



VIEW*S* & VISIONS

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Conveying a Vision

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Kimberly R. Moyers serves as market president for First United Bank & Trust's North Central West Virginia region. Throughout her tenure with First United, she has also served as a business relationship banker and community office manager, as well as the sales and service leadership manager of the corporate marketing department.

She earned a bachelor's degree, *cum laude*, in business administration from West Virginia University, and has completed the American Bankers Association Graduate and National Commercial Lending Schools. Moyers is also an honor graduate of Maryland Banking School, where she received the Lilian T. Moffat Award as valedictorian of the 2008 class.

Moyers serves on various community boards including the Monongalia County Development Authority and the United Way of Monongalia and Preston Counties. She is a previous co-chair of Generation Morgantown, and was a member of the Leadership West Virginia Class of 2013 and Leadership Monongalia Class of 2009. She was named to the Young Guns Class of 2017 by *West Virginia Executive* magazine.

As leaders, we often ask ourselves one simple, yet very complex question: "Why will people follow me?" All leaders have their own distinctive style and it is important to understand your own style and leadership attributes to interpret how to best adapt them to your team. I have found that I am most successful by crafting a clear, concise vision that can be executed by a diversified team, all the while considering the market environment and the customers we serve.

As market president for First United Bank & Trust's North Central West Virginia region, it is my responsibility to assess our local community and determine how to best align opportunities with the bank's overarching corporate goals. First United's vision is quite simple: uncommon commitment to service and solutions. Having this clearly defined vision provides me, as a leader, with the ability to persuasively co-mission my team toward a common goal. I do this by utilizing open-minded, honest communication, exploring alternative perspectives and adapting to the new paradigm of multi-generational needs. Not only does this guide my personal



adaptation for leading my team, but it also helps to infuse reciprocal respect and a strong commitment to results among the team members. Having the team aligned with corporate goals and committed to results then allows us to develop a plan that includes specific, measurable areas of focus. After all, a vision cannot become reality without a plan, and a clearly defined plan lays the groundwork by which it is then possible to hold everyone accountable.

To convey a vision, it is essential to lead by example and to initiate feedback from across all channels. To do so, advance toward the integration of differing ideas, identify opportunities for collaboration and explore implications that may impact results. Gather current information, be open to debate and be willing to change an opinion to embrace effective change. It is important to be aware that when upward communication is stalled, it is likely





Left: First United Bank & Trust's office in Frederick, Maryland, was outfitted with a very welcoming, contemporary space that complemented the historic charm of the building and its characteristics. Right: A First United Bank & Trust representative engaging with a customer

indicating that the plan is not evolving and further feedback may be warranted.

At First United, recognizing that our associates are the core to our vision has led to approaching our hiring process from a renewed perspective. Our employee value proposition enables the recruitment and advancement of a cross-generational talent pool that is rooted in our core value structure. Having a commitment to associate development, while evolving through generational shifts, has led to the formation of a multi-level leadership program at our bank. Although facilitated in a variety of platforms, this approach is a natural element of our culture and enhances our ability to recruit and retain vital talent and skill sets within each level of the organization.

Just as there is a focus on the progress of associates, diligent consideration is also given to our customers and the market areas that we serve. A good example of this is the prototype of our redesigned offices. While the traditional amenities and personalized experience within our offices will not change, we have embarked upon the path of digital integration so that all

channels are commissioned to appeal to our present and our future customers. As a part of our initiative to be involved in our communities, our offices will soon feature electronic community boards, touchscreen discovery centers, video conferencing capabilities and community conference rooms open to any organization that works with the bank. This not only ensures that the right measure of interaction is created, but also that our passion to help our communities does not disappoint.

Defining a leadership approach may be a challenge, but it is undoubtedly a necessary component to ascertain how to facilitate change to motivate and lead others. Both in business and in life, cross-generational thinking, mentorship and authentic listening can be an inspiring experience for our next generation of leaders.

Nurturing the personal and professional growth of others allows us to pave an open path for the changes to come. Leadership is about *who* we are, not just what we do. By clearly communicating the vision, collaborating with the team to develop a comprehensive plan and executing the plan with trained, proficient talent in an atmosphere conducive to the market

and the community, a leader can achieve success. ▾