



ChartwellPartners

EXECUTIVE SEARCH | LEADERSHIP ADVISORY

[ChartwellPartners.com](https://www.chartwellpartners.com)



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Navigating the Dynamic Shifts
In Bank Board and Executive Leadership

SPORT PSYCHOLOGY





"6 iron- he likes me a little more than than the longer ones. But I don't spin that much so it's tough to go at a tucked pin. We are usually playing to the big part of the green. If we do aim at a pin and he's not fully committed I could easily lead to a bogey. "



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"6 iron- he likes me a little more than than the longer ones. But I don't spin that much so it's tough to go at a tucked pin. We are usually playing to the big part of the green. If we do aim at a pin and he's not fully committed I could easily lead to a bogey. "

WOW WE NEED A DIFFERENT STORY HERE OR THIS GUY DOESN'T COME OUT OF YOUR BAG. WHICH COMES FIRST... DIFFERENT RESULTS THEN NEW STORY OR NEW STORY THEN DIFFERENT RESULTS?



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“Different results = new story...”



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“Different results = new story...”

JOB SECURITY...



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“Different results = new story...”

*HMMMM... HOW ABOUT WE TELL A DIFFERENT STORY THEN
GET NEW RESULTS. I WILL SHOW YOU HOW.*



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“Different results = new story...”

*HMMMM... HOW ABOUT WE TELL A DIFFERENT STORY THEN
GET NEW RESULTS. I WILL SHOW YOU HOW.*

“Ok cool! I will let you show me how!”



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6 IRON: I AM WHO I AM. I DON'T SPIN MUCH SO WE PLAY TO THE BIG PART OF THE GREEN. HE LOVES HIS PUTTER SO I AM GOOD FOR HIS GAME WHEN HE NEEDS ME.



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6 IRON: I AM WHO I AM. I DON'T SPIN MUCH SO WE PLAY TO THE BIG PART OF THE GREEN. HE LOVES HIS PUTTER SO I AM GOOD FOR HIS GAME WHEN HE NEEDS ME.

"Love what you did with the 6 iron!"



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AGENDA

- 01 Bank Talent Trends
- 02 Bank Board Trends
- 03 Senior Leadership Succession

TALENT TRENDS: WAR ON TALENT



MINDSET OF RECRUITING



MINDSET OF RECRUITING



Mindset of Always Recruiting

Community Service

Recognizing Success

Investing in Development

Communicating Growth Plan

Recognizing Secondary Role

TALENT TRENDS: GROWTH IN C-SUITE



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TRAITS OF HIGH PERFORMING BOARDS

ENGAGED

More focused and effective, highly-engaged directors that can navigate through a range of business and governance matters.

DIVERSIFIED

Diverse boards perform better:

- Skills
- Industry
- Gender
- Age
- Ethnicity

ADAPTABLE

Right mix of expertise to adapt with rapid changes:
Leadership Succession
Technology/Digital
Financial Markets

Board Skills Matrix

	Dir 1	Dir 2	Dir 3	Dir 4	Dir 5	Dir 6	Dir 7	Dir 8	Dir 9
Director Initials									
FUNCTIONAL									
Audit									
Business Development									
CEO Experience									
Credit									
Digital									
Environmental									
Finance									
Governance									
HR/Compensation									
IT/Cyber Security									
Legal									
Regulatory									
Risk Management									
Social Responsibility									
SPECIFIC INDUSTRY									
Agriculture									
Comercial Banking									
Community Banking									
Consumer									
Energy									
Fintech									
Healthcare									
Manufacturing									
Mortgage Banking									
Real Estate									
Retail Banking									
Technology									
Wealth Management									
DEOMOGRAPHICS									
Age									
Diversity									
Geographic									

Functional Skills

FUNCTIONAL EXPERTISE	Director 1	Director 2
Audit		
Business Development		
CEO Experience		
Credit		
Digital		
Environmental		
Finance		
Governance		
HR/Compensation		
IT/Cyber Security		
Legal		
Regulatory		
Risk Management		
Social Responsibility		

Industry Experience

INDUSTRY EXPERTISE	Director 1	Director 2
Agriculture		
Commercial Banking		
Community Banking		
Consumer		
Energy		
Fintech		
Healthcare		
Manufacturing		
Mortgage Banking		
Real Estate		
Retail Banking		
Technology		
Wealth Management		

