

Leading Proactive Market Development

This Document Includes:

The **Leadership Guide** for **Proactive Market Development**

October 2022

Version 6.8

Proactive Market Development. . .

A Focus on the “**Right Businesses**”
with the “**Right Conversation**”

Proactive Market Development Requires Market Leadership

It Requires Clear Direction and On-Going Guidance

1

Articulated Processes

Fully Defined **Market Development** and **Market Leadership** Processes

1. Defined and Articulated **Market Leadership Processes**
2. Defined **Market Development** and **Relationship Development Processes**

1. **Vertically Aligned Messaging** around each **Defined Process**
2. **Weekly Messaging on the Strategic Importance** of the **Defined Processes**

2

Accountability

Ensuring **Consistent Execution** of the **Defined and Articulated Process**

1. **Expectations** for the weekly execution use of the key elements of the Defined Process
2. **Accountability** for weekly execution of the key elements of the Defined Processes

1. **Weekly "Look Ahead" Sales Meetings** to maintain the Priorities and the Focus
 - Maintaining Weekly Priority on Opportunity Generation with Targeted Businesses
 - Maintaining Weekly Focus on Activity and Call Balance Expectations
 - Maintaining Weekly Focus on Pipeline Pull-Through

3

Coaching

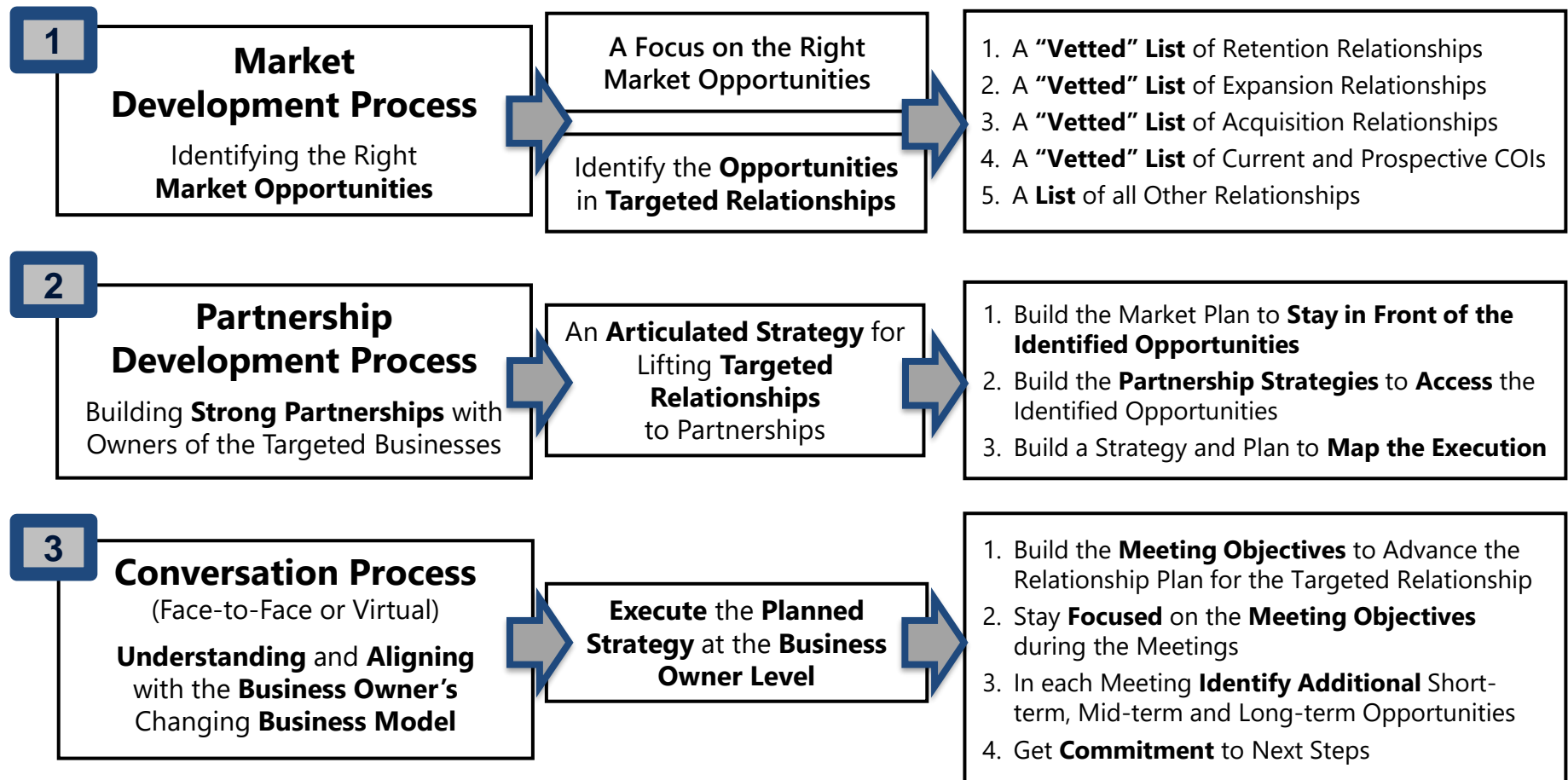
Guiding **Consistent Execution** of the **Critical Process Elements**

1. On-Going **1-on-1 Coaching** of the Defined Processes (the How-To's)
2. Coaching **Based on Skills**, not on Concepts
3. Coaching to the **Stages** of Relationship Development
4. Coaching the **Key Technical Skills**

1. **Scheduled Coaching** for all Team Members every other Week
 - Coaching **Market Development Skills** at the 5-foot Level
 - Coaching **Relationship Development Skills** at the 5-foot Level
 - Coaching according to the "Stages"
2. **Observation Calls** with each Team Member Monthly

Market Development Requires Articulated Processes

Articulated and Agreed-Upon Processes for Building Partnerships with Business Owners



A Market Leadership Reminder

Commercial Bankers and Business Bankers work with 3 levels of "Strategy" . . .

- 1. A Market Development Strategy:** Effectively allocating time in the market to the "Right" Clients, "Right" Prospects and "Right" COIs (referred to as **Focused and Proactive Opportunity Generation**)
- 2. A Partnership Development Strategy:** Building **Strong Partnerships** with Business Owners/CEOs in Retention, Expansion and Acquisition Relationships by proactively **identifying and pursuing opportunities** to support them and their businesses (referred to as **Proactive Partnership Development**)
- 3. A Transaction Strategy:** Effectively responding to opportunities presented to them (referred to as **Proactive Pipeline Pull-Through**)

The Market Development Process

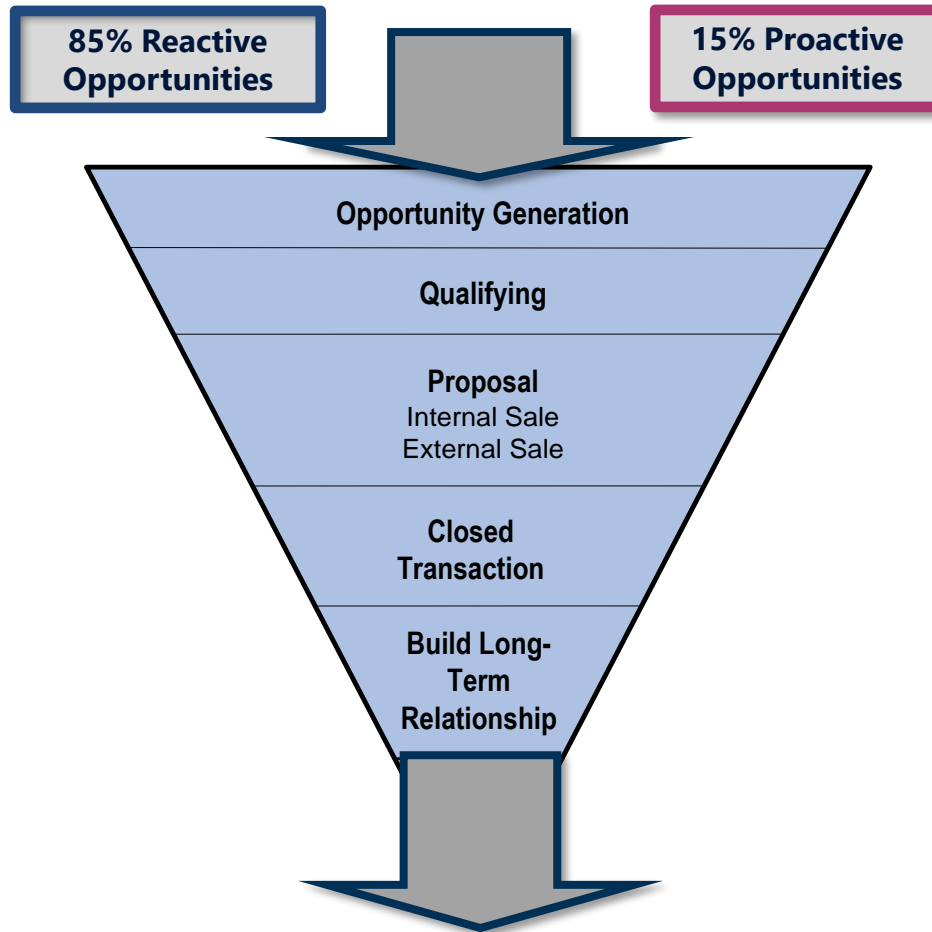
*Sustainable Market Development begins with **Identifying** and **Developing Opportunities** with the **Right Businesses***

