

Dean's Executive Leadership Series - 2009-2010

Transcript of Interview with Brian Moynihan, the President of Consumer and Small Business Banking with Bank of America

About DELS: The Dean's Executive Leadership Series at the [Graziadio School of Business and Management](#) features in-depth audio or video interviews with today's top business practitioners and thought leaders. [Listen or subscribe](#) to the podcasts to hear their views and insight on the current challenges and opportunities facing the business community.

Start

Man 1: The Graziadio School of Business and Management at Pepperdine University proudly presents The Dean's Executive Leadership Series. This podcast invites top business practitioners and thought leaders to share their view on the real world of business.

Rick Gibson: Hello and welcome, my name is Rick Gibson, I'm the Associate Vice President for Public Affairs here at Pepperdine. I'm delighted to be joined today by Dr. Linda Livingstone who is the Dean of The Graziadio School of Business and Management. Welcome, Linda.

Dean Linda Livingstone: It's good to be here, Rick.

Rick Gibson: Well, we're off to a great start with The Dean's Executive Leadership Series, and today we're going to be visiting with Brian T. Moynihan. Tell us a little bit about your guest today.

Dean Linda Livingstone: Our guest today is Brian Moynihan, the President of Consumer and Small Business Banking with Bank of America. And I think our listeners will be fascinated to hear his take on what's happening in the banking industry with all of the challenges that have gone on, the bailouts that have occurred.

Rick Gibson: Right.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Dean Linda Livingstone: It'll be a very fascinating interview.

Rick Gibson: I invite our guests to sit back and enjoy this interview with Brian T. Moynihan, President of Consumer and Small Business Banking at Bank of America.

Dean Linda Livingstone: Well, it's a pleasure today for this podcast to have with us Brian Moynihan, who is the President of Consumer and Small Business Banking with Bank of America, and Brian, we're really pleased to have you with us.

Brian Moynihan: Thank you, Linda, it's a pleasure to be here.

Dean Linda Livingstone: Well, what we want to do in this podcast is talk a little bit with you about your background and experience and also obviously what's going on in the banking and financial services industry. It's clearly been a tumultuous industry for the last year or so and I know you have some real interesting aspects on that. But let's start by talking a little bit about your background and experience. You grew up in Ohio, went to Brown University and Notre Dame to law school. How did you get from the Midwest and from there into the banking industry? What was the attraction there from your legal background?

Brian Moynihan: I started off as a lawyer, and I started off at the time doing transactions for banks, buying banks. I can remember in 1984 or 5 when the case came down to allow for interstate banking, and the consolidation of American banking took place, and I spent a lot of years doing that, issuing securities for-- working on securities issues for banks as a lawyer.

And so eight, nine years into it, the CEO of a bank came and said-- in a funny way, said, "You're too smart to be a lawyer and why don't you come join our company, and we don't know exactly what we want you to do, but come do that." And it was a testimony just having done a great job for a client, and they said they want to come join you.

Dean Linda Livingstone: And was that Fleet Financial Group that later became Fleet Boston?

Brian Moynihan: That's correct, yes.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Dean Linda Livingstone: Okay, wonderful. And what was it about the banking world that you liked so much that you decided to stay, because obviously the majority of your career has been in that industry?

Brian Moynihan: People think of banking in a lot of different ways, some apocryphal and some real, and in the last 12 months I think people have a lot of opinions expressed by a lot of people.

Dean Linda Livingstone: Right.

Brian Moynihan: But what drew me to banking actually at the beginning was it's really the people you work with. And there are a lot of fun people that are my clients, and I got a chance for them to ask me to come do a leadership position and help them do all the deals and negotiate the deals. So it was really the people that attracted me and what we were trying to do.

