The Unprecedented Guide to High-Performance Banking

EXTRAORDINARY

Banker

FALL 2010 | $7.95

Buying a Weak Bank: Bargain or Nightmare?

The Secret of Running a Top 10% Bank

Mark Johnson, President and CEO of The First Citizens National Bank

Who Else is Crippled by Gen Y Underperformance?

5 Really Stupid Things Smart Bankers Do

Do You Make These Mistakes in Your Bank?
Dear Extraordinary Banker,

They say that comedy is just tragedy plus time. Perhaps that’s true.

Perhaps we’ll all get a big chuckle out the fact that the game of banking has changed and most bankers are still in the stands watching—and hoping that someone will give them a clue what the new rules of the game are.

Should we buy a failed bank or not? What happened to loan demand? Why are the Gen Y’s struggling in our workplace? Does it have to feel this hard? How will we ever get our lenders to keep bringing in high-profit accounts while they clean up our portfolio?

The list goes on…and on…and on.

And the big question remains: How will we not forget our dream and make it come true? Will we remember to think big, execute with excellence, and stay light and nimble while others are drowning in dread? How will we seize this moment?

There has never been a greater need for extraordinary bankers. This issue is dedicated to helping you remember your call to be extraordinary, even when you feel that you have lost a bit of your soul to the outside pressures.

Stay light,

Roxanne Emmerich
BUYING A WEAK BANK: BARGAIN OR NIGHTMARE?

THE SECRET OF RUNNING A TOP 10% BANK

WHO ELSE IS CRIPPLED BY GEN Y UNDERPERFORMANCE

GETTING THINGS DONE: THE ART OF STRESS-FREE PRODUCTIVITY

5 REALLY STUPID THINGS SMART BANKERS DO: DO YOU MAKE THESE MISTAKES IN YOUR BANK?

THE PROVEN FORMULA FOR WINNING THE EXECUTION GAME
The first step in transforming your work culture is to create a workplace both you and your customers love. In her bestselling book *Thank God It’s Monday!*, Roxanne Emmerich reveals the system that has created miraculous results in hundreds of banks by shifting them from “why we can’t” to “how we can” workplaces where everyone exclaims, “Thank God It’s Monday!”

After successfully changing the atmosphere of your work culture, you must make the transformation from an ordinary bank to an extraordinary one by becoming a top-performer. Roxanne Emmerich asked 100 CEOs of top-performing banks, “What are you doing to make your bank a top-performer?” Their answers, as well as proven step-by-step strategies you can implement immediately to get instant profit-producing, customer satisfying results, are revealed in Roxanne’s book *Profit-Growth Banking*.

Once you are a top-selling bank with a workplace both you and your customers love, you’ll need Roxanne Emmerich’s *Profit-Rich Sales* book to teach you the proven secrets to guarantee more sales at premium pricing. Finally, a sales system that allows you to uphold your dignity by being recognized as a problem-solving expert worth attention, respect, and premium pricing. Once you begin to implement the Profit-Rich Sales System™, results will inevitably follow.

Thank God It’s Monday!
How to Create a Workplace You and Your Customers Love
“In less than two years using the Thank God It’s Monday! approach, we not only met EVERY goal in ALL our branches, but we exceeded many of our goals by 100 percent! I can’t imagine any CEO who wouldn’t want this for their organization.”

Chad Hoffman, CEO and President, Richwood Banking Company

Profit-Growth Banking
How to Master 7 Breakthrough Strategies of Top-Performing Banks
“Roxanne strikes gold with this must-read for all bankers. This book draws the map that can create major shareholder value.”

Jeff Schmid, Chairman & CEO, Mutual of Omaha Bank

Profit-Rich Sales
For Lenders, Brokers, and Private Bankers
The Proven Secrets to Guarantee More Sales at Premium Pricing
“The book should be required reading for all bank presidents, directors, lending officers – even your tellers! Want to know how to gain and retain the great customers without “buying” their business? It’s in this book!”

Mike Hannley, President and CEO, Bank of Tucson

For a limited time, get The Banker Bundle, all three books for $57!
Call 952-820-0360 or visit www.EmmerichFinancial.com/successstore.html to order today!
A ttention K-Mart shoppers! The blue light is flashing! Distressed banks are everywhere! As a result, the phone has been ringing off the hook with a single burning question: “Should we acquire?”

Since my article “Acquisitions Are For Wimps: How to Grow Your Bank without Merging, Acquiring, or Marrying into It” has been reprinted in over 40 banking publications in the past twelve years, you might guess my answer.

The pressure is sexy. You know others are bidding, so it turns into a game. Activity begins before the thinking does because the competitive pressure to “win the deal” takes over.

But are things changing? Is it time to buy now?

Consider this: I haven’t met a bank performing in the top 5 percent that was in the acquisition game. Success leaves clues. So what does this clue tell us?

First, when you acquire, you acquire bad loans. EVEN if the FDIC limits your monetary risk, they can’t limit the amount of time you’ll spend in court, and the ongoing distraction of cleaning up the portfolio will keep your lenders off the streets instead of pulling in the best prospects. They’ll be distracted for years. They’ll likely lose their mojo. And that’s costly.

During those same years, you could have invested in picking off the very best customers of many banks in your area. You could have upgraded the quality of your clients. You could have decreased the risk of your portfolio and improved your net interest margin. Is it just me, or doesn’t that sound a heck of a lot better?

Smart bankers don’t measure the number of accounts. They know the number and size of extremely profitable accounts.

Then there are the operational challenges. Most bankers think that’s the whole game—that acquisition is just a matter of getting the systems to talk. As much hassle as this involves, this is the least of your worries.