A Proactive **Market Development Process** “proactively” focuses on **4 sets of Relationships**

- 1. Retention** Relationships
- 2. Expansion** Relationships
- 3. Acquisition** Relationships
- 4. Current and Prospective** COI Relationships

Proactive Market Growth Requires a Change

It's not Either/Or . . . It's Balancing the Top-of-the-Funnel

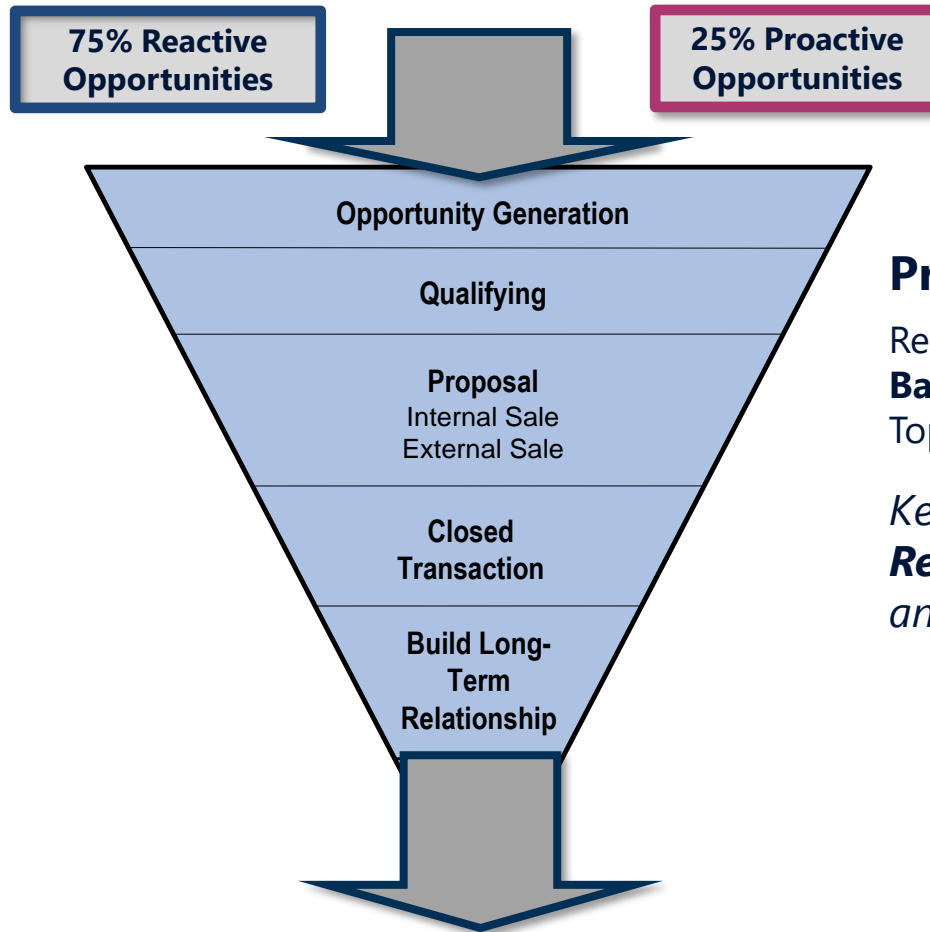


Balancing the **Proactive Activity** and the **Reactive Activity** within the Market

Building and Maintaining a **Proactive Focus** on the **Retention, Expansion** and **Acquisition** of “**High-Value Relationships**”

Market Growth. . . Proactive Market Development

*Over Time, Balancing the Top-of-the-Funnel **Becomes a Banker "Initiated" Process***



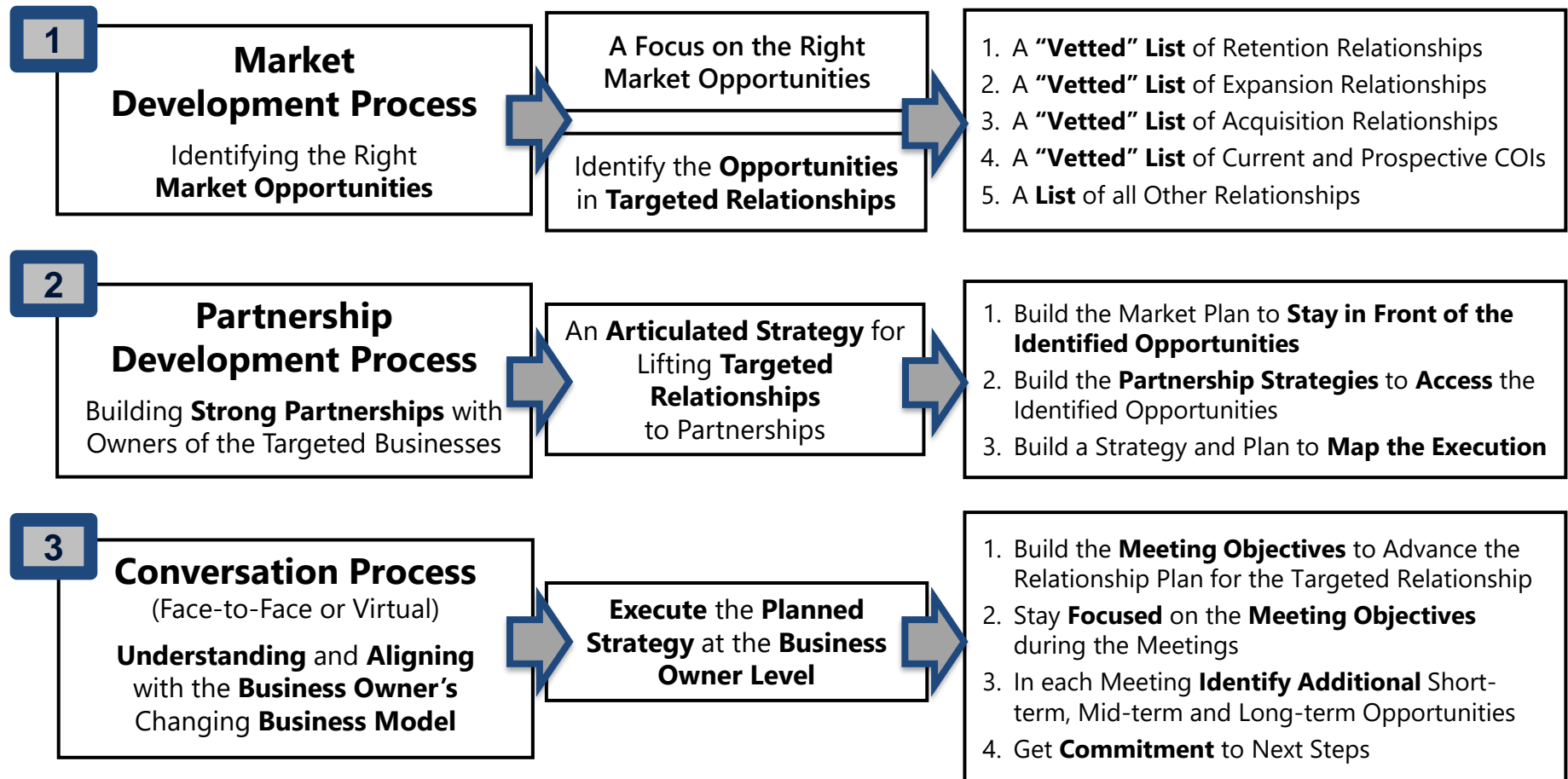
Proactive Market Development

Requires the Market Developer to **Balance the Week-to-Week** activity at the Top-of-the-Funnel. . .

