

# What Got You Here Won't Get You There: Gearing for Growth

Attract and retain the best talent

Dann Nelson, Senior Vice President



# Some Background for Context

# About Haberfeld

Helping FIs grow  
profitably for over

**35** YEARS

**6<sup>th</sup>** largest FI in America

**7.5** MILLION  
new core  
relationships

**EMPLOYEE  
OWNED  
DATA DRIVEN  
RESULTS**

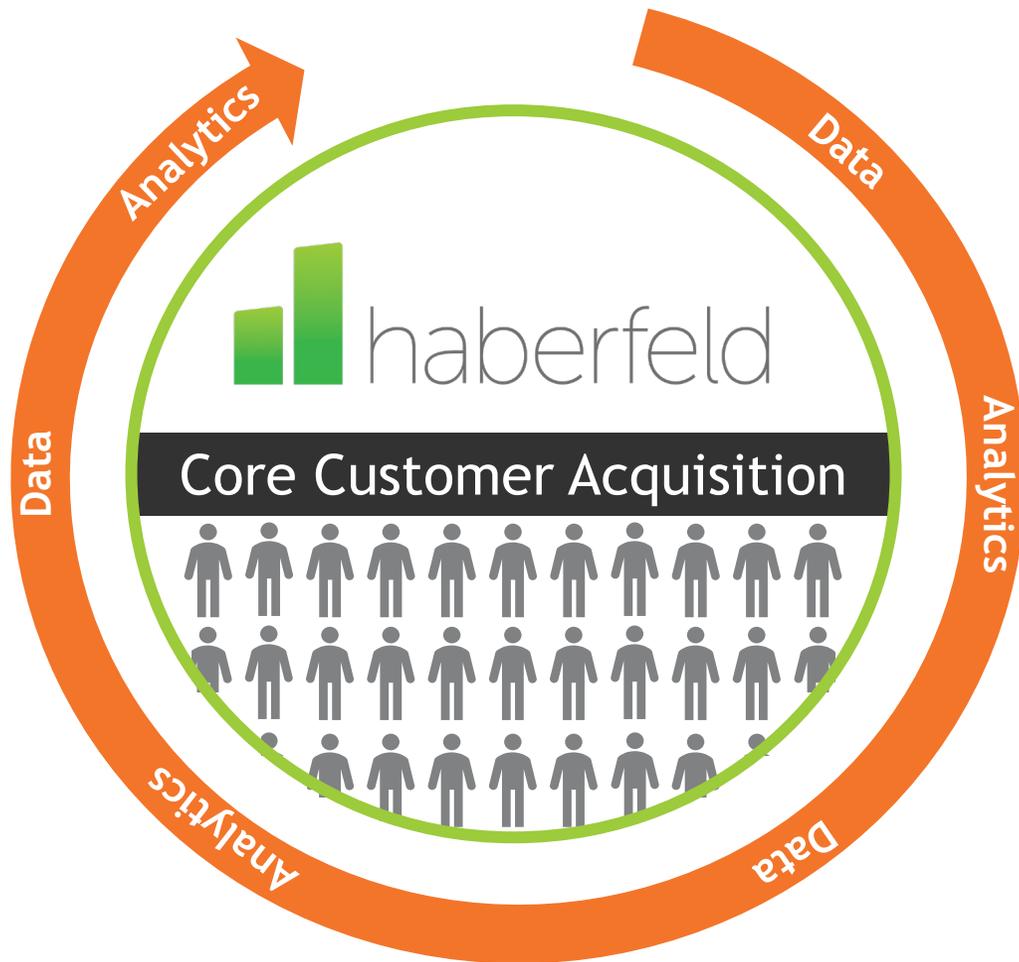
Over **10MM** products and  
services analyzed monthly