Far more troubling are the two years minimum of “us-and-them” bickering that will challenge you to the core of your being—if not send you to the funny farm. Your fractured team will not be cohesive in following strategies and meeting goals because endless time will be spent talking about why “they” (the other team) are losers instead of working together to get new customers and upgrade the ones you have. Since culture is the leading predictor of future growth and profitability, what will two years of disengaged employees cost you?

Next, you’ve missed the opportunity to increase the profitability mix. Smart bankers don’t measure the number of accounts. They know the number and size of extremely profitable accounts. Acquisitions take you off course here as well.

If you aren’t convinced yet, think about your safety rating. Have you noticed that consumers are now fully trained to look up your ratings online and perfectly willing to talk to you about those ratings? Have you noticed that they’re starting to make buying decisions based on those ratings? If you’ve held a good rating up until now, why risk it? Many of the banks that have acquired...
are burdened by having to explain, day in and day out, why their safety rating was lowered.

And what about opportunity cost? What if you deployed your capital growth in healthier ways? Capital is limited—be stingy with every dollar of it.

Lastly, it’s just not strategic. If you’re thinking strategically as an executive, you are starting by identifying the primary markets you are to pursue—those that are most profitable for you. Acquiring gets you “commodity customers” with commodity pricing. Unless you are choosing to elect nonprofit status, this is probably not a good move.

The pressure is sexy. You know others are bidding, so it turns into a game. Activity begins before the thinking does because the competitive pressure to “win the deal” takes over.

The hangover of regret is expensive. It’s the ultimate buyer’s remorse.

This is one area where being a sheep—following the other bankers because the “deal of a lifetime” is at your doorstep, and somebody else might get this deal unless you move fast—could be a mediocre step at best. At worst, it could be a career destroyer. So think again.

Would you like to find out how banks like yours are using a system to pick off hundreds of the best, most profitable customers of those banks instead, within just a few months? Register now for the new Grow Your Bank Summit™ at www.EmmerichFinancial.com/bc. This session WILL sell out, so register early!

Hundreds of banks print these and take them to their management team meetings to discuss how they can implement these ideas.

Sign up ALL your executives and managers TODAY. It’s FREE, it’s EASY, and it’s SAFE (we’ll never share your e-mail address).
Have you thought about these possibilities?

- What will you do if this is as good as it gets and you choose to be one of the banks that “shakes out” the opportunities and thrives regardless of the economy?
- How will you win over the wealthy in your market to dramatically decrease your risks and increase your profits?
- What if the interest rates gyrate out of control and this becomes the norm?
- How will you capitalize on getting the best of the best people on your team?
- What if government regulates your product offerings and pricing?
- What if the economy takes off and fast? What will be your first, second, and third steps to capitalize on the opportunities?
- How are you going to decrease your risks without losing opportunities?

Unless you think through these and about 50+ other scenarios, you aren’t ready to plan. **Thinking needs to come first or your plan will only serve to get you out of business** in a more systematic and efficient way.

These are not the times that will allow for any executive to not have thought through the actions to take regardless of which cards you are dealt and the flexibility of the planning and budgeting process so that you can adjust them on the fly. Let’s face it, Harvard Business Review is right—it will always be leadership in a state of constant chaos from now on.

Why do a small group of banks come back every year to do their planning all in the same room at the same time? Sounds crazy, we know. Why? Because it is strategic planning on steroids and that’s the only way you can afford to plan during times like this. We promise you that you’ll NEVER go back to spending time and money on traditional strategic planning.

For information on how you can attend the FAST-Track Strategic Planning Think Tank™ and to receive an application, call 952-820-0360 today or go to www.EmmerichFinancial.com/fast-track-think-tank.html

(Attendance is subject to approval of your application.)
Interview with Mark Johnson, President & CEO, and Rob McClure, Executive VP of The First Citizens National Bank
Upper Sandusky, Ohio

Roxanne Emmerich: Wow! You have exceeded your goal for new and expanded relationships by an incredible 500 percent over the past year. How is it you’re doing that when so many other banks are not having the same experience by a long shot?

Mark Johnson: I think the Top 100 and Top 1000 programs, the repeat targeted mailings, all led by our Business Development Leadership Team—that basic marketing approach has proven to be very successful for us. We set our goal at The Emmerich Group’s Strategic Planning Think Tank™ in Atlanta last year and created a tight, one-page strategic plan. As a result of that and of following the Profit-Rich Sales™ method you presented at that meeting, we just blew right past our goal and never looked back.

RE: Tell me about some of the best breakthroughs you’ve had. What are some of the things that you feel are moving your bank forward?

MJ: The biggest breakthroughs are in the culture shift area—our Nights of Celebration, the Hoopla Team™, the Moments of Truth…those are the things that ratchet up our level of service, and the enthusiasm of the employees is contagious. That creates the buzz so our customers become aware that something special is going on.

RE: With the Top 100 and Top 1000, a big part of your strategy has been the very definition of marketing—to constantly...
a Top 10% Bank

upgrade the quality of your customers. So you’ve exceeded your goals by targeting the high-profit customers that you wanted, is that true?

MJ: That’s right. We’ve targeted the customers of competitors who are struggling and had each of our branches identify their top 100 customers in their particular markets. Then by focusing and targeting, we’ve been able to bring those top customers into the bank. We also stuck to our guns on loan underwriting during the lending boom and proactively managed our portfolio, which kept our fundamentals safe and sound.

RE: If you were talking to a bank CEO who is caught up in the “Ain’t it awful out there, could things be any worse” mindset, how could you let them know that all hope is not lost?

MJ: The best thing we could do is share our example, to show what we’ve been able to accomplish by applying your principles — making new loans in a very tough environment, improving our credit quality, increasing our non-interest income with our new Financial Services program, and all the rest. These things improve our bottom line, but more than that, they’ve made us a better bank.

RE: What would you say are some of the best decisions you’ve made?

MJ: Without a doubt, I’d have to say getting on board with the Emmerich programs. That approach helped us to anticipate the economic downturn and to take advantage of the opportunity to grow in that challenging environment.

RE: That’s good to hear! We all make mistakes as well. What do you wish you had done differently in the past few years?

MJ: Honestly, there’ve been small things here and there, but I’d have to say we haven’t made major mistakes. We’ve been very cautious. One of the things we could have done is to get involved with The Emmerich Group earlier and pushed harder from the start. But I can’t say we’ve made any serious blunders. Maybe that means we’ve been a little too cautious!

RE: Well, it’s a good place to be, anyway.

“That approach helped us to anticipate the economic downturn and to take advantage of the opportunity to grow in that challenging environment.”

MJ: We respect each other like family, and at the same time call each other tight. We’ve seen some very positive things with the Hoopla teams and have a visibly TGIM (Thank God It’s Monday) workplace, including banners displayed throughout the bank. Our employees like to explain to our customers what it means to be TGIM. We aren’t participating in the recession and see ourselves in helping our customers get through tough times. We invite our employees to loosen up a little, to have fun at work. And we have fun ourselves! I love being at work, now more than ever before. I think that’s so important.

RE: And how has that culture change translated into actual performance numbers for you?

MJ: Well for one thing, our capital percentage levels are among the highest in the state of Ohio, which creates a huge safety net for our bank and our customers. Profitability-wise, we perform considerably above the state levels. Obviously we have a great deal of pressure on us with the FDIC premiums and other expenses we’re working hard to control. Our auditors are extremely complimentary, which is gratifying since doing numerous interviews. As a result, we don’t have the surprises we’ve had in the previous years, and ZeroRisk has helped that.

“We set our goal at The Emmerich Group’s Strategic Planning Think Tank™ in Atlanta last year and created a tight, one-page strategic plan. As a result of that and of following the Profit-Rich Sales™ method you presented at that meeting, we just blew right past our goal and never looked back.”

RE: Let’s talk for a minute about that culture shift you mentioned. How are you keeping it fun and tying that fun into performance?

MJ: Let’s take a look at your hiring practices. What do you look for when you’re filling positions?

MJ: We use the ZeroRisk™ hiring program now. In addition to technical skills, we now take the time to be sure there’s a good cultural fit. We spend a great deal of time
the market is tough. It’s no coincidence that our board doesn’t make profit the driving force in our bank. It’s about taking care of our people, customers, and our communities. We want a respectable profit with high adherence to safety and soundness, of course, but that isn’t our be-all and end-all.

**RE:** I’d like to invite Executive VP Rob McClure into the conversation. Rob, what would you say are the quantifiable changes in your bank that show progress in the right direction?

**Rob McClure:** One change is an increased focus on core deposits. We’re also opening more checking and savings accounts than we’re closing after many years of shrinking in that regard. I think it’s safe to say that our cost of funds is one of the lowest in the state. And our cross-sales ratio has picked up from an average of 1.5 to 1.75. And that’s just in the past four months since we began seriously measuring cross sales.

**RE:** Now you all have a big anniversary coming up, right?

**RM:** Yes we do. We’re coming up on our 150-year celebration on October 8. We’ve been here all that time because of the community, so our team preparing for the anniversary suggested we find 150 service projects our employees on their own time and expense could do for the community. We set the goal to do that over the course of one year and ended up accomplishing it in six months! Everything from stuffing brochures for the Fantasy of Lights celebration to gathering canned goods for the food pantry.

**RE:** That’s just fantastic work. Now before we say goodbye, I’ve just got to ask you about the cookies…

**MJ:** Oh yes, we’ve got Cookie Fridays now! That’s been a big hit.

**RM:** You got us going on that, Roxanne. We won the Purple Cow competition two years ago at the Emmerich event, which earned us the Otis Spunkmeyer Cookie Maker. The customers love it. A lot of people come in for just that purpose.

**MJ:** We even had to cut the cookie hours back a little.

“We respect each other like family, and at the same time call each other tight. We’ve seen some very positive things with the Hoopla teams and have a visibly TGIM (Thank God It’s Monday) workplace, including banners displayed throughout the bank. Our employees like to explain to our customers what it means to be TGIM.”

**RM:** Yeah, we were feeding the whole town! We bought more machines, and now a number of branches are doing the same thing every Friday. It’s just another way we keep the fun going.

For a free culture assessment to find out how you stack up, call 952-820-0360.

**The Fist Citizens National Bank Board Members**

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**What would THAT do for your bottom line?**

Finally, a solution to the profit drain of wrong hires and people in the wrong slots!

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- Those identified as being low risk for one of the 37 different banking positions have a 90 percent chance of being in that job in 12 months.
- And, those identified as being high risk have only a 10 percent chance of being in that job one year later!
- Usage has been benchmarked to reduce turnover by 67 percent!

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**S. Pajak, VP Human Resources, Elgin State Bank**

**“Since using the Zerorisk Hiring System our turnover rate has dropped from 40% to below 2% in the past 18 months.”**

For more information, please visit [www.EmmerichFinancial.com/eb-zerorisk](http://www.EmmerichFinancial.com/eb-zerorisk)
“Before we worked with the Thank God It’s Monday system, we had tried many consultants and training programs with little or no improvement.

Within 30 days of our Kick-Butt Kick-Off, we grew more than we had in the previous 10 years combined—35% annualized in 30 days! The growth of deposits and loans can only be described as a miracle and the profits were up 44%.