*Keeping a **Proactive Focus** on **Retention, Expansion, Acquisition** and **COI Relationships**.*

Proactive Market Development Requires Articulated Processes

Articulated, Agreed-Upon Processes for Building Partnerships with Business Owners



Progressing Market Development Skills: Moving Through the Stages

65 % of Bankers are in Stage 2, 20 % of Bankers are in Stage 3

| Reacting to Opportunities | | Building Partnerships | |
|--|--|--|---|
| Stage 1 | Stage 2 | Stage 3 | Stage 4 |
| <p>Relationship Stance: Waiting for and responding to opportunities</p> | <p>Relationship Stance: Actively seeking and developing qualified Transactions</p> | <p>Partnership Stance: Consistently focused on Developing Partnerships with Business Owners</p> | <p>Partnership Stance: Actively building market share, wallet share and developing Partnerships</p> |
| <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Lead generation is reactive; Focuses on "Former Clients" 2. Referrals from a few long-time clients or "well-worn" referral sources 3. Sees role as getting deals done; transactional focus 4. Focuses on building relationship "wherever I can" 5. Focuses on primary Product Category; Value proposition is price/structure, fast turn around 6. Seldom uses Senior Team Members | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Generating leads from any and all businesses 2. Building and maintaining referral sources for "leads" 3. Sees role as "sole executor" in key relationships 4. Focuses on the VP Finance and Controller level 5. Focuses on "financial issues" (focused on product acumen) 6. Uses Bank's Senior Management defensively to close business | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Uses a focused and proactive opportunity generation process 2. Uses "testimonial referrals" to meet "targeted" Business Owners 3. Sees role as primary strategist for key relationships 4. Builds strategic relationships throughout the "E-Suite" 5. Effectively uses Business Partners to strategize and develop key relationships 6. Effectively uses Bank's Senior Management to build "vertical" client relationships | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Actively working the best clients, prospects, COIs 2. Actively uses network to systematically access relationships 3. Accepts role as thought leader; Conversations focus on Industry Sector changes, business issues, best practices and benchmarking 4. Accurately identifies the "Value Drivers" of each E-Suite member 5. Delivers exactly the value that each E-Suite member is "Looking For" 6. Stays focused on the Business Owner using Bank's Senior Management |
| <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Lead generation is irregular; Infrequent calling 2. Little planning or structure to sales calls or relationship management 3. Focuses time on "whatever is put in front of me" 4. Focuses on product strategy before "sales strategy" 5. Seldom looks for or sees additional opportunities | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Meets target level of calls 2. Little focus or preparation, plans "in the car on the way over" 3. Sees every opportunity as "worth pursuing" 4. Selling 1 product category at a time, leads with "comfort" product 5. Identification of opportunities limited to 1-year time frame 6. Inconsistent results and "cycling" pipeline | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. High level of call activity and focused on targeted businesses 2. Consistently "prepared" for calls 3. Carefully qualifies opportunities for "fit" and "quality" 4. A focus on depth of relationship, focusing on "what's changing" 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently generates results across all product categories | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new "niche" opportunities |

Progressing Proactive Market Development Skills: What Does it Take?

| <i>Reacting to Opportunities</i> Stage 1 | Stage 2 | Stage 3 | <i>Developing New Opportunities</i> Stage 4 |
|--|--|---|---|
| <p>Relationship Stance: Waiting for and responding to opportunities</p> | <p>Relationship Stance: Actively seeking and developing qualified transactions</p> | <p>Partnership Stance: Consistently focused on developing and partnering with Business Owners</p> | <p>Partnership Stance: Actively building market share, wallet share and developing Partnerships</p> |
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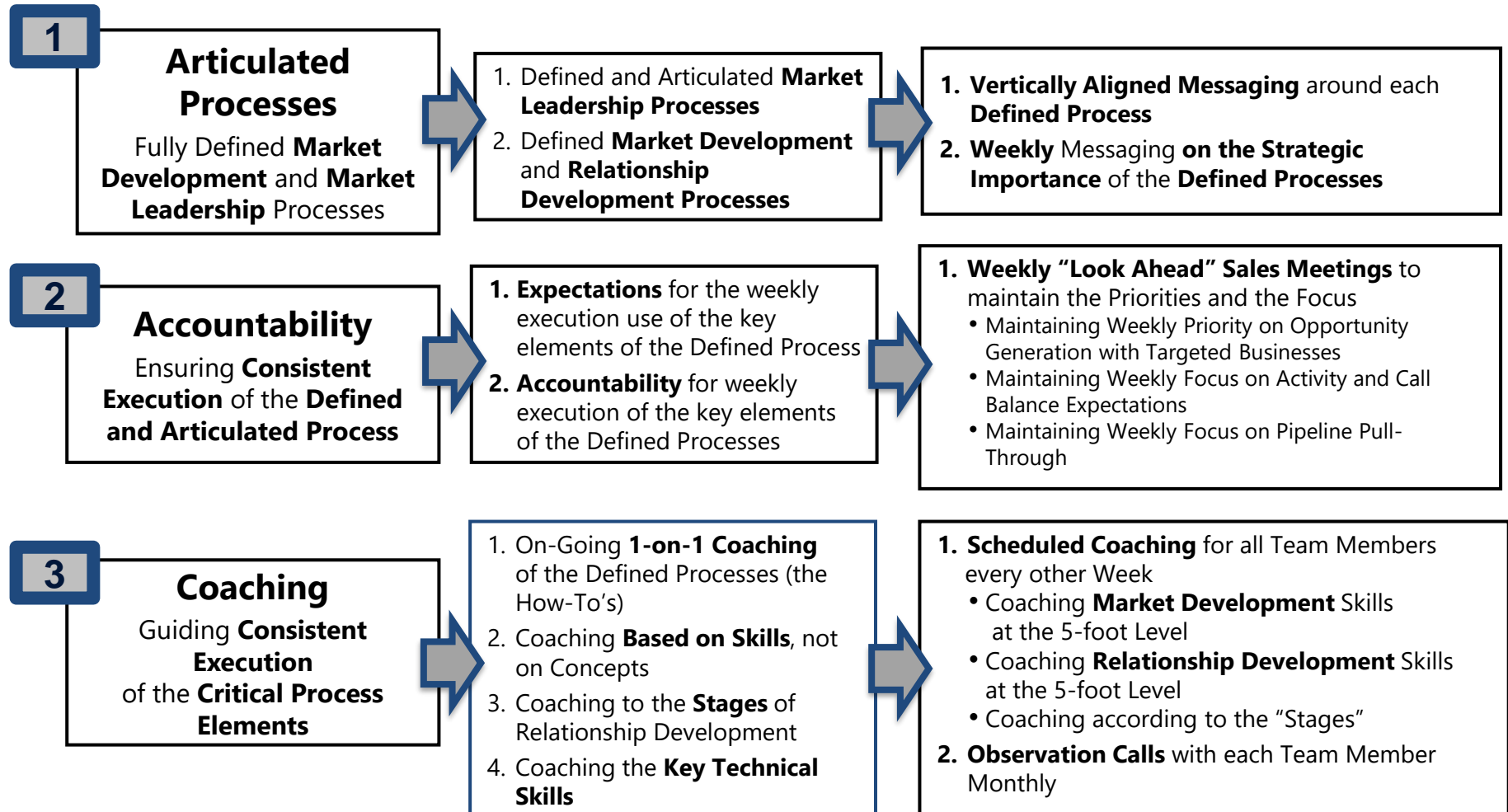
Stage 2: Characterized by *Product Acumen* and *Strategizing Transactions*