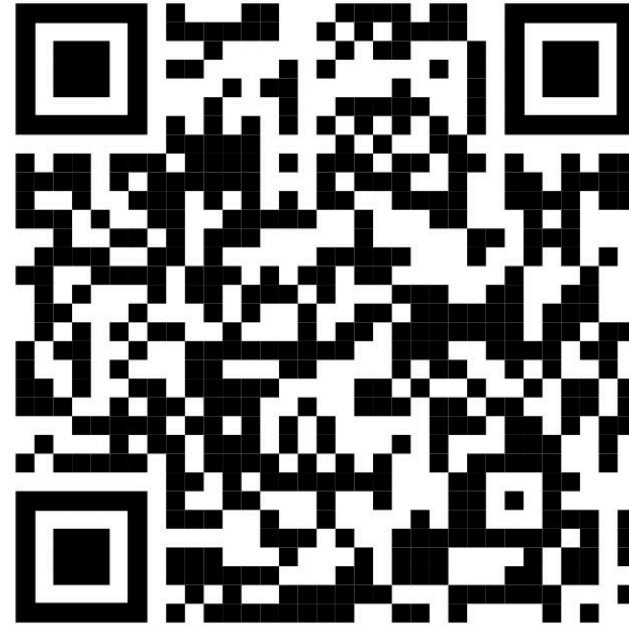
Board Demographics

DEMOGRAPHICS	Director 1	Director 2
Age		
Ethnicity		
Geographic		
Gender		
Board Engagement		

Director Initials	JNB	LNB	MMQ	JDN	MAB	JSP	CTM	SJB	VBH
FUNCTIONAL									
Audit	Y	N	N	N	N	Y	N	N	N
Business Dev.	Y	N	Y	Y	N	N	N	N	N
CEO Experience	N	Y	N	N	N	Y	N	N	Y
Credit	N	N	Y	N	Y	Y	N	Y	N
Digital	N	N	N	Y	N	N	N	N	N
Finance	Y	Y	Y	Y	Y	Y	Y	Y	Y
Governance	N	N	N	N	Y	N	N	N	N
HR/Compensation	N	N	N	Y	N	N	N	Y	N
IT/Cyber Security	N	N	N	Y	N	N	N	N	N
Legal	N	N	N	Y	N	N	N	Y	N
Regulatory	N	N	N	N	N	Y	Y	Y	N
Risk Management	N	N	Y	N	Y	Y	N	N	N
SPECIFIC INDUSTRY									
Agriculture	Y	Y	N	N	N	N	N	N	N
Consumer	N	Y	Y	Y	N	N	N	N	N
Energy	N	N	N	Y	Y	N	N	N	N
Fintech	N	N	N	N	N	N	N	N	N
Healthcare	N	N	N	Y	Y	N	N	N	N
Manufacturing	N	N	N	N	Y	Y	N	N	N
Real Estate	N	N	N	N	N	N	Y	Y	N
Technology	N	N	N	N	N	N	N	Y	Y
DEMOGRAPHIC									
Age	55-59	60-64	40-44	70-74	60-64	55-59	45-49	70-74	70-74
Diversity	Y	N	Y	N	Y	N	N	N	N

Start over the Evaluation

Board Skills Matrix



ChartwellPartners.com/board-evaluation-tool/

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- 01 Bank Talent Trends
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- 03 **Senior Leadership Succession**

CEO SUCCESSION AND THE BACKUP QB



SUCCESSION PLANNING AND CONFIDENCE



*“A confidently created plan
is consistently executed.”*

- Joe Gibbs

Coach, Washington Redskins

Owner, Joe Gibbs Racing



Succession Planning

01

Timeline





Succession Planning

01

Timeline

02

Skills Needed at Succession Time

03

Candidate(s)



Titleist

ME FORGED

Titleist

714

Cleveland

588-RTX

ROLEX-FACE



ODYSSEY

Succession Planning

- 01 Timeline
- 02 Skills Needed at Succession Time
- 03 Candidate(s)
- 04 Assessment

Succession Planning

01

Timeline

02

Skills Needed at Succession Time

03

Candidate(s)