Profits and ongoing growth have soared from there. The system keeps taking us further. When other banks in our area asked us how we did it and I tell them, they say, ‘No, really?’ Nobody believes this was really possible.”

P. Steele
President/CEO
First Volunteer Bank

“In less than two years of using the Thank God It’s Monday approach, we not only met EVERY goal in ALL of our branches, but we’ve exceeded many of our goals by 100 percent!

Our entire organization acts like a team! I can’t imagine any CEO who wouldn’t want this for their organization. Return on assets blew us away, especially with all the growth. We had a $30 million growth in first quarter and we’re only a $220 million bank, which is unbelievable.”

C. Hoffman
President/CEO
The Richwood Banking Company

“Roxanne, with your help over the last four years, the culture of the Bank has been entirely transformed into a positive, productive and fun workplace which has enhanced the overall customer experience and satisfaction. We can tell from our marketing analysis, the Bank’s reputation and brand awareness has improved. Our loan and deposit growth annually has averaged approximately 10% over this four year period and profitability continues to be strong. Customers have surely noticed the change as well as many strong qualified applicants looking for employment with us. We could not have done this without you. Thank you.”

P. Tieskoetter
CEO
Eastwood Bank

“We saw an increase in deposits while competitors were losing deposits. We just finished our very best year EVER!

We have also experienced double digit growth year after year, we’re at our annual deposit growth today already for the year.

We experienced significant deposit growth during this time when consumers were losing faith with the banking community.”

D. Burr
COO
Citizens National Bank

“Our executive team can’t imagine where we would be today if we had not signed up with The Emmerich Group.

We have gone through this economic crisis in a positive manner. Our growth has been so strong that we now get to select the clients we want to work with. Employees talk about the impact of this on their personal lives.

There is not a week that goes by where I don’t get letters and calls complimenting my staff. I didn’t get that before. That’s the part that makes me even more passionate about the work we’re doing and the impact on our employees and customers.”

K. Miller
President/CEO
The Farmers Bank

“We actually had an employee who said before we implemented the new culture initiatives adding fun and appreciation, that she did not enjoy her job and was suffering from depression over the loss of a relative among other things. A couple of months after our program was in full force, she wrote to me saying her entire life had been transformed.

She was now happy, enjoying her work, and just enjoying life again—she attributed it to the culture change sweeping our company.”

D. Pierce
COO
PBI

“Our clients are actually bragging about us! When they hear about our good works, they say, ‘That’s my bank!’ It’s hard to beat that feeling”

G. Martin
President and CEO
American National Bank

“Since working with the Emmerich Group, we have reduced our turnover from 40% to 2%.”

P. Morrison
President
Elgin State Bank

“First quarter income is up over 400% from last year. And our culture continues to ROCK, while still being a work in progress.”

M. Cederlund
Senior Vice President
Mission Valley Bank

“We’ve moved from 3.3 services per household to 4.3 in 30 months. Loan growth was up $100 million in less than five months during the heart of a recession while we improved loan quality. Return on equity increased from 7.18% to 10.44% in a year.

Net interest margin increased from 3.63% to 3.95% in a year with two major building projects factored in. And we had a breakthrough in spirit.

In 2005, when we started with The Emmerich Group, our income was $9.3 million and for year end of 2008, we were at $12.7 million—a 33.6% growth since we started the program.”

J. Marcuccilli, CEO
T. Wright, President
STAR Financial
The Hands-On Marketing and Sales Management Boot Camp for Bankers Committed to Grow Profits, Performance, and High-Margin Sales

Take this one minute test:

☐ You know your customer service is very, very good. BUT it isn’t commanding a net interest margin in the top five percent of your peer group.

☐ You’ve tried. BUT you can’t seem to break the order taking habit and your people keep matching rates despite decades of solid attempts to correct it and your net interest margin is now on life support as a result.

☐ Perhaps your lenders keep giving you THAT LINE. You know the line. The one that goes, “We can do this deal AS LONG AS WE MATCH THE RATE.” Ugh. Well, of course you could but who would want the deal when you’re giving away the profits?

☐ Maybe you know there is bad news coming from a neighboring bank but you’re stuck because you KNOW your people have no idea how to gather up the best loans and deposits within a few months so you’re about to kiss a huge opportunity goodbye.

Finally, a solution where your bank can take immediate action and receive immediate ROI.

IF you’ve been waiting, the wait is over. You can’t afford to wait any longer. Roxanne Emmerich’s New Grow Your Bank Summit (formerly the Marketing and Sales Management Boot Camp ™) in September will be a special boot camp event, designed especially to explore what smart banks do during a potentially bad and dragged out recession…or as many economists are calling it, a depression.

You will:

• Discover how to stop the order taking! Once and for all!

• Uncover the secret to getting ten times the return from every marketing dollar with a simple, easy-to-execute, low-cost system that is PROVEN to capture highly profitable accounts.

• Discover an iron-clad system to command premium pricing on loans and deposits.

• Create a system to hang on to your deposits… even when the market and rates take off again.

• Know how to target profit-rich clients in your market, capture all their business, and get them to send their friends and family to your bank.

• Discover a proven system to increase your services per household by one in just one year—and capture all the resulting profits.

• Ignite in your people a “bring-it-on-let’s-win-regardless-of-the-economy” mindset where massive results rule!
Who Should Attend?
This is a must attend event for CEOs, presidents, executives, vice presidents, and top-producing movers and shakers. Send a big enough team so you can come back and effect some major change…and right the wrongs quickly…while you still can.

Can you afford to attend?
The real question is: Can you afford not to unearth the profits that lie hidden in your bank?

Almost Sold Out! Reserve your spot for Grow Your Bank Summit NOW!
Call 952-820-0360 today.