As I moved through my career in banking, I'd say I went from more about doing the deals, buying the companies and putting them together, to running a business. And as you do that, the sophistication of our financial system and how it relates to customers becomes a very intriguing thing. If you see what our team can do for customers, it is really unique. And when you see it work and you see the customers that really like it, in all our businesses, that's what gets you up in the morning. And when you see the associates you have and as you get to broader and broader leaderships, you really have to feel good when you have great associates. So it went from sort of a [inaudible] and deals and things like that to where it's all about, you know, great people and great customers and seeing our great team do great things with them.

Dean Linda Livingstone: Well, it's interesting that you talk about that, because we do oftentimes think about the banking industry as being very much about the financial side of what's going on and the more technical, deal side, as you say. But you're talking here about what a significant role the people play and the relationships play in that industry.

And I think certainly when we think about sort of consumer banking we think about that, but I'm not sure we think about that people side so much when we start talking about the corporate and the other aspects of banking. What was it about your experience that sort of moved you to that mindset or helped you to understand the significance of that people mindset in the banking industry?

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Brian Moynihan: What happened, as we moved through the generations of our company and got in consolidated banks, you came down to-- now you are more of a company that would be much like many of the other companies that exist in the world. You have clients, you have to grow those clients organically, you can't do deals. And so back about 10, 12 years ago, a group of our colleagues sat down and said, "We got to run this company differently," and really started moving along the classic paradigm of delight your customers, delight your associates, delight your shareholders in how the inner section works.

And really the eye-opening part of that, of a customer-driven, customer [inaudible] business, is something that you-- I started learning then and learned more about. And it's something that, with banking, was not as well-known, because it was much more about products, deposit products, checking products, and now you came to customers, and the competitive set became much wider that you had to be as good as a Fidelity or a Schwab or Merrill Lynch or whoever. And that changed your mindset. And so it was that change I think and then just studying through that.

And frankly, as you look across customers, it may be different wealth strata, wealthy customers, mass market customers, small companies, large companies, but the principles are all the same. We help people do what they need to do financially to enable their lives to be great. And that starts a mass market, customer goes to the largest corporations, and if you start with those principles, it may be different how you do it, but it's that principle that makes you work.

Dean Linda Livingstone: Your career has been marked by very significant sort of transitions in companies.

Brian Moynihan: Right.

Dean Linda Livingstone: So when you were at Fleet Boston, it was acquired by Bank of America; since you've been at Bank of America, they acquired Countrywide, they've acquired Merrill Lynch. Some very public and somewhat controversial transitions, but in the midst of all of those, you've been very engaged in all of those in significant ways.

How have you seen the business sides of those acquisitions come together, and then the people side of those? And how has that worked? Clearly all of those are very different kinds of mergers and acquisitions, but how has it worked and what have you seen as sort of the challenges there and what's worked well, what hasn't worked?

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Brian Moynihan: The sophistication that our industry and our company has learned over the years having done many, many transactions is that it's equal parts about the people management, it's equal parts about the systems integration and physical plan integration, and equal parts about getting to a common culture and getting across the road. So I came into the company through an acquisition. And I-- in my previous life had done all the acquisitions, done all the merger integration for a company for six or seven years. And then I went into businesses, and then I came into this company through an acquisition.

But if you think about our sophistication, so each one of them's different from a people standpoint. When you have investment bankers, there's a different people element to the dialogue around that merger integration than when you have consumer bankers or corporate bankers and all those things. But you have to think it through. And as much as people think there might be a cookie-cutter approach here, every transition we do is varied by the criteria of what's the system architecture we're trying to achieve, what the customer result we're trying to achieve and what the people result, the social result we're trying to achieve. And as you look at that, you get very different answers. So Countrywide is a very difficult time for the mortgage business, but we got to get the systems done. Merrill Lynch is a lot about the people and getting the investment bankers and financial advisers [inaudible]

Dean Linda Livingstone: The relationships that those folks have.

Brian Moynihan: And the relationship they had. MBNA was a company which is driven by a relatively small employee base into big business. And so each one has different aspects. And something like Fleet had every one of those aspects, because it was in all those businesses. So as you look through it, as much as people on the outside say you have a system, it is a system, but it varies within the system to make it apply to every transaction.