**2,500+** INTENSIVE  
TRAINING

Marketing campaigns for our clients  
annually



# High Performance Growth™ Strategy

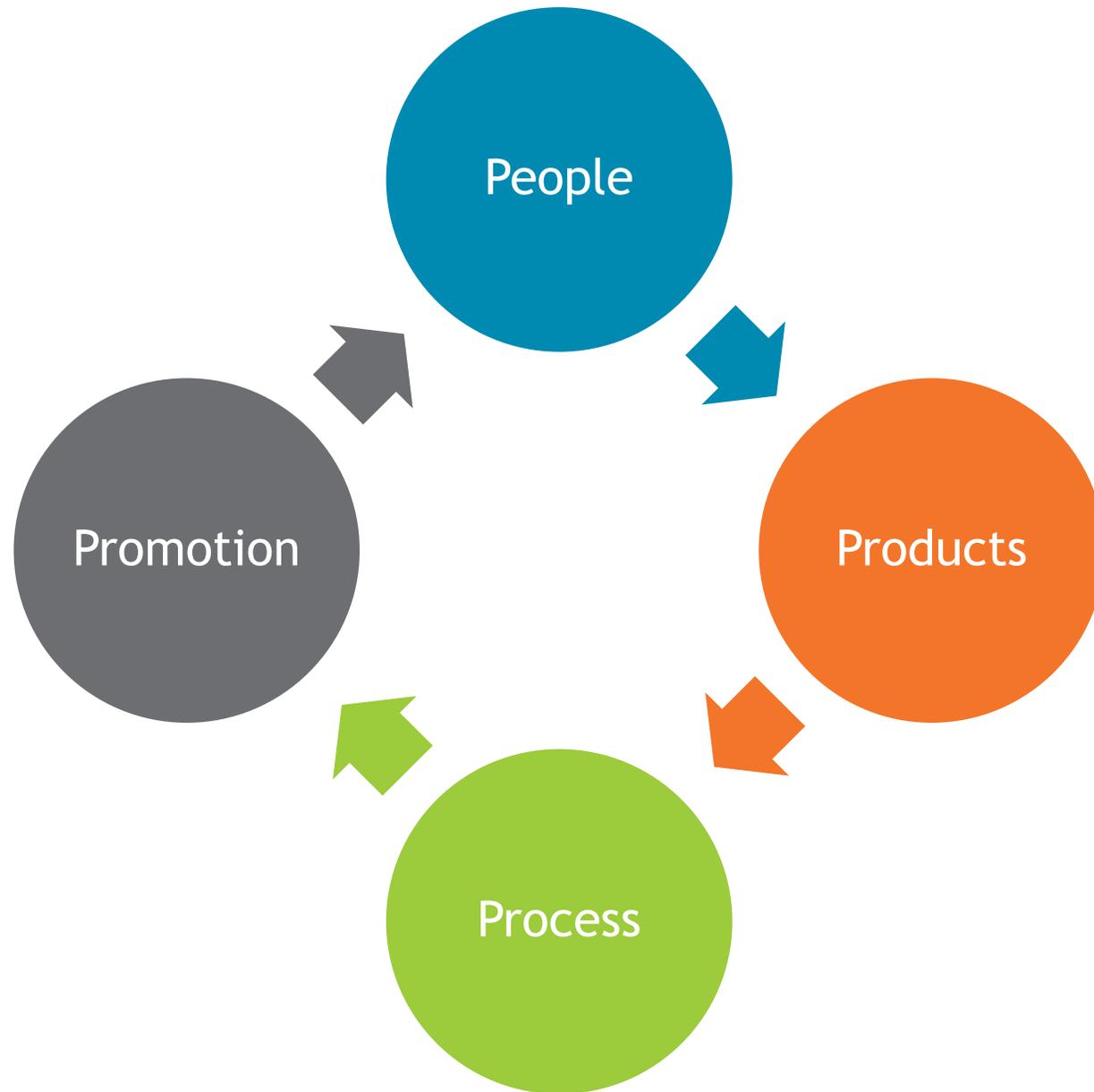


**2.0x** Household Acquisition

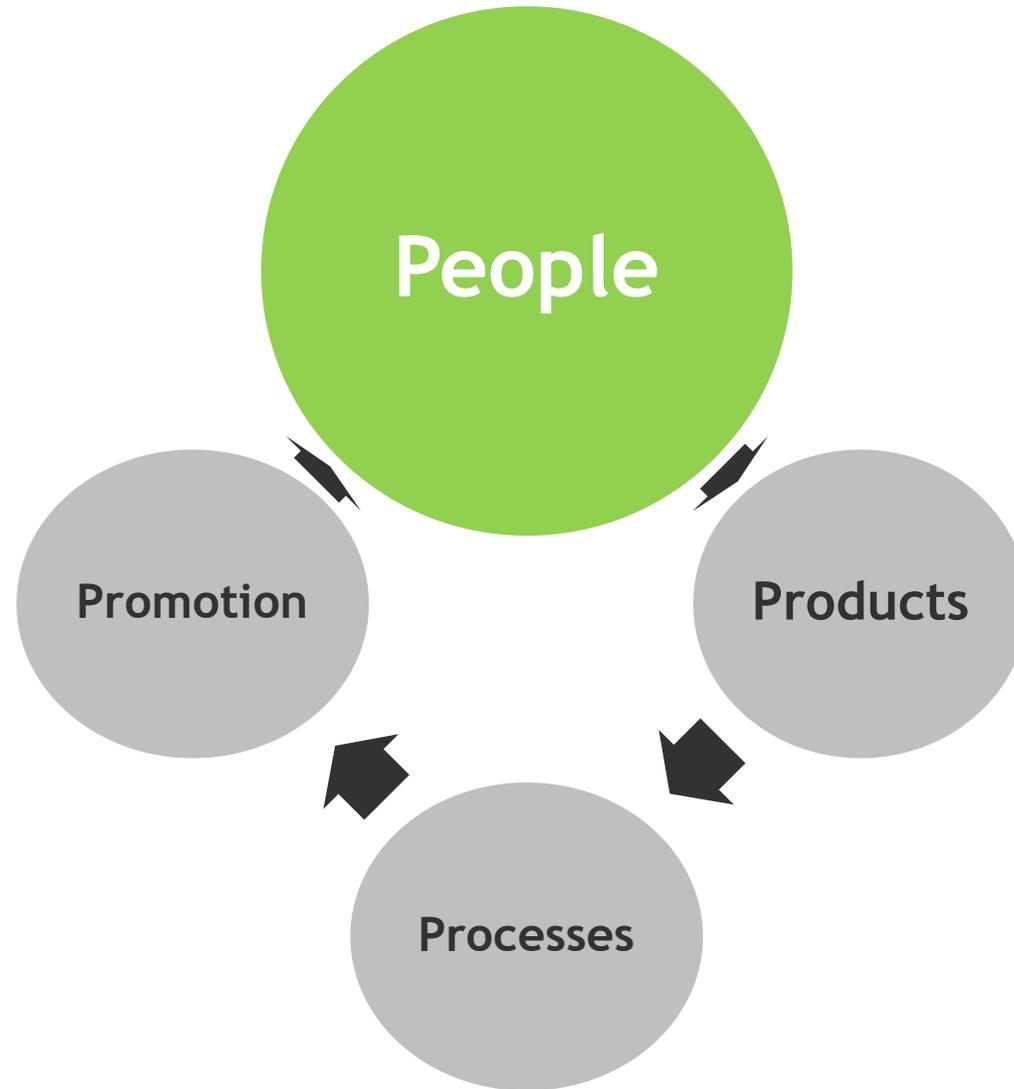
**12 bps** Better Cost of Funds

**2.3x** Service Charge Income

**3.6x** Loan Growth



This session focuses on your . . .



# Objective as leaders?



Get a lot of customers?



# Sell a bunch of products?



# Make a lot of money?



**Make people's lives better!**



**Customers &  
Employees**

A woman with dark curly hair, wearing a white jacket over a yellow top, is smiling broadly as she shakes hands with a blonde woman sitting at a desk. The blonde woman is wearing a dark blazer and is looking towards the other woman. On the desk, there is a computer monitor, a keyboard, and some papers. In the background, other office workers are visible, slightly out of focus. The scene is set in a bright, modern office environment.

**I want to be here**

**Welcome  
Reassured  
Significant**

A photograph of two women in an office environment. The woman on the left, with red hair in a bun and wearing a white and black striped blazer, is listening intently with her hands clasped. The woman on the right, with dark hair and glasses, wearing a colorful patterned blazer, is speaking with her hands open in a gesture of explanation or emphasis. In the background, another person is blurred, and there are orange decorative objects. A dark grey banner at the top contains the text 'I want to be here'. On the right side, three lines of text are overlaid: 'We matter', 'My job matters', and 'I matter'.

**I want to be here**

**We matter**  
**My job matters**  
**I matter**



# Today's Agenda

1

**Attracting the best talent**

2

**Promoting from Within**

3

**Increase talent retention, coach, and engage your teams**

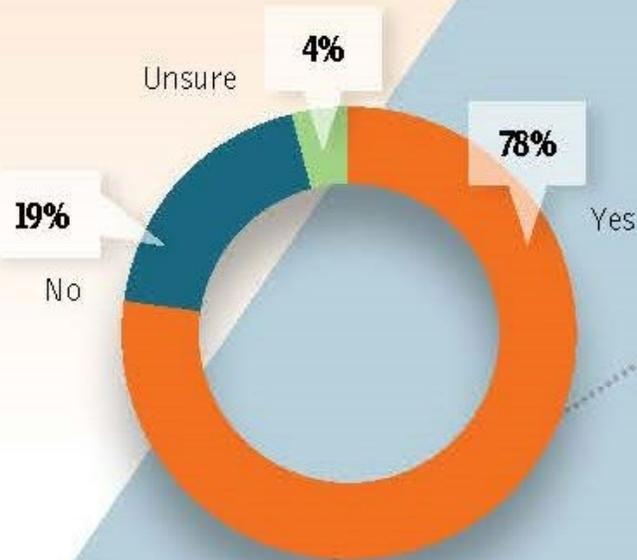
# Human Capital – The Staffing Challenge

- Employees are quitting in large numbers
- Companies are finding it hard to find workers
- Wages are rising at an annual average rate of 5%
- During the pandemic, millions of employees were moved from offices to a life of remote work – or no work. And then forced to come back!

The 2022 Compensation Survey reveals some particular difficulties banks faced in holding onto talent in the past year and hints at areas where the industry could struggle in the year ahead.

**In 2021, was it more difficult for your bank to attract and/or retain talent compared to previous years?**

*Numbers don't add up to 100% due to rounding.*



### Rising Compensation Costs

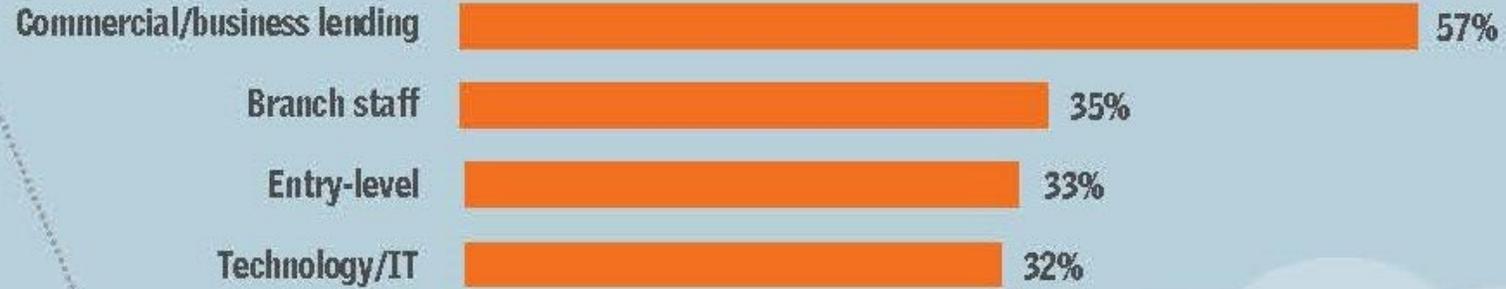
**98%** increased employee pay in 2021

**85%** increased executive compensation

**49%** believe increased compensation expense had an overall positive effect on the institution

**5%** Median Compensation Increase

## What types of roles has your bank had the most difficulty filling?



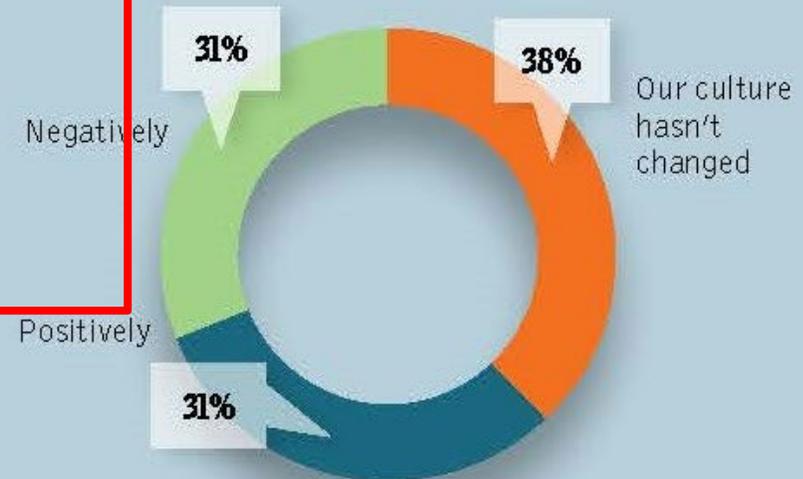
## The State of Remote Work



3/4

offer remote/hybrid work options to at least some staff

## How do you believe remote work has affected your bank's culture?



# Attracting the Best Talent

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## Five Strategies

# Strategy ①

Hire to get better



In what ways should hiring  
someone new help us get better?

