



Coaching Report For:

**Robert Silzer, President
Automotive Financial Services Bank**

July 1, 2007



Robert Silzer – Bank President, Automotive Financial Services Bank

Introduction

Automotive Financial Services (AFS) provides automobile leases, loans, extended warranties, vehicle protection plans, and other related products to drivers and dealers of motor vehicles. Approximately 18 months ago AFS initiated the start up of Automotive Financial Services Bank (AFSB), whose purpose is to enhance brand loyalty by offering a variety of financial products and services to dealers and drivers. The bank President is Rob Silzer, and his 15-20 staff members are located in California, Nevada, and Arizona. Early in 2005 the bank hired a number of outsiders to help with the launch of a credit card program and dealer lending programs and pass the FDIC exam scheduled for August. Even though the bank is working with several third parties, such as US Bank, to help with the delivery of these driver and dealer offerings, there are a number of problems with the infrastructure, processes, and procedures necessary to ensure the offerings are launched on time and in a seamless manner. In some cases the infrastructure needed to launch these financial products is completely lacking; in other cases some infrastructure is in place but there is no way to test whether the products and services are working as intended. The upcoming FDIC exam in August is putting additional demands on the AFSB staff, as the exam requires that all the infrastructure, policies, and procedures associated with the bank's offerings are documented and tested. Compounding this problem is the fact that there are a number of open positions on the bank staff, and the current staffing may not be adequate to handle the amount of work needed to ensure the bank passes the FDIC exam with high marks and successfully launches its driver and dealer credit card and lending programs.

Key Challenges and Coaching Objectives

As the Bank President, Rob is responsible for the bank's overall vision and its strategies for enhancing brand loyalty. Over the next six months Rob needs to ensure the credit card and dealer private banking programs are successfully launched and supported and the bank passes the FDIC examination with high marks. Although the AFSB team is made up of a group of highly competent subject matter experts, some of these individuals do not fit particularly well with the parent company culture. Because of their entrepreneurial, "take no prisoners" nature, the team is not functioning at a very high level and staff morale is very low. The bank is also short staffed and some of the members of the team are flight risks. This combination of personnel issues and team dysfunction is putting the short-term goals of bank at risk.

Over the past six months these team issues have been trickling out to the rest of AFS and have more recently have come to the attention of the AFSB Board. Because of this, the bank is currently under more scrutiny than ever. Rob needs to do a number of things differently if he is to create a high performing team, achieve the bank's short-term goals, and change the bank's reputation across AFS. Some of the things that Rob will need to do are described in more detail below:

- ***Develop and/or Gain Commitment to the Bank's Vision and Strategies.*** In all likelihood AFSB has a vision and a set of strategies, but discussions at the 7 July meeting indicate

that team members are unaware, do not understand, or do not buy in to where the bank is going and how it will get there. Rob needs to work with his team in order to create a compelling vision and a set of strategies for AFSB that everyone understands and is committed to achieving.