Dean Linda Livingstone: They have to build flexibility in that to adapt to the uniqueness of each of those transactions to make them effective.

Brian Moynihan: And you do, and you have to have some non-negotiables. You have to get to the best answer for the customer in the simplest architecture you can, the more straightforward architecture you can from systems. Or else what you have is too complex an organization. So there are some non-negotiables. But the art is to take those non-negotiables and the people issues and manage them to the right outcome. And so you'll get reactions about, you know, this or that or that policy and that stuff, but over time, people get used to it and life goes on.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Dean Linda Livingstone: And because you came into B of A by acquisition, it is sometimes unusual for individuals from the acquired company to transition and then move really effectively through the senior ranks of the company that made the acquisition, B of A in this case. What do you think it was about your leadership style, your approach to working in an organization that sort of allowed you to make that transition so effectively and really continue to excel and grow in your leadership ability within B of A after the acquisition?

Brian Moynihan: A lot of it had to do with if you look at what Bank of America believes in, and the paradigm that I talked about before: the customer, delight the customers, delight the associates, delight the shareholders, and what I was trying to accomplish in-- with my teammates at Fleet Boston, it was easy. And we-- as we came together as a company or as we decided to do a transaction with Bank of America, our decision was based in part upon the input of some senior colleagues and myself to our CEO at the time, that if we're going to bring our associate base in, this is a company that thinks the same way. Now it's a bigger company, but it thinks the same way and that is a good place to bring your associates into. So we did that. So I think once you're in, you know, if I told people at Bank of America that it's only been five years, they would think it's been a lifetime because of the amount of experience you'd gone through. But--

Dean Linda Livingstone: Right.

Brian Moynihan: It's really learning the people, getting to know the people, getting to know the people from the top to the bottom of the organization, making sure that people know they're in it for the company and in it for the associates and in it for the customers. And then nature takes its course. And so I don't think it's that hard.

You can't-- the mistake most teammates make when they come in from an acquired company is when they try to say nothing should change. Because it will change. And so if you look over the years, the disappointments I've had when associates wouldn't change and if they had the talent could be successful and they just would not accept certain things. And then I compared them against associates who were flexible and what they've done in our company and the careers they're having, it's just a tremendous difference. But you have to be flexible, you have to be willing to change. But this is a great company and we can-- there's lots of great jobs and lots of great things we could do.

Dean Linda Livingstone: Well, the last few years have been quite a rollercoaster ride for the banking industry and financial services in general, and clearly some very dramatic changes on a lot of levels.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

What-- the impact of obviously the mortgage issues, all that's gone on, the regulation that's now occurring in the financial services area, as you kind of look at the broad landscape, and we can talk more about some specifics, but the broad landscape, what are the impacts going on now that are most significant for what you think is the long-term success and future of Bank of America? So if you had to pick two or three things that are going to be most significant that are going on, either in terms of regulation or the economy, what are those that you're paying the most attention to?

Brian Moynihan: Well, I think there's probably two or three trends. One is the trend that we're going to have to-- we're going to carry more capital as an industry and as a company, and therefore there'll be less leverage. And that will slow down the activity that goes on in the economy.

The second is that the consumer environment is going to be built more on fairness and transparency going forward than we got to-- over the last couple years, and the combination of how people were-- how we ran businesses plus the economy has led to that.

And the third, which is not talked about as much in the current dialogue, is the international cooperation question. You have companies-- you can take the Iceland example on one hand where you had companies that are bigger than the economy, the island example, U.K. [inaudible], this is a very gnarly situation for governments to figure out, because 20 percent of our revenues are outside the United States, and likewise, a lot of our colleagues [inaudible], then we have big companies operating in the United States, Citizen's Bank of the Northeast owned by Royal Bank, figuring out how you deal with all that and making sure you have a level playing field, and making sure that the capital rules that one country puts in don't advantage people from outside, or else you lose control of your banking system and your economy. And that's going to be an interesting thing. I think that is potentially the biggest issue for a lot of our companies that is sort of back there, because everybody's focused on consumer protection agency or on capital or liquidity. But the reality of this issue is how is the world going to function is actually an interesting question.

