



FUTURE-READY GOVERNANCE

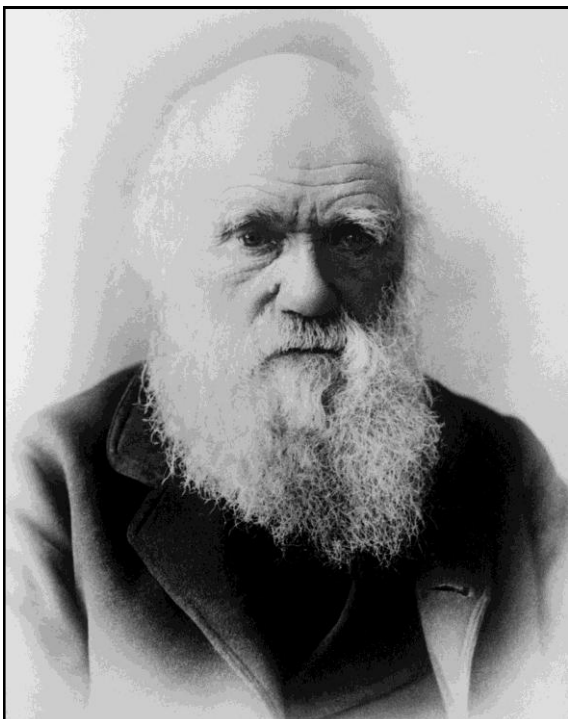
EQUIPPING CREDIT UNION
DIRECTORS FOR A FAST-
CHANGING WORLD

CCUA
Canadian Credit Union Association


ACCF
Association canadienne des
coopératives financières

CUDA
Credit Union Director Achievement

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THE NEW REALITY OF CHANGE



“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin

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WHY CHANGE FEELS SO INTENSE

- › Trump Tariffs and Global Trade Shock
- › Stock Market Crash
- › Canadian Political Shifts – New Prime Minister and election
- › Ukraine Conflict
- › Climate Disasters
- › TikTok Ban
- › AI Advancements

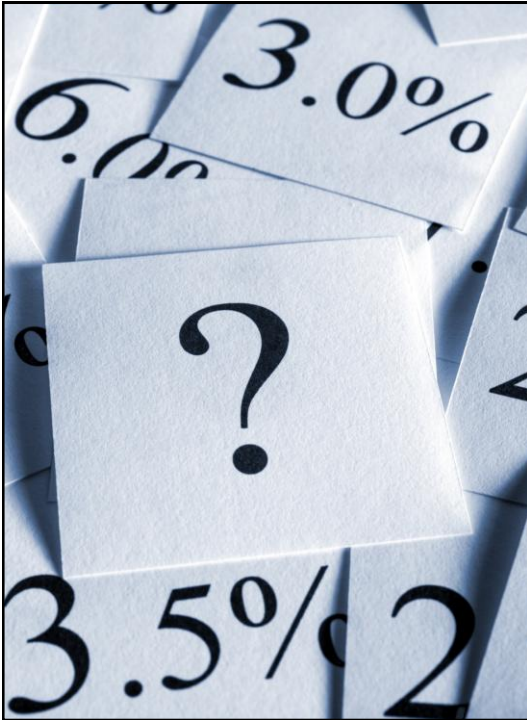


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WE'VE BEEN HERE
BEFORE – AND THRIVED

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EARLY CREDIT UNIONS FACED BIGGER BARRIERS

1900s: Building credit unions - Against the Odds

- › No legal framework
- › Bank opposition
- › No capital or technology
- › Skeptical public
- › Volunteer-led
- › Great Depression shocks