04

Assessment

05

Coaching

Succession Playbook



ChartwellPartners.com/SuccessionTool

CEO SUCCESSION PLAN

End of 2027

Skill	Incumbent	MAB	MMB	JDN
Leadership Presence	9	10	5	7
Risk Management	9	4	10	7
Influence	10	10	5	8
Technology	8	6	9	7
Business Acumen	10	6	9	8
Integrity	10	9	9	9
AVG RATING	9.33	7.5	7.83	7.67

Next Steps

Succession Coaching: Whether you are four years out or four months from your succession date, engaging in a coaching relationship can create a winning game plan to close leadership gaps, and facilitate a smooth transition. [LEARN MORE](#)

Succession Search: When your leadership gaps and timeline do not align, bringing in an external candidate can be a winning solution. [LEARN MORE](#)

Leadership Assessment

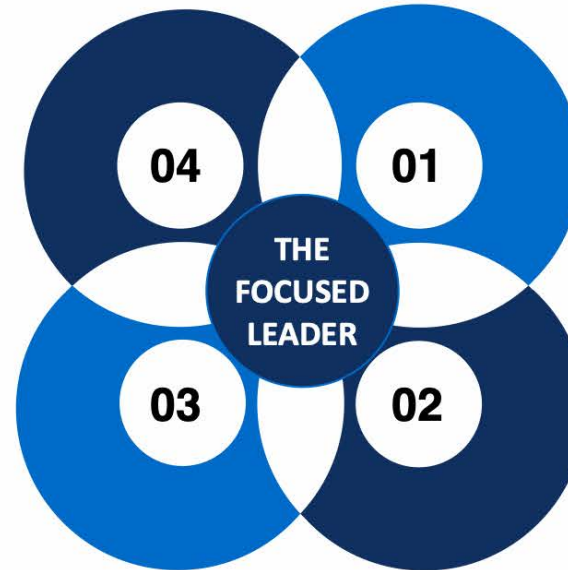
CP Power 4 Assessment

Online Assessments

Online Assessment including:
DISC, Big 5, Enneagram, 16 Personalities

Qualitative Research

One-on-One Interview to gain in-depth
insights into leadership team.



Performance Intelligence™

Five indicators to performing your best
when it matters most including:
Confidence, Focus, Self Discipline,
Competitiveness, and a Winning Game Plan

