

Michigan Credit Union League & Affiliates

Annual Convention and Exposition

Helping Credit Unions Serve, Grow and Remain Strong

#mcuace

Taking Control of Your CU Culture - Making Your CU a Great Place to Work

June 5, 2014 | 9:00 a.m. – 10:15 a.m.

Stacie VanDenBerghe



Industry Spectrum

- Engaging Service
- Cross-Selling Culture
- Dynamic Team Environment
- Learning Environment
- Measurement
- Strong Management & Executive Team
- Progressive
- Playing Catch Up – Working Overtime



Objectives



- Starts with the top
- Seeing is believing
- The importance of communication and trust
- The value of employees feeling valued
- What service means to our members and each other
- Culture development
- What is our focus
- Measurement & Accountability



Top-Down Support for Service

- Defines what quality looks like
- Defines what our values are
- Gives us direction
- Demonstrates values
- Set standards for behavior
- EVERY decision is based on what is best for our membership and what is best for our staff



Seeing is Believing

- Decisions that are made
- Disciplining for standards
- Communication and visibility
- Work ethic



The Importance of Communication and Trust

- Do you meet regularly
- Is your message always present
- Are you the keeper of the secret
- Are you sharing information
- Are you trusting them
- Are your staff empowered



The Importance of Communication and Trust

- An Amoco refinery in Texas City has saved \$19 million in two years by publicly awarding idea suggesters with gift certificates during lunch breaks, thanking them on the plant's internal TV system and in local newspapers, and entering them monthly in an annual employee contest.



The Importance of Communication and Trust

- At American Express Travel Related Services, former president Lou Gerstner established a Great Performers program, which featured posters picturing employees, describing their accomplishments and seeking reward nominations from their peers. The nominated employees' initiatives led to new markets, products, and services that helped increase net income 500 percent in 11 years.
- Are your staff empowered?



Employees Feeling Valued

- Front line is the life blood of your credit union
- Giving back to employees
- Morale boosters
- Recognition
- Pop, lunch, pot lucks, flex schedules
- Thank you



Service Standards & Expectations

- Expectations Changing
- Internal Service Standards
- External Service Standards
- Management Expectations



Serving Our Members and Each Other

- Importance of Back Office
- Cross-Training
- Collaboration
- Investing in Staff



Measurement & Accountability

- Standards & Expectations
- Performance Management
- No Employees Off Limits
- Regularly Coaching
- Accountability



Change Takes Time - STAGES

- STAGE 1 - Getting everyone on board
- STAGE 2 - Implementing change
- STAGE 3 - Engaging in the change
- STAGE 4 - Auditing change
- STAGE 5 - Adapting to change
- STAGE 6 - Maintaining change



Top 10 Leadership MUST HAVES



Top 10 Leadership MUST HAVES

- ✦ Clear Expectations



10

Top 10 Leadership MUST HAVES

- ✦ Teamwork



9

Top 10 Leadership MUST HAVES

- ❖ Commitment to do the RIGHT THING



8

Top 10 Leadership MUST HAVES

- ❖ Desire to lead
- ❖ Desire to be the best



7

Top 10 Leadership MUST HAVES

❖ Patience



6

Top 10 Leadership MUST HAVES



• Communication

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Top 10 Leadership MUST HAVES

- The right people on the bus
- Turnover is not always a weakness



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Top 10 Leadership MUST HAVES

- **Ownership**
- To act like owners, employees need to be treated as owners. People want a voice in the decisions that affect them and their jobs, and the means to act in the organization's best interest, on a daily basis. Senior managers conduct quarterly open forums where they discuss expansion plans and financial results, and invite feedback.



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Top 10 Leadership MUST HAVES

- Work Ethic



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Top 10 Leadership MUST HAVES

- Engagement



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The Keys – The Best Places to Work

- A TRUE desire to be the BEST
- Commitment to be the BEST
- The right people
- Courage for change
- Commitment to value employees
- Top-Down Support



Now It's Your Turn

The old ways of motivating employees no longer work. Creating energized employees demands a new set of leadership priorities. By sharing information, control and glory, you'll create an environment that allows employees to do their best work and achieve the best results for you—and them—in the process.



Where can I make changes?
Where can WE make changes?



Questions, Concerns or a
Desire to Get Better?



Stacie VanDenBerghe
slv@mcu.org
517-204-8858



Upcoming Training Sessions

- **Mission Point Workshop – Culture and Change Management**
- **When: July 9 & 10, 2014**
- **Where: Mission Point Resort on Mackinac Island**



Upcoming Training Sessions

- **Mission Point Workshop – Becoming a Strategic Thinker and Leader**
- **When: August 13 & 14, 2014**
- **Where: Mission Point Resort on Mackinac Island**