What’s in it for you?
- Discover how engaging employees can increase productivity by almost 35%
- Transform your team from order takers to winning sales people
- Create a retail sales system that doubles new account cross sales within 90 days
- Close over 90 percent of loans that make it to the loan committee
- Develop a 7-step process to capture, retain, and turn the most profit-rich clients in your market into power advocates

“"I've attended Boot Camp THREE times, sent ALL my managers, and we have experienced more growth in the past year since implementing what we've learned than in the previous five years combined! The growth of deposits and loans can only be described as a miracle and profits are up 44%.”

P. Steele, President and CEO, First Volunteer Bank

“Every community bank can grow, be more profitable and have more fun by implementing this program. The greatest benefit, however, is the transformation you will see in your people.”

A. Hoskins, Executive VP, Legence Bank

“What a valuable experience! Years of training in 2 days. Well worth the S. Such valuable info for the price of billboard for 2 months... no brainer!”

M. Schwolent, Marketing Coordinator, PointBank

“After 26 yrs. in banking and working at 4 other banks that 'claimed' to have given me effective sales & marketing training, I have finally found a system that will work and that I can use effectively.”

T. Free, Senior VP, Gateway State Bank

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$1,495 for the first attendee
$595 for additional attendees from the same organization

Want more information on this event? Then visit www.EmmerichFinancial.com/bc
A few weeks ago I read about the high level of unemployment and underemployment of Generation Y, most of whom were born in the 1980s and early 90s. Employers are strategically deciding to not hire Gen Y and are even laying them off first.

That struck me as a little extreme. I paused a bit, then went about my day. I didn’t think it was a big deal.

Until yesterday. I met with a group of regional managers of one of the most respected banks in the country and was shocked at what I heard. The biggest problem they face, they said, is not competition. It’s not regulation, nor even FDIC assessments. It is Generation Y.

“It’s never been harder to manage people,” said one of the managers. “They don’t want to come to work on time. They don’t want to work while they’re at work. They all seem to have ADD. They’re doing personal things at work, like checking Facebook and personal email, and they’re rushing out the door at 5:00. And then, to top it off, they expect exorbitant raises for their non-performance, get angry if they don’t get paid what someone who provides three times more value is getting paid, and...
they have no loyalty to stay. They think nothing of quitting. I guess they think they can always move back in with Mom and Dad. I’ve been managing for 25 years and I’ve never seen anything like it.”

Heads were nodding all over the room. “They’re always dissatisfied,” added another. “If one makes a meeting on time, he expects a standing ovation. They have an incessant need for acknowledgment that can’t be satiated. They’re not self-motivated to just do the right thing.”

That stirred another to say, “They can’t work through issues. They lack the emotional intelligence to work through things, so there’s a lot of disruption. Once one goes into a pouting mode, it’s almost impossible to get them out. They usually just quit, or we have to get rid of them.”

I agree with all that,” said another, “but what makes me crazy is that they all want to be promoted to management, but they can’t even manage themselves!” His voice began rising. “They think nothing of missing deadlines and objectives. And then they’re shocked when they’re not offered management positions. Really shocked! I JUST DON’T GET IT! They completely overestimate their value.”

The conversation continued with complaints about those in Gen Y not knowing how to dress professionally, how to write, how to follow protocols, not anticipating needs, not wanting to be of service—the list went on and on. I have never seen people so exasperated about an issue.

And there you have it. Some pretty strong reasons why employers are shedding the Gen Y employees they have by laying them off first and not offering positions to others.

But wait. There ARE some good Gen Yers out there. They exist. And I suspect that even the others, when they are under-employed or unemployed long enough, will start to get the point that it’s time to put on their big boy and big girl pants now and get about transforming their expectations, behaviors, and results.

And while that’s happening, managers and leaders will have the opportunity for growth—to learn how to draw lines in the sand about nonnegotiable behaviors, to inspire people to become better people, and to help a generation come to the realization that the best way to get what they want is to help others get what they want. By teaching this generation to be givers and to focus on the needs of others, one by one, those who have missed the distinctions of good character will have a second chance. For their own sake, let’s hope they rise to that occasion.

As for the Gen Yers who “get it”—the world will be their oyster.

And while that’s happening, managers and leaders will have the opportunity for growth—to learn how to draw lines in the sand about nonnegotiable behaviors, to inspire people to become better people, and to help a generation come to the realization that the best way to get what they want is to help others get what they want.

Tired of losing the one out of three payroll dollars that Gallup says is lost due to disengaged employees? Want a TGIM workplace? Instead of your people telling you “I can’t because...”, hear them say “bring-it-on!”

Thousands of businesses gather their people for a huddle every Monday morning to have them listen to the one-minute audio lesson that many say is transforming their workplaces. Results rule! It’s fast, easy, and FREE.

Sign up every one of your employees today to get a consistent message every Monday.

Subscribe at: www.ThankGodItsMonday.com

Employers are strategically deciding to not hire Gen Y and are even laying them off first.

Have you lost your passion to be extraordinary? Rediscover it at Lead the Transformation®. For details, visit www.EmmerichFinancial.com/lead-the-transformation.
You’re Invited to Attend Two Powerful Events

Profit-Rich Sales Seminar

October 19, 2010
Minneapolis MN $1,495

Don’t miss this program! This seminar is designed to rewire commercial lenders, trust officers, investment reps, insurance agents, and private bankers (all those who want to achieve more big-ticket, high-margin sales) to stop giving away margins and fees and get more sales.

This one-day program will give you the tools and templates to turn even the most analytical lender or trust officer into a top-performing business attractor who never again needs to win the business on price.

