



Creating Frontline Engagement Through Communication and Metrics

Facilitated by Stacie VanDenBerghe

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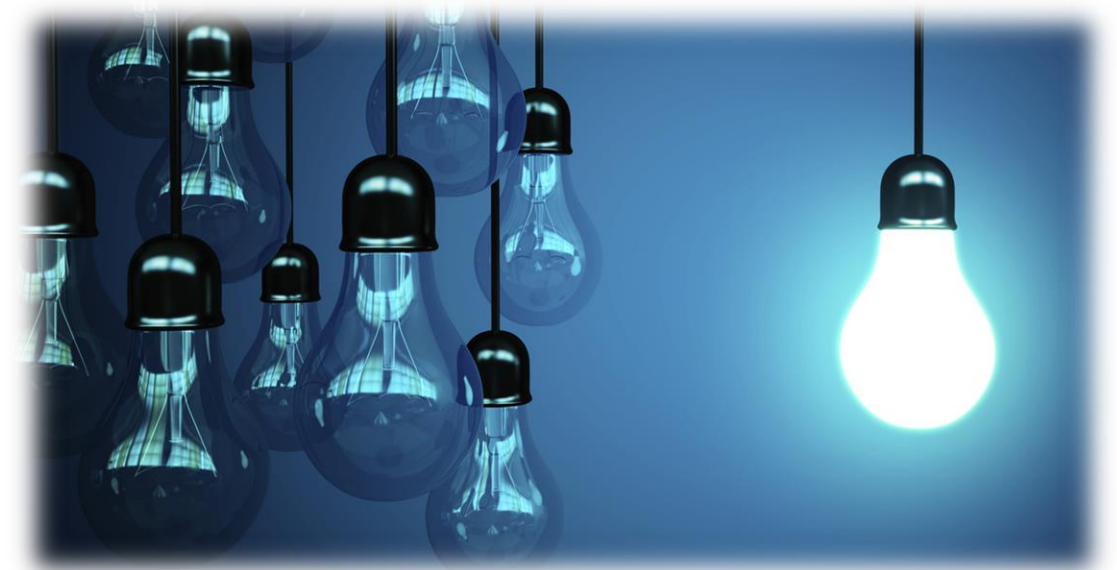
Today's Objectives

- THE ENGAGEMENT MUST HAVES
- Understand Industry Overhaul
- Examining Our Culture and Leadership
- Getting to the Business of Our Business
- Planning for Change
- Engaging the Front Lines
- The Metrics to Communicate
- 10 Dynamic Numbers to Share



BE THE CHANGE

- Create change
- Reinvent yourselves
- Reinvent your leadership
- Reinvent your credit union
- Don't get stagnant
- Focus on today and tomorrow...not yesterday
- Don't drive the "We've always done it that way" culture



THE ENGAGEMENT MUST HAVES

- Vision
- The ability to communicate the vision
- The PASSION
- The right people
- The integrity to make the right decisions
- The guts to make the tough decisions
- Investing in knowledge
- The drive to make it happen – AT ALL COSTS



Understanding Industry Overhaul

- Serving through traditional channels
- Serving members through technology
- Understanding the way we make money
- Profitability is more than a dirty word
- “Open Book” Management



People Want Purpose

- To be part of a well run business
- To be part of success
- To have strong leaders
- To know what their contribution is
- To get serious and grow personally and professionally
- To have work life balance/flexibility



Examining Your Culture

- Anonymous
- Willing to hear the truth
- Desire to fix the problems
- Lose your ego
- Don't take it personally
- Take ownership of the role you play



Examining Your Leadership

- Strong leadership is everything
- Your first loyalty is to the credit union
- Don't start with feelings
- They are paid to be grown ups
- Your staff's success or failures depends on them
- Don't hold them back – let them do their jobs
- Leadership drives culture



Open Book Management

- Is your accounting set up to get the right numbers?
- Do you know where you're strong?
- Do you talk about the numbers at the executive level?
- Do you know the numbers?



Employee Engagement & Good Employees

- Knowing your business
- Cross selling as part of the job
- Career not a job
- More than transactional
- Proactive
- Have a purpose



Employees Assets

If your employees are your greatest asset and one of your biggest expenses, why don't we spend more time talking about their value and worth? Do you stop to reassess your assets?



