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BANKING & FINANCIAL SERVICES

Q&A with Rob C. Holmes, President & CEO, Texas Capital Bank



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Rob C. Holmes

Person



By Rob Schneider
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Jun 22, 2022

Q&A with Rob C. Holmes, President & CEO, Texas Capital Bank

About the company: Texas Capital Bank is a full-service financial services firm that delivers customized solutions to businesses, entrepreneurs, and individual customers.

About the honoree: In Holmes' first year as CEO of Texas Capital Bank, he said he was focused on strategy. "I made it my top priority to establish a strong culture, figure out routines, recapitalize the bank, exit non-core businesses, and reinvest in capital. (I also wanted to) hire key talent for our operating committee, in addition to hiring over two times the amount of front-line C&I bankers with middle and back-office support."

He said those initial steps are paying off.

"This year, we are starting to land the differentiating product and service capabilities, including our enhanced treasury solutions with digital onboarding and our investment bank. Our team understands the expectations set by the strategy and are provisioned to serve the best clients across our markets as we remain focused on growing the business," he said. "Encouraging results are beginning to materialize, as both realized client acquisition and product and balance sheet related pipelines have increased each of the last few quarters."

What's the most significant way you've contributed to your company's financial success?

Over the past year and a half, we have worked to establish a culture centered on accountability and focused on delivering a full-service offering to the best clients in our markets. From that foundation, we have reoriented our entire operating model to focus squarely on our clients. Our bankers are now segmented, and we offer tailored products and services with an investment profile centered squarely on improving our client relevance. We are investing at a pace well in excess of our peers and intensely focused on earning the right to bank the best clients in our markets.

Building something of value is hard and takes time, but we are committed to being the only full-service firm headquartered in Texas.

What are the keys to CEOs building a high level of trust in their organizations?

Building trust with your team is crucial for those who sit in the role of CEO. Everything you do as a CEO begins and ends with communication. Trust begins when you can communicate the vision you have for the company and can engage others on the journey. This leads to setting clear expectations of how to execute the vision. Next, CEOs should be comfortable with being candid. Leaders are often quick to share the good but must understand that sharing and being transparent about challenges with your employees can help build trust on every level.

Additionally, it is important for CEOs to regularly meet with employees and hear what is or isn't working well, which often produces crucial insights. Lastly, and most importantly, CEOs should lead by example. As a leader, you need to realize your actions and words carry a lot of weight, and the employees will emulate you - your actions and words will be the foundation of the organization you want to build.

How do you and your organization make tough decisions?

Our operating routines are designed to ensure tough issues are surfaced and dealt with in a transparent and expedient manner. Every Monday at Texas Capital Bank starts the same way - with our operating committee in the same room for several hours intently discussing topics that aren't working and prioritizing their remediation. We also have escalation forums twice a week - anything in the organization that needs to be solved - whether that be a credit decision, client issue, or another matter, myself, our CRO, General Counsel, and CFO have time blocked to hear the issue and make a decision to ensure firm-wide success.

What's the best advice you would share with other CEOs?

I consider myself blessed and have been intentional about surrounding myself with great leaders. It's important to humble yourself and perpetually seek guidance, counsel, and advice as you continue to evolve in your role as a CEO.

ABOUT TEXAS CAPITAL BANK

2021 revenue: \$907 million

Employees: 1,750

Website: texascapitalbank.com

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