



34th Annual Directors' Forum

Connections, Provocations and Wrap Up

The Rev. Alisdair Smith, MA, ACC, ACCUD

Saturday, October 13, 2018

Innovate, Integrate, Co-operate!

Our Plan

- 30k' reflection
 - My takeaways & your takeaways
- Provocation
- Next Steps



Reflection -- Choose Your Focus

David Rock (2008)

- Vision
- Planning
- Details
- Problem
- Drama



Donna Bailey – CCUA (Moderator)
Matt Adams – Fourth Pig Worker Co-op
*Sean Campbell – Union : Sustainable
Development Co-operative*
David Cork – Tapestry Community Capital
Michael Barrett – Gay Lea Foods Co-operative
Stephen Bolton – Libro Credit Union

Co-ops and Credit Unions Collaborating for Success

Co-ops and Credit Unions Collaborating for Success



Low Hanging Fruit?

83% of Cdns would buy from co-op over private business

30 new coops each year in Ont.



Community Bonds

Leveraging Social Assets, Common Good and Capital

“You folks are really on to something here”

Train the next generation of leaders



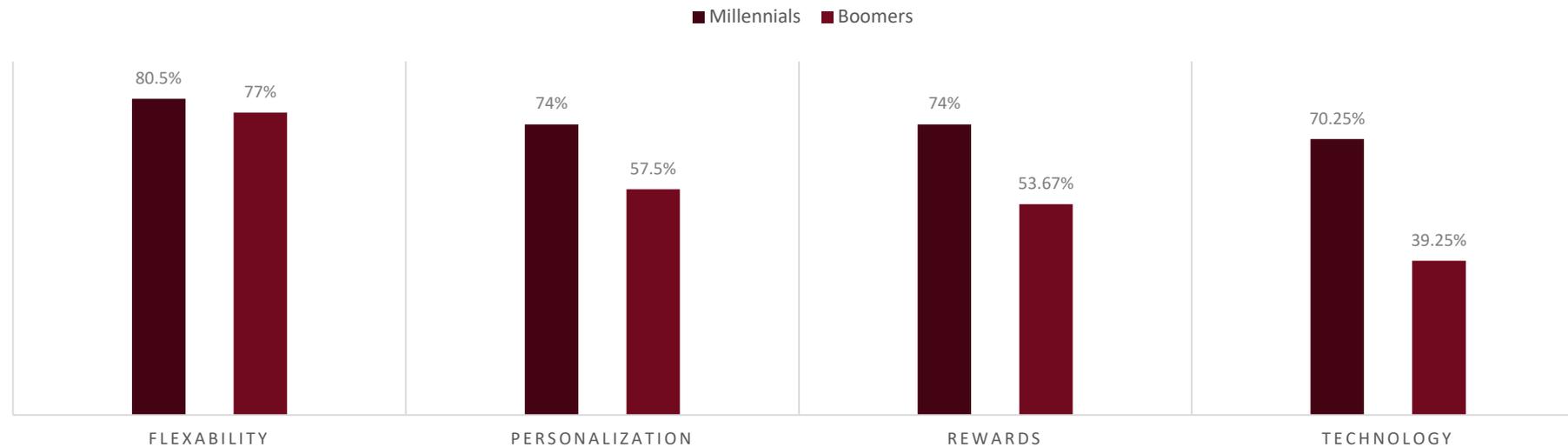
“People don’t buy ‘what you do’, they buy why you do it” Simon Synek

“I can out value them”
Michael Barrett

Directors’
Forum
For Directors, By Directors

Alberta Young Leaders Idea – CU/Co-op Reward Program

APPEAL OF TECHNOLOGY-BASED LOYALTY PROGRAMS



Co-ops and Credit Unions Collaborating for Success

- Vision
- Planning
- Details
- Problem
- Drama

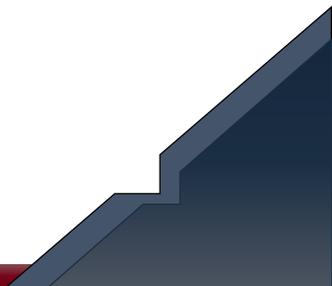
What is your key takeaway from the Co-op & CU session?

What is the action you will take to move it forward?



Annette Dueck, Stikeman Elliott

Update on Director Liabilities & Pitfalls



Liabilities and Pitfalls



Due diligence, **the law will protect you**



Stay learning about Member/community Issues; #metoo, Crypto-Currencies, AI



Strategic Thinkers are self-aware, able to pause and think, able to balance inquiry and advocacy, and be part of a decision and able to publicly support

Governance is not a second executive team (sleeves rolled down)

Google Study (HBR 2016)– airtime and interpersonal literacy



Director Liabilities and Pitfalls

- Vision
- Planning
- Details
- Problem
- Drama

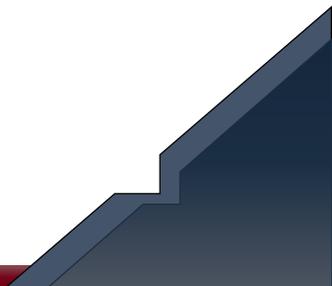
What is your key takeaway from Liabilities and Pitfalls session?

