

Workplace Dynamics: *Navigating a New Environment*

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Dynamics Defined

“The branch of mechanics concerned with the motion of bodies under the action of forces.”

Dynamics in Action

“This was a building my grandfather built. I want it to remain part of the city’s heritage, so I’ll do what I can to help preserve its place in our story.”

- Former owner, Coca Cola bottling plant
April, 2022

Dynamics in Action

“We have an internal familiarization program where each employee spends 1 or 2 hours a week shadowing in a different but related work area.”

- Response team member, IT service provider
January, 2020



Dynamics in Action

"I've got three departments operating 12 hours a day, 7 days a week, processing PPP loans. They are making a difference and I couldn't be prouder of my team."

- SVP, chief credit officer, regional bank
March, 2021



Dynamics in Action

“Our manager is very demanding;
of everyone except herself.”

- Trust file clerk, community bank
July, 2019

Dynamics

“Yes, every year we get several offers to sell the bank, and some of us would make a lot of money. But then hundreds of people would lose their jobs and the service to the community wouldn’t be any better.”

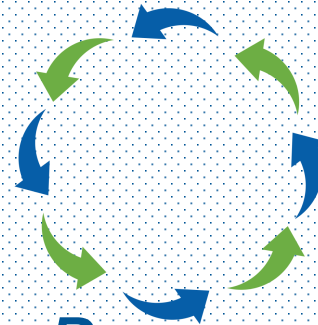
- Leo Seal, Jr. Chairman, Hancock Holding Company
June, 1997

A 4-Part Puzzle

Dynamic Elements



Place



Process



People



Purpose

Place



The most significantly changed element?

Place: Office/Remote Decisions

Considerations

- Purpose
- Function
- Participants
- Oversight
- Risk

Place: Considerations

Brand Factors

- Office locations
- ATMs/Point of sale
- Internet
- Employees

Place

Evolving Design

- Function
- Customer impact
- Employee comfort
- Effective communication



Place

Changes

- Personal safety
- Case by case location factors
- Accelerated decision making
- Effective communication



Place

Outcomes

- Location confusion
- Week by week decisions
- Inconsistency
- Employee frustration



Place

"...will likely work from home"

- Full- and Part-time workers polled
- Pre-pandemic 30%
- Post-pandemic 48%



Place

Advice

- Focus on the customer experience
- Develop remote design
- Equal attention to remote/contract employees
- Equal expectation of all employees