You will discover how to:

• Close over 90% of acceptable loans that make it to loan committee.
• Fill sales funnel with profitable prospects who are likely to buy within 45 days.
• Retain customers for life without having to match pricing ever again, while closing more sales even faster.
• Penetrate EVERY account and get ALL of each client’s business.

“If you have been in sales for 30 minutes or 30 years you need to attend to triple your income in 12 months and upward after that forever.”

- J. Hewgley, President, First Volunteer Insurance

“If you want to become a ‘valuable asset’ to your employer, you ‘must’ take this seminar!”

- T. Cory, Assistant VP and Branch Manager, The First Citizens National Bank

Reserve Your Seats Now Before
Guaranteed to Improve Your Sales Results

You will discover how to:

• Integrate the essential steps of a no fail sales process.
• Implement a hiring process benchmarked to reduce turnover by 67%.
• Develop bulletproof sales forecasts.
• Find out the essential elements of sales meetings that work.
• Eliminate the silos and get your departments to work together to own the WHOLE relationship.

October 20, 2010
Minneapolis MN
$1,495

For commercial and retail sales managers, presidents, EVPs, or those slotted for key sales management roles. (The Profit-Rich Sales Seminar is a prerequisite.)

Discover the day-to-day approaches of sales managers who create outstanding growth with great margins. You will explore how to coach high performers and under performers, clarify how to measure and reward the RIGHT things, and know the 47 high-impact functions of a top-performing sales manager.

“This is a ‘master class’ in sales training. Fabulous! This was a great investment of two days that will yield massive results for our sales process.”
- C. O’Brien, President and CEO, South Adams Savings

“I was at Profit-Risk Sales Management two years ago. It is amazing what I missed and didn’t implement over the last two years although our bank had meetings and calls on the sales process. After going through it the second time, a ‘light’ came on! It showed me how far I need to go and how far our bank needs to get. I recommend all going through this a couple of times.”
- T. Tucker, SVP, First Volunteer Bank

They Sell Out. Call 952-820-0360
You and your company need to get things done—lots of things, and the right things. You have invested heavily in the human factor, but are you getting all the results from your people that you could? Roxanne interviewed author David Allen about his book *Getting Things Done* as the third guest on her new Chat with the Experts™ Teleseminar Series. In *Getting Things Done*, David provides examples and coaching advice to get your systems up and running to be the most productive you can possibly be.

**Roxanne Emmerich:** At the end of the day, it’s getting results that matters and keeping your sanity while you do it. Very few people have figured out the formula for that, and certainly none better than our guest today, David Allen. Welcome David!

**David Allen:** Thanks Roxanne, I’m glad to be here.

**RE:** I started out of college as a lender, and I remember my first few days of work. I would watch my assistant who would do circles around me, she was SO efficient, and she met every deadline and everything was done perfectly…and I remember watching her in amazement because I had no idea people could be that effective at what they do. Eventually I came to understand that there was a system to the madness, and that the system in fact takes away the madness. So I’m looking forward to finding out from you what such a system looks like and how we all can improve our results dramatically.

The subtitle of your book is so intriguing—*The Art of Stress-Free Productivity*. I don’t know anyone who doesn’t want less stress in their life. Can you tell me what you mean by “stress-free productivity”?

**DA:** Well what it doesn’t mean is lazy or unconscious. You don’t really ever get rid of stress completely. Positive stress is what allows you to express and expand. You wouldn’t grow if you didn’t feel some level of dissonance, if there wasn’t something you wanted that wasn’t true yet, and that automatically creates some stress. If you want to be out of the room, there is a distance between where you are and where you want to be. As long as you are positively engaged in getting out of the room, that’s positive stress. But if you say, “I wanna be out of the room, but I also have to sit here, and I also need to do that”—now you have an ulcer! The question is how we can keep ourselves positively engaged, in the driver’s seat, hand on the helm, on the way to our goals. You might be in stormy waters, but you’re in control.

**RE:** I love your book and had my entire team read it. Tell me what it is about your approach that has allowed so many people to say, “My life is a whole lot better now as a result of this system”?

**DA:** Well for one thing, it doesn’t over-structure you. Many other systems are just too complicated. Once people learn that there is value to process and structure, it’s SO easy to over-structure. In software, it’s called feature creep—“Wow, we did that, so now we can do this, and now we can do this, until you’ve created a process that’s so much trouble, you say, “Wait a minute…this has to work when I’m in the fire zone out there,” and a lot of this stuff only works when your inner geek shows up on a rainy Saturday and you actually have time to focus on it. But truly, it has to be very simple and not over-structured. So finding just the right amount of structure was one unique thing about what I uncovered. It’s a fine line.

Another thing that’s unique is that my methodology starts with where you are, not where you should be. That’s a big change. Before you can put your attention where it should be, you have to deal with what currently has your attention.

“*All the studies indicate that 95 percent of performance improvement is systemic.*”
RE: That's an interesting way to see it. Now before we get further into systems, I'd like to talk a bit about mindsets—specifically the all-too-common addiction to drama. Brain scientists are now telling us that it's just like addiction to nicotine or caffeine: if we don't have enough drama, we often go and create it. People often have a subconscious resistance to creating systems that reduce drama because they won't get their “hit.” How do you help people get their brains wrapped around healthier attitudes?

DA: I really think people need to have the experience of being rid of the stress. People get used to having the stress because they don't know any other feeling. If the Good Fairy showed up and made all of the emails from your inbox disappear, in ten days you'd have the same number of emails again. It isn't about how busy you are, it's about how many unprocessed emails you are willing to tolerate before you are motivated to change it. So I empty my inbox and do a thorough review of my weekly commitments for the same reason I brush my teeth and take a shower: if I don't, it feels too bad. But you have to experience that feeling so you can get addicted to that positive stuff, the realization that wow, it's so much cooler and I'm so much more creative and life just hums an awful lot better when I am not distracted by stress and hung up in that drama zone.