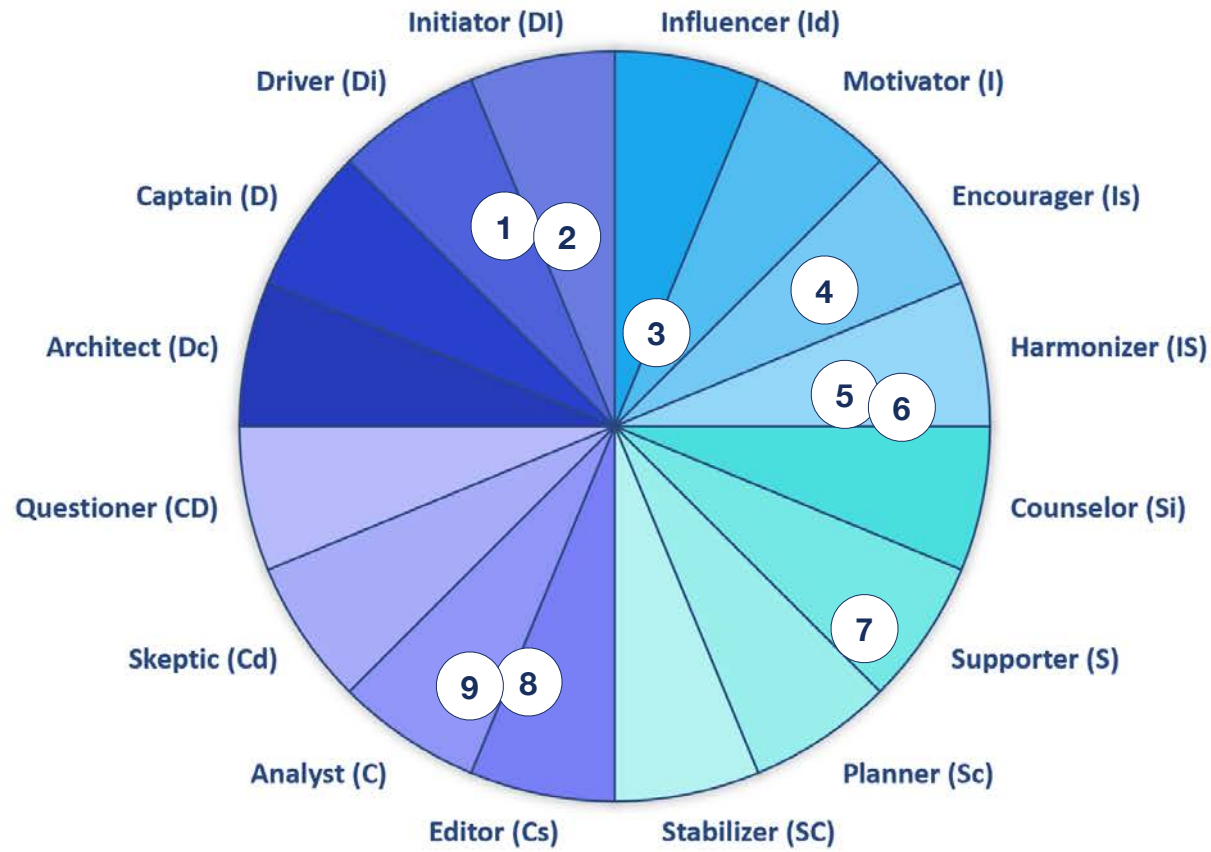
Your Tools

Review of current tools including
Performance Reviews, Metrics and
Assessments

DISC + 16 Archetypes

Dominance


Influence



Compliance

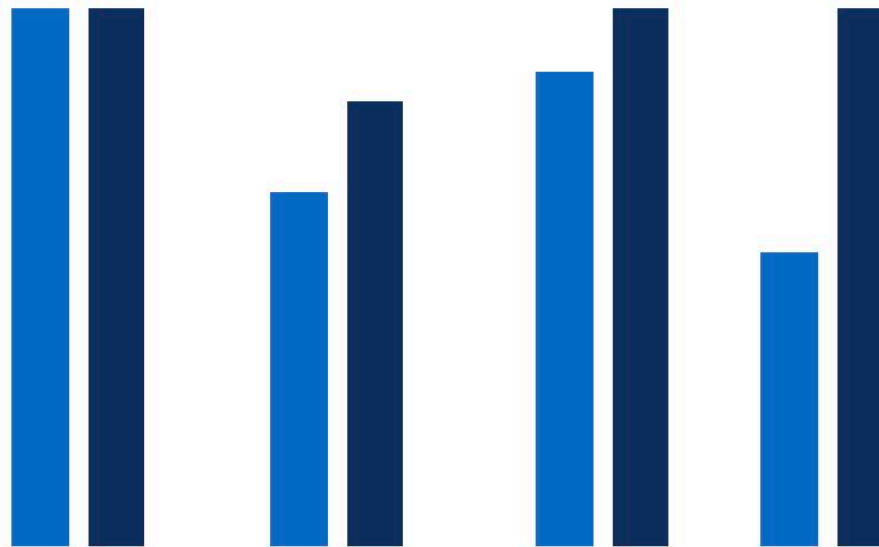
Steadiness

PERFORMANCE INTELLIGENCE™

CONFIDENCE	
FOCUS	
COMPETITIVENESS	
SELF DISCIPLINE	
WINNING GAME PLAN	

READINESS TO WIN
87%

Your Tools



Qualitative Assessment

	Project Management	Public Speaking	Business Acumen	Coaching	Business Development	Professional Writing
Team Member A	Expert	Expert	Expert	Some Competency	Expert	High Competency
Team Member B	Expert	Some Competency	Expert	Expert	Expert	Expert
Team Member C	Expert	Expert	Expert	Expert	High Competency	Expert
Team Member D	No Competency	Expert	High Competency	Expert	Some Competency	Expert
Team Member E	Expert	Some Competency	Expert	No Competency	Expert	High Competency
Team Member F	Expert	No Competency	Expert	Expert	Expert	Expert



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COACHING: PLAY TO WIN

Plano East vs John Tyler Football 1994



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Chartwell Partners is a retained Executive Search and Leadership Advisory firm with expertise in:

- Financial Services
- Real Estate
- Healthcare
- Biopharmaceuticals

Chartwell Partners

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