Place

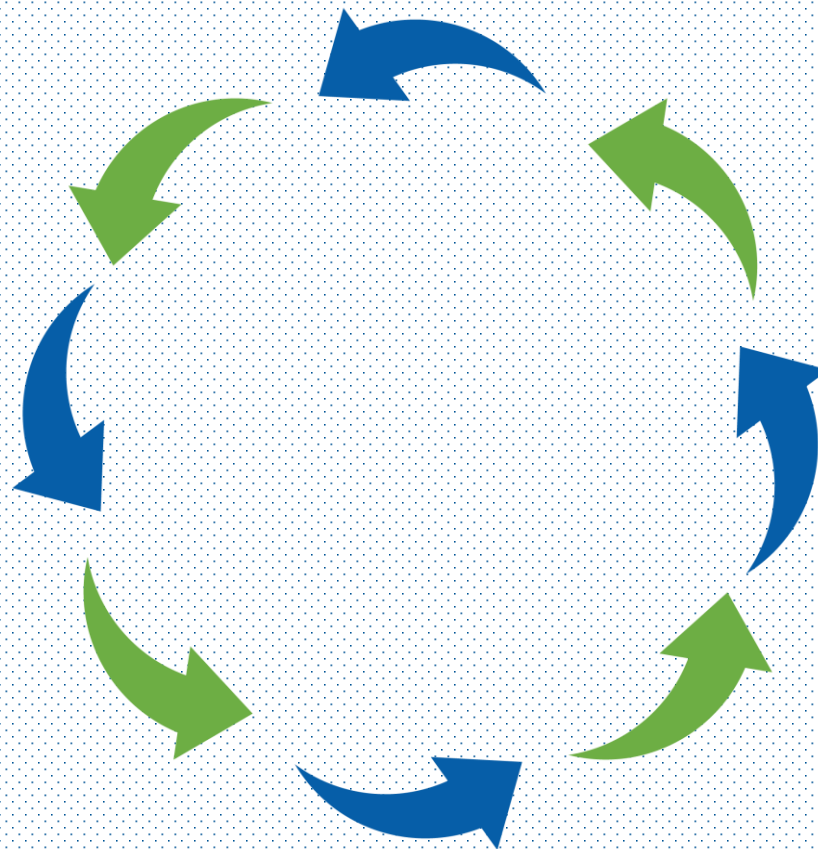
Advice

- Communication
- Comfort
- Privacy

- _____
- _____
- _____
- _____



Process



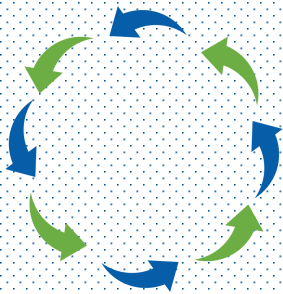
*The science
behind the art*

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Process

Baseline Best Practices

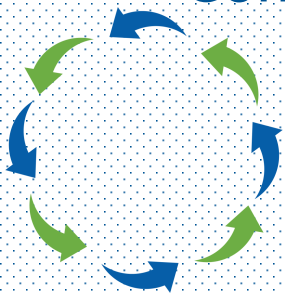
- Corporate goals - structure - operation
- Stakeholder – regulatory reporting
- Results – revision - repeat
- Effective communication
- Clear coordination among management



Process

Design

- Skills - Function
- Evolution
 - Customer needs
 - Partner/vendor development
 - Non-bank competition
 - Competitor collaboration



Process

Performance Formula

Actions x Quality = Results

Loan applications

Size/approval/closing

New loan volume

Number of calls

Call content

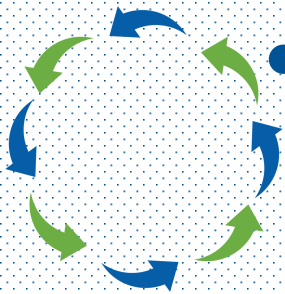
Final resolutions

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Process

Changes

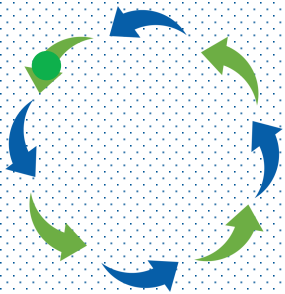
- Multi-tasking management
- Need for speed
- Increased focus on results
- Function confusion
- Purpose confusion
- Freelancing



Process

Outcomes

- No long term process decisions
- Lack of “why” communication to employees
- History repeats itself



Process

Advice

Understand Team Dynamics

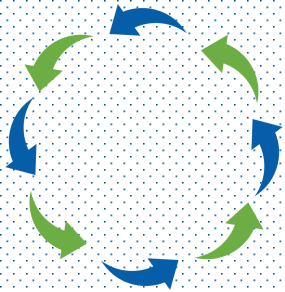
- **Forming** people get along, openness, curiosity
- **Storming** opinions clash, pressure, win-lose communications
- **Norming** routines, coordination, roles are accepted
- **Performing** “second nature”

-Bruce Tuckman

Process

Advice

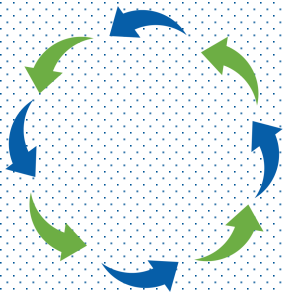
- Decide what you value
- Stay flexible
- Bottom up feedback (and authorship)
- Allow failure
- Remember the basics



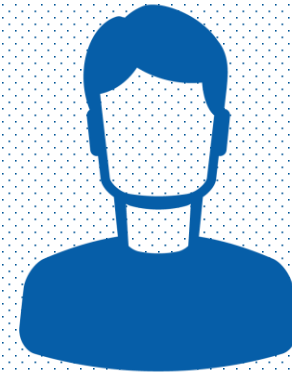
Process

Best Practices

- Corporate goals - structure - operation
- Stakeholder – regulatory reporting
- Results – revision - repeat
- Effective communication
- Clear coordination among management



People



*Why do we
forget to
remember?*

People

Design

- Function
- Knowledge
- Skill
- Longevity path



People

Changes

- Location
- Skill/function confusion
- Remote/contract employees onboard
- Decreased management attention/direction



People

Outcomes: Individual

Able- Willing	Able- Unwilling
Unable- Willing	Unable- Unwilling

People

Outcomes: Individual

Star	80%
60%	ROJ

Where to spend your 1-1 management time?

People

Outcomes: Organization

- Manager/doer roles
- Self-directed employees
- One vision – many approaches



People

Advice

- Clear expectations
- Maximum 2-step connectivity to corporate goals
- Measure results against corporate values
- Knowledge – Skills - Styles



People

Advice: 5 Key Questions

- What do you want me to do?
- How do you want me to do it?
- Why should I do it?
- How will I know where I stand?
- How will you help me improve?

People

Advice: Individuals

- Seek input
- Provide opportunities
- Cross pollenate
- Allow failure
- Showcase talent
- Don't interfere
- Force rank
- Stay ahead of raise curve

People

Advice: Organization

- Monitor inventory levels
- Force rank skills
- Team and bank needs
- Projected job and career path
- Investment considerations
- Diversity

People

The Diversity Factor

69%

of executives rate diversity/
inclusion as important issue,
in 2019, up from 32% in
2015

Millennials say they are
more engaged at work
when they believe the
organization fosters an
inclusive culture...

83%

40%

...more revenue is generated
by highly inclusive
organizations

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People

Advice

What about “job” employees?

Is turnover bad?



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Purpose



*So important,
and so often
forgotten*

Purpose

Design

- Primary objectives
- Mission
- Stakeholder responsibility



Purpose

Changes

- M&A environment
- Stakeholder needs/demands
- Outside influencers
- Shape of new world



Purpose

Outcomes

- All things to all parties
- Loss of “we are” and “we aren’t” I.D.
- Lack of clear expectation
- Commodity image



Purpose

Advice

- Examine/update mission
- Communicate vision to all stakeholders
- Create multi-level teams
- Stick to your process



Know Your Culture

P3

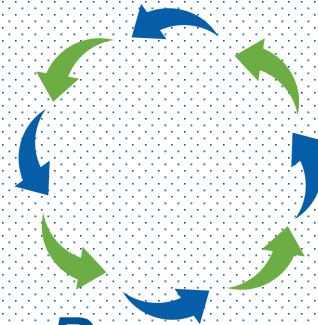
Harvard B.R.	Examples	Your Bank?
Vision	<i>"A century of refreshment"</i>	
Values	<i>"Do the right thing"</i>	
Practices	<i>"Engage guests in our culture"</i>	
People	<i>"Culture add vs. culture-fit"</i>	
Place	<i>"Built to lend a hand"</i>	
Narrative	<i>"The bank of here"</i>	

The 4-Part Design

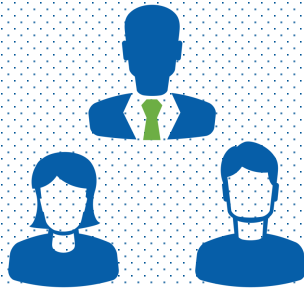
Overlapping Elements



Place



Process



People



Purpose

THANK YOU!

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The logo for Faircloth Performance Partners features the word "Faircloth" in a large, blue, serif font. Below it, the words "Performance Partners" are written in a smaller, blue, sans-serif font. A green, curved swoosh underline is positioned beneath the text.