



## Stanford eCorner

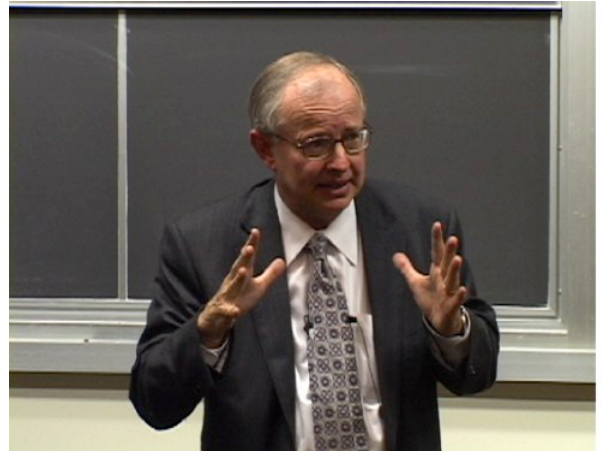
### Influencing Positive Corporate Culture

Ken Wilcox, *Silicon Valley Bank Financial Group*

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Video URL: <http://ecorner.stanford.edu/videos/1969/Influencing-Positive-Corporate-Culture>

Visiting with every single employee bank-wide, Silicon Valley Bank CEO Ken Wilcox believes that personal correspondence is one of the best ways to solidify satisfactory communication. In this clip, he also explains the bank's group evaluation practices, and discusses how peer evaluation is a boon to an enriching work environment.



#### Transcript

One of the things I do on a regular basis is I visit every single office in our system and I get in front of every single employee. Every single employee is subjected to me at least once a year, if not more often, and we talk about those things. So that creates a level of awareness. But number two is we have something we call 'unit evaluation,' meaning if you were at Silicon Valley Bank and you reported to me, I alone could not evaluate you because the fear is that I would either think too highly of you or not highly enough of you and that I wouldn't necessarily feel compelled to apply the guiding principles to the evaluation process. So we actually evaluate people in groups. Everybody that reports to me or to any other manager is evaluated by a group of people. And the people in the group that are doing the valuating are peers of the evaluator. But they, in turn, get feedback from their direct reports who would be peers of the evaluatee. So that's how we do it. Thank you.

Good question.