

VIRGINIA BANKERS ASSOCIATION

Management Development Program

September 2020 - January 2021



A five-month program designed for entry level bankers who **have developed a passion for banking**, **want to enhance their knowledge of the business of banking**, and who **are motivated to excel in their career and reach their full potential**.



"The VBA's Management Development Program is great for aspiring leaders in our bank. Participants are able to take what they learn in class back to senior management and see how it relates to the day-to-day operations of the organization. They also spend time assessing their own leadership and management skills and the self-discovery of their strengths and opportunities makes them a strong leader for the future. Our employee was able to build relationships with his peers and discovered more opportunities for learning at the VBA. This experience was a win for him and us!"

Ann-Cabell Williams, Chief Retail Executive, Sonabank



"In the last two years, F&M Bank has seen four future banking leaders graduate from the VBA's Management Development Program. Our associates had the opportunity to expand their base of knowledge by collaborating and networking with peers from diverse backgrounds in virtually every functional area of banking. Our graduates returned to their roles with a deeper understanding of the industry and very engaged in the direction of the bank and their respective careers. We feel strongly that this program provides the knowledge and direction necessary to cultivate our next generation of banking professionals!"

Mark Hanna, President & CEO, F&M Bank



"The VBA's Management Development Program provides a comprehensive overview of banking, and is perfect for talented bank employees who are interested in growing their knowledge base in order to expand their careers. We have utilized the program over the years to develop our high potential leaders and provide them a broad based understanding of banking from product knowledge to leadership development and strategic planning. The program solidifies our relationship with our employees through our investment in their professional development, and provides a foundation for our company's long term success."

Marc Bogan, President & CEO, The Fauquier Bank

ABOUT THE PROGRAM

The VBA Management Development Program is a five-month program designed for entry level bankers who have developed a passion for banking, want to enhance their knowledge of the business of banking, and who are motivated to excel in their career and reach their full potential.

Each of the five sessions will concentrate on an area of bank management or personal development with a goal that the concepts learned can be put into practice immediately. Participants will leave the program with:

- An enhanced understanding of the business of banking and bank management
- An understanding of how the various bank departments work together in support of the goals of the organization
- A toolbox of dynamic leadership and management strategies
- A heightened level of self-awareness
- Tools to build relationships and an immediate network of bankers from across Virginia
- A knowledge of the impact of their role as an ambassador for their banks and for the banking industry
- An action plan for their own personal development
- A strategy for how to increase their level of engagement within their own financial institutions

At the end of the program, participants will be highly motivated to excel in their position and to help the bank succeed and thrive.

OTHER IMPORTANT INFORMATION

ADMISSION RECOMMENDATIONS

- New hire to five years of banking experience or equivalent financial industry experience
- Nominated by a member of the bank's senior management team
- Current member of the Virginia Bankers Association through the bank's membership

FACULTY Each session is taught by a different instructor, with an advisor present throughout the program to ensure connectivity among the sessions.

PRE-WORK AND POST-WORK The participants will be required to complete pre- and post- work for each session to ensure the concepts and material are understood, retained and put into practice.

TUITION Tuition for the VBA Management Development Program is \$2,750 per attendee. Tuition covers all five sessions, materials, instructor fees, meals and refreshments. Tuition does not cover overnight accommodations, if applicable, or dinners. Your registration is a full tuition commitment. Information on overnight accommodations will be sent directly to enrolled students.

APPLICATION PROCESS Applicants must submit a completed application by August 14, 2020 and, following a review of the application, each candidate will be notified of his or her status.

TO APPLY, PLEASE VISIT *Application information will be available in June*

This program must have a minimum of 20 participants and will take no more than 30 participants.

PROGRAM MODULES

SESSION ONE | September 17, 2020

INTRODUCTION TO BANKING AND UNDERSTANDING BANK FINANCIALS AND PROFITABILITY

Instructors: Andy Davies, The Marathon Organization, LTD & Bruce Whitehurst, Virginia Bankers Association

Guest: Michelle Crook, Bank of Botetourt

PART ONE: Bruce Whitehurst will welcome the VBA Management Development Program participants in Part One of Session One with an overview of the history of banking in Virginia and the role regulation has played in the transformation of banking services over the decades. This session will also provide attendees with an understanding of the difference in the various banking regulatory agencies and the relationship between the banks and the agency by which they are regulated. Attendees will benefit from a discussion on the financial crisis and its ongoing impact on the industry, and Bruce will also spend some time facilitating a discussion on banking industry trends.