Progressing Proactive Market Development Skills: What Does it Take?

| <i>Reacting to Opportunities</i> | | <i>Developing New Opportunities</i> | |
|---|---|---|--|
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| <p>Stage 3: Characterized by <i>Business Insight</i> and <i>Building Partnerships with Business Owners</i> [20%]</p> | | | |
| <p>5. Focuses on primary Product Category; Value proposition is price/structure, fast turn around 6. Seldom uses Senior Team Members</p> | <p>5. Focuses on "financial issues" (focused on product acumen) 6. Uses Bank's Senior Management defensively to close business</p> | <p>Tactical Characteristics: 1. High level of call activity and focused on targeted businesses 2. Consistently "prepared" for calls 3. Carefully qualifies opportunities for "fit" and "quality" 4. A focus on depth of relationship, focusing on "what's changing" 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently generates results across all product categories</p> | <p>Tactical Characteristics: 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new "niche" opportunities</p> |
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Proactive Market Development Requires Market Leadership

It Requires Clear Direction and On-Going Guidance



Progressing Market Leadership Skills: Moving Through the Stages

*75% of Market Leaders We've Surveyed Say They're in Stage 2**

| <i>Stage 1</i> | <i>Stage 2</i> | <i>Stage 3</i> | <i>Stage 4</i> |
|--|--|---|---|
| Leadership Stance: Administrative | Leadership Stance: Accountability | Leadership Stance: Accountability and Coaching | Leadership Stance: Growing, Developing the Team |
| <p>Process Element Descriptors</p> <ol style="list-style-type: none"> 1. Sees role as primarily administrative or technical 2. Allows a wide range of variation in business development and relationship management processes 3. "As long as you make your goals I leave you alone" 4. Primary focus is on closed business 5. Monthly or quarterly sales meetings 6. Allows the RM to own his/her relationships; Sales Leaders do not institutionalize relationships 7. Focuses on transaction execution; limited focus on market management or relationship development strategies 8. The business-to-business results of the Team are driven by 10% of the team members (the "Heroes") | <p>Process Element Descriptors</p> <ol style="list-style-type: none"> 1. Has an articulated sales process; circulates additional "best practices" to all team members 2. Holds team accountable for using the articulated sales processes 3. Focuses primarily on pipeline and activity levels; has a focus on performance management 4. Uses Sales Reporting extensively, sales reports become primary focus of "interactions" with Team 5. Heavy emphasis on coaching "current transactions" 6. Coaching is often "deal coaching" and water cooler coaching 7. 1-on-1 coaching is often limited to "joint call coaching" 8. The business-to-business results of the Team are inconsistent (30 to 40% of team members make all their sales goals) | <p>Process Element Descriptors</p> <ol style="list-style-type: none"> 1. Leads a fully "defined" Market Development Leadership Process 2. Understands the key role of Messaging; Uses Weekly Sales Meetings to establish top priorities 3. Proactive Lead Generation and Pipeline Pull-Through are top priorities each week 4. Accountability for activity and results is carefully balanced with "Strategic" Coaching 5. Does bi-weekly, 1-on-1 coaching with each Team Member; coaching focuses on developing Market Development and Relationship Development Skills 6. Coaching is aligned with each Team Member's "Stage of Development" 7. Joint Calling is used to observe skills and model behavior, not just to close business 8. The business-to-business results of the Team are consistent (70 to 85% of team members exceed all their business goals) | <p>Process Element Descriptors</p> <ol style="list-style-type: none"> 1. Effectively coaches Market Management, Partnership Strategies and Face-to-Face Relationship Development Meetings 2. Focuses heavily on lead generation and lead sources 3. Consistently messages priorities, consistently reestablishes priorities 4. Uses a well-thought-out balance of accountability and 5-foot level skills coaching 5. Primarily focuses on growing and developing Team Members 6. Recruits new Team Members in a proactive, managed effort 7. Keeps a sharp focus on building the support structures that keep Team Members on the street 8. The business-to-business results of the Team are very consistent (>85% of Team Members make all their sales goals) |

* 75% of Market Leaders we have Surveyed Say they are in Stage 2 (their Descriptors are in Stage 2. . . 85% of the Time)

Leadership Focus. . . Progressing Team Member Strategies and Skills

The Teams of Stage 3 Market Leaders "Out-Perform" the Teams of Stage 2 Market Leaders

| Stage 1 | Stage 2 | Stage 3 | Stage 4 |
|--|--|--|---|
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* 75% of Market Leaders we have Surveyed Say they are in Stage 2 (they use Stage 2 Descriptors 85% of the time)

A Closer Look at
Building Stage 3 Teams

Developing and Refining Stage 3 Skills. . .

1. **Stage 3 Bankers** Consistently focus on the **Business Owners** of the **Right Businesses** with a *“Differentiated Partnership Experience”*
2. **Consistent Execution** of **Stage 3 Strategies and Skills** are built by **Consistent Leadership** at the Market Leader Level
3. **Consistent Market Leadership** uses **Consistent Messaging** to On-Going Skills **Development** to move **Stage 2 Processes** to **Stage 3 Processes**
4. **Consistent Market Leadership** develops and continually *“refines”* **Strategic “Thinking Skills”** around **Proactive Market Development** and **Building and Maintaining Long-Term Partnerships** with the Right Businesses and their Business Owners

Adjusting Day-to-Day Behaviors (Strategies and Skills)

Look at "Consistent Performance Levels" and "Motivational" Sources

Look Across the Team. . .

1. **High-Performers** (Typically 10%), *Intrinsic Motivators*
2. **The Core of Team** (Typically 80%), *Extrinsic Motivators*
3. **Low-Performers** (Typically 10%), *Mis-Match for Role*

“Intrinsic” Motivation. . .

Intrinsic Attributes and Intrinsic Motivators

| Intrinsic Attributes and Intrinsic Motivators |
|--|
| Critical Thinking Skills |
| Language Skills |
| Social Skills |
| Passion, Interest, Curiosity |
| Sense of Urgency |
| Personal Discipline |
| Aptitude for Technology |

“Extrinsic” Motivation. . .

Extrinsic Support Structures, Extrinsic Motivators that Build Higher Levels of Execution

| Extrinsic Support Structures | Extrinsic Motivators |
|-------------------------------------|-----------------------------|
| Clear Direction | Challenging Goals |
| On-Going Guidance | Visible Accountability |
| Immediate Feedback | Monetary Incentives |
| Recognition of Performance | |
| Peer Influence | |

A Focus on Market Leadership Support Structures

Building the Extrinsic Motivators and Support Structures with "Core" Team Members

| Intrinsic Attributes and Intrinsic Motivators | Extrinsic Support Structures | Extrinsic Motivators |
|---|------------------------------|------------------------|
| Critical Thinking Skills | Clear Direction | Challenging Goals |
| Language Skills | On-Going Guidance | Visible Accountability |
| Social Skills | Immediate Feedback | Monetary Incentives |
| Passion, Interest, Curiosity | Recognition of Performance | |
| Sense of Urgency | Peer Influence | |
| Personal Discipline | | |
| Aptitude for Technology | | |

Consistent Execution of Proactive Market Development Requires 3 “Elements”

First. . . *Clear Messaging of the Articulated Priorities*

Prioritizing the Messages that support the strategies and skills required to build long-term Partnerships with “Retention, Expansion and Acquisition” Business Owners

Second. . . *Continual Focus on Delivering the Defined Strategies and Skills*

Adjusting the Day-to-Day Strategies and Skills that to continually build and deliver a differentiated experience to “Retention, Expansion and Acquisition” Business Owners

Third. . . *Continual Development of Sales Enablement Processes to Ensure a Differentiated “Partnership” Experience with Business Owners*

Adjusting the Infrastructure to provide on-going resources to support these priorities, strategies and skills

Example: “Agreed-Upon” Market Development Model

Proactive Market Development Model focuses primarily on 4 sets of “Relationships”