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OUR STRENGTH: THE CORE VALUES OF CREDIT UNIONS

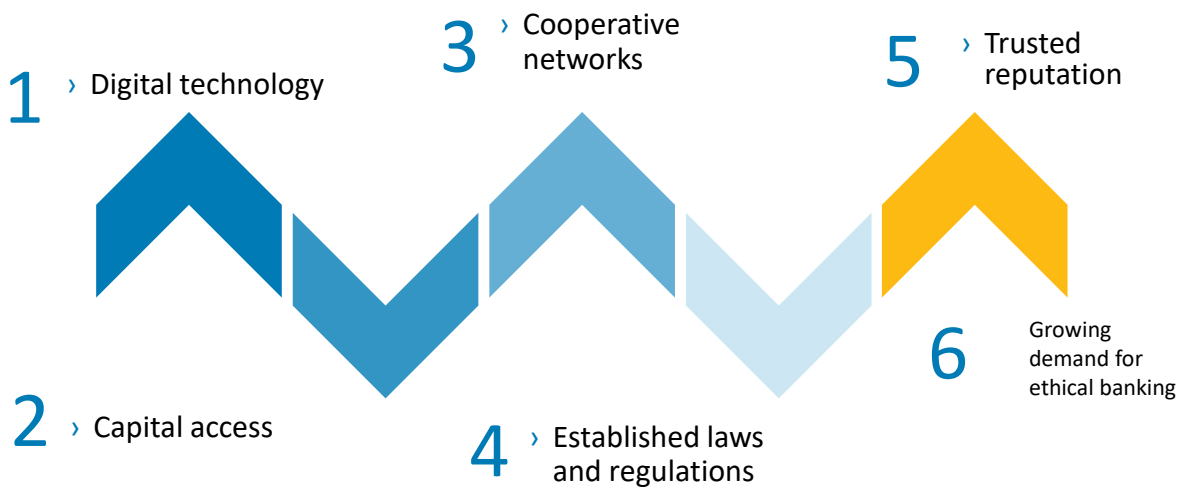
Our Enduring Compass

- › Member Ownership
- › Democratic Governance
- › Community Focus
- › Financial Inclusion
- › Integrity and Trust
- › Social Responsibility

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WE HAVE IT BETTER THAN OUR FOUNDERS TODAY'S ADVANTAGES



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WHAT GREAT STRATEGY LOOKS LIKE: THE MOONSHOT

JFKs Strategy Playbook

“Land a man on the Moon and return him safely to Earth before this decade is out.”

- › Clear, bold vision
- › Specific, measurable goal
- › Aligned resources
- › Urgency and commitment
- › Long-term impact



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CORE ELEMENTS OF FUTURE-READY STRATEGY

Member-centric focus

- › Risk management
- › Competitive positioning
- › Regulatory compliance (Open Banking)
- › Technological innovation
- › Collaboration and partnerships
- › Sustainability and growth

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CHANGE AND CHALLENGES

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FACING THE FUTURE

10 AHA! Moments

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STRATEGIC MINDSET SHIFTS

- | | |
|----|---------------------------------------|
| 1 | Focus, don't be everything |
| 2 | Member experience first |
| 3 | Personalization = competitive edge |
| 4 | Manage—not avoid—risk |
| 5 | Ethical use of member data |
| 6 | Open Banking = threat and opportunity |
| 7 | Board and management unity |
| 8 | Collaboration beats isolation |
| 9 | Members evolving fast |
| 10 | Culture underpins execution |

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TOP CHALLENGES FACING CREDIT UNIONS

The storm we're navigating



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TOP CHALLENGES



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USING RACI TO CLARIFY TALENT STRATEGY IN A SMALL COMMUNITY CREDIT UNION

What is RACI?

R = Responsible

A = Accountable

C = Consulted

I = Informed

Clear role alignment = faster decisions, better ownership, and fewer gaps

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SCENARIO: RESPONDING TO THE “WAR FOR TALENT” IN A SMALL COMMUNITY

Activity	R	A	C	I
Develop local recruitment campaign	HR Manager	CEO	Branch Managers, Communications Lead	Board, All Staff
Propose flexible work or benefit incentives	CEO & HR Manager	Board Chair/Exec Cmte	Finance & Risk Committee	Entire Board
Partner with local college for co-op program	HR Manager	CEO	Academic Liaison, Marketing	Branch Staff
Address culture and retention in staff survey	HR Manager	CEO	Operations & Branch Managers	

Takeaway:

In small communities, retention and recruitment are strategic. Using RACI ensures that leadership, HR, and branch teams act in concert, not in silos.

