Every Circus Needs A Ringmaster

People will only part with their hard earned money for two reasons... solutions to problems and good times.
Barnum looked for ways to continually attract new customers because competition was fierce and people could become bored easily.

Engagement

The circus, like banking, or any experience-based business, must focus on relationships with the customer in order to produce loyal users and advocacy.
They are the CEO and most visible performer in the modern circus.

Ringmasters and CEOs

- Genuine interest in customers
- Manage resources for best performances
- Provide a pace for the organization
- Create clear accountabilities
- Express appreciation
- Encourage people
- Solve problems quickly
- Build trust and confidence
Thoughts From Ringmasters

Every institution has some form of culture or environment. It may not be the one you want, but every institution has one.

Thoughts From Ringmasters

Get people to think about their job differently...have them become bridge builders rather than toll takers.
Thoughts From Ringmasters

Develop an employee mentality that the customer has value, that each customer is more important than the employee, that relationships involve people and can’t always be directed by simply having a procedure for everything.

Thoughts From Ringmasters

Stop thinking about the bank and start thinking about the customer.
Thoughts From Ringmasters

Grocery stores now serve as gas stations, pharmacies, liquor stores and coffee shops. Banks must evolve in this changing market to provide the level of customer convenience required to retain and develop business.

Thoughts From Ringmasters

Our ability to attract and retain high performers in this industry will lay the foundation for other opportunities.
Thoughts From Ringmasters

The smallest or least efficient banks will need to decide if and when to sell. Larger, more efficient banks will need to decide whether to grow by acquisition. Banks who wait too long either way will miss out - perhaps forever.
Powerful Branding

Delivery Channels and Services

Operations and Support

Talent and Expertise

Performance for Customers
Clarify Direction

- **Vision**
  - A picture of where you would like to go
- **Mission**
  - Purpose of an organization
- **Values**
  - Distinct attributes to guide decisions and execution
Vision

Look through the doorway, not the keyhole.

Help every customer retire financially secure.
When a man’s attention is totally concentrated on a single object, he will find better ways and better procedures which he wouldn’t have discovered if he’d been thinking about a dozen different projects.

- PT Barnum
New Values

Empowered
Creative
Connected
Human
Fun
Intuitive

MARKETS

Geography
- Seward County

Segments
- Homeowners 35 to 50 with children present
- Businesses with less than 30 employees

PRODUCTS

Low cost deposits
Checking and savings accounts
Organization Design

We’ve got to make sure we don’t create organizations with a CEO at the top, a computer in the middle, and a lot of workers at the bottom.

Robert Tomako

Start with the premise that the function of leadership is to produce more leaders, not more followers.

- Ralph Nader
Leader Competencies

1. Provide clear direction
2. Create and improve processes
3. Manage change
4. Nurture development
5. Encourage and reinforce

Value

Meet basic financial needs
Help out in unexpected ways
Satisfaction derived from the relationship
In the absence of value, price is always a problem.

Unknown

2 Trust

Competence
Consistency and reliability
Focus on the customer’s needs
Familiarity
Trust is the glue of life.

It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.

Stephen Covey

The problem with communication…

is the illusion that it has been accomplished.

- George Bernard Shaw
Great leaders delegate and build teams.

When building a team I always search first for people who love to win. If I can’t find any of those I look for people who hate to lose.

- Ross Perot
Build Effective Teams

- **Manage together**
  - Meet, talk, share openly
- **Learn together**
  - Book study groups
  - Utilize internal teachers
- **Decide together**
  - Consensus is critical
- **Implement together**
  - Use one, unified voice
  - Create a process for everything

You get the best efforts from others not by lighting a fire beneath them, but by building a fire within.

- Bob Nelson
Measurement

Traditional Performance

ROA  
ROE  
Capital ratio  
Loan delinquencies  
Net interest margin  
Efficiency ratio

Start Thinking Outside The Box
Success

- Customer Profitability
- Customer Delight
- Employee Engagement
- Net Promoter Scores
- Share of Wallet
- Product Penetration
- Households Won or Lost

Peer Group Comparisons

- UBPR
- Local competitors

Raise the bar
- Custom peer group with better performance in core measurements
Surveys and Research

When our customers rate us better or worse than somebody else, it’s never very scientific, but it’s always disastrous if you score low.

Source: Jack Welch, CEO, General Electric

Customer Net Promoter Score

National: 9%
Regional: 33%
Community: 46%
Banking: 29%

People Metrics
Accountability

Of all the things I’ve done, the most vital is coordinating the talents of those who work for us and pointing them toward a certain goal.

Walt Disney
People support what they help create.

Goals

- Provide focus
- Clarify desired outcomes
- Create consensus
- Hold people accountable
A team without goals is just another ineffective committee.

**Illustrate Achievements**

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<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
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<tr>
<td>Home Loans</td>
<td>131%</td>
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<tr>
<td>Checking and Savings</td>
<td>81%</td>
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<tr>
<td>Investment Referrals</td>
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Share results  
Provide comparisons  
Challenge managers  
Create dialogues
What you get by achieving your goals is not as important as what you become by achieving your goals.

- Zig Ziglar

Top Performers

- Intellectual firepower
- Values
- Passion
- Work ethic
- Experience

Morton Mandel
If your company mission is to climb a tree, would you rather hire a squirrel or train a horse?

Mac Anderson
Support Checklist

- Systems and technology
- Training
- Information management
- Meetings and communication
- Promotion and brand management

The ability to learn faster than your competitors may be the only sustainable competitive strategy.

- Arie De Geus
Stop thinking employee training and start thinking staff development.
Leadership and learning are indispensable to each other.

- John F. Kennedy

Manage Relationship Information

CIF
CRM
MCIF
Mandate Effective Meetings

1. Plan ahead.
2. Set goals.
3. Stay on topic.
4. Stay on time.

The last thing you should ever do is advertise.

Don’t promote it if you can’t deliver it.
The extraordinary is more memorable than the ordinary.

Challenge your leaders to pursue continuous improvement and innovation…