- 1. Retention Relationships** (Top 10% of Current Relationships based on “agreed-upon” metrics)
- 2. Expansion Relationships** (Current Relationships with significant Expansion opportunities within 18 months)
- 3. Acquisition Relationships** (25 Businesses that match the Bank’s credit and revenue contribution profile currently Banking with a Competitor)
- 4. COI Relationships** (“3rd parties” that have Clients who match the credit and revenue contribution of the Bank)

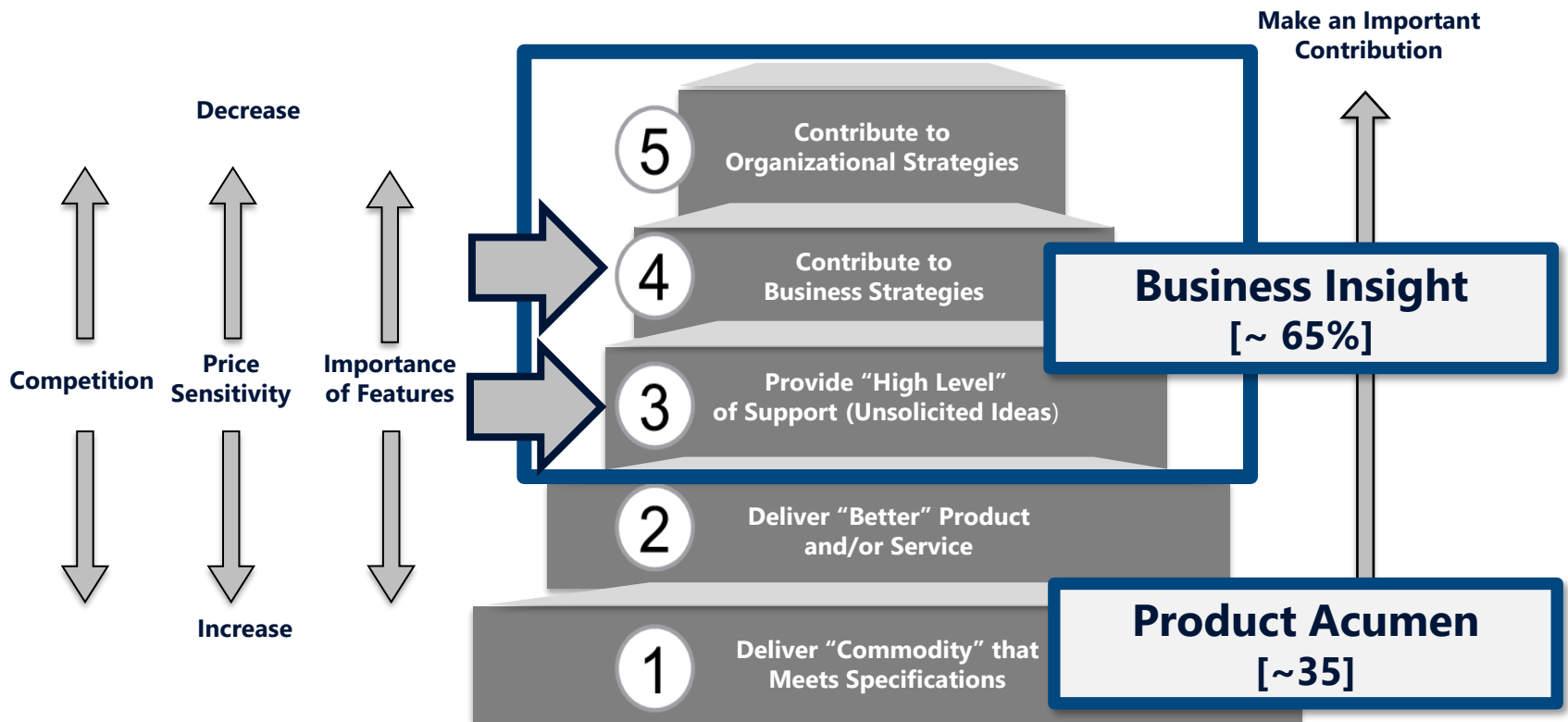
Example: An “Agreed-Upon” Market Development Model

Ensuring Sustainable Growth in “Market Depth and Revenue Growth” is built with a Proactive Market Development Model that has “Agreed-Upon Elements”

1. **A Continual Focus** on a Differentiated Experience with a Business Owner
2. **Delivering** a Level 3 or Level 4 Relationship to the Business Owners
3. **Building** Business Owner Partnerships based on “Business Insight”. . . Not Transactions
4. **Never Losing** a Retention Relationship
5. **Being** 3-to-4 months “in front of opportunities” in Expansion Relationships
6. **Consistent Pursuing** Acquisition Relationships
7. **Staying** in Front of the “Right COIs”

Example: Business Insight as a Differentiated Experience

*Not all **Business Owners** are Looking For the same "Level of Relationship" . . .
Match what 65% of **Business Owners** are "**Looking For**"!*



**The Primary Drivers for . . .
Leading Proactive Market Development**

Consistent Execution of Requires 3 “Elements”

*First. . . Clear Messaging of the **Articulated and Agreed-Upon Priorities***

Prioritizing the Messages that support the strategies and skills required to build long-term Partnerships with “Retention, Expansion and Acquisition” Business Owners

*Second. . . Continual Focus on **Delivering** the Defined Strategies and Skills*

Adjusting the Day-to-Day Strategies and Skills that to continually build and deliver a differentiated experience to “Retention, Expansion and Acquisition” Business Owners

*Third. . . Continual Development of **Sales Enablement Processes** to Ensure a Differentiated Partnership Experience*

Adjusting the Infrastructure to provide on-going resources to support these priorities, strategies and skills

“Vertically Aligning” Messaging and Skill Development

First. . . Clear Messaging of the Articulated and Agreed-Upon Priorities

1. Prioritizing the Messaging

- ✓ Have you prioritized the messages?
- ✓ Are you staying on the prioritized messages?

2. Adjusting the Behaviors

- ✓ Have you assessed the “skill” level of each Team Member?
- ✓ Have you built a “coaching” plan?
- ✓ Are you “formally” coaching?

3. Adjusting the Infrastructure

- ✓ Does it support the messaging you’re delivering?
- ✓ Does it support the behaviors you want?

Consistent “Messaging” Leads to Consistent Execution

Extrinsically Motivated Team Members monitor their environment for **clues** and **cues** to determine what is **appropriate** and **acceptable behavior**. . . and then **respond accordingly**

Consistent Messaging is Critical for Consistent Execution and Consistent Performance

Aligning the “Messaging” of the Priorities

*Messaging the **Priorities** is a Key Driver of Consistent Execution*

Priorities? What are the most important things your Team does every week?

- 1. Reduce the “Messaging”** to no more than 5 priorities
- 2. Re-Establish the Priorities every week** (at each Level of the Team, top to bottom)

Accountability for . . . Executing the “Agreed-Upon Behaviors” Every Week

Consistent Execution means *Consistent Messaging* of the “Priorities” . . .

- ✓ **Weekly. . . Monday-Morning Look-Ahead Market Development Meetings**

The **Unrelenting Message**. . . On a Weekly Basis Focus on the Agreed-Upon Market Development Processes (Same Time, Same Place, Same Team Members)

Example: Monday Morning Market Development Meeting

Proactive Market Development

Quick Reference Guide

Weekly “Look Ahead” Meetings

July 2022
Version 7

MZBIERLY CONSULTING Page 1

Proactive Market Development

Weekly “Look Ahead” Market Development Meetings

Meeting Objective

Messaging at the Team Level

Messaging the **two highest priorities** of the Market Development/Relationship Development Process: (1) **Opportunity Generation** and (2) **Pipeline Pull-Through**. These meetings “renew” the focus on these priorities at the beginning of every week.

Guidelines

1. Every Monday morning, meet no more than 30 minutes.
2. The optimal size of the Meeting is 4 to 8 Bankers.
3. If any Bankers have more than a 20-minute drive to the meeting, they should dial-in for the meeting.
4. The Sales Leader stays focused on the 2 highest priorities for this week and every week, **Opportunity Generation** and **Pipeline Pull-Through**.
5. Prior to the **Weekly Market Meeting**, the Sales Leader reviews the **Call Activity Reports** and **Pipeline Reports**. The current reporting is compared to the following:
 - a. Does the “Scheduled and Planned” calling activity match the Banker’s target?
 - b. Does the call balance match his/her target (Retention, Expansion, Acquisition and COI Relationships versus all Other Relationships)?
 - c. Is there appropriate pipeline-pull through activity?
 - d. Are there any significant new pipeline additions this week? Can you identify the **lead source** of those additions?