## Strategy ②

Look back to  
move forward



What is a better way to improve  
the talent on our team?

## Strategy ③

Be marketers  
before employers



What could we do to make our  
position/organization  
more attractive?

## Strategy ④

Seek to serve  
before being  
served



How can we help this candidate  
become who they want to  
become?

# Strategy ⑤

Challenge your  
work environment

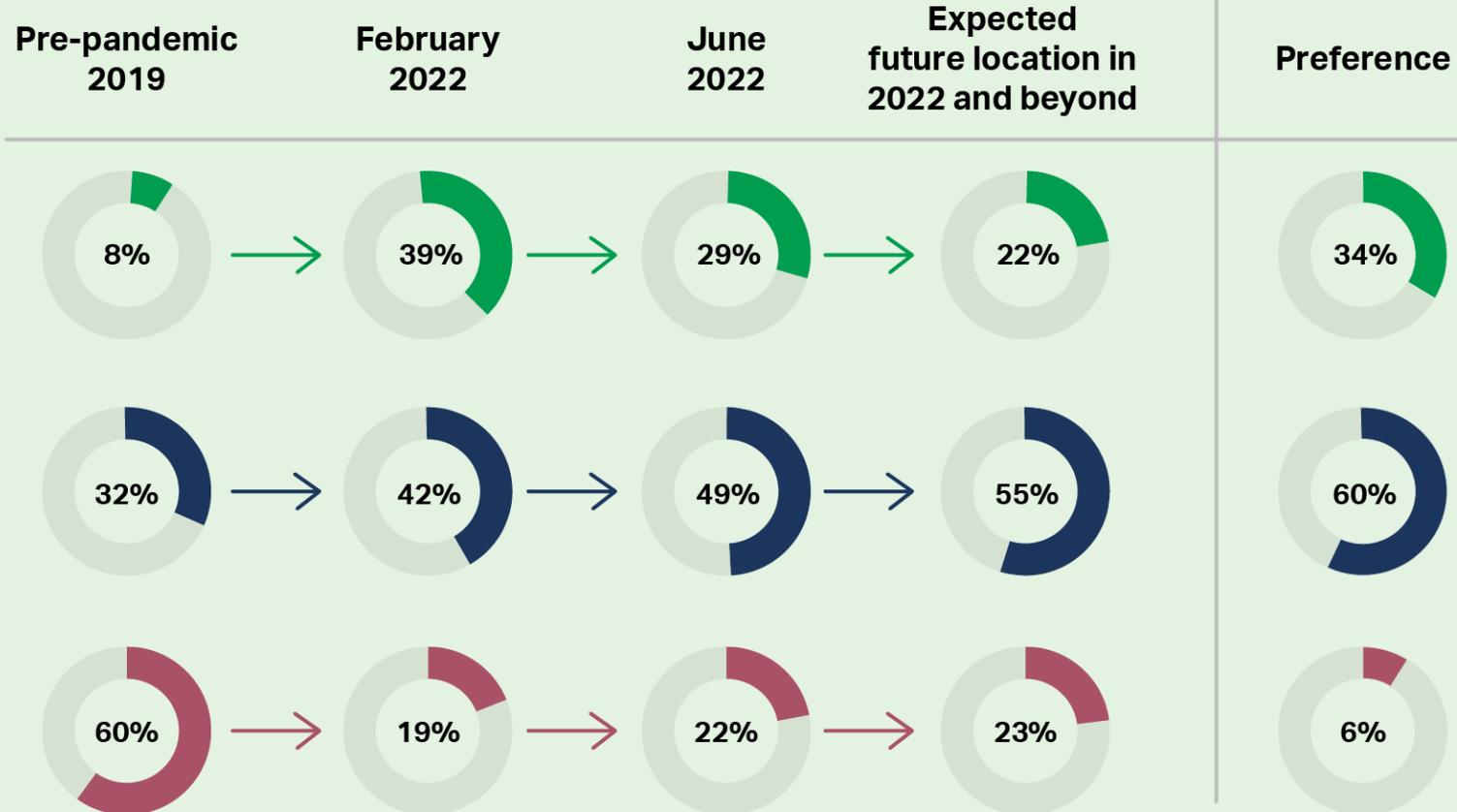


Hybrid work options are becoming extremely valuable in competing for talent.



# Past, Current, Anticipated, and Preferred Employee Work Locations for Remote-Capable Jobs

■ Exclusively remote  
 ■ Hybrid (≥10% to <100% remote)  
 ■ On-site



GALLUP

# Idaho Trust Bank

“We’ve created a flexible policy called the 4Work Program that allows hybrid schedules and home leave days (dependent on position) to make room for everyday life.”

# The “4Work” Hybrid Work Model

- **Essential work from office**
  - include front-line tellers, personal bankers, etc., and the CEO
- **Work from office with home leave**
  - staff with roles in the second category spend most of their time in the office but have a certain number of days per quarter to work from home
- **Hybrid work from office**
  - employees work primarily in the office with one day of remote work per week, typically a set day
- **Flex from office**
  - work remotely but must come into the office one day per pay period

“You can have all the Zoom calls in the world, but there’s no substitute for direct interpersonal relationships. We like employees to retain some face-to-face interaction.”

— Tom Prohaska, Idaho Trust Bank

“As we grow, there’s also the opportunity for them to advance, change their position or move into a different work category.”

“I think it gives people some sense of possibility.”

– Tom Prohaska, Idaho Trust Bank

# Promoting from Within

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## Benefits

Is your bank an  
“employer of  
choice,” or is it  
just a place to  
have a “job?”

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**1. You'll promote hard work and loyalty the whole company can see.**



