

## “Inspiring a Culture of Growth”

### Tiffany Ford

CEO, University of Michigan CU

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### Tiffany-

- Native Detroit
- Wife
- Mother of 3
- Spartan Graduate
- CEO, University of Michigan CU
- Nearly 20 Years of Credit Union Executive Experience
- Co-founder of Family Business

### University of Michigan CU-

- \$945 Million in assets/96K members/175 employees/20 branches
- 65 years old



### Definition of Growth at UMCU-

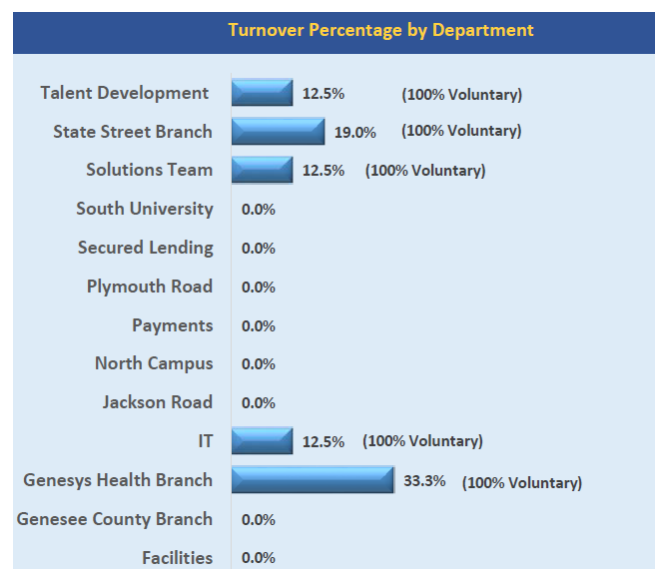
- Progressive development.

CUs say member comes first.

### What if the team comes before the member?

- Happy team = happy members.
- We have a VP of Talent Development and HR.
- We do not want abnormal growth (need right people in right seats).
- Who is causing loan growth? **EMPLOYEES**
- We review same ratios you do for growth of CU.
- We also track ratios of turnover by department. And turnover vs. years of service. Turnover is about 11.5% average at most CUs.
- We also track promotional rate (6.7%). Also look at lateral moves.
- In 2016, went to Universal Team Member. Do not have different levels of MSRs. And we give increases when people earn them- not just at review time.

Ratios	Current Month	Previous Month	2019 Budget
ROA	1.00%	1.03%	1.03%
Net Worth	9.30%	9.27%	9.30%
Asset Growth	10.20%	12.47%	12.64%
Loan Growth	14.01%	15.81%	13.91%
Loans/Assets	77.18%	76.77%	79.84%
Loans/Shares	92.30%	91.59%	94.21%
Yield on Assets	3.97%	3.96%	4.25%
Yield on Loans	4.91%	4.92%	5.01%
Cost of Funds	0.31%	0.29%	0.33%
NIM/Average Assets	3.67%	3.67%	3.93%
NIM/Earning Assets	3.82%	3.83%	4.17%
Oper Exp/Gross Inc	62.94%	62.85%	66.61%



## THE TEAM, THE TEAM, THE TEAM

- No one man is more important than the team.
- Team needed vision statement/purpose statement for 2020.
- **6 Pillars:**

1. Team
2. Technology
3. Operations
4. Member Focus
5. Brand
6. Facilities

- Different people prioritize different things. Had top issues on cards at leadership meeting and found people put items in

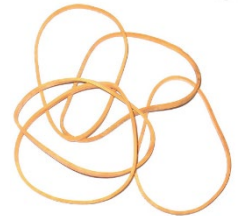


different order. Realized as leader, Tiffany had to be clear in her priorities and also willing to listen to why people wanted to do things the way they chose.

- You have to know your team and how best to communicate with them.
  - What- Why- Who- When- How

- **Example of the rubberbands-**

- Cards team member taught staff to be sure that when they stacked EMV card inventory to ship to branch the rubberbands had to be flat around the card stack. One team member told her if she wanted it that way, she could do it herself. *What difference did it make if they were flat?* Tiffany agreed. Made Tiffany realize that sometimes team can spend time focusing on the wrong things.



- **Example of the dishwasher loading-**

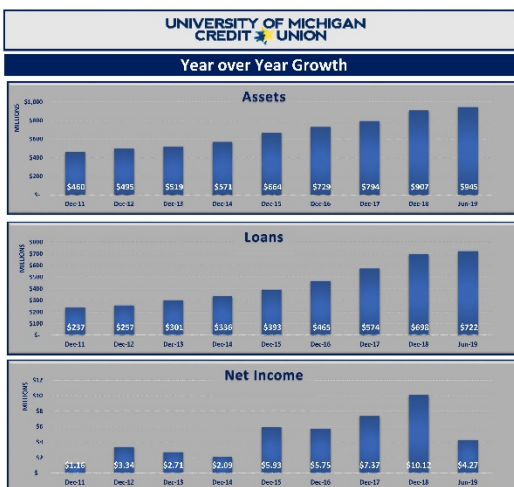
- 5 years into her marriage, Tiffany said to husband "Am I gonna spend the rest of my life getting lectured about how to load the dishwasher?". Husband loaded all utensil types together. She did not. He said it is easier when you grab them to put away- they are already together. She gave in and does it his way. Went around the room and attendees all did this differently. There are even people that only load forks up or down, etc. for various reasons.
- That brought about a discussion on how people store cups. Some put them top up and some top down- to keep from getting dust in them. But what about dirt/dust on the cupboard? Those that keep cups stored down, store bowls up. Many different ways of doing things and reasons. Same with staff at CU.



- For growth, you need to change your mindset.



- Tiffany created the **UMCU Leadership Camp**. This is an 18-month leadership development opportunity for staff. She brings in outside speakers/teachers. We as leaders need to develop those that will fill our seats one day.
  - We cannot look at staff as competition. Look at how Michael Jordan mentored Kobe Bryant.
  - We need to pour into them all we can to help build the team.
- Tiffany created a grid for staff to show performance vs potential- high potential, high performers (green) and least performers (red). She uses the **DISC personality test/assessment**.
  - It helps show strengths, weaknesses, enthusiasm, drive, etc.
- Tiffany brought in an image consultant to help staff.
- In a program called **AMAIZE**, they review outstanding team members. Some are selected for year end awards. Rewards include trip to go see great service cultures at Disney, Ritz Carlton, shop (gift certificate) at places like Nordstrom, local retailers or Zappos.
- The CU offers a program called **Shadow Boxing Program** where staff get to shadow other staff in their jobs.
- CU rebranded and updated atmosphere that staff work in/facilities and branches.
  - They are now bright, vibrant and staff are excited and happy. Atmosphere makes a difference to staff.
  - The call center where they take 25K calls a month was dark, cluttered and had low ceilings. Tiffany was told a structural wall could not come down. She found a way to remove that wall to open space and let the light in. *What are the walls that you have that need to come down?*



**WIN – WIN – WIN**

- CU was named Top Places to Work.
- We survey staff and members.
- Results- 2015 Loan to Share ratio was 59%. 2018 Loan to Share ratio is 74%.

**Grow your team. Grow your CU.**

QUESTION #2: Would you describe the service provided to you by UMCU team members as excellent when visiting a branch or calling the Credit Union?

Yes

93.67%

No

6.33%