

CRISIS QUESTIONNAIRE

The first lesson in Bill George's book *Seven Lessons for Leading in Crisis*, is to face reality. We have found that it's easy to deny the extent of the problems facing a company. This questionnaire can help you face the reality of a crisis situation and take the steps necessary to solve the problems.

- | | Yes | No | Don't Know |
|--|-----|----|------------|
| 1. Our CAMELS rating is 3, 4, or 5. | | | |
| 2. Our regulatory relations are contentious. | | | |
| 3. We expect, or are already operating under, an enforcement action. | | | |
| 4. We are not structurally profitable. | | | |
| 5. Brokered deposits represent more than 20 percent of total deposits. | | | |
| 6. Our classified asset to total capital ratio is more than 75 percent. | | | |
| 7. Our Texas ratio is more than 75. | | | |
| 8. We suspect that low morale and turnover plague our institution. | | | |
| 9. The Board of Directors has formed factions. | | | |
| 10. The Board of Directors has unaddressed concerns about management. | | | |
| 11. We have not been able to effectively implement a strategic plan, and we are unsure of the right direction. | | | |
| 12. The bank has less than 15% balance sheet liquidity. | | | |
| 13. Ethical standards and practices are questionable (for example, some self-serving practices are in evidence). | | | |

SCORING

Any "Yes" answer is cause for some remedial action; two or three "Yes" answers put you in crisis territory. Investigate any "Don't Know" answers. Please see www.bugbeewagner.com services for how we can help.