Gallup Q12 Survey

Companies on the top quartile on engagement



Pay for Performance Model

- Stop rewarding mediocrity
- Payroll is an investment
- Pay for top performers
- Stop paying for 8-5
- Get out of the way
- Embrace profitability



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BUSINESS | MANAGEMENT | MANAGEMENT & CAREERS

Companies Rethink Annual Pay Raises

Some experts contend that giving larger and more frequent bonuses might spur better performance



Kris Duggan, CEO at BetterWorks in Redwood City, Calif., says the company doesn't guarantee annual raises for its 100 employees. Mr. Duggan reviews employee compensation monthly, adjusting pay as needed. PHOTO: JASON HENRY FOR THE WALL STREET JOURNAL

KPMG

When disruption comes knock welcome it open arms.

A new era of management.

CONTENT FROM

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Engagement Starts with Knowledge

- Product Knowledge – 1 to 10
- Training
- Expectations
- Accountability
- Performance Management



Operating Like It's Your Business

- It's a cooperative, not a charity
- Operating as your own business
- Ownership = Engagement
- Execution is EVERYTHING



Metrics Increasing Engagement

- What numbers matter to you?
- What numbers matter to the front lines?
- Think of your audience



What You Do Now

- What do you communicate now?
 - Net worth, ROA, Net Income, Operating Expenses
 - Trends of your peers?
- Who communicates it?
 - An email or staff meeting?
- How often do you communicate it?
 - Once a year



Reinventing Your Metrics

- What does an account cost?
- What do we make on a product?
- How do we make money?
- Make it granular
- How do they directly impact your numbers



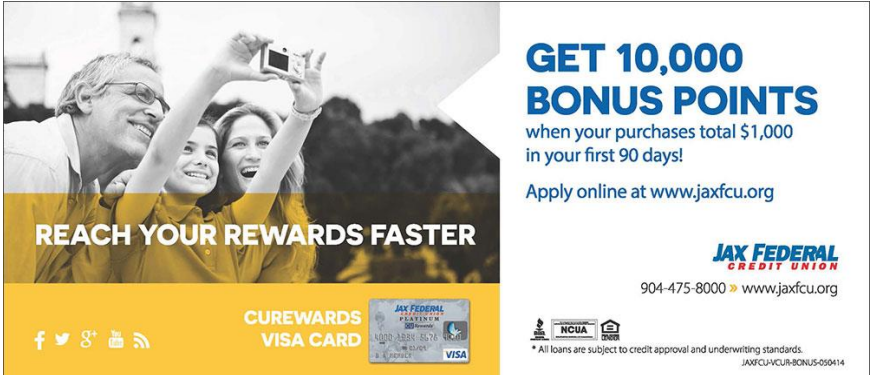
What Makes More Sense

- Would they rather hear about Operating Expenses or what it costs to operate a branch for a day?
- We're understaffed vs. cost of an employee
- Cost of FT vs. PT
- Explaining the WHY
- Simplicity is everything
- Management needs to participate



Credit Card Promotion Example

- VISA Shirts
- How many sold?
- How many last year?
- How much do we make?
- How did we communicate it?



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Top 10 Metrics to Communicate

- What does an account cost?
 - Get specific or general
 - Operating expenses/# of members
- Is membership growth everything?
- Is profitable membership more?
- What is a good member?

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Top 10 Metrics to Communicate

- Products per member
- Products per employee – using the credit union?
- Just a savings – Losing money
 - \$50 dormancy fees

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Top 10 Metrics to Communicate

- How much do we make on products?
 - Transactions electronically vs. Manually
 - Harley Davidson
- What can you make on products?
- Build in incentive



Top 10 Metrics to Communicate

- How much are we saving our members?
- How do we communicate that with them?

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Top 10 Metrics to Communicate

- What is interchange?
- What percent of our members are using credit?
- We are losing the race in educating our members

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Top 10 Metrics to Communicate

- Operating expenses
- Cost of employees – Reward doing more with less
- Branch profitability
- Benefits of each branch
 - Loans vs. Shares

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Top 10 Metrics to Communicate

- Peer trends and the competition
- People are competitive
- People want to be the best

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Top 10 Metrics to Communicate

- Fee income
 - What kind
 - How to explain it to members
 - Ways members can avoid them
 - What the competition charges

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Top 10 Metrics to Communicate

- The WHY
 - Coin machine example

2

Top 10 Metrics to Communicate

- The cost to bring a product on
- The break even of a product?
 - Remote Capture
 - Mobile App



LAST BUT MOST IMPORTANT

- How many members use our electronic services?



The 3 C's for SUCCESS

- Communication
- Consistency
- Culture





CU INNOVATE

Stacie VanDenBerghe

CEO of CU Innovate

517-204-8858

Stacie@cuinnovate.com

www.cuinnovate.com