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FROM HIRING TO RETENTION – WHAT SHOULD THE BOARD OWN?

Key Questions for Board Reflection:

- › Are we clear about what HR decisions are board-level vs. management-level?
- › Does the CEO have adequate authority (and limits) in responding to competitive pressures?
- › How do we monitor cultural issues (e.g., turnover, burnout, morale) without micromanaging?
- › Do board committees (e.g., Governance or HR) have the right RACI roles for talent strategy?

Use RACI as a Governance Tool

- › Clarifies accountability
- › Informs policy development
- › Strengthens CEO support without overreach

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BLUE TEAM / RED TEAM: STRATEGIC IMPLICATIONS OF AN AGING MEMBERSHIP BASE

Purpose of the Exercise:

- › Blue Team defends current strategy
- › Red Team challenges assumptions and identifies risk blind spots

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SCENARIO: 65% OF CREDIT UNION'S MEMBERS ARE OVER 55

Blue Team (Defenders)

"Older members are loyal, high-net-worth, and stable"

"Our service model suits their needs and builds trust"

"They value in-branch experiences and personalized service"

"We provide financial dignity in retirement"

Red Team (Challengers)

"Aging members may soon start withdrawing assets en masse"

"Digital expectations of younger members are unmet"

"Relying on this segment weakens long-term sustainability"

"We've failed to attract or retain Gen Z or new immigrants"

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RESULT:

Challenge helps boards confront the need for a dual-member strategy:

- › Steward aging members and
- › Strategically invest in next-generation member engagement

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WHAT'S OUR STRATEGY FOR DEMOGRAPHIC TRANSITION?

Challenge helps boards confront the need for a dual-member strategy:

Board-Level Discussion Prompts:

- › What is our member age profile 5, 10, 15 years from now?
- › Are our current products and channels aligned with younger segments?
- › Are we making enough space for youth voices in governance and feedback loops?
- › Is aging membership a strategic risk or an untapped strength?

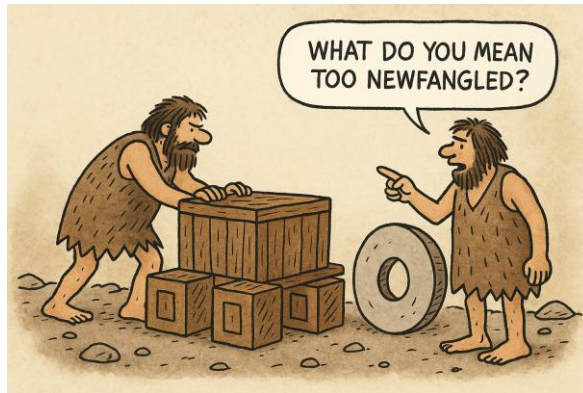
Insight:

- › Aging demographics is not just a marketing problem—it's a governance and sustainability issue. Boards must lead the transition, not just approve it.

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CASE STUDIES PART 1



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CASE STUDIES PART 1



The Clock is Ticking



The App Trap



Gone in 60 Days



Compliance Blind Spot



Where Are the Young People?