## **2. Employees know the company better**



**3. An internal hire will likely reach their full potential more quickly.**



**4. Recruiting is expensive, and costs are likely to increase the higher up you go.**



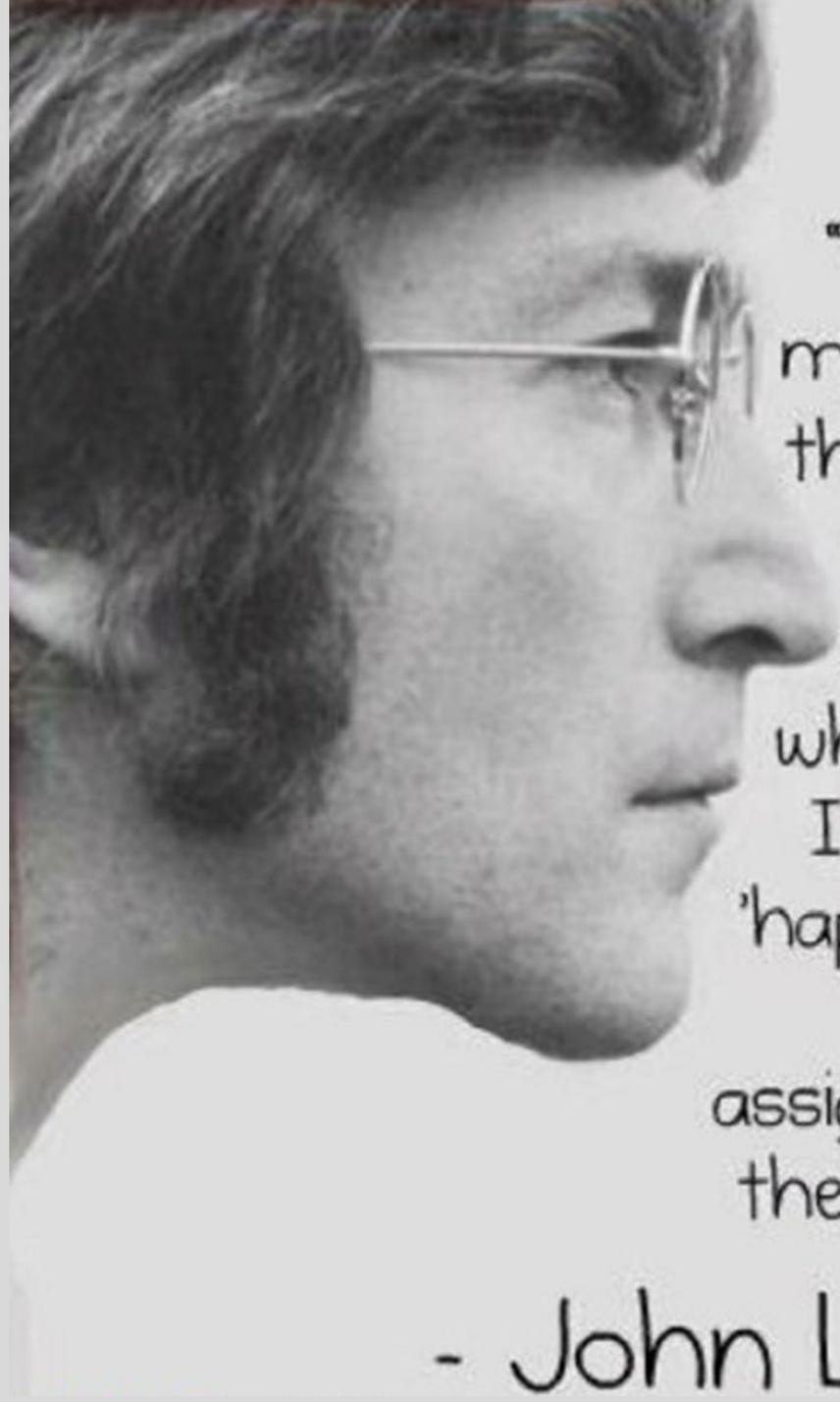
# Increase Talent Retention, Coach, and Engage Your Teams



Happy Employees

After happiness,  
comes success.





"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

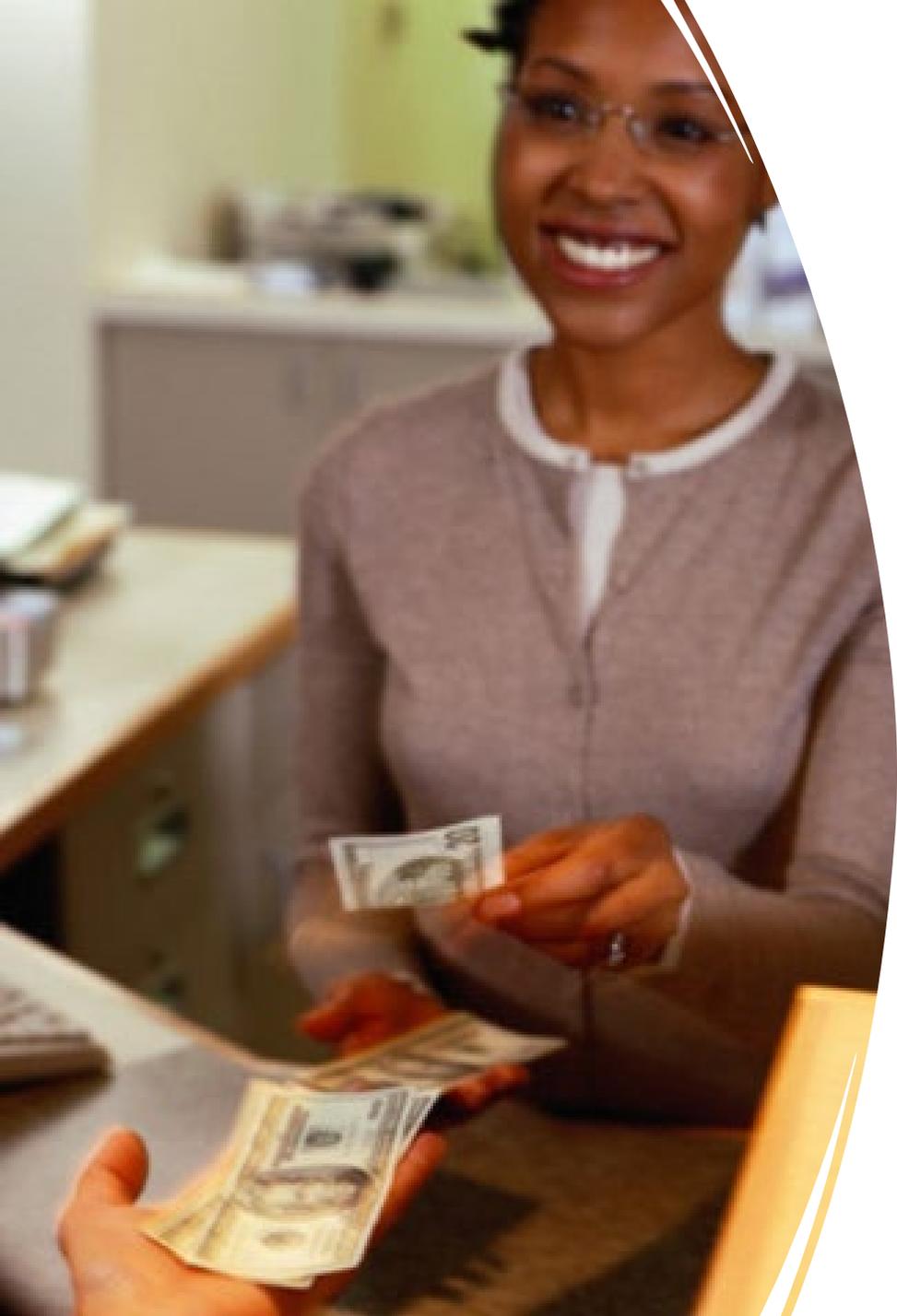
- John Lennon



Happy Employees = Engaged employees!



Happy Employees = Happy Customers!



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“The enthusiasm of the guest experience can never rise any higher than the enthusiasm of your own employees.”

- Joel Manby, Author of Love Works

# 5 challenges hindering Happy Employees



# Challenge 1

High Turnover



**35%**

**Turnover in  
FI industry.**

**6-9**

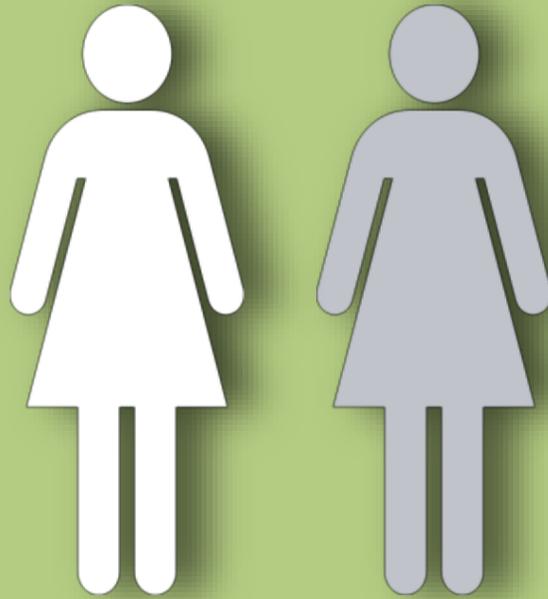
**Months of  
salary to  
replace.**



**What's the price?**



**Why turnover?**



**70% of employees leave a job to get  
away from a boss**



According to research conducted by Gallup, 52% of voluntarily exiting employees say that their manager or organization could have done something to prevent them from leaving their job.

# Challenge 2

## Employee Onboarding





# The Importance of Onboarding

- 86% of new hires decide to stay or leave within the first six months



# The Importance of Onboarding

- New employees are 69% more likely to stay if they experience a well-structured onboarding experience.



