

Session 1: Leadership Expression
January 9, 2019

Session 2: Managing Relationships & Professional Networks
April 10, 2019

Session 3: Leading & Managing the Effective Team
July 10, 2019

Session 4: Leading through the Deal
October 16, 2019

Session 5: Leading Change
January 15, 2020

Session 6: The Whole Leader
April 8, 2020

Graduation and closing session
July 8, 2020

Applicants are encouraged to apply only if they commit to attend all sessions.

TUITION

Tuition for the 2019/2020 ABA Leadership Development Program is $3,995 for ABA members. Tuition includes materials and meals, a two-day opening retreat, six additional day-long intense leadership seminars, a closing session and graduation. Travel and accommodations costs are not included. Attendance at all sessions is required for graduation.