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INFORMATION PACKET

Filene

i3

Explore complex problems,  
think with new perspective,  
discover breakout solutions.

# INNOVATION

...

COMES FROM

CREATING ENVIRONMENTS WHERE  
PEOPLE'S IDEAS CAN CONNECT.

• • • STEVEN JOHNSON, SCIENCE AUTHOR & MEDIA THEORIST • • •

**Filene i3 is a two-year innovation leadership program equipping top credit union professionals with the mindset, tools, and network to lead and shape the future.**

In a rapidly changing, hyperconnected, complex, and uncertain world, i3 trains leaders to collectively take action, think forward, and commit to helping credit unions grow with purpose into an unseeable future.

Through this cohort-based program, participants work in cross-functional teams to explore and address some of credit unions' most pressing challenges. i3 participants learn cutting-edge innovation competencies grounded in **three core categories:**



**THE i3 EXPERIENCE,**  
**among many other things,**  
**leaves a person forever**  
**inspired by the possibilities**  
**for innovation and growth.**  
**That is tremendously**  
**valuable to our organization**  
**as we try to transform**  
**ourselves to be relevant**  
**now and in the future.**

DAVID SNODGRASS, PRESIDENT +  
CEO OF LAKE TRUST CREDIT UNION



## BACKGROUND

i3 is a program designed to help credit union leaders learn the practice of innovation through action. Innovation is a common buzzword in the boards and C-suites of credit unions today, but when i3 started in 2004 it was a concept, not a practice.

The program was designed with the belief that innovation is a critical skill that credit union leaders must have, in order to tackle the complex problems members face. i3 works in service of improving community financial well-being and credit unions' capacity to make an impact.

Since we started, more than 250 promising executives from credit unions across the United States and Canada, have participated to think forward and change lives. Generating over 150 concepts and programs, this group collectively has positively impacted more than 100,000 consumers. Some of the program concepts designed in i3 have continued to evolve and exist as programs and companies that continue to thrive today.

## PROGRAM OVERVIEW

**i3 is a two-year program in four parts.**

Participants practice innovation through the following actionable training modules:

### OUTPUTS INCLUDE:

- Member, domain, and system insights
- Catalog of innovation frameworks, tools, and methods
- Conceptual prototypes for scaling and/or further investment
- Cross-sector network of innovation partners
- Prioritized lists of new and existing solutions to adopt, adapt, or test
- Case studies and innovation briefs

## MODULES

### 1 CO-CREATION

Harness the collective potential of diverse groups of people and data to explore complex problems, think with new perspective, and seek breakout solutions.

### 2 EXPERIMENTATION

Accelerate learning and reduce risk by designing, running, and iterating through experimental tests that inform and validate possible solutions.

### 3 INCUBATION

Design and run an innovation pilot to test and scale new business models. Practice building partnerships, evaluating performance, and reducing friction for sustainable growth.

### 4 INTEGRATION

Bring it home for your capstone project. Design and pilot an initiative to accelerate innovation within your home organization or community.

## RECRUITMENT

We bring the industry's brightest minds together and unleash them to explore and test real solutions to tough consumer problems through lively virtual discussions, collaborative fieldwork, and self-study.

Every year we open up the application process to find our next i3 team; participants are selected based on things like intellectual curiosity, passion around the core values of the credit union system, future CEO potential, experience, and quickness on their feet.

After recruits submit their application they will be contacted to participate in a virtual alumni meeting and given information to complete a small project.

Strong candidates are likely to be:

- Curious
- Imaginative
- Empathic
- Resilient
- Action-oriented
- Agile
- Reflective
- Courageous
- Inclusive

### SELECTION CRITERIA — WHO SHOULD APPLY?

Filene is looking for recruits working in or with credit unions who have these attributes:

- In a leadership role that influences organizational strategy and can drive change
- Experience launching new initiative, product, service, or organization
- Able and willing to contribute to diversity and inclusion within their organization
- Experience working across disciplines and sectors
- Comfortable navigating uncertain environments

**“I think it’s important for everyone to want to become an i3er. To get the experience, to go through the process, to build your network. We met all of these people 6 months ago and now I could call them every day with any question that I have. They’re truly close friends.”**

AUBREY WARD, CUNA,  
2018 i3 COHORT MEMBER

## APPLICATION & SELECTION PROCESS

The i3 selection process is broken down into **four stages**:



1

### ONLINE APPLICATION

Candidates submit their application, including responses to questions, one letter of recommendation, and a short video.

2

### CORE TEAM REVIEW

The applications are reviewed by a core selection team to select the first short list of promising candidates.

3

### EXPERT REVIEW

A series of group interviews with the core team and external experts to further narrow down the list of final candidates.

4

### 1:1 INTERVIEW

A virtual face-to-face interview with the core selection team, who then select the top candidates for participation in the i3 program.

## TIMELINE

### 2020

SEPTEMBER 17 – NOVEMBER 14	Applications are open
NOVEMBER 18 – 30	Application review and interviews
DECEMBER 1	New cohort of i3ers are announced
DECEMBER	Onboarding

### 2021

JANUARY	Virtual or in-person (if possible) meet-up to formally kick-off the program. Details to come.
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## ADDITIONAL DETAILS

Filene i3 is a **2-year commitment**. Our most successful i3ers have complete support of their leadership team and are able to attend all five in-person meetings, as well as 85% of the weekly team meetings.

**Fees and costs:** Outside of the **\$75 application fee**, the i3 applicants will need to cover event travel and hotel.

- If selected, program fee: **\$1,899 per year**
- Fee covers costs for training and thought leaders used to deliver programming
- Filene will cover meals at events and Filene event registration
- Need-based scholarships are available

## TOOL: RECOMMENDATION LETTER REQUEST

Dear «CEO»,

I'm interested in applying for Filene's i3 program and would like to request your support.

Participation in i3 will provide valuable experience that will not only expand my personal innovation competencies but also prepares leaders to spark operational innovation across organizations.

The program lasts two years and is roughly a \$2,000 commitment each year. The program culminates with each participant applying their experience to a high impact project within our credit union.

I can see opportunities to immediately apply these learnings to my «Name Projects/ Impact here».


### QUICK DETAILS

- **Program dates:** January 2021–December 2023
- **Time Commitment:** 2–4 hours per week
- Face to Face **Meetings** (or virtual alternative, as needed): 2 per year
- Expected **Impacts:**
  - Develop new leadership and innovation competencies alongside Filene Research Institute experts
  - Cross-disciplinary collaboration and network-building with i3ers from across North America
  - Explore of complex challenges and develop innovative solutions

If you agree, I need a quick letter of recommendation that will be shared with the application committee.

Less than 20 people get accepted into each cohort, «examples of past participants are Teresa Freeborn, Crystal Long, Troy Stang» and I would be honored to have your support in applying.

Thanks for your consideration.



**Joining i3 offers me the opportunity to set aside my day-to-day responsibilities and problem solve really big, industry-wide challenges. Having that level of impact and collaborating with peers from other organizations is an opportunity unique to the credit union industry. We are stronger together and i3 is the network that brings it all together.**

LAUREN KESSLER, PENFED CREDIT UNION'S  
CUSTOMER EXPERIENCE STRATEGIST + 2019  
i3 CLASS MEMBER

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