# The Importance of Onboarding

- A Gallup study found that only 12% of U.S. employees say their company does a good job of onboarding



The Journal of Applied Psychology conducted a study and found that three key indicators must be met for onboarding success:



# Journal of Applied Psychology



## Role Clarity

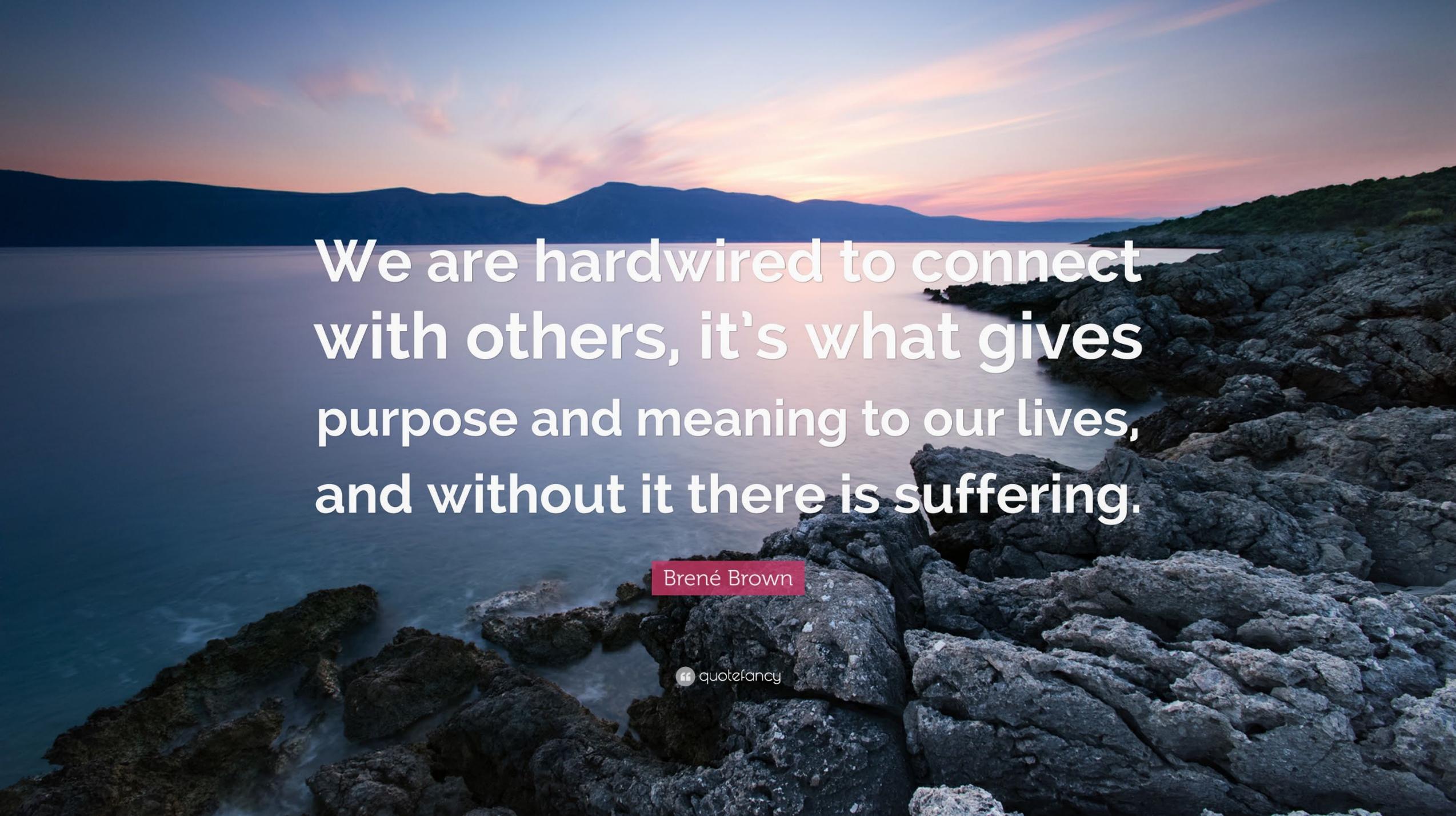
- Roles and responsibilities
- History, origins, mission, and values
- The big picture

## Self-Efficacy

- Metrics for “cruising altitude”
- Onboarding buddies
- One-on-one meetings

## Social Acceptance

- Connection
- Culture
- Leader’s role



We are hardwired to connect with others, it's what gives purpose and meaning to our lives, and without it there is suffering.

Brené Brown

quote fancy

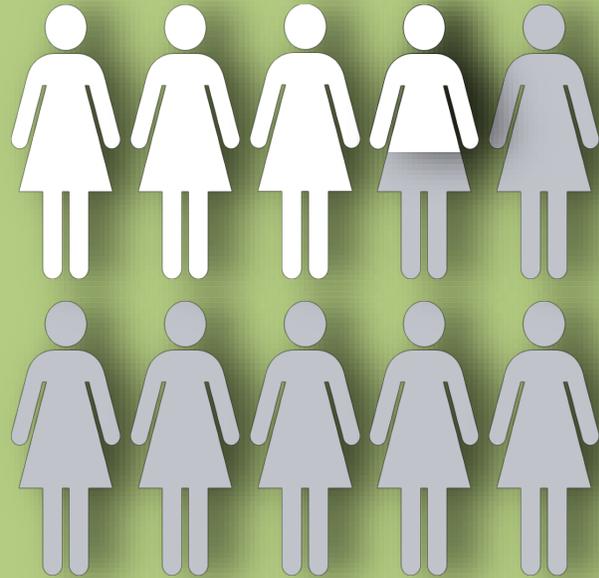
# Challenge ③

Lack of  
engagement

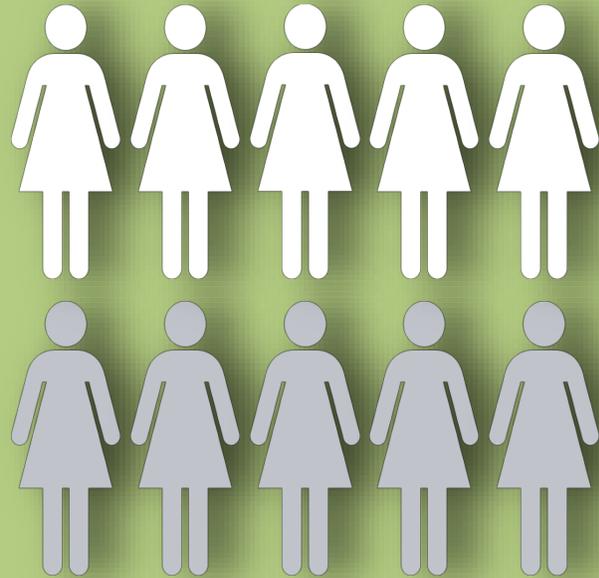


**“An employee’s motivation is a direct result of the sum of interactions with his or her manager.”**

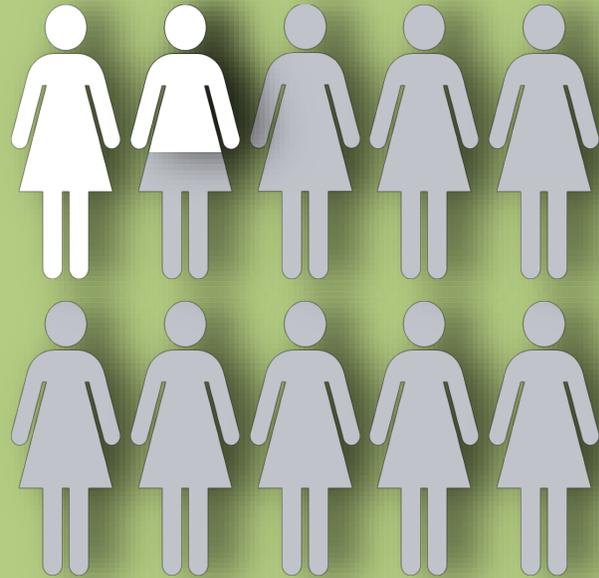
Bob Nelson



**33% are  
engaged**



**51% are not  
engaged**



**16% are  
actively  
disengaged**

# Challenge 4

## Generational Differences





# Engaging a Multigenerational Workforce

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# 4 GENERATIONS IN THE WORKFORCE

