



Wake-up! **Leadership Has Evolved**

Louisiana Credit Union League
2009 Annual Meeting & Convention
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Today's Theme

- What you WILL NOT find here
 - Fluffed-upped materials designed to hide the real, hard to swallow message
- What you WILL find here
 - Open, honest dialogue
 - Professional adult discussion about real issues
 - Ideas to consider and implement

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Managing vs. Leading

“Managers leave a legacy measured in profitability and customer (member) satisfaction. Leaders add to that same legacy employee growth and satisfaction.”

- Sam Deep/Lyle Sussman

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Why Leadership?

- **Change in business model**
 - More focus on retail sales/service culture
 - Ongoing focus on business performance
 - Complexity of running business requires more strategic focus (new challenges)
- **Change in talent pool**
 - Looking for “different” type of staff person
 - “Old school” staff may be slow to change
 - Change at top (CEO) could create change in management ranks

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Leadership Truths

- Leadership is NOT a “position”
 - Some managers are NOT great leaders
 - Some leaders are NOT great managers
- Some leaders may be born, but the rest of us need to be trained
- Some people do not feel comfortable in a leadership role

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Leadership Qualities

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Leadership Qualities

- What are qualities of an effective leader?


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Leadership Qualities


- Leadership Competence
 - Vision and Strategy
 - Job Competence
 - Industry Knowledge
 - Communication Skills
 - Leading Change
 - Execution
- Leadership Character
 - Leadership Image
 - Developing a Following
 - Judgment/Decision-Making
 - Ethics/Character
 - Coaching/Mentoring
 - Building Teams

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Leadership and HR

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Today's Topic

- People, people, people...
 - Your primary “product”
 - Your primary competitive advantage (or disadvantage?)
 - One of your highest business/operational expenses
 - Will make your credit union successful
 - Will be the death of you and your credit union

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Bad Hire, Big Mistake

- Hiring the wrong person is a costly error
- Some companies estimate it can cost up to 100 to 265 percent of the annual cost of the terminated employee
 - Recruiting expenses (time to fill position, expense of running ads, etc.)
 - Salary/benefit expense while on payroll
 - Lost productivity and possible service-related issues
 - Possible temporary employee expenses
 - Training expense for new hire

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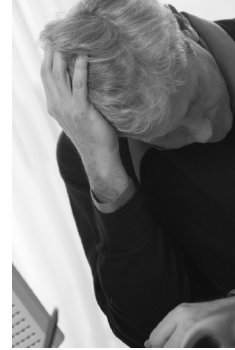
Why We Do It

- Why do we hire the wrong employee?
 - We love to hire “more of the same”
 - Faster – cloning takes no time at all
 - Easier – lots of “average” talent to choose from
 - Safer – more of the same means less drama
 - Trust instincts (gut) rather than proven best practice strategies
 - Hire for competence rather than compatibility (skills rather than characteristics)

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Stop the Insanity!

- **Insanity:** Continuing to do the same things while expecting different results.
- *Do more of the same and you will get more of the same results!*



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Aligning People with Strategy

- STOP “filling” positions!
 - Changing mindset
- Start at 30,000 feet (strategic level)
 - What strategic direction is your CU heading?
 - What business objectives and strategies are you currently implementing?
 - What “brand” or point of differentiation are you building as a credit union?

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The Evolving Employee

- Generation X and Y respond differently to traditional management styles:
 - Not as loyal (or define loyalty differently)
 - Want to be part of the process/solution
 - Don't like directive bosses; respond better to collaboration
 - Like starting at the top versus the bottom
 - Prefer ownership situation
 - Impatient

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Leadership and HR

- What are some challenges in managing and motivating today's staff person?

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Common Motivators

- What motivators can a leader use to drive performance and staff satisfaction?

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Common Motivators

- What motivators can a leader use to drive performance and staff satisfaction?
 - Money
 - Time off (paid)
 - Food
 - Additional responsibilities
 - Handwritten note
 - Public recognition

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Leadership and HR

- Leaders recruit “rock stars”
- Leaders hire characteristics that support the CU’s strategic direction
- Leaders coach – at every level
- Leaders make room for talent
- Leaders realize the “people” aspect of the business is as important as any product or procedure

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Evolution of a Staff Member

- | | |
|-----------------------|-----------------------|
| • Yesterday | • Today |
| – Long-term focus | – Short-term focus |
| – Committed | – Dedicated |
| – Internal motivation | – External motivators |
| – Give back | – Take more |
| – Improve something | – Self-improvement |
| – Team participation | – Individual gain |

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Recruiting Rock Stars

- Look outside the industry (as well as inside the industry) for top-notch talent!
- Remember, the ark was built by amateurs; the Titanic by professionals!



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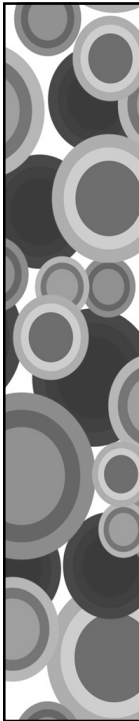
Effective Hiring

Where are the rock stars?

- Banks (or other competition)
- Retail (department stores, restaurants)
- College recruiting fairs
- High school career fairs




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Your Leadership Style

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Your Leadership Style

- How would you describe your current leadership style?
 - Directive?
 - Collaborative?



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Leadership Style - Directive

- What is it?

- What are the pros of using this style?

- What are the cons of using this style?

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Leadership Style - Collaborative

- What is it?

- What are the pros of using this style?

- What are the cons of using this style?

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Can Directive Be Effective?

Three styles - who is the most effective?

- Randy Jackson
- Paula Abdul
- Simon Cowell



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Employee Development Process

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Employee Development Process

An Overview of the Three C's of Managing Performance

1. Coaching
 - Formal two-way developmental process designed to help the employee succeed in/with a skill, process, procedure, work production/outcome, etc.
2. Counseling
 - Formal corrective action process established by your FI to motivate the employee to improve and follow established rules, procedures, and expectations
3. Cutting
 - Formal process to “give ‘em to the competition”

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Leadership and Teambuilding

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Quote of the Day

“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

-Unknown

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Team Defined

A collection of individuals guided by a common purpose, striving for the same results.

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Effective Teams

- What are qualities of an effective team?

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Effective Teams

- Qualities of an effective team

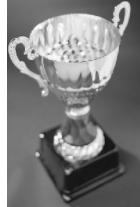
- Shared vision
- Shared rewards
- Diversified
- Winning attitude
- Committed
- Individual contribution



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A Worthwhile Goal

One
TEAM
One Purpose



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Thank You!

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