Dean Linda Livingstone: In the long-term certainly.

Brian Moynihan: It's not even long-term, because you're seeing some of the moves made in Europe [inaudible] now, they've forced the [inaudible] of parts of companies, the idea that breaking down a competitive set-- you have to remember that to have a strong banking system in the United States used to be easy because we had the big banks; that's not true anymore. And so one of the challenges is you could end up with our banking systems in any country controlled by other entrants from around the world,

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

and that's an implication that this country hasn't dealt with before. Other countries have dealt with it. And so this isn't a long-term-- this is really on us now.

Dean Linda Livingstone: So when you're talking about those kinds of issues: How do you, as one of the largest banks in the United States certainly and in the world, how do you engage with both our government here in the United States and in governments outside the U.S. as well as your competitors around the world to work through that and get to a place where the system functions in a way that is effective on a worldwide basis, as opposed to on a sort of a local country basis? What role do-- how do you work with governments and other banks to kind of get to that place?

Brian Moynihan: Our attitude is we believe and support the reforms that are going on. It's good-- it's good for the industry if your store's trust credibility and all those things are good. But what we try to do is provide information. We want the policy bodies to understand the operational difficulties frankly of what could go on. So go back to social security-- privatizing social security. We-- most people [inaudible] manage the assets. We went in and said, "No, you have an operational difficulty, because these little accounts are going to cost you so much, no one's ever accumulate any assets." And so what we try to bring is that kind of skill.

We've run big, massive things, 50 million consumers, 60 million consumers, so we understand-- and try to explain to people less about the policy decision because-- and influence that, but more about, "Okay, if you make the policy decision, what are the outcomes you got to think through?" And we'll help you think through those. We're unbiased. We will probably survive because one of our competitive advantages is that we can deal with regulation. There's a lot of other competitors that can't, I mean in non-regulated industries. That doesn't scare us. We're used to it, we've been doing it for our entire 200-plus years.

But the question is: Can you make sure the people working on the policies understand that-- literally what will happen? If you do this in consumer regulation, this could happen and this is how it would have to be applied. And this is how the 300,000 associates have to actually carry it out. And is that what we want? It's not that it's good or bad, it's that we want-- steady educational processes, we spend a lot of time. Recent case of that was on derivatives. We tried to get our customers to talk to Congress about derivatives regulation. They're tired of hearing from Wall Street about it, but we sent customers to talk to them about the issues they'd have if everything were forced exchanges. And the customers talked to them, and the legislation changed. So our policy is to provide information expertise.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Dean Linda Livingstone: And that example that you gave suggests that you feel that the government does listen. But what's your sense of the responsiveness of the government, the regulatory agencies both here and around the world of really listening to your expertise and that of others that have operated in this area for so long, versus there being sort of so much kind of resistance because of all that's happened to thinking we should do it a different way and not listening to what the banks or the financial services industry is saying to us? And is there the right balance there of that skepticism and that looking to people for-- that have the expertise?

Brian Moynihan: I think they listen potentially more than they'll admit. Because they know that they're trying to solve the same problem we are and they know that the industry's needed and stuff. I think there's times when the-- with the activities that have gone on, you know, that we're going to-- we have our accountabilities as an industry, we have our accountability as a company and we have to stand up to that. But I think the government listens because when you get to the-- "This is how it's going to work and this is how it's going to affect the American public or the world," and things like that, our interests are [inaudible] what's good for America is good for our company; what's good for the economies around the world is good for our company, and the government knows the same thing.