At Your Table

Add Another Lens

Report Back

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COMMON PITFALLS



Micromanaging



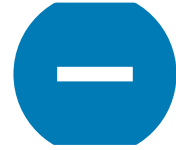
Lack of clear vision



Avoiding tough
choices



Strategic inflexibility



Ignoring risk
integration



Short-term thinking



Board-management
misalignment



Weak monitoring



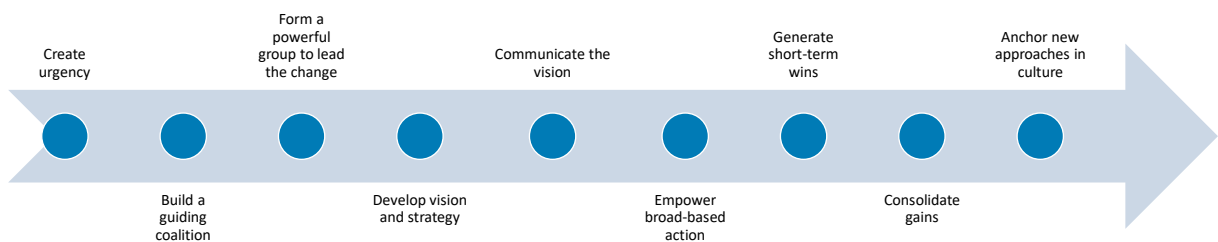
Cultural mismatch



Resting on past
success

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A PROVEN ROADMAP FOR CHANGE



Kotter's 8-Step Change Model

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KOTTER'S 8 COMMON ERRORS TO CHANGE

Allowing too much complacency

Failing to create a powerful enough guiding coalition

Underestimating the power of vision

Under communicating the vision (by 10X)

Permitting obstacles to block the vision

Failing to create short-term wins

Declaring victory too soon

Neglecting to anchor change firmly in the corporate culture

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URGENCY

- › Urgency is distinct from panic, anxiety, or fear
- › Urgency replaces complacency
- › People seek problems to solve and opportunities to seize



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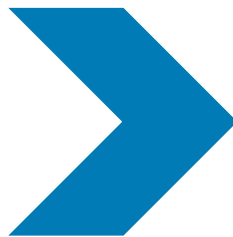
GUIDING COALITION

- › Key Players
 - › Managers to prevent blocking progress
- › Expertise Representation
 - › Discipline and work experience for informed decisions
- › Reputation
 - › People with good reputations taken seriously
- › Proven Leadership
 - › Ability to drive change
- › Shared Commitment
 - › Commitment to excellence and high performance

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AVOID TWO TYPES OF PEOPLE AT ALL COST!



- › Egos that fill the room for no one else
- › People who kill teamwork because they create mistrust

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EFFECTIVE VISION

- › Picture of what the future will look like
- › Appeals to the long-term interests of stakeholders (employees, members, etc.)
- › Realistic and attainable
- › A clear focus that provides guidance on decision-making
- › Flexible to allow for initiative and alternate responses when things change
- › Clearly communicated – can explain in 5 minutes



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CREATE AND CELEBRATE SHORT-TERM WINS

Visibility	<ul style="list-style-type: none">• Lots of people can see for themselves that it is real or hype• Evidence the sacrifice is worth it• Keep those in hierarchy with evidence it is on track
Unambiguous	<ul style="list-style-type: none">• No argument about the information• Clear evidence undermines cynics and self-serving interests• Data gives coalition evidence their ideas are viable
Clearly tied	<ul style="list-style-type: none">• To the change sought
Reward	<ul style="list-style-type: none">• Positive feedback builds motivation and improves moral
Wins create momentum	<ul style="list-style-type: none">• People jump on the bandwagon

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TREASURE QUEST



Dragon - Core challenge



Hero - The credit union



Treasure – The aspiration, vision, future we want to claim



Quest – The strategic problem to solve

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CASE STUDIES PART 2

› TREASURE QUEST – TABLE WORK




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FUTURE-READY BOARDS LEAD THE WAY




Stay fiercely member-centric



Govern with agility and foresight



Lead with courage and clarity



Never forget our roots—or our ambition



FINAL THOUGHTS

The future isn't a destination waiting for us.

It's something we're creating—every meeting, every decision, every choice to prioritize members over maintenance.

John Schaar put it best: ***'The future is not some place we are going to, but one we are creating.'***

Our founders built the credit union from scratch.

Now, it's our turn to lead through complexity and possibility.

Thank you for the leadership you bring to your credit unions, your communities, and your future.

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For more on CCUA Education & Professional Development

clientsolutions@ccua.com | 1.888.367.1386

ccua.com/education



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