

CLOSING THE GAP



**BETWEEN BANK STRATEGY
AND EXECUTION**

QUESTIONS:

**Is your strategy
comprehensive?**

**OR, IS IT JUST A LONG TERM
TO DO LIST?**

**IS IT UNDERSTANDABLE TO
EVERYONE IN YOUR BANK?**

YES, EVERYONE.

**IT IS ABOUT CULTURE:
THE TOUCHY, FEELY,
HUMAN STUFF**

**IS YOUR CULTURE
INTENTIONALLY CRAFTED, OR
DID IT JUST EVOLVE ON ITS
OWN?**

At your bank, who is responsible accountable and evaluated on the development and maintenance of your desired culture?

**Is it a Culture of
Execution?**

Bank Wide Questions

**Can you say “yes” to all of
these questions?**

Do you and your team members leave each meeting, where a decision was made, with a clear understanding of who is responsible for carrying out the decision?

**Do the individuals who own that
accountability, always know
how far their authority to act
goes before they need to seek
approval to go farther?**

Does everyone on every team understand, and are they able to articulate, how the effort is directly contributing to the execution of the bank's strategy?

Individual Questions

Can you say “yes”, to all of these questions?

Can every member of your team, explain to every customer or prospect, what your *Mission* or *Mantra* is, in 20 seconds or less?

Wendy's Restaurant:
internal guidelines and external
customer service goal

Wendy's "What we believe":

1. Quality is our recipe
2. Treat everyone with respect
3. Do the right thing
4. Profit means growth
5. Give back to your community

Wendy's "Mantra":

Healthy food, fast!

Can every member of your team, say “my manager has explained to me , and I can explain back, how my efforts contribute to the larger picture”, or how my work matters?

Can every member of your team say, “ I take time, on a daily/weekly basis, to intentionally link my actions, role and responsibilities, to the larger picture”?

What can you do, to
improve on a bank wide
level?

Make the decision to build a culture of execution.

This includes assigning someone the responsibility and accountability to manage it, and give them the support needed to fulfill it.

Keep for yourself, for your business unit, responsibility for the three core processes:

1. People process
2. Strategy process
3. Operations process

Become a better story teller and tell the stories of excellent execution; in groups, in your internal communication, one on one with those who need to hear them.

Listen carefully to your language and the language of others; if you hear the words “ought” and “should”, someone is relying on assumptions.

Take the time to find out what is really happening; don't be satisfied with "ought" or "should".

“Listen to the dialogue; it is the core of the culture and the basic unit of work.”

- Execution

What can you do on an individual level?

Ask everyone to read or re-read,
The 7 Habits of Highly Effective
People
and
David Allen's
Getting Things Done

Model and demand of your direct reports, highly effective delegation.

Make no assumptions

Be clear about priorities

Be clear about level of initiative

Change your mindset. Execution is extremely strategic and deserves your attention. If you focus on it, reward and recognize it, the smart ones will follow your leadership.

I am offering to spend a complementary hour with 4 of you tomorrow, after the meeting is over and spend an hour on the phone with 8 more in the next few weeks.

See Stephanie at the break!

What are you
going
to do about it?

You *can* close the gap between
strategy and execution