So we work very cooperatively with them, we're very supportive of what they do. I think-- don't believe everything you read in terms of a given day, as I think-- as an industry, our trade groups and stuff, but the idea is on the table. Now they may disagree with us, and that's life and that's part of what makes this place great is that you have different opinions and you have ebbs and flows and activities. But at the end of the day, they do listen because at the end of the day, it's a very cooperative atmosphere beneath the surface, because it has to be. We are inextricably linked at-- the fate of the financial services system, the fate of America are inextricably linked. And we have to do a better job as a financial industry system to make sure people see that as a good thing. And that's what we do.

Dean Linda Livingstone: So on that last point, because there is so much skepticism I would say among consumers about kind of banking and financial services given all that's going on, and the press that's been around, that how do you rebuild that trust and that sense of belief that what you're doing in the mind of the consumer is a good thing and get past some of the skepticism and criticism that's been out there?

Brian Moynihan: Well, it's interesting, because I-- over the last several years I've gone from having sort of the wealthy customers and the affluent customers to the corporate customers and the investment banking customers, now back to the general consumers. And so each time you have to step in and sort of figure out what's going on. And we had noticed a trend where there was a-- there's a breakdown in the

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

industry in terms of trust of institutions, financial institutions by consumers, it's statistically out there, you can get it, especially around early this year. But at the same time, every complaint I get always starts off "You've had outstanding service, but I'm disappointed because you're charging this fee or you're doing this."

And so what I looked at with the team, and the team had been working on it, was immediately to look at the question of overdraft fees. And what had happened to the combination of the economy and the combination of people using debit cards and payment techniques that 20 years ago weren't used and 10 years ago were used relatively modestly. You had an impact that was having on a small group of customers, and it is a small group, that just came off as being not fair. And whether we agree with that or disagree with that, that's how the customers felt. And importantly, that's how the rest of the customers felt. So we fixed it, we capped the overdrafts and then allowed people to opt out so they can't overdraft. Now there would be a part of people who would say "Can people balance their accounts?" It's just more complex than it used to be with online and--

Dean Linda Livingstone: Sure.

Brian Moynihan: Checkbooks and all different payment schemes and all different ways you can pay and all different rules. So we've got to make that more simple for customers, and that's what we're on. But first we had to stop the question of whether we were being fair enough. And that's-- our relationship with customers is shaped more around the fairness dialogue now than it is around, you know, value exchange or other types of theories you can do. And we made a big move, and the customers responded well. But most importantly, our associates responded well. And we will continue to do that, we've done it in our mortgage area with the clarity commitment for a simple mortgage. We've done it with simple products in the card business. And you'll see us go product by product and make sure that we have a product that-- a series of products that are completely understandable by the customers so that they feel they're being-- that they feel that they're being absolutely treated fairly and getting a good value. And then we can build the trust to do more with.

Dean Linda Livingstone: So we've talked a lot about your banking world that you're in. But you also do a significant amount of work with non-profit organizations, and in particular, you've done an awful lot of work with children's organizations, so the Boys and Girls Clubs, United Way, YouthBuild Boston and some others. Why have you sort of chosen the youth area to focus a lot of your sort of non-profit efforts and why do you think working in the non-profit sector is an important thing to do with your time? Because

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

clearly it's not like you have a lot of time to do those sorts of things, so you must think it's something that's worthwhile and valuable for you to focus on.

Brian Moynihan: I would tell you that I don't get to spend as much time as you'd enjoy on it, but I enjoy all I do spend. I think what you do with your time has to do with sort of your values and how you came up and how you broke into the thing. And so I have a great family and I work hard and then the other thing is-- I do is I try to help organizations. And I found early on, I worked on a project called The Haitian Project for years and things-- that I like to pick organizations where you actually could have an impact. And not necessarily by your checkbook but by your time and effort and your experience you can do it. And so that's what led me to some of these organizations.

So YouthBuild Boston, when I got involved with them I was able to create a program with all my teammates at Bank of America, we winterized homes with them, and that raised awareness of their organization. Now there's a YouthBuild around the country, but this is a local chapter. With The Haitian Project it was the same thing, with-- so I've always tried to pick things that we can actually have an impact yourself. And I think that's the duty we all have. Now on the other hand, it is a situation which we just have to get people to spend more time on.

Inner city youth, what the Boys and Girls Clubs do is fantastic, but if you just think about that problem and the extensions of that problem with a several year modest economy, the ramifications I think are difficult for this country, and we just need to keep after it. And it's the grassroots organizations and what we could do-- what we can do to help them and support, just when they need the most help, their funding gets cut and stuff like that. So it's important that everybody give and everybody go volunteer their time to help.

Dean Linda Livingstone: And we certainly can relate to that here in LA with the large inner city population we have and some of the challenges with our educational system that there are huge needs in that area, and it's certainly good to see individuals like you and companies like Bank of America engaged in that. 'Cause I think it really is going to take sort of civic and corporate and educational institutions all working together to solve some of these really intractable problems.

Brian Moynihan: The team that works on that for us has done an unbelievable job on a core issue that I have observed working with non-profits over the years, which is what we call a Neighborhood Excellence Initiative. And what we do there is we actually take the same leadership development training we give executives and give it to the executives of those non-profits. And often what you find-- so we give them grants to support the administration and development of the non-profit, not to build a building. And often

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

people say, "I can see that, that's tangible, I can get a grant to build a building or sponsor a couple of kids or do some--" What these organizations often need is that professional development, so we've spent a lot of time on that. The team's done an excellent job, and I've spent time with those groups. And if you watch that play out, it is fantastic, because it's like teaching them first to fish as opposed to giving them fish in that the ability of that executive director or those leaders in those organizations, once they sort of learn better leadership skills, just helps them go on and do a lot better job. And it's been a great program for us.

Dean Linda Livingstone: When you started responding to the question, you talked about kind of the values that underlie what you do and that drives the choices you make. In the Graziadio school at Pepperdine, we talk about developing value-centered leaders, that's actually our mission statement. So if you kind of reflect on who you are as a leader and where you have gone through in life, what would you identify as maybe the top two or three or four values that really help direct who you are as a leader or the decisions that you make on a daily basis?

Brian Moynihan: I think that the core value you have to have is you have to care and you have to have people understand that you care as associates in what you do. Because if you don't, people want to work with somebody they like and believe cares-- and I do care for the associates, and that's the number one value. And-- because at the end of the day in a financial services business, we're zeros and ones in a computer system and we're people. You know, and the people are what make us tick, and they've got to believe you're in it for them. You got to believe that you're going to make them better and do everything you can to provide a atmosphere that they can go. You got to believe that you're going to have a diverse culture, which is a major value that-- I've been working with the company for years where the company a lot of major work going on, but it's a lot about that. And I learned a lot about that, I actually-- when people ask me sort of what was the core sort of a-ha moment, it was around 9/11. And so I was on my way to our offices, which were right next to the World Trade Center, saw the second plane go through.

Dean Linda Livingstone: Oh wow.

Brian Moynihan: In the weeks after that, and just providing the role that we should've provided there, which was to go and let people talk through the amazing set of circumstances, that people were in the building, by visitors that got out, the people across the river that saw their relatives go down in the building, because we had a shop across-- a trading team across the river, the feeling of having the helicopters come in, and people thought that another attack was coming. And the belief that it was never going to be the same and that people were going to lose their jobs.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

I remember calling a group back just to talk to them, and they thought we were going to call them in and lay them off or something. The belief that the securities industry was dead. Just-- but the resilience and recovery and the energy in what happened, you learned a lot about-- as a leader that you have to just absorb, you have to be a sponge, you have to absorb the emotion of the situation and then keep turning it to a better way. I still think that that probably changed how I thought about leadership more than everything.

