

Breakthrough in the Commercial Lending/Underwriting Logjam

November 15, 2002

Situation: An unacceptable "pull through" is currently happening as deals come into and through the system, with all parties contributing to the logjam and blaming each other. The company *must* have a breakthrough here to reach the target of \$100 million per month. Without finding a way to consistently hit the \$100m target *immediately*, the future is "not good."

Recommended Process

Step 1

Friday, November 15

Senior Leaders Alignment Session

Paul, Erik, Tom, Elaine, Mike

Outcome: names of who I should interview, commitment to work out your own contributions to the current logjam, and all out support for the process going forward.

Step 2

Mon & Tues, Nov 18 & 19

One-on-One Interviews

Key players from Underwriting and Commercial Lending

Outcome: clear picture of the scope of the problem(s) and who is contributing what to the logjam, creating trust and a perception of my neutrality with key players.

Step 3

Wednesday, Nov 20

Report Back to Senior Leaders

What I saw and heard, the interventions I recommend to break up the logjam and develop a process with 100% buy-in that works.

Outcome: input to and agreement about the breakthrough process going forward.

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Step 4

TBD

Possible Interventions:

- High-Performance, Communication and Conflict Training for both Underwriters and Commercial Lending staff
- Third-Party Conflict Resolution Intervention(s) with key individuals.
- Facilitated Joint Breakthrough Session(s) with all key players to develop action steps to ensure logjam never or seldom happens again—and what to do when it does.

Step 5

ASAP

Implementing the New Procedures and Agreements

Step 6

January 6

Evaluation and Mid-Course Corrections

Cost Estimate (6 days, 1 consultant = \$15,000) *This money is already available as a contingency inside the current budget with us.* No additional contract is needed.

Recommended People to Interview: