Volunteers – One of Our Greatest Asset
First - A Great Example

Roger Mark Hall – Board Chair, Greater Abbeville FCU

“Big or small we all face challenges to maintain relevant in a changing world.”

**Leadership matters: During past 5 years, GAFCU has reinvented itself**

- 5 year average loan growth of 12.4%
- 5 year average membership growth of 7.17%
- 5 year average ROA of 2.10%

*Mr. Hall was recognized as the 2014 CU Times Trailblazer Volunteer of the Year*
Boards Behaving Badly
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Two categories of “sins”:

- Sins of **Omission** – are those we commit when we fail to take action
- Sins of **Commission** – these are actions that are taken intentionally or unintentionally, whether in word or deed.
Sins of Omission
Lack of Commitment

• Do the bare minimum
• Don’t read their board packet
• Attendance issues
• Won’t step out of their comfort zone or stick their neck out
• Haven't pursued available and suggested training
• Don’t actively promote the credit union
• Don’t use credit union products
Turn a Blind Eye

• Turn a blind eye to **avoid conflict**
• Fail to recognize and comment on material issues
• Do not hold themselves or others accountable
Little or No Diversity

- Board no longer reflects a changing membership or community
- Board positions (e.g. chair, vice chair) do not rotate
Sins of Commission
Passive/aggressive Behavior

• Quiet, but intentional resistance to strategies, change and support
• Board meetings after board meetings

Passive-aggressive

Adjective
denoting a type of behavior or personality characterized by indirect resistance to the demands of others and an avoidance of direct confrontation, as in procrastinating, pouting, or misplacing important materials.
Bullying

• One or two people who dominate everything
• Nothing happens unless “they” agree
• Condescending and disrespectful to others
Sexism

- CEOs who are talked down to, held back or taken for granted because of their gender
- Vibrant, diverse and underserved communities are overlooked because of income and ethnicity
Making Things Right
Making Things Right

• Get the **right people** on the board
  • Ethics
  • Commitment
  • Connections
  • Diversity
  • Skills sets
  • And will strongly support the credit unions vision, mission and values

• Have clear expectations for board engagement, behavior and compliance – **hold them accountable!**
Making Things Right

• **Educate** the board – roles, responsibilities, and opportunities to progress into a best practice board
• Select a board chair who sets the right example and expects others to follow
• **Keep score** and assess performance
• Create foster, and maintain a strong working relationship with the CEO
• Have **zero tolerance** for unethical or unprofessional behavior
• Consider board term-limits
Resources

• CUNA
  • Volunteer conference
  • Round table for board leadership
  • Finance for volunteers School
  • Risk management for directors
  • Volunteer Achievement Program (VAP)
• CUES self-assessments for volunteers
• NCUA Small credit union learning center
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