- ***Translating the Vision and Strategies into Measurable Goals.*** One way to help team members better understand the bank's vision and strategies is to translate them into specific and measurable goals for customer loyalty, the credit card program, the dealer private banking program, and the upcoming FDIC examination. It is uncertain whether the team has any specific goals for these areas at this time. And even if the team does have specific goals, the team will need to revisit and revise these goals based on inputs from the latest Board meeting and revisions to the dealer private banking program timeline. Rob will need to work with his team to either create or revise a set of specific and measurable team goals.
- ***Getting the Dealer Private Banking Program Successfully Launched.*** With the credit card program successfully launched, the Board has now switched its attention to the launch of the dealer private banking program. Given the range of products and the variety of third parties involved, the dealer private banking program will be a very complex program to manage. Geri may be able to get an internal person from AFS to play the role of project manager, but because of Rob's deep expertise in banking, he will need to play a very active role if this program is to be launched successfully. Rob will need to simultaneously juggle the high demands of the dealer private banking program with the other issues facing the bank and team.
- ***Creating a High Performing Team.*** As stated earlier, Rob will need to get a group of highly skilled individual contributors working effectively as a team. This will be particularly difficult, as some team members have long histories in the parent company culture and others have come from organizations where what got accomplished was more important than how things got done. In addition, new team members will need to be hired and the team is spread out across three states. Rob will need to learn and implement a framework for building a high performing team of bank leaders.
- ***Implementing Better Operating Mechanisms.*** High performing teams have well-defined and agreed upon processes for sharing information, handing off tasks, and making decisions. Although the 4:30 meetings were designed to overcome previous shortcomings in team communication and decision making, it appears that these daily meetings are not working as well as they should. Rob will need to help the team develop better operating mechanisms for reviewing goal progress, sharing information, making decisions, and keeping the team on track. Rob will also need to impose some process discipline so that the team makes effective and efficient use of its time.
- ***Managing Talent.*** Rob will need to work with Carin and Geri to accelerate the team recruiting and selection process. The team has a number of openings, including the CFO position, and these positions need to get filled as soon as possible with high potential talent. In addition, Rob will need to do a better job managing the talent he currently has. Some of his key team members will need to change their behavior in order to help

the bank be more effective and change the negative perceptions AFS has of the bank. Others are flight risks and their leaving will seriously jeopardize the team's ability to accomplish its goals. Rob will need to build development plans for each of his key team members to help them become more effective team members and get better results.

- ***Developing Stronger Leadership Skills.*** Rob needs help determining what he needs to keep, start, and stop doing in order to help his team operate at a high level and achieve their six months goals. For example, Rob needs to figure out what he will specifically need to do to ensure the dealer private banking program is launched on time and enhances brand loyalty. He also needs to play a very different role in team meetings. More specifically, he needs to start playing a more active role setting team meeting goals and agendas, helping the team stick to the agenda, and stop getting into arguments with individual team members.

The Coaching Plan

Research has shown that there are four key components in successful coaching programs, which include a willing participant, clearly identified coaching objectives, a systematic process for changing targeted behaviors, and boss' involvement in the coaching program. With respect to the first two components, Rob is very eager to get started and this document provides a set of written objectives for his coaching program. With respect to the third and fourth components, Rob's coaching program will use a proven combination of one-on-one coaching sessions and three-way meetings with Geri, Rob, and Gordy in order to help him gain insight about his specific development needs, develop new mental models and skills, and better learn from his experience. Because of the many team issues facing AFSB, this program will also use a series of team building off-sites to help transform the bank into a high performing team. Gordy will work closely with Rob to provide expert advice, practical tips and tools, and between session on-the-job assignments to help him apply what he has learned and permanently change targeted behaviors.

The one-on-one coaching sessions will be conducted either in person or over the phone and will range from one-four hours in length. These sessions will generally include a review of the between-session assignments, a discussion on development progress and current challenges, new tools and techniques for addressing development needs, repeated practice and feedback on using new techniques, and conclude with agreements on the next assignments. All sessions will be scheduled on a monthly basis.

It is important to note C³'s policy on confidentiality. Gordy Curphy will not share any information divulged in the feedback or one-on-one sessions without the explicit permission of Rob Silzer. However, there are times when Gordy will want to share information with the Geri Brown or gather information from peers or direct reports. In these circumstances Gordy will work with Rob to determine what can be shared and how to best gather the information.

Given Rob's development challenges and his personality results, it is recommended that he participate in a one year executive coaching program. The program will consist of approximately up to 10 days worth of one-on-one coaching and three-way sessions with Geri,



Rob, and Gordy that will focus on helping Rob start and stop doing the behaviors described

earlier. It also includes six days of team building as well as several rounds of phone calls with all of Rob's direct reports in order to gauge progress and on-going development areas.

If you have any questions or concerns about this coaching plan or the executive coaching program then please send me an e-mail curphyconsulting@msn.com or give me a call at 651-493-3734.

Gordy Curphy, PhD

President

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