

Lunch & Learn I:
**Navigating the
Dynamic Shifts in
Bank Board and
Executive Leadership**

BankDirector.

#A0BA23

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Chartwell Partners

Scott Petty

Chartwell Partners



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EXECUTIVE SEARCH | LEADERSHIP ADVISORY

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

ChartwellPartners

EXECUTIVE SEARCH | LEADERSHIP ADVISORY

**Navigating the Dynamic Shifts
In Bank Board and Executive Leadership**

Founded 2005

**Retained Executive Search
& Leadership Advisory**

Expertise

- Financial Services
- Real Estate
- Healthcare
- Biopharmaceuticals

Results

- 97% Stick Rate after 2 Years



ChartwellPartners

AGENDA

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

BANK TALENT TRENDS

LEADERSHIP GAP

CEO SUCCESSION

BOARD COMPOSITION

COMPENSATION

DIGITAL

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GROWTH IN C-SUITE SEARCH



AGENDA

- 01 Banking Talent
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DEVELOPING AND ALIGNING YOUR BOARD



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									
Commercial Banking									
Community Banking									
Consumer									
Energy									
Fintech									
Healthcare									
Manufacturing									
Mortgage Banking									
Real Estate									
Retail Banking									
Technology									
Wealth Management									
DEMOGRAPHICS									
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



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SUCCESSION & DEPTH CHART



GROW TEAM

GROW BANK

GROW BANK

GROW TEAM

Team Worksheet



CEO

NOW

2025



President COO

NOW

2025



CIO

NOW

2025



CFO

NOW

2025



CCO

NOW

2025



CLO

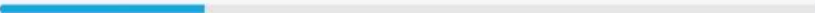
NOW

2025

Succession Playbook



Succession Planning Tool

25% 

Your Name *

Email Address *

Your Company Name

Role *

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

Number Skills *

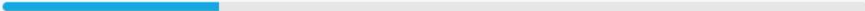
How many Skills are you evaluating your candidates on

Number of Candidates *


How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Email Address *


Your Company Name

Role *

What is the company Role / Position for which you are making this succession plan


Expected Retirement Date

Number Skills *

How many Skills are you evaluating your candidates on

Number of Candidates *

How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Julie Bell

Email Address *

jbell@chartwellpartners.com



Your Company Name

E.g. John Doe Enterprises

Role *

E.g. CEO

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

E.g. Q4 2025 or Summer 2028

Number Skills *

1 - 10



How many Skills are you evaluating your candidates on

Number of Candidates *

1 - 10



How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Email Address *

Your Company Name



Role *

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

Number Skills *



How many Skills are you evaluating your candidates on

Number of Candidates *



How many candidates are you evaluating

[Next](#)

Succession Planning Tool

25%

Your Name *

Julie Bell

Email Address *

jbell@chartwellpartners.com

Your Company Name

Chartwell Partners

Role *

CEO

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

E.g. Q4 2025 or Summer 2028

Number Skills *

1 - 10

How many Skills are you evaluating your candidates on

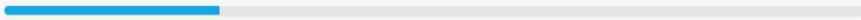
Number of Candidates *

1 - 10

How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Email Address *

Your Company Name

Role *

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

Number Skills *

How many Skills are you evaluating your candidates on

Number of Candidates *

How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Julie Bell

Email Address *

jbell@chartwellpartners.com

Your Company Name

Chartwell Partners

Role *

CEO

What is the company Role / Position for which you are making this succession plan

Expected Retirement Date

End of 2026

Number Skills *

5

How many Skills are you evaluating your candidates on

Number of Candidates *

1 - 10

How many candidates are you evaluating

Next

Succession Planning Tool

25% 

Your Name *

Email Address *

Your Company Name

Role *

Expected Retirement Date

What is the company Role / Position for which you are making this succession plan

Number Skills *

How many Skills are you evaluating your candidates on

Number of Candidates *

How many candidates are you evaluating

[Next](#)

Succession Planning Tool



Skills

Skill *

People Leadership 17 / 100

Skill *

Financial Acumen 17 / 100

Skill *

Technology Acumen 17 / 100

Skill *

Vision and Charisma 19 / 100

Skill *

Position Bank to Merge/Sell 27 / 100

Previous

Next

Succession Planning Tool



Candidates

Candidate Name *

10 / 100

Candidate Name *

12 / 100

Candidate Name *

9 / 100

Previous

Next

Succession Planning Tool


100% 

Match skills to each candidate


Please rank **Incumbent** on skill *People Leadership* *

Please rank **John Smith** on skill *People Leadership* *

Please rank **Mary Johnson** on skill *People Leadership* *

Please rank **Bob Brown** on skill *People Leadership* *

Please rank **Incumbent** on skill *Financial Acumen* *

CEO SUCCESSION PLAN

End of 2026

Skill	Incumbent	John Smith	Mary Johnson	Bob Brown
People Leadership	10	7	9	8
Financial Acumen	10	10	7	8
Technology Acumen	8	9	7	7
Vision and Charisma	10	7	9	9
Strategic Capacity	8	9	9	8
AVG RATING	9.2	8.4	8.2	8

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](#)

Succession Playbook



ChartwellPartners.com/SuccessionTool

SUCCESSION PLANNING AND CONFIDENCE



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

- Joe Gibbs

Coach, Washington Redskins

Owner, Joe Gibbs Racing



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Insights

Comments

Questions

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