Baby Boomer  
Age 59 - 77



Born: 1946 - 1964

Generation X  
Age 43 - 58



Born: 1965 - 1980

Millennials  
Age 29 - 42



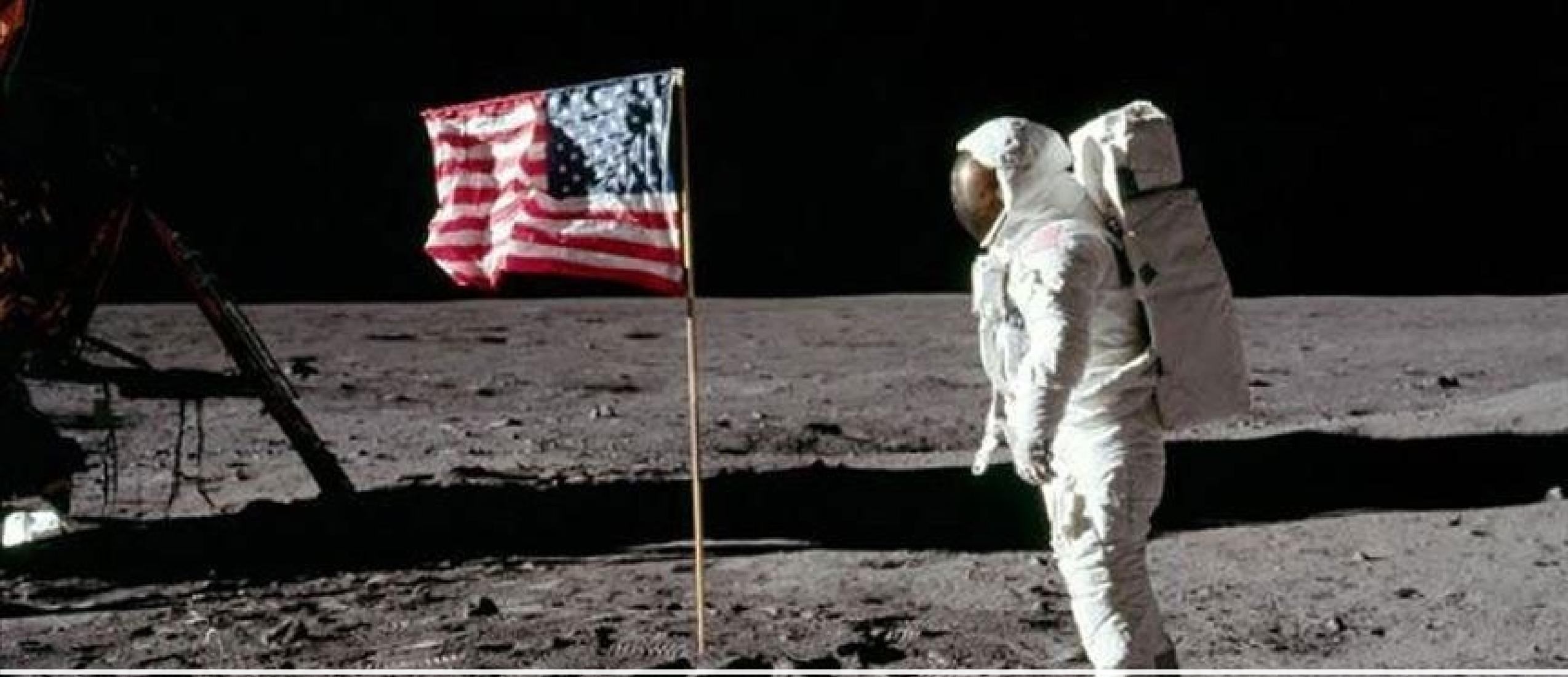
Born: 1981 - 1994

Generation Z  
Age 11 - 28



Born: 1995 - 2012

*Each of these generations has been influenced by the very different times in which they grew up.*



The theory goes that if you were in your “formative years” - i.e. between 15–23(ish)  
- when this happened...





or this...



or this...

# PERSIAN GULF WAR





**...or were in high school / college for this...**



or this...



# Our Generation

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***According to many theories, the fashion, music, cultural values, and global events of our formative years leave on us some psychological marks — traits we share with our peers.***

# TRUTH OR MYTH?



“Millennials are more motivated by perks and high pay than other generations. They are interested only in material rewards and organizations will go bankrupt trying to satisfy the Millennial’s’ desires.”

**MYTH!**

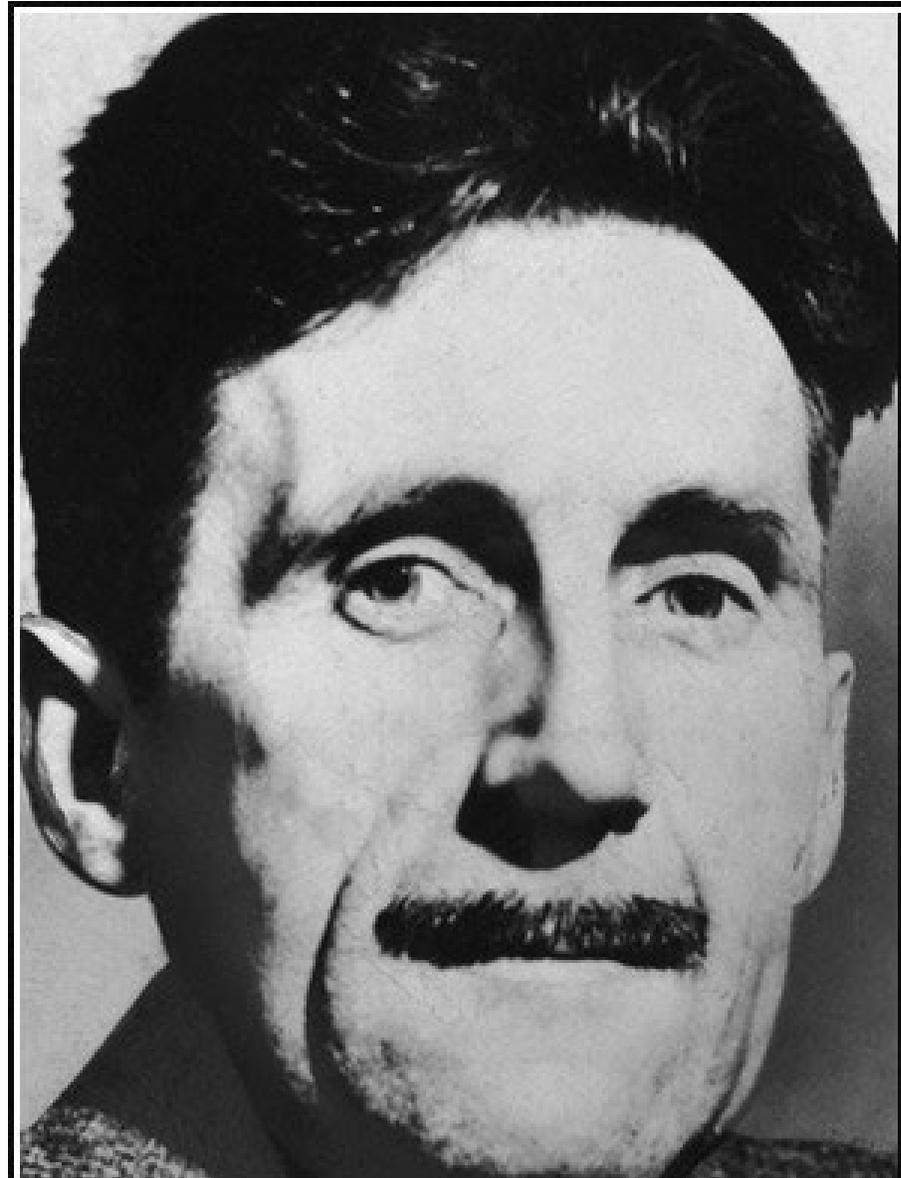


# TRUTH OR MYTH?

“Millennials have no **work ethic**. They aren’t interested in their work. Their lack of commitment to an organization is also demonstrated by their lack of interest in their job.”

**MYTH!**





Each generation imagines itself to  
be more intelligent than the one  
that went before it, and wiser than  
the one that comes after it.

— *George Orwell* —

**AZ QUOTES**



*Strengths lie in  
differences, not in  
similarities*

- Stephen Covey

Visit with  
employees  
regularly to  
discover where  
they want to go.



Help them get  
there.

Where  
Skills inventory  
Development



When your  
people succeed,  
you succeed.