And it's-- came down to the team just needed people around that cared. And they didn't want you to-- they wanted you to listen about the experiences and stuff, they didn't want you to tell them it was going to be okay, they just wanted somebody to listen, then they wanted to be told it was okay, and it was an interesting experience. And so learning from that, learning from experiences, I think that's the values. It has to be care and a commitment to your team.

Dean Linda Livingstone: You talked about that watershed event on 9/11 that helped you sort of see that in a different way. How do you instill that sense of care, that value of care on kind of a daily basis among the associates, the leadership team, at B of A, I mean, obviously when you have those major events, it plays out in a different way. But how do you instill that value sort of on a daily basis?

Brian Moynihan: The company that-- and one of the reasons why I enjoy working so much is one of its values is, you know, wanting the guys-- trusting and teamwork and stuff, and it's not something that just appears on the wall, it's something that's in the water and in the people. So it's not hard because there's an expectation of associates on the one hand, and an expectation of your leadership on the other hand. So with my team and the teams downstream, it's part by example, it's part by talking to them, it's part by actually how we actually develop leaders and how we do 360s and other types of techniques to make sure that they see the full range of leadership. And so this isn't left to chance.

You know, that you can be a great manager but you can't be greatly successful in a company unless you're a great leader and a manager. And a great leader has the attributes we're talking about. You can be a great leader and you may not be successful because you're not a good manager. So we train on this issue of what we call "over-leading, undermanaging" or "undermanaging--" the other way around. We actually work on it in our leadership development programs and stuff we do. And it's really a tribute to Ken and a process he put in over the years that said, "You can't leave this to chance, you can't assume because we went from 150,000, 200,000 to 300,000 associates that everybody is going to see that." Over time that culture gets inculcated, but mostly it's through actually-- it's got to happen naturally, but you give it the care and feeding to make it happen.

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

Dean Linda Livingstone: A very deliberate process to make sure that you get where you want to down that path. Well, Brian, it's really been fascinating having this discussion with you and certainly learning more about you personally and your leadership style, but also kind of your perspectives on what's going on in the banking industry and the challenges ahead. So we really appreciate you sharing your time with us today.

Brian Moynihan: Thank you, Linda.

Rick Gibson: Well, Linda, with Bank of America in the news these days that was certainly a timely interview with Brian Moynihan.

Dean Linda Livingstone: Well, it certainly was, and he had some interesting insights about the challenges they face and the opportunities that he sees ahead for the banking industry. So it will be interesting to see how that all plays out for Bank of America in the months ahead.

Rick Gibson: Absolutely. Yeah, yeah. Well, listen, tell us who is next for the series?

Dean Linda Livingstone: Well, in early December we have James Gianopulos, who is the Chair and CEO of Fox Filmed Entertainment. And we'll be actually hosting that at Fox Studios so it--

Rick Gibson: Oh, that's exciting, yeah.

Dean Linda Livingstone: Will be a wonderful event for us.

Rick Gibson: Yeah. Well, let me invite our listeners to visit us online at bschool.pepperdine.edu/dels, that's D-E-L-S, to learn more about the series and to listen to podcasts. You may also find us on iTunes U and on YouTube. Until next time, thanks for listening.

Man 1: In a tough economy, investing in yourself is one of the best investments you can make. And an education is something that can never be repossessed, foreclosed upon or lose its value. That's why now is the perfect time to earn your Master's in Business from Pepperdine University. Because Pepperdine's exceptional MBA programs are built around real world curriculum, not just theory. So you'll gain

PEPPERDINE UNIVERSITY

Graziadio School of Business and Management

knowledge that can be applied immediately on the job, increasing your value in the workplace. During the past century, our country has survived over a dozen recessions. The economy will eventually turn around, and when it does, you'll be ahead with a degree from Pepperdine. You'll also have access to Pepperdine's extensive alumni network, career development opportunities and employment resources. Visit bschool.pepperdine.edu today. Pepperdine University's prestigious Graziadio School of Business and Management.

####End ####