PART TWO: Part Two of Session One will focus on understanding the bank balance sheet and income statement, calculating and interpreting key bank earnings and performance ratios, and the CAMELS rating system. This session will also include a discussion on the research, preparation and use of custom peer reports.

SESSION TWO | October 14, 2020

LEADERSHIP & MANAGEMENT

Instructors: John Sarvay & Kathy Greenier, Floricane

Session Two will focus on leadership and management, using Insights® Discovery - a powerful self-assessment tool designed to increase individual self-awareness and personal effectiveness. Each participant will receive their own personal effectiveness profile. Using that profile, participants will explore the role self-awareness and personality style play in our ability to be effective professionally, build relationships, and manage and lead others. Participants will deepen their understanding of their management and leadership styles, with a focus on their interaction preferences and how to leverage effective personalized communication strategies. By sharpening individual self-awareness, participants will understand how best to leverage their personal brand and will leave the session with an action plan for their future. New in 2019! We will be offering a one-hour webinar after this session to deepen the Insights® Discovery learning. The webinar will focus on the charts, wheels and graphs from the individual profiles, and explain additional ways to leverage Insights® as a tool to build self-awareness and improve relationships with others.

SESSION THREE | November 17, 2020

BANKING LINES OF BUSINESS AND BANK MANAGEMENT

Instructor: Vicki Kraai, Former Bank CEO, VK Solutions, LLC

Session Three is designed to provide you with some insight into leading and managing a bank – from the seat of a President/CEO focusing on the broad spectrum of the key fundamental areas of asset/liability management, lending portfolio management, and managing the customer experience. This session will be very interactive and will incorporate small group activities, case studies and roundtable discussion. Below are some of the focus areas of section of this session.

ASSET/LIABILITY MANAGEMENT

- Explore the bank's balance sheet in relation to rate sensitivity
- Discuss key profitability ratios
- Role of the investment portfolio
- Examine liquidity and funding sources – managing a bank's cash position
- Compliance related to A/L management

LENDING PORTFOLIO MANAGEMENT

- Review the different loan types
- Understand the impact the lending area has on bank earnings
- Understand the factors involved in a credit decision
- Review the components of managing a loan portfolio
- Compliance related to the lending portfolio

CUSTOMER EXPERIENCE MANAGEMENT

- History of regulations vs. customer perception
- Investing in our people portfolio

SESSION FOUR | December 15, 2020

PRODUCT DEVELOPMENT AND THE EMPLOYEE AS A BRAND AMBASSADOR

Instructor: Katie Gilstrap, Virginia Commonwealth University & University of Richmond

Product development, marketing, brand ambassadorship and their roles in shaping the customer experience are the focus of Session Four. This session will dive into the process by which banks develop new banking products and how retail associates can champion those products to meet customer needs and exceed service expectations. The session will also cover the individual associate's role in furthering the bank's mission, meeting sales and marketing objectives, championing the brand and cultivating culture.

SESSION FIVE | January 13, 2020 (Session Five & Graduation) and January 14, 2021 (VBA Banker Day)*

INTERNAL AND EXTERNAL RELATIONSHIP BUILDING AND STRATEGIC PLANNING

Instructor: Andy Davies, The Marathon Organization, LTD

PART ONE: In Part One of this session, the participants will gain an understanding of why strategic planning is important to regulators, management and the bank's board of directors, and the role each group plays in the strategic planning process. Participants will work together with the facilitator to create the outline of a community bank three year strategic plan to demonstrate the process and the importance of having a plan to steer the bank forward.

PART TWO: In Part Two of this session, the participants will learn about how strategically working collaboratively across lines of business to generate revenue for the bank, engaging in the industry of which they are a part, and becoming involved in the community they serve, will not only provide personal value, but will also help the future success of the bank. The session will close with a goal setting activity that will include an immediate action plan. *All participants must also attend VBA Banker Day on January 14.

POST-GRADUATION LEARNING

After graduation, participants will schedule a half-hour coaching call with Floricane Executive Coach, Debra Saneda. The coaching session will be focused on identifying key learnings from the overall experience to ensure that the participants have a clear roadmap for specific ways to apply their learning from this program back at the bank.



MICHELLE CROOK, BANK OF BOTETOURT Michelle joined Bank of Botetourt in 1993 after graduating Magna Cum Laude and Salutatorian from Roanoke College with a Bachelor of Business Administration degree. During her career, she has served as marketing officer and branch manager before being named CFO of Bank of Botetourt in 2005. Michelle was a member of the CFO Committee of the Virginia Bankers Association from 2008-2016, including one year as committee chairman. Michelle is a graduate of the Virginia Bankers School of Bank Management at the University of Virginia and is also a graduate of the Graduate School of Banking at Louisiana State University. She earned her Master of Business Administration degree from Troy University in 2005. From 2006-2016 Michelle was an adjunct professor in Roanoke College's Department of Business Administration & Economics where she has taught Principles of Accounting, Commercial Banking, and an Economics course called The Fed Challenge. She serves on the Department's Advisory Board comprised of alumni and local business leaders. In 2010, Michelle was recognized in the Blue Ridge Business Journal's Top 20 Under 40 edition. She was nominated and selected as one of the Roanoke Valley's top 20 emerging business leaders under the age of 40.