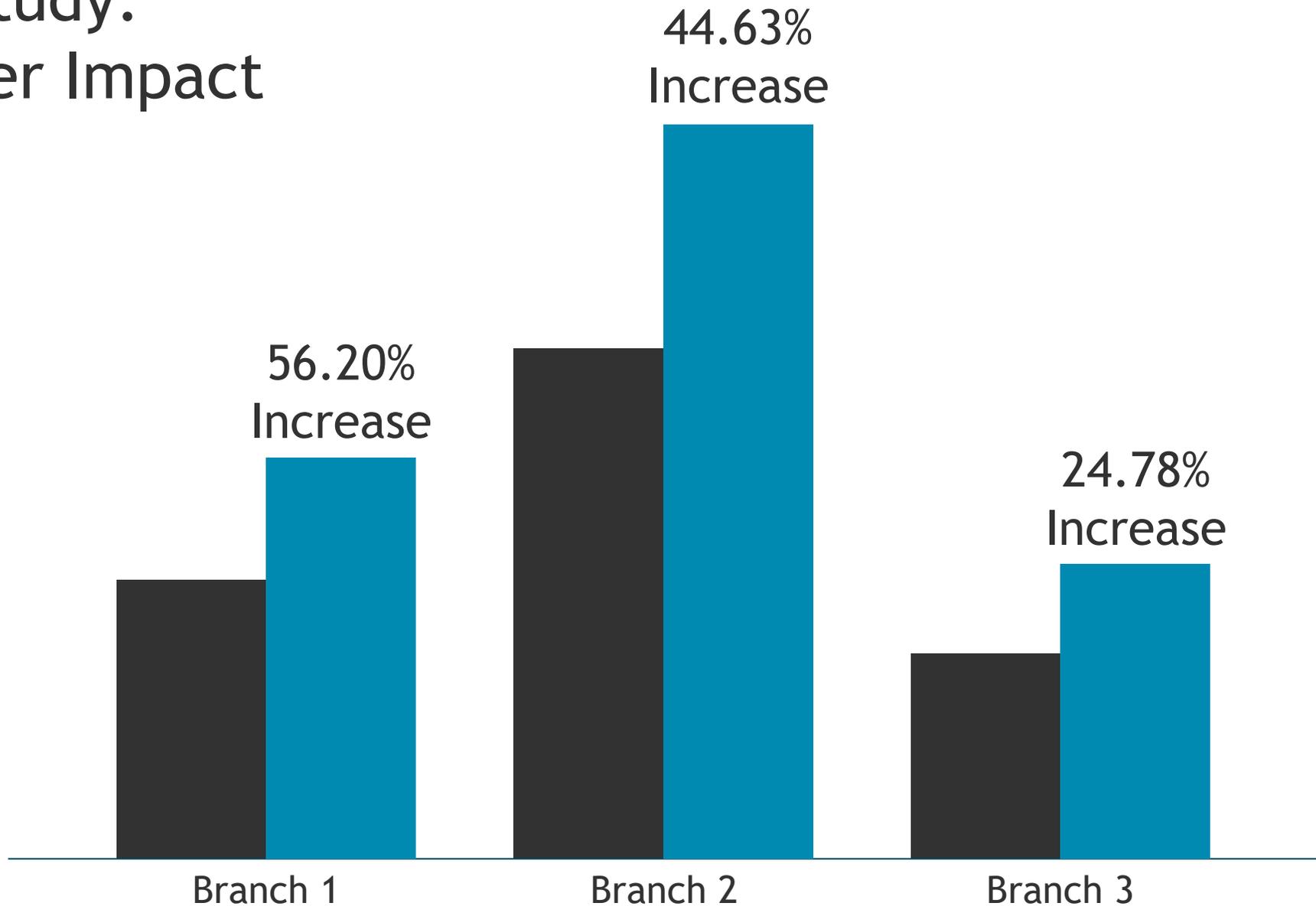


# Challenge 5

## Lack of Manager Training



# Case Study: Manager Impact

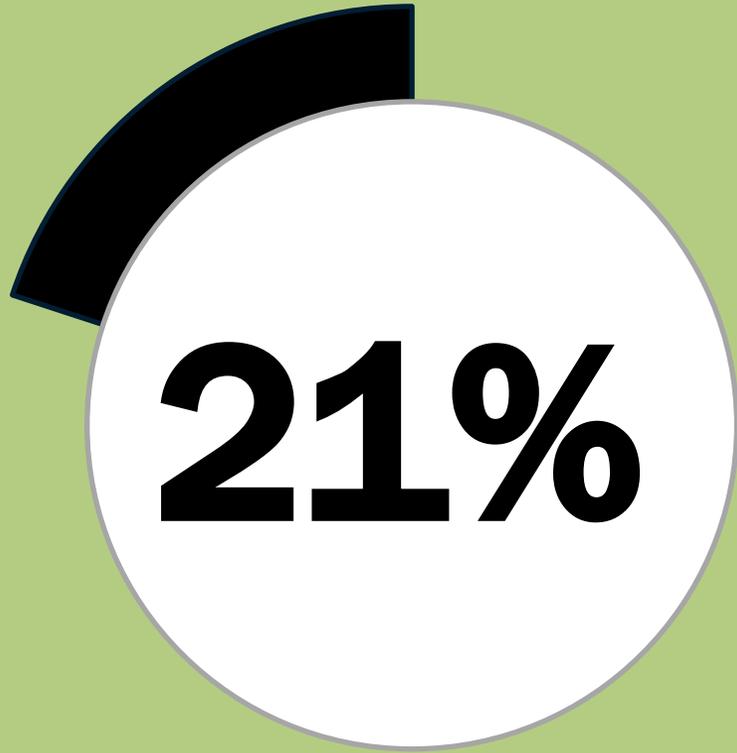




**Not equipped  
with the  
talent to  
lead.**



**Would rather have  
a new boss than a  
pay increase**



**Only 21% believe  
their performance is  
managed in a way  
that motivates them**

**What training do managers attend?**

**Where do we  
begin?**

**The Goal is to...**



**Train your team**



**Train your leaders**



**Lift engagement**



**ORDER**

**CHAOS**

**Create consistency**



A culture of  
valuing people.

**How do we accomplish  
this?**



**We must Cultivate™ Growth**

# FOCUS GROUPS

Top Managers

Top Managers' Employees

Low Managers

Low Managers' Employees

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# ACTIVITIES

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# Activities

Weekly Team Meeting

Check-In

Observation Coaching

One to One Coaching

# Weekly Team Meeting

Weekly meetings incorporate:  
Team Member recognition,  
education, communication  
and motivation.

# Check-Ins

Team Member and Team Leader meet as a pair to enhance the Team Member's growth, motivation and relationship.

# Observation Coaching

Coaching “in the moment” is designed to reinforce previous training and refine skill development of Team Members.

# One to One Coaching

Quarterly meetings between  
Team Leaders and Team  
Members designed to  
focus on growth opportunities  
and uncovering additional  
potential.

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**TRACKING**

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**Quote of the Week:** "The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen." - Simon Sinek

My Team



**Susan K.**  
 President/CEO  

Fiscal YTD

**Senior Manager Summary**

Activities Completed On Time  
 by Susan K. n/a



 **Performance Metrics**

Team Average

Retail Account Openings by Team Leader	399 / 635	399 / 635	n/a
Business Account Openings by Team Leader	126 / 245	126 / 245	n/a
Referrals by Team Leader	83 / 141	83 / 141	n/a
New Leads by Team Leader	259 / 468	n/a	259 / 468
Sales Generated by Team Leader	\$4,379,495.00 / \$9,686,000.00	n/a	\$4,379,495.00 / \$9,686,000.00
Prospect Visits by Team Leader	314 / 624	n/a	314 / 624

Need Help?