RE: Over the years I've had employees and clients and friends say to me, “I really don't have TIME to get organized!” So how much time does it take to get started with the Getting Things Done® approach?

DA: You can get started immediately with the Two-Minute Rule. Once you decide what the next action is on anything, if it takes less than two minutes to do it, do it right then! I'll take you much longer to stack it and track it and look at it again than to finish it the first time it's in your face. It gets you to start to make decisions about what the input means and what you're going to do about it. That's the big barrier most people have—they're avoiding decision-making. You look at an email and say “Hnnuh” and stick it to the side because oh, there's thinking involved! Yes, there is. Thinking takes time and energy, two things people don't feel they have.

RE: So many people are having to make more things happen with fewer resources. Marshall Goldsmith talks about the need to stop fighting this reality and just accept it. So has the world gotten more complicated here, or what's going on?

DA: What's different is how frequently things are different. We're all experiencing more change-producing input in 72 hours than our parents' generation would experience in a month or even a year. But if you're not excited to look at your inbox, you've got the wrong job,
What if you could invite your customers and prospects to attend teleseminars for FREE to develop business and solidify relationships and listen to the world’s leading authorities?

**You can!**

**Welcome to the Chat with the Experts™ Teleseminar Series**

Call us now to find out how to get this for your customers.

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“**You can get started immediately with the Two-Minute Rule. Once you decide what the next action is on anything, if it takes less than two minutes to do it, do it right then!”**

Chat with the Experts™ is a special teleseminar series for The Emmerich Group member clients to help them develop more business with their prospects and solidify relationships with their clients. To get free access to the recording of this last teleseminar go to www.ThankGoditsMonday.com/david-allen.

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**Mark your calendars:**

**SEPTEMBER 8, 2010:**

Jack Canfield, creator of the *Chicken Soup* series, the top-selling book series of all time, talking about *The Success Principles*

Our last guests, Stephen Covey, Jean Chatzky and David Allen were hits!

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Be a HERO for your customers and develop business with target prospects.

Call 952-820-0360 to register. You do NOT want to miss these!
Even though it was 20 years ago, I remember it like it was yesterday. One of the attendees at a bank CEO conference came up after my speech and began to lecture me. “There’s one distinction you’re missing, Roxanne. We bankers, we’re like sheep. The first one marches up to the ledge and falls off, and the rest march in step screaming Baaaaaahhhhh! as they fall one by one over the ledge. You have to stop believing bankers actually think for themselves!”

Since then, I’ve watched that scenario play out too often. “Geez, let’s all get a bank into a grocery store before somebody else does. No time to do a profitability analysis. Let’s mortgage homes at 105 percent…that will be fun. Hey, anybody for a behemoth amount of brokered deposits? That’ll be easier than teaching our people to not be order takers, eh?”

What’s the next crazy thing that will have the wolves at the bottom of the canyon salivating? My prediction: it’s buying distressed banks. It’s the lazy man’s way to grow a bank. And along with it comes a capital drain, asset problems to tie you up your ability to prosper for years, us-and-them wars between the merged teams stifling your ability to move forward for two years, to say nothing of the lowered safety rating just when customers are all becoming experts on bank safety!

So how do you grow in a time when loan demand has shriveled up? It’s time to get wise. A recent new client of ours made capturing more low-cost deposits their top initiative. They had been at 120 percent loan-to-deposit. Ouch. Within four months, the CEO called and said, “Hey, that really worked. Now show us how to do this to get loans to keep up with our deposits!”

If customers aren’t raving, that’s right, RAVING, about you, nothing else will work.

Get massive. You have a limited time when there is bad news about a competitor in the area to easily sweep up all their best customers.

If they can do it, so can you. How? Follow these five steps:

1. First, take your culture up 20 notches. If customers aren’t raving, that’s right, RAVING about you, nothing else will work. Your employees’ passion to be extraordinary must visibly show. Until this is remarkable, don’t move on to step two.

2. Identify the 100 ideal prospects that you will become unstoppable at attracting. Create a lesser approach for your top 1000 list. Start your “give” campaign.

3. Bring up the skill sets of your selling team. I guarantee you that no matter how good they are, they’re not even one third of the way there. If they EVER say they can do the deal as long as they can match the rates, you have a lack of competencies that must be addressed aggressively.

4. Get massive. You have a limited time when there is bad news about a competitor in the area to easily sweep up all their best customers and employees, so you’d better have your culture and skill set ready to go BEFORE that happens.

5. There will be more opportunities as other banks go over that cliff. Sad for them, great opportunity for you. As you watch sheep dropping from the sky, simply repeat the five steps!

Attend the new September Grow Your Bank Summit™ for proven systems known to radically improve your culture quickly to one focused on profits and growth. Call 952-820-0360 to get more information.
## 2010 Upcoming Fast-Track Sales Culture Seminars Schedule

(Dates and locations subject to change)