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Example: Monday Morning Market Development Meeting

Proactive Market Development

Weekly “Look Ahead” Market Development Meeting

6. Meeting Outline

- a. The Team or Market Leader comments on activity, successes or pipeline/closed business from last week (no more than 5 minutes).
 - b. The Team or Market Leader asks each Banker to comment on **Opportunity Generation** activities (limit comments to 2 minutes each). In all cases, the comments focus on the **week ahead** not last week. Here are several examples of questions used for **Opportunity Generation** . . .
“Take a minute to tell us what Scheduled Meetings . . .
 - *You have with Retention and Expansion Relationships.”*
 - *You have with Acquisition Relationships.”*
 - *You have with Satisfied Clients to generate Testimonial Referrals.”*
 - *You have with External COIs.”*
 - c. Then ask each Banker to comment on Pipeline Pull-Through activities (limit comments to 2 minute each). In all cases, the comments focus on the **week ahead** not last week. Here are several examples of questions used for **Pipeline Pull-Through** . . .
“Select one opportunity . . .
 - *In your loan pipeline that seems to be stuck and tell us what you’re doing this week to move it through.”*
 - *In your deposit pipeline that seems to be stuck and tell us what you’re doing this week to move it through.”*
 - *In your pipeline that may require you and your Business Partner to move the opportunity to the next level.”*
 - d. The Team or Market Leader makes final comments . . . that may include one of the following. In all cases, the comments should not exceed 5 minutes.
 - A **recap of trends** heard in the conversation during the meeting.
 - A shift in focus for the **next week or several weeks** . . . *“As we look at the business we have closed in the last month, it leads us back to refilling the pipeline. For the next few Mondays, let’s shift more of our focus to Opportunity Generation Initiatives. Please be prepared to focus on specific things you’re doing to keep a focus on Opportunity Generation . . . especially with our Acquisition Relationships.”*
7. After the meeting, where necessary, do one-on-one coaching with any Team Member where you think a revised marketing strategy, credit issue or relationship development strategy is appropriate.

Proactive Market Development

Additional Options for Questions in Weekly Market Development Meetings

Examples of questions Team or Market Leaders can use:

1. “How many Business Process or Financial Management Process Meetings do you have scheduled this week with Retention, Expansion or Acquisition Relationships?”
2. “How many Business Process or Financial Management Process Meetings did you complete last week with REA Relationships?”
3. “How many Optimization Meetings do you set up for the next 2 weeks?”
4. “How many Relationship Strategy Planner Conversations have you had with Business Partners in the last week?”

Examples of questions Regional Managers can ask in their Weekly Team Leader’s Meetings:

1. “Looks like you are at X% of the Business Process or Financial Management Process Meetings that you targeted for your team. Any Comments?”
2. “Looks good . . . you’re building momentum! What can we do to keep that momentum going?”
3. “Looks like the activity is slightly behind where you wanted to be. What initiatives do you have in place to build more momentum?”
4. “How many Business Process or Financial Management Process with REAs did your team schedule for this week?”
5. “How many Relationship Strategy Planner Conversations did they complete Business Partners?”
6. “I see from the weekly pipeline report that the deposit [or fee] pipeline is not growing. Would you give me some perspective on the quality of your Team’s Business Process or Financial Management Process meetings?”

“Vertically Aligning” Messaging and Skill Development

Second. . . Continual Focus on *Delivering* the Defined Strategies and Skills

1. Prioritizing the Messaging

- ✓ Have you prioritized the messages?
- ✓ Are you staying on the prioritized messages?

2. Adjusting the Behaviors

- ✓ Have you assessed the “skill” level of each Team Member?
- ✓ Have you built a “coaching” plan?
- ✓ Are you “formally” coaching?

3. Adjusting the Infrastructure

- ✓ Does it support the messaging you’re delivering?
- ✓ Does it support the behaviors you want?

Accountability for . . . “Executing” the “Agreed-Upon” Processes

Skills are Developed over Time. Strategic Thinking Skills, Interpersonal Skills and Communication Skills are the Primary Skills for **Consistent Execution**

Long-Term Success in Proactive Market Development has **Three Primary Elements:**

- 1. Identifying** the Right Targets (The Identifying and Focusing On the Right Businesses in the Market)
- 2. Strategizing and Planning** (Building a Process for Getting in Front of and Staying in Front of the Right Businesses at the Business Owner Level)
- 3. Executing the Strategy and Plan** (Executing the Agreed-Upon Strategy and Plan Unrelentingly)

As a Market Leader. . . . how effectively are each of your Team Members executing Each of these Elements? It's more than just “Are you Making Your Goals?”

To Assess Current Skill Levels and to Move Skills to the Next Stage requires Defined Leadership Processes. The next 9 Pages provides an Example of a Defined Process to Improve **Consistent Execution**

First: Assessing Skill Levels. . . *One Team Member at a Time*

*The next 5 Pages are an example of a **Skills Assessment** tool*

Starting with the Next Page. . .

1. The first 2 pages break out the “Level of Development” of the Market Development Skills of the Banker. There are 4 Stages of Development.
2. Each of the Stages has a “Stance” and each Stance has a list of “6 Process Element Descriptors”. The Element Descriptors articulate the Skill Development level of each of the Stages. . . How well the Banker executes these Market Development Skills :
 - a. Descriptor 1: Identifying the Right Businesses
 - b. Descriptor 2: Getting in the Door with the Business Owner of the “Right Business”
 - c. Descriptor 3: Building a Strategy and Plan for Building a Partnership with the Business Owner
 - d. Descriptor 4: Building a Strategy and Plan for Partnering throughout the “E-Suite” of the Business
 - e. Descriptor 5: Effectively uses Bank Business Partners to deepen and develop the Partnership with the Business
 - f. Descriptor 6: Effectively uses Bank’s Senior Management to build “vertical” client relationships
3. Now, Choose a Banker you want to work with and ask yourself this question: “Looking at Process Descriptor #1, 85% of the time does this Banker use Stage 2 or Stage 3 Processes”. Then, look the other 5 Processes and ask the same question.
4. If the Banker has any of the 6 Processes in Stage 2, the Banker is Stage 2. To be Stage 3, the Banker needs to have all 6 Processes in Stage 3.
5. Over the Long-Term Stage 3 Bankers consistently out-perform Stage 2 Bankers

Page 39 looks at other elements (Credit Skills, Product Knowledge Conversational Competence, Business Insight and Results) in addition to Market Development Skills.

Page 41 looks at the **Progression of Market Leadership Skills**. Where do you stand? 85% of Market Leaders who have used this chart say they are in Stage 2.

Progressing Proactive Market Development Skills: What Does it Take?