**Quote of the Week:** "The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen." - Simon Sinek

My Team > Jackie Hayes



**Jackie H.**  
Head of Retail  

Fiscal YTD 

**Senior Manager Summary**

Activities Completed On Time by Jackie H. 50%



 **Performance Metrics**

Team Average

Retail Account Openings by Team Leader	399 / 635	170 / 232	93 / 227	n/a	136 / 176	n/a
Business Account Openings by Team Leader	126 / 245	57 / 93	27 / 90	n/a	42 / 62	n/a
Referrals by Team Leader	83 / 141	33 / 51	19 / 48	n/a	31 / 42	n/a
Activities Completed On Time by Team Member	82%	99%	67%	n/a	89%	57%
Activities Completed On Time by Team Leader	82%	80%	80%	75%	100%	100%
Retail Sales Presentation Certification - Score Average	2.29	2.37	2.27	2.31	1.94	2.2

[Need Help?](#)

**Quote of the Week:** "The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen." - Simon Sinek

My Team > Jackie Hayes > Ben Richards



**Ben R.**  
North Branch Manager  

Fiscal YTD

Goal Summary	
Retail Account Openings	170 / 232
Business Account Openings	57 / 93
Referrals	33 / 51

Team Leader Summary	
Activities Completed On Time by Ben R.	80%
Turnover Rate	0%



Performance Metrics		Team Average				
Activities Completed On Time	99%	95%	100%	100%	100%	
Business Sales Presentation Certification - Score	2.387	2.298	2.387	2.575	2.287	
Retail Sales Presentation Certification - Score	2.344	2.245	2.402	2.423	2.305	
Team Member Tenure By Month	49.6	49.7	42	60.6	45.8	

Activities		Amir Tahan	Deb Bulzer	Joshua Michaels	Tina Novack
Observation Coaching	16 / 16	4 / 4	4 / 4	4 / 4	4 / 4

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# RESULTS

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# Case Study

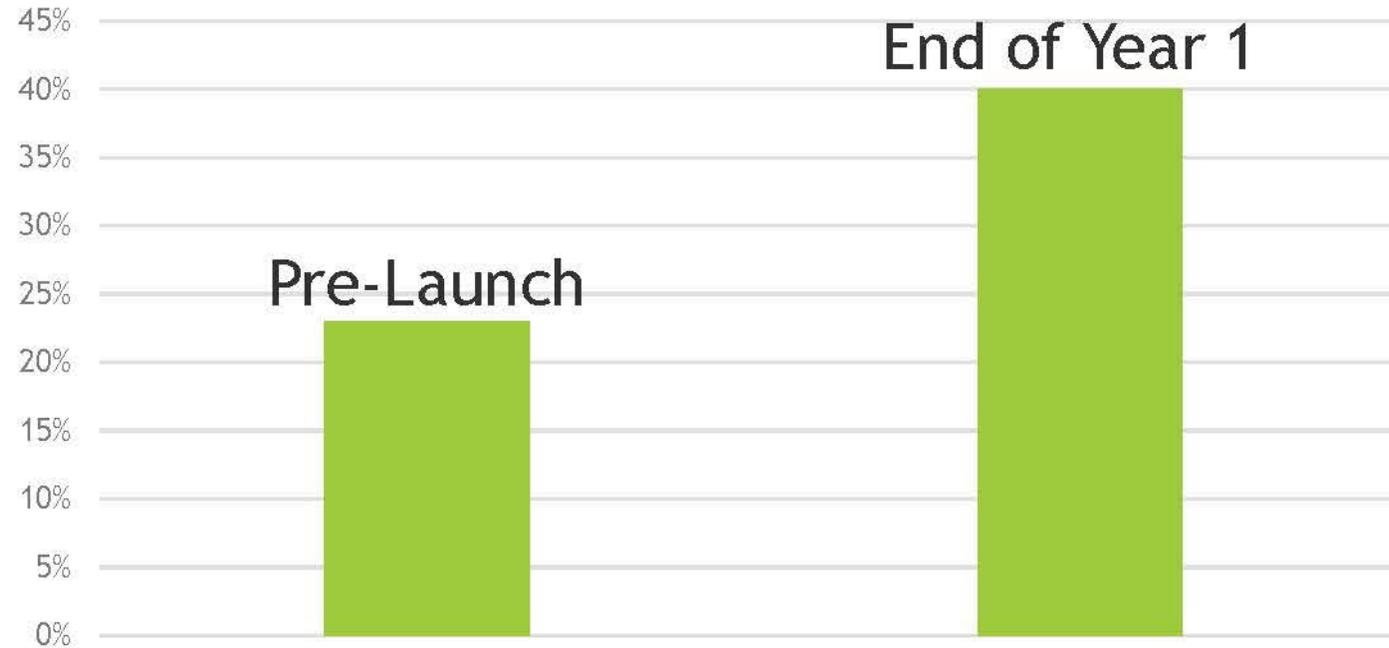
- 25 offices
- Mostly in small cities and rural communities in Georgia
- Haberfeld client since 2003
- Cultivate™ implementation in 2018

# Case Study: Staff Turnover



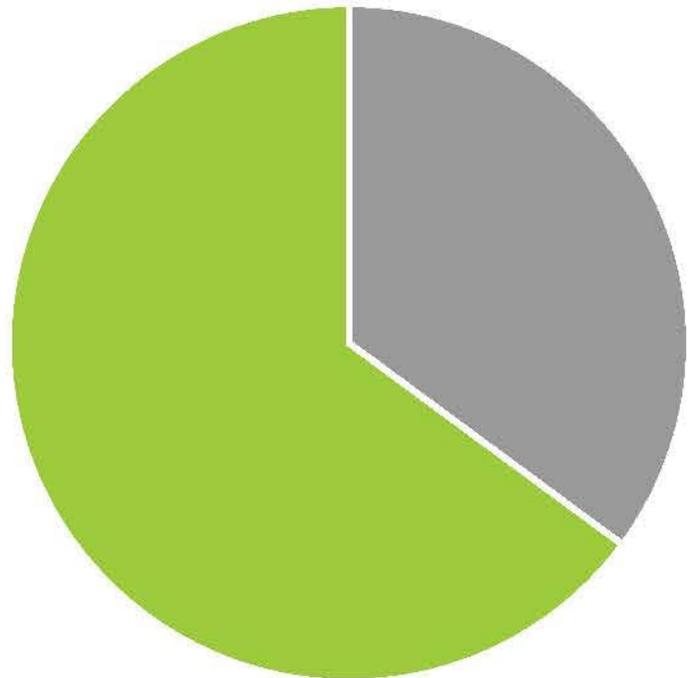
# My manager is effective at motivating me to greater performance

## Strongly Agree



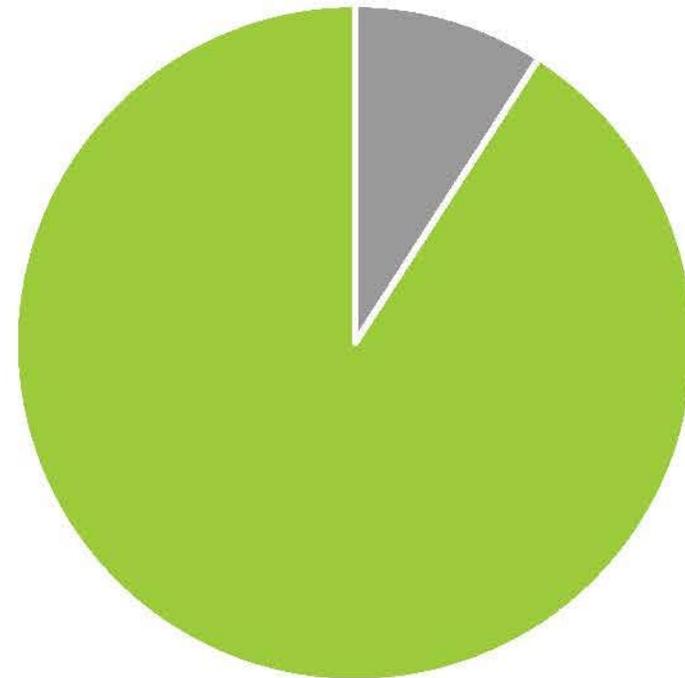
# My manager creates a positive work environment

Pre-Launch



■ Neutral ■ Strongly Agree

End of Year 1



■ Neutral ■ Strongly Agree

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When your  
people succeed,  
you succeed.





# Today's Agenda

1

**Attracting the best talent**

2

**Promoting from Within**

3

**Increase talent retention, coach, and engage your teams**

# A few things to consider:

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1. Do team members feel genuinely valued by executive leadership and team leaders?
2. What specific strategies are you utilizing to empower team leaders to be great coaches?
3. How would you rate the overall level of engagement at your organization?
4. What strategies are you using to build knowledge and enhance execution across your organization?

# THANK YOU!

**Dann Nelson**  
Senior Vice President



- 206 S 13<sup>th</sup> St, Ste 1500, Lincoln, NE 68508
- (402) 202-6451
- [dnelson@haberfeld.com](mailto:dnelson@haberfeld.com)