What is the action you will take to move it forward?

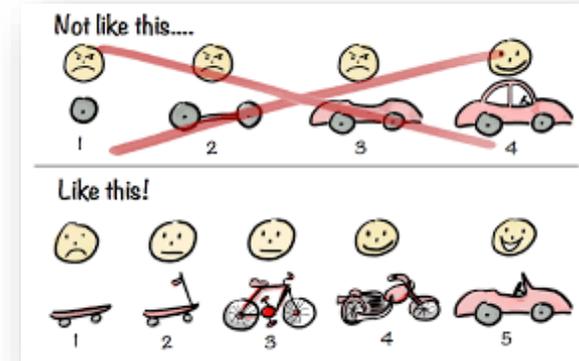


Bill Kiss, Central 1 Credit Union

Update from Central 1 Credit Union



Cen1 Update – Bill Kiss



Strategy update – Build Strong, Be Bold, Deliver

Building partnerships
Relentless focus on organizational health



Disruption –
What will the impact of AI be on your business?

Digital experience is your largest branch

UXP – User Experience Platform

Like moving from a whole bunch of CD players and juke boxes to iTunes

Getting Started on Thinking About Digital & Payments



Which is my primary FI?



Cen1 Update

- Vision
- Planning
- Details
- Problem
- Drama

What is your key takeaway from the Cen1 update session?

What is the action you will take to move it forward?

John Heaton, KMPG LLP



Cybersecurity – Not Just an IT Issue

John Heaton; Cyber Security – or is it **Cyber Resilience?**



Social media – communications mechanism, forever, everywhere

You govern a news paper/news channel forever, everywhere.



Social Media Policy, who publishes, who responds?

Questions boards should ask:

- **Cybersecurity effectiveness?**
- **3rd party with sensitive info**
- **Cyber security threat landscape?**
- **Do we have the right info in the right way for the board?**
- **Cyber incident response plan?**

John Heaton; Cyber Security – or is it **Cyber Resilience?**



- Tier 1 Enterprise like Sales Force, Office 365
- Tier 2 Consumer Software like Drop Box, GoogleDrive and Prezi
- Tier 3 Start Up Solutions like FinTechs, or specific industry or business functions (Board Reporting)



Cloud Policies

- Align with business strategy
- Cloud computing policies
- Updated sourcing policies
- Involve Legal, Risk and Internal Audit
- Training of staff

Board Questions similar to Social Media Q's



Due diligence, the law will protect you

Directors' Forum
For Directors, By Directors

Cyber Security -- Protection in Numbers - Collaboration



Cyber Resilience

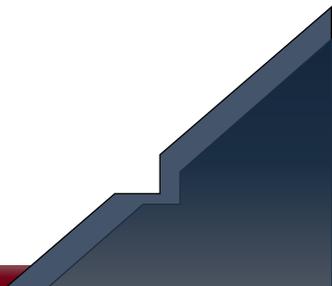
- Vision
- Planning
- Details
- Problem
- Drama

What is your key takeaway from the Cyber Security session?

What is the action you will take to move it forward?

Kim Andres, Andres Consulting
DF Executive

Open Forum Discussion



Kim Andres – Diversity Open Forum

- **Google Study (HBR 2016)**
- What should drive **board composition**
 - **What of board effectiveness?**
 - A group of similar people is efficient, but not necessarily effective
- Succession or replacement
 - **Where do we need to be in 10 years? What do we need to start today to get there?**



Khalil Smith
2016

Diversity is Key – Mitigating Bias

(Grant 2015)



Board Diversity

- Vision
- Planning
- Details
- Problem
- Drama

What is your key takeaway from the Board Diversity session?

What is the action you will take to move it forward?

MENTORING OUR NEW & YOUNG DIRECTORS

Alexander B from 4:30 – 6:00PM



Directors'
Forum
For Directors, By Directors

Mentoring New & Young Directors

- **New person choosing their own mentor?**
 - Information Session? Mandatory?
 - Slowing the meeting down
 - Exit interviews?
 - How to welcome – relatedness is a fundamental human need
 - *In Camera* – what did we do well, what could we do better?
 - Evergreen file – names in a file added from time to time
- **Middle management from business around – looking for cool resume**



“Grasshopper, when you can snatch the pebble from my hand”



AGES and Mentoring

Davichi et al 2010

Davis et al 2015

- **Attention**
- **Generation**
- **Emotion**
- **Spacing**

Choosing the right mentor!