| <i>Reacting to Opportunities</i> | | <i>Developing New Opportunities</i> | |
|--|--|---|---|
| <i>Stage 1</i> | <i>Stage 2</i> | <i>Stage 3</i> | <i>Stage 4</i> |
| <p>Relationship Stance: Waiting for and responding to opportunities</p> | <p>Relationship Stance: Actively seeking and developing qualified transactions</p> | <p>Partnership Stance: Consistently focused on developing and partnering with Business Owners</p> | <p>Partnership Stance: Actively building market share, wallet share and developing Partnerships</p> |
| <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Lead generation is reactive; Focuses on "Former Clients" 2. Referrals from a few long-time clients or "well-worn" referral sources 3. Sees role as getting deals done; transactional focus 4. Focuses on building relationship "wherever I can" 5. Focuses on primary Product Category; Value proposition is price/structure, fast turn around 6. Seldom uses Senior Team Members | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Generating leads from any and all businesses 2. Building and maintaining referral sources for "leads" 3. Sees role as "sole executor" in key relationships 4. Focuses at VP Finance and Controller level 5. Focuses on "financial issues" (focused on product acumen) 6. Uses Bank's Senior Management defensively to close business | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Uses a focused and proactive opportunity generation process 2. Uses "testimonial referrals" to meet "targeted" businesses 3. Sees relationships as "vertical" 4. Builds relationships through referrals 5. Effectively uses Bank's Senior Management to strategize and develop key relationships 5. Effectively uses Bank's Senior Management to build "vertical" client relationships | <p>Process Element Descriptors:</p> <ol style="list-style-type: none"> 1. Actively working the best clients, prospects, COIs 2. Actively uses network to build relationships 3. Builds relationships through referrals 4. Builds relationships through referrals 5. Effectively uses Bank's Senior Management to strategize and develop key relationships 5. Effectively uses Bank's Senior Management to build "vertical" client relationships |
| <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Lead generation is irregular; Infrequent calling 2. Little planning or structure to sales calls or relationship management 3. Focuses time on "whatever is put in front of me" 4. Focuses on product strategy before "sales strategy" 5. Seldom looks for or sees additional opportunities | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Meets target level of calls 2. Little focus or preparation, plans "in the car on the way over" 3. Sees every opportunity as "worth pursuing" 4. Selling 1 product category at a time, leads with "comfort" product 5. Identification of opportunities limited to 1-year time frame 6. Inconsistent results and "cycling" pipeline | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. High level of call activity and focused on targeted businesses 2. Consistently "prepared" for calls 3. Carefully qualifies opportunities for "fit" and "quality" 4. A focus on depth of relationship, focusing on "what's changing" 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently generates results across all product categories | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new "niche" opportunities |

Stage 2: Characterized by *Product Acumen* and *Strategizing Transactions*

Progressing Proactive Market Development Skills: What Does it Take?

| <i>Reacting to Opportunities</i> | | <i>Developing New Opportunities</i> | |
|---|---|---|---|
| <i>Stage 1</i> | <i>Stage 2</i> | <i>Stage 3</i> | <i>Stage 4</i> |
| <p>Relationship Stance: Waiting for and responding to opportunities</p> | <p>Relationship Stance: Actively seeking and developing qualified transactions</p> | <p>Partnership Stance: Consistently focused on developing and partnering with Business Owners</p> | <p>Partnership Stance: Actively building market share, wallet share and developing Partnerships</p> |
| <p>Process Element Descriptors: 1. Lead generation is reactive; Focuses on "Former Clients"</p> | <p>Process Element Descriptors: 1. Generating leads from any and all businesses</p> | <p>Process Element Descriptors: 1. Uses a focused and proactive opportunity generation process 2. Uses "testimonial referrals" to meet "targeted" prospects 3. Sees role as primary strategist for key relationships 4. Builds strategic relationships throughout the "E-Suite" 5. Effectively uses Business Partners to strategize and develop key relationships 6. Effectively uses Bank's Senior Management to build "vertical" client relationships</p> | <p>Process Element Descriptors: 1. Actively working the best clients, prospects, COIs 2. Actively uses network to systematically access relationships 3. Accepts role as thought leader; Conversations focus on Industry Sector changes, business issues, best practices and benchmarking 4. Accurately identifies the "Value Drivers" of each E-Suite member 5. Delivers exactly the value that each E-Suite member is "Looking For" 6. Stays focused on the "Owner" using Bank's Senior Management</p> |
| <p>Stage 3: Characterized by <i>Business Insight</i> and <i>Building Partnerships with Business Owners</i> [20%]</p> | | | |
| <p>5. Focuses on primary Product Category; Value proposition is price/structure, fast turn around 6. Seldom uses Senior Team Members</p> | <p>5. Focuses on "financial issues" (focused on product acumen) 6. Uses Bank's Senior Management defensively to close business</p> | <p>Tactical Characteristics: 1. High level of call activity and focused on targeted businesses 2. Consistently "prepared" for calls 3. Carefully qualifies opportunities for "fit" and "quality" 4. A focus on depth of relationship, focusing on "what's changing" 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently generates results across all product categories</p> | <p>Tactical Characteristics: 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new "niche" opportunities</p> |
| <p>Tactical Characteristics: 1. Lead generation is irregular; Infrequent calling 2. Little planning or structure to sales calls or relationship management 3. Focuses time on "whatever is put in front of me" 4. Focuses on product strategy before "sales strategy" 5. Seldom looks for or sees additional opportunities</p> | <p>Tactical Characteristics: 1. Meets target level of calls 2. Little focus or preparation, plans "in the car on the way over" 3. Sees every opportunity as "worth pursuing" 4. Selling 1 product category at a time, leads with "comfort" product 5. Identification of opportunities limited to 1-year time frame 6. Inconsistent results and "cycling" pipeline</p> | | |

Market Development Skills "Drive" Long-Term Growth

Leading Proactive Market Development

Leading Proactive Market Development

| Market Leader: | | | | |
|---|--|--|---|--|
| Stack Rank Your Banker Based on Sales Results (Names) | Which Stage Best Matches the Banker's Market Development Skills? | Credit Skills of the Banker (1 to 5, 5 is Highest) | Business Insight of the Banker (1 to 5, 5 is Highest) | Product Knowledge Conversational Competence Of the Banker (1 to 5, 5 is Highest) |
| 1. | 1. | 1. | 1. | 1. |
| 2. | 2. | 2. | 2. | 2. |
| 3. | 3. | 3. | 3. | 3. |
| 4. | 4. | 4. | 4. | 4. |
| 5. | 5. | 5. | 5. | 5. |
| 6. | 6. | 6. | 6. | 6. |
| 7. | 7. | 7. | 7. | 7. |
| 8. | 8. | 8. | 8. | 8. |
| 9. | 9. | 9. | 9. | 9. |
| 10. | 10. | 10. | 10. | 10. |



*For Usable Copies of these Documents see the email address on Slide 46

What is the Current "Stage" of the Banker?

Leading Proactive

Coaching
"Market Development"
Skills

The Progression of Market Development Processes

| From Reacting to Opportunities to Building Long-Term Partnerships | | | |
|---|--|--|--|
| Stage 1 | Stage 2 | Stage 3 | Stage 4 |
| <p>Relationship Stance: Waiting for and responding to opportunities</p> | <p>Relationship Stance: Actively seeking and developing qualified Transactions</p> | <p>Partnership Stance: Consistently focused on Developing Partnerships with Business Owners</p> | <p>Partnership Stance: Actively building market share, wallet share and focusing on Partnerships</p> |
| <p>Process Element Descriptor:</p> <ol style="list-style-type: none"> 1. Opportunity generation is reactive; focuses on "Former Clients" 2. Referrals from a few long-time clients or "well-worn" referral sources 3. Sees role as getting deals done; transactional focus 4. Focuses on building relationships "wherever I can" 5. Focuses on primary Product Category; Value proposition is price/structure, fast turn around 6. Seldom uses Senior Team Members | <p>Process Element Descriptor:</p> <ol style="list-style-type: none"> 1. Generating leads from any and all businesses 2. Building and maintain referral sources for "leads" 3. Sees role as sole "executor" in key relationships 4. Focuses at VP Finance, Business Manager or Controller level 5. Focuses on "financial issues" (focused on product acumen) 6. Uses Bank's Senior Management defensively to close business | <p>Process Element Descriptor:</p> <ol style="list-style-type: none"> 1. Uses a focused and proactive opportunity generation process 2. Uses "testimonial referrals" to meet targeted Business Owners 3. Sees role as the primary strategist for key relationships 4. Builds strategic relationships throughout the "E-Suite" 5. Effectively uses Business Partners to strategize and develop key relationships 6. Effectively uses Bank's Senior Management to build "vertical" client relationships | <p>Process Element Descriptor:</p> <ol style="list-style-type: none"> 1. Actively working the best clients, prospects, COIs 2. Actively uses network to systematically access relationships 3. Accepts role as thought leader; Conversations focus on Industry Sector changes, Business Issues, Best Practices and Benchmarking 4. Accurately identifies the "Value Drivers" of each E-Suite member 5. Delivers exactly the value that each E-Suite member is "Looking For" 6. Stays focused on the Business Owner using Bank's Senior Management |
| <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Opportunity generation is irregular; Infrequent calling 2. Little planning or structure to sales calls or relationship management 3. Focuses time on "whatever is put in front of me" 4. Focuses on product strategy before "sales strategy" 5. Seldom looks for or sees additional opportunities | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Meets target level of calls 2. Little focus or preparation, plans "in the car on the way over" 3. Sees every opportunity as "worth pursuing" 4. Selling 1 product category at a time, leads with "comfort" product 5. Identification of opportunities limited to 1-year time frame 6. Inconsistent results and "cycling" pipeline | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. High level of call activity and focused on targeted businesses 2. Consistently "prepared" for calls 3. Carefully qualifies opportunities for "fit" and "quality" 4. A focus on depth of relationship, focusing on "what's changing" 5. Consistently identifies opportunities (1-Year, 3-Year and 5-Year) 6. Consistently exceeds goals across all product categories | <p>Tactical Characteristics:</p> <ol style="list-style-type: none"> 1. Always aware of new opportunities 2. Always thinking one year ahead 3. An articulated plan for consistently developing new opportunities 4. Builds long-term, value-driver-based relationships 5. Highly effective at adjusting lead sources and building a brand 6. Always seeking new "niche" opportunities |

What is the Current "Stage" of the Market Leader?

