Professional Development

Ohio Bankers League Leadership Path

A high potential employee is an employee who demonstrates the aptitude, skills and natural leadership ability to effectively represent the bank in a mid to senior level executive position. High potential employees can be identified as such at any point in their career. Through recognition, support and development, they can perform at and above leadership expectations. To best leverage high potential employees, they must first be recognized as having high potential. Once recognized, they need to be fully developed to maximize their potential.

This Leadership Path provides a high-level overview of the behaviors high potential employees demonstrate. Once demonstrated, the path indicates the educational programming the Ohio Bankers League recommends to advance that employee's development.

- Career timelines are listed for each section. The timelines are a recommendation based on the average tenure of previous participants in these programs. They are meant as a guide only. Each employee and each bank situation are unique. It is possible an employee could be ready for advancement outside of the times identified.
- Courses are listed throughout the leadership path. The courses, or equivalent courses, do not have to be completed in the order they are outlined, however each program outlined builds on skills learned in the previous program. Following the courses as recommended provides participants with maximum value through the educational progression.
- This path begins with a new hire; however, it is not designed to only be used for new hires. A seasoned employee's next development assignment can be determined based on the behaviors described.

Initial Considerations

Prior to starting banking career

Ideal Behaviors Demonstrated Prior to Hire*	Ideal Behaviors Demonstrated After Offer is Extended
➢ Makes consistent eye contact ➢ Courteous and respectful to everyone ➢ Is prepared ➢ Dresses professionally ➢ Demonstrates consistent and accurate written and verbal communication skills ➢ Has a passion for helping people	➢ Displays optimism about joining the organization ➢ Follows up as promised or requested

* There are many factors a hiring manager wants to consider when interviewing candidates. The items listed above are specific behaviors that are typically seen in high potential employees. They should be looked for in addition to any technical experience or personal skills unique to the position, or the bank.

Initial New Hire Training

6 to 18 months into banking career

Ideal Behaviors Demonstrated in the first 0-90 Days	Ideal Behaviors Demonstrated during the first 91-180 Days*
➢ Consistently punctual ➢ Actively engaged in learning ➢ Asks pertinent questions ➢ Courteous and respectful to everyone	➢ Understands business concepts ➢ Advances through training ahead of the average ➢ Demonstrates self-awareness ➢ Maintains composure under pressure ➢ Takes accountability for mistakes ➢ Asks pertinent questions ➢ Is action oriented ➢ Deals well with ambiguity ➢ Learns from mistakes ➢ Demonstrates agility

**Once these behaviors are demonstrated consistently, the employee should be ready for Principles of Banking.*

Principles of Banking

6 to 18 months into banking career

Ideal Behaviors Demonstrated During the Program	Ideal Behaviors Demonstrated After the Program*
➢ Seems excited about content ➢ Completes assignments ➢ Connects with functional departments as they are being covered ➢ Can explain concepts learned ➢ Actively engaged in learning ➢ Asks pertinent questions	➢ Maintains ideal behaviors demonstrated in the first six months ➢ Demonstrates excitement about career opportunities ➢ References concepts learned in the course ➢ Attempts to learn about areas they are interested in ➢ Optimistically takes on new tasks and additional duties and responsibilities ➢ Consistently meets or exceeds goals ➢ Asks pertinent questions ➢ Demonstrates initiative

**Once these behaviors are demonstrated consistently, the employee should be ready for Bank Management School.*

Bank Management School

2 to 5 years into banking career

Ideal Behaviors Demonstrated Leading up to the Program	Ideal Behaviors Demonstrated After the Program
➢ Completes assignments ➢ Attempts to learn about the program by connecting with previous attendees ➢ Shows excitement about the course	➢ Maintains ideal behaviors demonstrated after attending Principles of Banking ➢ References concepts learned in the course ➢ Optimistically takes on new tasks and additional duties and responsibilities ➢ Shows interest in the bank's strategic plan ➢ Demonstrates the ability to lead and coach others ➢ Demonstrates an understanding of bank financial information ➢ Understands how current role and objectives impacts overall bank performance ➢ Makes quality decisions ➢ Analyzes and enhances departmental processes

**Once these behaviors are demonstrated consistently, the employee should be ready for Bank Leadership Institute.*

Bank Leadership Institute

5 to 15 years into banking career

Ideal Behaviors Demonstrated During the Program	Ideal Behaviors Demonstrated After the Program
➢ Completes assignments ➢ Shows excitement about the course ➢ Can explain and apply concepts learned	➢ Maintains ideal behaviors demonstrated after attending Bank Management School ➢ Improved collaboration with peers and management ➢ Ability to effectively management conflict ➢ Demonstrates an understanding of emotional intelligence ➢ Demonstrates the ability to build effective teams ➢ Helps team understand its role in impacting overall bank performance ➢ Drives behaviors that enables team to achieve strategic objectives ➢ Develops departmental strategic goals ➢ Improved political savvy ➢ Maintains team engagement

**Once these behaviors are demonstrated consistently, the employee should be ready for a graduate banking program.*

Graduate School of Banking

10 to 20 years into banking career

Ideal Behaviors Demonstrated During the Program	Ideal Behaviors Demonstrated After the Program
➢ Completes assignments ➢ Shows excitement about the course ➢ Can explain and apply concepts learned	➢ Maintains ideal behaviors demonstrated after attending Bank Leadership Institute ➢ Impacts overall bank strategy ➢ Aligns budget objectives with strategic plan ➢ Demonstrates executive presence