Continuous Leadership Journey

Mortgage Network, Inc.

Big Impact on a Small Budget:
Optimizing Leadership Development with Blended Learning
Who is Mortgage Network?

Mortgage Network, Inc. is one of the nation’s largest independent mortgage lenders. Boasting over 47 branches, the company’s mission is to be the provider of choice for the customers, employees, business partners, and communities it serves. Measuring success by our customers’ success and level of service we provide them, Mortgage Network, Inc. strives to “do the right thing”.

Innovative - A wide range of mortgage products and programs

Strong - Consistent growth in market presence, loan production, and profitability

Quality - A personal touch
Who is Mortgage Network?

Number of Employees* – 417
Number of Offices* – 49

Office Locations* – Maine, New Hampshire, Massachusetts, Rhode Island, Connecticut, New Jersey, New York, Delaware, Maryland, North Carolina, South Carolina, Pennsylvania

Years of MNET Experience by Division:

- Loan Officer/Sales: 733 YEARS (Average 5 Years)
- Corporate (Legal, HR, Marketing, etc.): 261 YEARS (Average 3 Years)
- Processing/Closing: 306 YEARS (Average 4 Years)
- Quality Assurance (Underwriters): 117 YEARS (Average 5 Years)
- Secondary: 109 YEARS (Average 4 Years)
- Management: 524 YEARS (Average 8 Years)
- MNET Executive Team: Average 13 Years

*as of 10/1/2016

Continuous Leadership Journey

Combined MNET Experience: 2,050 YEARS
Where is Our Area of Opportunity?

Mortgage Industry Demographics

Average Age of Industry – 48.9

% of people over 45 – 61.1%

- **Increase** the number of Team Leads and Mid-Level Managers
- **Reduce** the number of Employees directly reporting to Executive Team

*as of 10/1/2016*
What Was Our Need?

1. A far reaching, effective training plan to boost our current leader’s and upcoming leader’s skills.

2. Instruct Leaders on how to apply key leadership concepts to their everyday jobs, in short— but frequent— trainings that easily fit into their busy schedules.

3. Inspire the belief that Learning to be a Leader is a continuous journey.

4. A course that delivers an influential message capturing their attention in a short amount of time.
Program Objectives

The Continuous Leadership Journey was designed to target a select group of Mortgage Network employees with the main objective of providing leadership knowledge and focus on the following three areas:

- Improving Communication
- Leading by Example
- Empowering, Motivating and Inspiring Others

It is our belief that effectively trained leaders, equipped with fundamental leadership knowledge, will work to guide and mentor our employees toward success. These leaders will not only work to become stronger voices within their own roles but to strengthen their workplaces, thus ultimately making themselves and those around them more productive, reliable, and motivated.
Were Our Objectives Met?

Improve Communication Skills  (Interpersonally and Virtually)

Encourage Dialogue  (From 1 way to 2 way... and about leadership)

Build Community  (Across Departments, Offices, Position Hierarchy)

Lead by Example  (From Executive Mentors to the Participants)

Foster Mentorship  (sharing what they have learned with co-workers)

Empower, Motivate, Inspire  (Participants and Executive Mentors)
Our CLJ Program Structure

- 25 Participants
- Broken into 5 Teams Led By 1 Executive Mentor for each Team

Executive Mentor

discuss and interpret assigned videos including plans for implementing learned skills

- Leadership Conference
  - Culmination of what participants have learned, facilitate participants in Networking across departments
Who Participated?

25 Participants were nominated by their Direct Supervisor or an Executive Team member

This resulted in a mixed culture amidst the participants:

• From All Departments
  ✓ Operations, Sales, Secondary, Finance, Legal, Appraisal

• From Multiple Offices and States
  ✓ Maine, Massachusetts, Pennsylvania, South Carolina, etc.

• From Current Leaders and Leaders in the Making
  ✓ Managers and Team Leads with varied experience levels

Thus, giving the participants opportunities to build connections not afforded to them in their everyday work
To ensure program success we connected with our participants on a consistent basis with:

• Bi-Monthly Email Drip Campaign
• Executive Mentor Conference Calls
• Personal Feedback Phone Calls
• The Leadership Conference
Continuous Leadership Journey

Program Ramp-Up Communication

Welcome to [Company Name]
Director of Strategic Implementation
is also the Executive Chairperson. He/She will be with you throughout.

General Agenda
- 9 am - Welcome
  - 20 min - Introduction (What does your biggest fear
    look like? What do you need?)
  - 5 min - Overview

Expectations
- Arrival of Conference Call
- Prepared to watch all of the videos
- Participate in the conversation
- Important: There will be two [skillset] workshops; one at 10 am, and the other
  will be on your own. We are looking forward to your attendance.

Your Next Step: A Call to Your Next Step

This 3-minute survey will be completed at the beginning of your journey to
showcase growth in your leadership skills.
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Program Duration Communication
Executive Mentor Conference Call

The monthly conference calls fostered a discussion around being a leader and different leadership traits and skills.

This included:

- Recaps of the monthly videos
- How they had implemented the newly learned skills
- What they wanted to work on next

The Executive Mentor Conference Calls quickly became one of the driving forces to the success of the program because of the connections being made.
Leadership Conference Communication
Leadership Conference

We developed a Leadership Conference with the goal of sending participants off on the next phase of their Leadership Journey feeling:

- **Inspired,**
- **Empowered,** and
- **Confident in their new learned skills.**

The Conference allowed participants to further network across departments and management levels; fostered the continual need for teamwork; and emphasized departments are not islands unto-themselves.
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We Delivered Tangible Business Impact

- Through Strategic Learning Alignment with the Executives
- Tracking Video Completion vs Time spent
- Constant Communication Throughout the Program

Total Assets Launched -

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Total Training Time (hours) -

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<th>Year</th>
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<th>2014</th>
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<td>Value</td>
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Big Impact on a Small Budget

We kept our cost to a minimum by:

• Bringing all marketing and graphic design in-house.
• Utilizing our current communication methods.
• Researching our needs and matching it to Skillsoft’s cost effective *Leadership Development Channel*.
• Reducing the amount of time spent by the employees on training without impacting the quality of their everyday responsibilities.
• Planning and executing a 2 day, all inclusive, Leadership Conference for under $15,000.
Tips for the Future

• More Tips the Better
• Virtual Calls – Face-to-Face Interaction
• DON’T FORGET THE MANAGERS
What We Learned...

• Having and maintaining “top of mind” awareness with engaging, streamline, interactive, and informative communication was pivotal to our CLJ success.

• Including Company Executives and Management in the program offered validity to the program.

• Implementing and maintaining a solid program foundation while knowing where to allow flexibility insured the program fit the group dynamics as well as individual needs.

• Continuing the communication after participants finish CLJ will assist in the next phase of their Leadership Journey.