Leading Proa

*Developing
"Market Leadership"
Skills*

The Progression of Market Leadership Processes

| Stage 1 | Stage 2 | Stage 3 | Stage 4 |
|--|--|---|---|
| Leadership Stance: Administrative | Leadership Stance: Accountability | Leadership Stance: Accountability and Coaching | Leadership Stance: Growing, Developing the Team |
| Process Element Descriptors | Process Element Descriptors | Process Element Descriptors | Process Element Descriptors |
| <ol style="list-style-type: none"> 1. Sees role as primarily administrative; no sales or sales leadership processes 2. Allows a wide range of variation in business development and relationship management processes 3. "As long as you make your goals I leave you alone" 4. Primary focus is on closed business 5. Monthly or quarterly sales meetings, if at all 6. Allows the RM to own his/her relationships; Sales Leaders do not institutionalize relationships 7. Focuses on transaction execution; a limited focus on market management or relationship development strategies 8. The results of the Team are driven by 10% of the team members (the "Heroes") | <ol style="list-style-type: none"> 1. Has an articulated Sales Process; circulates additional "best practices" to all team members 2. Holds team accountable for using the articulated sales processes 3. Focuses primarily on pipeline and activity levels; has a focus on performance management 4. Uses Sales Reporting extensively, sales reports become primary focus of "interactions" with Team 5. Heavy emphasis on coaching "current transactions" 6. Coaching is often "deal coaching" and water cooler coaching 7. 1-on-1 coaching is often limited to "joint call coaching" 8. The business-to-business results of the Team are inconsistent (30 to 40% of team members make all their sales goals) | <ol style="list-style-type: none"> 1. Leads a fully "defined" Market Development Leadership Process 2. Understands the key role of Messaging; Uses Weekly Sales Meetings to establish top priorities 3. Proactive Lead Generation and Pipeline Pull-Through are top priorities each week 4. Accountability for activity and results is carefully balanced with "Strategic" Coaching 5. Does bi-weekly, 1-on-1 coaching with each Team Member; coaching focuses on developing Market Development and Relationship Development Skills 6. Coaching is aligned with each Team Member's "Stage of Development" 7. Joint Calling is used to observe skills and model behavior, not just to close business 8. The business-to-business results of the Team are consistent (70 to 85% of team members exceed all their business goals) | <ol style="list-style-type: none"> 1. Effectively coaches Market Development, Partnership Strategies and Face-to-Face Partnership Development Meetings 2. Focuses heavily on lead generation and lead sources 3. Consistently messages priorities, consistently reestablishes priorities 4. Uses a well-thought-out balance of accountability and 5-foot level skills coaching 5. Primarily focuses on growing and developing Team Members 6. Recruits new Team Members in a proactive, managed effort 7. Keeps a sharp focus on building the support structures that keep Team Members on the street 8. The business-to-business results of the Team are very consistent (>85% of Team Members make all their sales goals) |

Accountability for . . . “Executing” the “Agreed-Upon” Processes

Consistent Execution means ***Consistent Development*** of the Right “Strategies and Skills” . . .

- ✓ **Scheduled, Every Other Week, One-on-One “Coaching”**

On-Going Development of **Stage 3** Strategic Thinking Skills, Interpersonal Skills and Communication Skills. . . Every Other Week, Scheduled 13 Weeks in Advance

An Example: **Moving Stage 2 Skills to Stage 3 Skills**

A Simple Coaching Approach: Ask the Banker these Questions, in this Sequence, after a Business Process Meeting with the Business Owner

1. How did the meeting go?
2. When you reviewed the **industry trends**, what trends did the Business Owner comment on?
3. Looking at the industry trends that were discussed, what **Opportunities is the Business Owner pursuing this year?** Walk me through the **Why, How, and When** (the Trajectory) of each Opportunity.
4. How about over **the next 3 years?** Walk me through those Trajectories.
5. How will the Business Owner use the Stated **Keys to Success** in pursuing the “new” opportunities?
6. How is the Business Owner **adjusting the day-to-day Business Processes** given the Opportunities the Business Owner is pursuing? Did Business Owner mention any changes this year? In the next 5 years?
7. How do you think the Changing Business Processes **will change day-to-day Financial Management Processes?** Receivables, payables, cash position, etc.
8. What **next steps** did you and the Business Owner **agree on?**
9. What will be your **Meeting Objectives** and **Navigation Questions** for the next meeting?

What you ask the Banker following a “Business Process Meeting” is what the “Banker” will ask in Future Business Process Meetings

Coaching Stage 2 Skills to Stage 3 Skills

A Simple Coaching Approach: Ask the Banker these Questions, in this Sequence, after a Financial Process Meeting with the Business Owner

1. How did the meeting go?
2. What is the process the Business Owner uses to **manage receivables**? Start with moment an invoice is generated all the way through reception of the payments.
3. What is the process the Business Owner uses to **manage payables**? Start with the largest expenses and work to the smallest.
4. What is the process the Business Owner uses to **manage the cash position** on a day-to-day basis?
5. What does Business Owner do when there is **too much cash**?
6. What does Business Owner do when there is **too little cash**?
7. How Business Owner **take money out of the business**, say for a shareholder distribution?
8. What did you learn about Business Owner's **personal financial management processes**? Start with any adjustments that will be made this year then over the next three years?
9. What were the **recurring themes that you heard**, for example, convenience, security, simplicity?
10. What were the **un-optimized areas** (the Areas of Concern) that you uncovered?
11. What **next steps** did you both agree to?
12. What will be your **Meeting Objectives** and **Navigation Questions** for the next meeting?

What you ask the Banker following a "Financial Process Meeting" is what the "Banker" will ask in Future Financial Process Meetings

Consistent Leadership Drives Consistent Execution

The 10 Most Important Market Leadership Elements. . . How Well are you Progressing?

| “Never Ending” Market Leadership Initiatives | How Important is it? [1 to10] | Your Progress |
|--|-------------------------------|---------------|
| 1. Re-Balancing the Top of the Funnel [Reactive vs. Proactive] | | |
| 2. Identifying and Making Time for the “Right Businesses” | | |
| 3. Using Relationship Strategy Planners to Strategize, Plan and Execute with Business Partners [Vertically and Horizontally] | | |
| 4. The Right Conversation: Focusing On the Business Owner/CEO | | |
| 5. The Right Conversation: Understanding the Business Owner’s 2-5 Year Business Model | | |
| 6. Building an Articulated Acquisition List and the Meeting Objectives for the First 3 Meetings with the Business Owners on the Acquisition List | | |
| 7. Working With “Stage 3” Bankers on Market and Business Owner Partnership Strategies | | |
| 8. Working With “Stage 2” Bankers on the Interpersonal and Communication Skills Required to Effectively Execute the Agreed-Upon Market Development Strategies | | |
| 9. Weekly Messaging of the Priorities of “Proactive” Market Development | | |
| 10. One-on-One Strategizing/Coaching with Stage 2 and Stage 3 Bankers Every Other Week | | |

For Additional Information on Any of the Topics in this Discussion here is our email address: bbierly@mzbierlyconsulting.com