BOARD CHAIRS' SESSION

Alexander C from 4:30 – 6:00PM



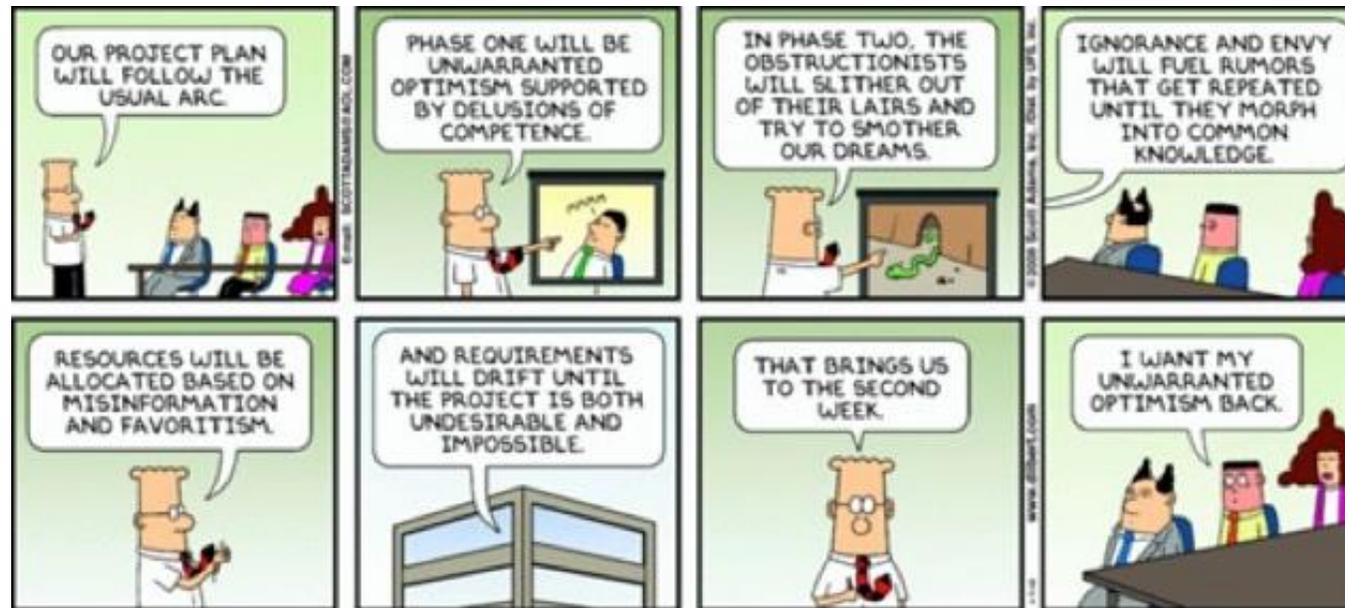
Board Chair's Session

- **Board remuneration decision system?**
 - Attracting the people we want
 - Offering some perks
 - Gig economy/supplementing retirement income
- **Board member not performing**
 - Policy in place beforehand
 - Annual code of conduct
 - AS – Values Match?



Culture... A Game Changer

Mary Larson



"Culture Eats Strategy for Breakfast"

Peter Drucker



Culture...A Game Changer

- **Meeting with employees? – VERY VERY CLEAR ground rules and expectations**
- Not best practice, it is a practice; bring staff into strategic planning sessions
- **Better to use data, like Barrett to get a birds eye view of culture, as opposed to the views of individual employees – multiple data points are vital for mitigating bias**
- Barrett is **more about who we want to be (who are we becoming) & behaviours rather than what we want to do.**



Cultural & The Board

“For any of us, whether Board or staff, there needs to be a fair degree of alignment between our personal values and the organization’s values/culture. **Values are fundamental to who we are and I can’t imagine anyone feeling truly fulfilled, regardless of their role, if their personal values clash with the organizational culture.** You will never get 100% alignment, and that’s fine; but you want enough values matches that you are at least on the right track together (more alignment than misalignment). “

Marni Johnson, Senior VP Human Resources and Communications, Blue Shore Financial

- **Today’s survey we’re at 4% -- what would the employee rating be for your credit union?**



Cultural Entropy – What about the board?

- The amount of energy in group that is consumed in doing unproductive work—work that does not add value.
- It is a measure of the conflict, friction and frustration that exists in a group due to potentially limiting values such as: bureaucracy, blame, power, greed ... (self-interest)
- **Cultural entropy is a function of the personal entropy of the current leaders of an organization and the institutional legacy of past leaders as embedded in the structures, systems, policies and procedures.**
- **On a scale of 1 (lo, good)– 4(bad, hi) what is the level of cultural entropy on your board?**

Culture ... A Game Changer

- Vision
- Planning
- Details
- Problem
- Drama

What is your key takeaway from the Culture session?

What is the action you will take to move it forward?

Next Steps

Vision
Planning
Details
Problem
Drama

- What is your one key insight or learning from our work over the last day and a half?
- What are you going to do about it starting Monday?



Gratitude

- For whom are you thankful for this conference and the conversations you have had?





34th Annual Directors' Forum

Connections, Provocations and Wrap Up

The Rev. Alisdair Smith, MA, ACC, ACCUD

Saturday, October 13, 2018

Innovate, Integrate, Co-operate!