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
<th>Location</th>
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<tbody>
<tr>
<td>Permission to Be Extraordinary Summit™ Reunion</td>
<td>September 14, 2010&lt;br&gt;Chicago, IL</td>
<td>Graduates of PTBE Only</td>
<td>Radically rewire your mind about your possibilities and your ability to transform others and lead. Raise your consciousness and tap into your power to lead extraordinary change, far beyond the applauded successes you’ve already created. Executives, leaders, and those identified as potential executives</td>
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<tr>
<td>Fast-Track Strategic Planning Think Tank</td>
<td>September 15-16, 2010&lt;br&gt;Chicago, IL</td>
<td>Member Clients Only</td>
<td>You will walk out of this session with a template of actionable ideas, key initiatives, and implementation plans that will make the impossible possible. For groups up to 7 people—your senior executive team and candidates for promotion to an executive position to help develop their strategic thinking</td>
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<td>Grow Your Bank Summit</td>
<td>September 21-22, 2010&lt;br&gt;Chicago, IL</td>
<td>Public Event</td>
<td>Discover the profit-rich secrets of how to transform your workplace into a Thank God It’s Monday™ environment, develop a full pipeline of high-potential leads with almost no marketing budget, and shift your people from order takers to business developers. CEOs, presidents, executives, and top “movers and shakers”</td>
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<tr>
<td>Profit-Rich Sales Seminar</td>
<td>October 19, 2010&lt;br&gt;Minneapolis, MN</td>
<td>Member Clients Only</td>
<td>Stop giving away margins and fees to get the sale and go after and win the big elephants. This program will give you the tools and templates to turn even the most analytical lender into a top-performing business attractor. Insurance agents, commercial lenders, trust officers, private bankers, sales managers and any person who sells high ticket items with heavy competition</td>
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<tr>
<td>Profit-Rich Sales Management Seminar</td>
<td>October 20, 2010&lt;br&gt;Minneapolis, MN</td>
<td>Member Clients Only</td>
<td>Discover the day-to-day approaches of sales managers who create outstanding growth. Unlock the secrets of how to coach high performers and under performers, measure the RIGHT things, and know the 47 high-impact functions of a top-performing sales manager. Presidents, sales managers, executive vice presidents, and those who support the complex sales process</td>
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<tr>
<td>Community Bank Marketing Mastery</td>
<td>October 21-22, 2010&lt;br&gt;Minneapolis, MN</td>
<td>Member Clients Only</td>
<td>Marketing is not a department—it’s a mindset for all your people. A two-day event for those who have completed Grow Your Bank Summit. Come back for another round and kick it up a few notches by putting the finishing touches on your marketing and sales process. Exclusively for those who have attended Grow Your Bank Summit</td>
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Go to [www.EmmerichFinancial.com](http://www.EmmerichFinancial.com) for the updated 2011 calendar to be released soon!
Quick, think of Gulliver's Travels. What are you picturing?  The big guy tied to the ground by the tiny people of Lilliput, right?  

Not me. My favorite part of that story is the flying island of Laputa. The Laputians are philosophers, wicked smart, but they spend all their time navel-gazing—thinking deep thoughts, making complex calculations—and never get around to doing anything. (No surprise that their wives often leave the island and never come back. Talk about SMART.)

I know an awful lot of business leaders who probably have Laputian passports, if you know what I mean.

Execution is everything. Plan all you want, dream all you can, then turn that key or you've accomplished nothing. Execution is what separates those who merely have lofty ideas from those who end up winning the game. It's about taking strategies and making sure they are implemented with power.

Creating a culture of execution is a leadership issue. It combines creating a "no-excuses, get-it-done" culture with the systems, processes, and accountabilities that ensure things are done consistently and done well.

But it's also more than a leadership issue. People at every level in an organization can get bogged down in planning and strategizing without ever getting off the pot.

It's easy to guess which things in a company are measured and audited: it's the things that people actually DO and do well. If you want something done with fairly strong consistency, set measurable expectations.

But don't forget to put systems in place to see if the benchmarks are being met. If a standard is measured in the forest, and no one is there to audit it—does it make a difference? Not bloody likely. Why should it?

You can't monitor and audit every facet of your business, or you won't have time to run the business. So where does execution matter most? It matters most in the critical moments I call Moments of Truth—the moments where execution can mean the difference between success and failure.

Moments of Truth are those critical times when a customer forms an impression of you, deciding whether your offerings and their standards see eye-to-eye. Though they vary from industry to industry and business to business, every business has them. Define them, create measurable goals and a way to assess progress, and GO.

Use weekly planning meetings in which each attendee declares focused results based on your drivers following a clean process and you will create magic. These meetings create the engine to keep people focused on doing the right things and getting results in the areas that matter. It also reveals the "stealth slackers"—those who are otherwise masterful at hiding and looking busy. Got some of those?

Top performers don't just stay busy—they know how to get the RIGHT things accomplished. Top performing leaders also know how to get their people focused on doing the right things, especially those things intimately tied to the Moments of Truth that can make or break a company. They know that accepting no excuses from their team members means permitting no excuses from themselves as well.

For an organization to thrive in these highly competitive times, it is more critical than ever that leaders build an environment where their word is law. Only by conveying that attitude can they expect others to be held to the same standard.

Miracles are supposed to happen, but they require a steadfast, ironclad system of execution and a leader who is committed to making the miracle happen. So be the miracle!

Listen to the free 60-second audio with teammates each Monday to clean up the craziness in your workplace and focus on getting massive results. Sign up today at www.ThankGoditsMonday.com
Uncover Profits Hidden in Your Bank...


You will shift from a "why we can't" to a "how we can" workplace—in one day! Your customers will go crazy about you. You will find yourself loving to go to work where everyone exclaims, Thank God It's Monday!™

“In less than two years using the Thank God It’s Monday! approach, we not only met EVERY goal in ALL our branches, but we exceeded many of our goals by 100 percent! I can’t imagine any CEO who wouldn’t want this for their organization.”

-Chad Hoffman, CEO and President, Richwood Banking Company

“I’ve always said that if our competitors got a hold of Roxanne’s information, we’d be in trouble. Fortunately, we found her first. Living this book will energize and engage your staff. Roxanne’s systems work—especially during times like these.”

-Al Tubbs, CEO, Onward Bankshares, Inc. Past President of American Bankers Association

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