WE ARE SO GLAD YOU ARE HERE!

Thank you
YOUR HOSTS

MIKE & CHRIS
The Research

Research Report

Attributes and Skills of Highly Effective Credit Union Managers

Michael Neill
President
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Filene Research Institute
LEADERSHIP OPPORTUNITIES AND CHALLENGES

→ Growing & retaining young talent in leadership roles
  → If we are unable to retain our existing management and key personnel and hire new highly skilled personnel, we may not be able to execute our business plan.” – Yahoo VP
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ It’s HR’s problem.
  → It’s not. It’s the leaders’ problem.
  → HR is typically not staffed with enough people who have enough background in leadership and management development.
  → Leaders need to be accountable for leadership development of their staff but may need some tools to be successful.

→ Throwing more money at the problem doesn’t solve it.
  → Usually not in the top 3 reasons for a really talented person to join and remain at a company.
  → They want a great boss, great people, and an amazing opportunity to change the world.
  → What gets you promoted, doesn’t make you a great leader or manager of people.
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ What gets you promoted, doesn’t make you a great leader or manager of people.
   → When you start out in your career, how do you get promoted? You get stuff done.
   → When you review our Filene Research you’ll note the skills of high performers are different than those of employees.
   → Do you have a plan and a system to develop these skills
     • Even before they are needed?
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ Performance reviews and goal-setting doesn’t happen.
  → If we do not sit down monthly with our people to at least set goals with them and give them feedback on how they’re doing, they’re going to look for other opportunities where they get that feedback.
There’s little discussion around career.
→ Taking a half an hour and asking your people where they want to go in their careers in the next 5 years is critical.
→ Most don’t have a clue.
→ Help them
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ Bosses get sucked into promoting based on potential and not performance.
  → Don’t fall into the trap of promoting someone because you think they’ll be great in some new role.
  → Have they actually accomplished really challenging projects?
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ Allowing “turkeys” to infiltrate a team.
  → Great talent loves other talent. They can take a lot of abuse, as long as they’re surrounded by great people doing great things.
GROWING & RETAINING YOUNG TALENT IN LEADERSHIP ROLES

→ Hire right.
  → Use the Profile XT and use the baselines we have developed via our academic level research, “Attributes and Skills Common Among High Performing Credit Union Managers.”

→ Ensure your credit union has a system that will identify and train leaders and those they are to develop that meets all the criteria discussed.
  → Time and having the internal talent to do so are significant challenges.
  → Look for solutions that facilitate all the previously listed criteria.
VERTEX
Driving Credit Union Productivity & Profitability
Attributes and Skills of Highly Effective Credit Union Managers

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WHO NEEDS VERTEX?
MANAGERIAL INCOMPETENCE = FAILURE

96%
DOESN’T ADDRESS UNIQUE NEEDS
CUSTOM = EXPENSIVE & TIME CONSUMING
THE DETAILS: HOW DOES IT WORK?
**HOW DOES VERTEX WORK?**

→ Step 1: Checkpoint 360 Degree Evaluation
   → Comprehensive assessment of each participant’s current management skills
     • Attributes
     • Strengths
     • Opportunities for growth
→ Management Skills Survey
→ Vertex Coach Assigned:
  • Debriefing of Checkpoint 360 and Skills Survey
→ Customized Action Planning Based on Checkpoint 360 Results and Management Skills Survey
HOW DOES VERTEX WORK?

→ Step 2: Management Training
  → Eight web-based training modules with participant guides for each key management skill area:
    • Effective Delegation
    • Team Building
    • Performance Through Coaching
    • Employee Motivation
    • Leadership
    • Strategic Thinking
    • Employee Accountability
    • Effective Interviewing

Each module includes a post-test
HOW DOES VERTEX WORK?

• Step 3: Monthly One-on-One Conference Call
  - Review Action Plan Implementations
    - Validate implementation of action steps
    - Set new learning goals
  - Discuss current challenges
  - Review what was learned from the most recent Vertex Webinar.
    - Ensure key learning points were understood.
    - Discuss what the participant plans to implement from the webinar.
HOW DOES VERTEX WORK?

• Step 4: Accountability
  • Quarterly Phone Conference with Participant’s Supervisor
    ✦ Provide feedback on engagement and development
    ✦ Provide suggestions for supporting learning and development
    ✦ Validate skill implementation
HOW DOES VERTEX WORK?

→ Step 5: Final Assessment & Evaluation
  → 2nd Management Skills Survey to assess progress
  → Development of follow-up action plans for participants
  → On-going development recommendations
The Vertex version for those not yet in management who you want to be fully effective from the first day!

Retain top performing employees by investing in their development

Benefits

- Extremely low cost
- Self-paced
- No out-of-office time
- All the same training modules proven by research to be critical for success
- Accountability
FedChoice Federal Credit Union

Debbie Wright shares,

- “This program has put me on the path to becoming a better leader. And, by having better leaders at FedChoice, the credit union will experience cascading benefits such as improved employee engagement, motivation and productivity. This program was truly eye opening and encouraged me to become more self-reflective and open to change”

Collins Community Credit Union

NuPath Community Credit Union

121 Financial Credit Union
Next Steps

- More information including a demo of the training modules – contact Chris Fraenza: chrisf@filene.org | 203.589.9413
QUESTIONS?
LET’S CONNECT!

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