

Annual Meeting and 2017 CREW Leadership Forum Series: The Strategic Leader

**Workshop #4: Strategic Thinking – Developing Strategic Confidence
December 5, 2017**

Presented by:

The Member Services Committee

Trish Kelly, TCF Bank

CREW Leadership & Professional
Development Committee



The mission of the CREW Chicago Leadership and Professional Development committee is to create a forum for members to converse and connect with the goal of growing and developing their capabilities as confident leaders, change agents, and fulfilled and effective professionals. We will achieve our mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.

2017 Leadership Forum Series: The Strategic Leader

March 23	Introduction: Defining a Strategic Leader
June 6	Building Your Strategic Competence
July 12	CREW Chicago Book Club, featuring The Power of Habit, by Charles Duhigg
September 12	Developing a Strategic Team
December 5	Developing Strategic Confidence with CREW Chicago Annual Meeting 150 N Riverside Plaza – 5:30 pm – 8:30 pm

Upcoming 2018 The Innovative Leader

Special thanks to our 2017 and 2018 Sponsor, DLA Piper for hosting the events and supporting the Leadership Forum Series.

If you have missed any of the previous leadership series events, we encourage you to go onto the CREW Chicago website. A copy of past presentations, along with podcasts are available for you to download and review and your convenience. Take advantage of this great opportunity to build your strategic leadership skills in a collaborative learning environment!

TODAY'S SPEAKER: TRISH KELLY, TCF BANK

R. Patricia Kelly is the President of TCF Commercial Banking. Ms. Kelly is responsible for leading TCF's commercial banking business and oversees all aspects of business development, relationship management and operations.

TCF Commercial Banking delivers seasoned bankers with years of expertise in specific markets. The Middle Market lending group has extensive working knowledge in the industries of healthcare, manufacturing, wholesale and distribution, self-storage, senior care, food, auto dealerships, contracting and not-for profits. The Commercial Real Estate Group focus its expertise in retail properties, office buildings, industrial and warehouse spaces, multifamily properties, student housing, REITs, hotels and distinct homebuilders. TCF Capital Funding provides asset-based and leveraged cash flow loans to lower middle market manufacturing, distribution and service companies on a national basis. Clients will typically have revenue of less than \$100 million and EBITDA of \$2 million to \$10 million. TCF Treasury Management provides solutions for organizations that want to streamline and improve their ability to manage cash.



R. Patricia Kelly

Ms. Kelly joined TCF in October 2015 from The Chicago Corporation, where she was a managing director and co-head of the Financial Institutions Group and Head of the Real Estate Investment Banking businesses. Ms. Kelly has more than 30 years of experience leading corporate and real estate lending businesses, she is nationally recognized for her deep expertise in real estate, commercial lending, credit and operations across several global and national organizations. She spent 25 years with ABN-AMRO and its subsidiary, LaSalle Bank, in senior leadership roles and has also held senior executive positions with The GRG Group and RBS Citizens/ Charter One.

Ms. Kelly holds a Bachelor of Science with Honors in Accounting from Boston College School of Management and Masters of Business Administration in Finance from New York University Stern School of Business.

**Strategic Thinking encompasses both a
strategic MINDSET and strategic COMPETENCIES**

Competencies



Building Trust
Managing the Political Landscape
Involving Others
Connecting at an Emotional Level
Building and Sustaining Momentum

Strategic Influencing

Requires more than Persuasion
Is far Reaching
Requires being open to Influence
Starts with a hard look at yourself

Exhibit 4.3 - Evaluate Your Strategic Influencing Skills¹

For each of the behaviors listed below, use the 1-5 scale to assess your need to improve in that area. Circle the number that corresponds to your assessment.

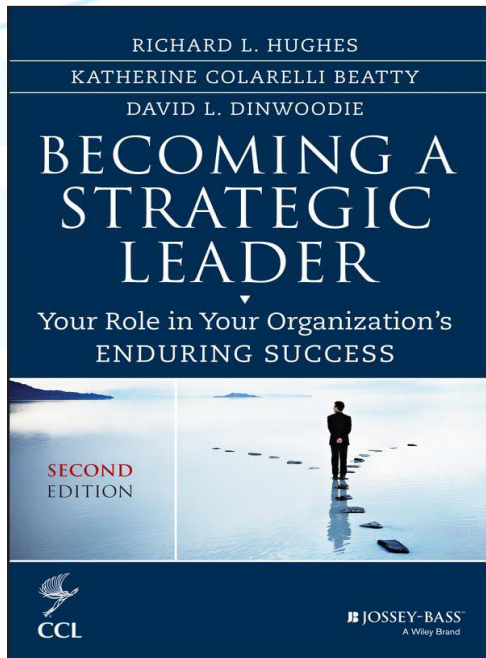
1	2	3	4	5
Considerable Improvement Needed		Moderate Improvement Needed		No Improvement Needed
Understand your impact on others and how that affects the quality of collective work.				
1	2	3	4	5
Build a network of relationships with people who are not part of the routine structure of your work.				
1	2	3	4	5
Intentionally discuss and build trust with others.				
1	2	3	4	5
Assess and navigate the political landscape without limiting your credibility.				
1	2	3	4	5
Build bridges across diverse groups.				
1	2	3	4	5
Understand the needs, styles, and motivations of others, and use that information to communicate with them and influence them.				
1	2	3	4	5
Ask questions of others' perspectives to deepen your own understanding of their view.				
1	2	3	4	5
Create ways to openly discuss difficult topics where there are conflicting views.				
1	2	3	4	5
Create enthusiasm and understanding about a vision of the future in the hearts and minds of others.				
1	2	3	4	5
Use aspirational language and stories to draw people to your concepts				
1	2	3	4	5

Group Discussion

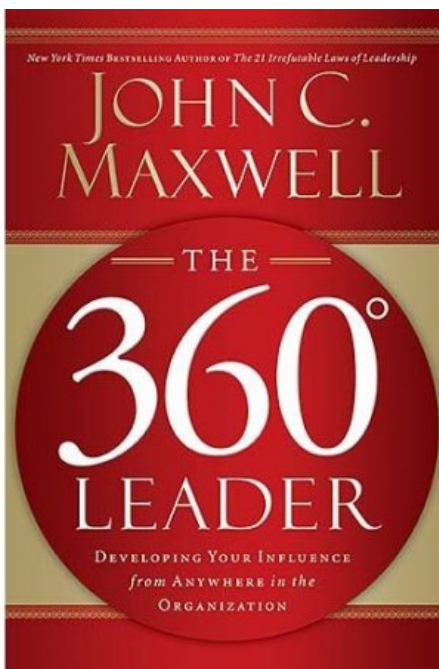
Each Group to respond to your tables question

- 1. How do you lead and influence from the middle to intentionally build trust with others?**

- 2. How do you lead and influence from the middle to create ways to openly discuss difficult topics where there are conflicting views?**



<https://solutions.ccl.org/Becoming-a-Strategic-Leader-Second-Edition>



http://store.johnmaxwell.com/The-360-Degree-Leader_p_690.html

Endnotes:

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¹ Becoming a Strategic Leader, Exhibit 4.3, pp. 160-161.

2018 CREW Leadership Forum Series: The Innovative Leader

February 6 – Gender Bias Workshop – Lunch event

April 10 – Creating a Culture of Engagement

June 12 – Creating an Innovative Learning Environment

August 16 – Book Club – Fostering Effective Communication

September 25 – Leveraging Diversity

November 13 – Encouraging and Rewarding Risk

Unless noted otherwise, all events will be in the evening.