ANDY DAVIES, THE MARATHON ORGANIZATION, LTD Andy is CEO of The Marathon Organization, LTD, enjoyed a 40-year banking career and led the successful turnaround of two Virginia-based financial institutions (\$800 million and \$3 billion). He has offered customized strategic planning services to community banks across the southeast since 2002. Andy has been a speaker at educational seminars and bank director colleges offered by the Virginia Bankers Association, the North Carolina Commissioner of Banks and the Tennessee Bankers Association. Andy is a graduate of the College of William and Mary, the Stonier Graduate School of Banking and the Virginia Bankers School of Bank Management. Andy lives in Virginia Beach.



KATIE GILSTRAP, VIRGINIA COMMONWEALTH UNIVERSITY & UNIVERSITY OF RICHMOND Katie Gilstrap is a faculty member at Virginia Commonwealth University and serves as an adjunct and visiting instructor at the University of Richmond at the undergraduate, graduate and executive levels. Her teaching areas include marketing principles, marketing strategy, marketing research, services marketing, retailing and communications; and she regularly advises MBA thesis projects aimed at solving strategic dilemmas for locally headquartered companies. In addition to her teaching responsibilities, she has developed and led new programs for VCU. Prior to her academic career, Katie served as Senior Vice President and Director of Marketing at First Market Bank, overseeing marketing strategy, product development, advertising, community outreach and business analysis. During her time at First Market Bank, her work was recognized by *Financial Brand* magazine, and she became the youngest person in the company's history to be appointed to Executive Committee, with responsibility for developing and steering the corporate strategy of the organization. Katie is also a graduate of the Virginia Bankers School of Bank Management.



KATHY GREENIER, FLORICANE Kathy Greenier moved from Brooklyn, NY to Richmond five years ago, right after graduating from New York Law School. In past lives she's been a teacher, lobbyist, project manager, community organizer, policy analyst, and communications specialist, to name a few. Currently, she is excited to be the Insights Community Coordinator at Floricane. Kathy is passionate about facilitating, connecting and developing people, and building community. She thrives on building new programs and new networks from the ground up, and helping people develop skills and achieve their dreams.



VICKI KRAAI, VK SOLUTIONS Vicki Kraai is owner/founder of VK Solutions, a community bank consulting company that provides guidance to community banks to grow their people and profitability by delivering improved customer service and employee engagement tools, and other services ranging from managing regulatory enforcement actions to facilitating customized planning and employee training sessions. Vicki has a comprehensive background in community banking and has a passion for developing people for success in the financial services industry. She is respected as a people-oriented facilitator and leader and is able to build consensus, shape organizations and produce results. She is a customer focused strategy expert and grew up in the financial services industry from teller duties to bank president/CEO/owner. Vicki is also a senior training consultant for InterAction Training, known nationally for training and development of bankers working directly with financial institutions and state banking associations. Vicki also serves on the faculty of the Graduate School of Banking – Wisconsin and Kansas/Nebraska Schools of Banking. Vicki currently serves on the board of directors of West Gate Bank in Lincoln, Nebraska.



JOHN SARVAY, FLORICANE John is Floricane's blue sky thinker – challenging both clients and his own team to make big ideas better, and good ideas bigger. He displays a unique ability to weave together seemingly disparate ideas to help groups of people see their challenges in new ways. John has more than two decades of experience in leadership and team development, facilitation and strategic planning and communications. He has worked in academia and for Fortune 500 corporations. He founded Floricane in 2008 after a decade of leadership development, facilitation and strategic communication work for Richmond-based Luck Companies.



BRUCE WHITEHURST, VIRGINIA BANKERS ASSOCIATION Bruce Whitehurst joined the Virginia Bankers Association in 1993 following a 10-year career in retail and commercial banking. He has served as president and chief executive officer of the association since 2007 and was previously executive vice president. While at the VBA, Bruce has worked with member banks in a variety of areas, to include government relations, education and training, financial literacy, and partnering with banks in a number of innovative ways to help them enter new lines of business. He also speaks about and on behalf of the industry on a regular basis.