

Our Guest this week:



“Your job is not necessarily to be the face of the organization but to serve the unit you are leading” **Alan Kramer**
Executive Vice President
The Bank of San Antonio



MINDSET

- Thoughtfully listen to others
- Notice what is not being said
- It is OK to fail
- Focus on routine when creating a culture
- Build certainty so that you foster trust with your staff
- Patience takes practice



ACTIONS

- Use “the pregnant pause” when asking questions
- Create a safe and accepting place for hard conversations to be had
- Never have a meeting without an agenda
- Use analogies from current media and events to make points
- Set clear expectations up front to diminish confusion

“Cue into what is not being said, rather than just what is being said...”