



# CUES Learning Portal Pathway Catalog

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## What is CUES Learning Portal?

CUES Learning Portal, powered by Degreed is a content curation site available to CUES members. The platform offers curated content aligned to your identified topics and skills to provide you with resources to develop your skills and talents. A blend of pre-set learning pathways and curated content offer an easy way to expand your skillset in just about any business topic you can imagine. From leadership and coaching to creative writing and data science, from communication to innovation and strategy to customer service, we have what you are looking to learn.

## What are Pathways?

Pathways are a compilation of curated content focused on a specific topic. Each pathway includes sections, breaking down the topic content into manageable pieces. Also included in each pathway are 3 sections:

- **Build Your Skill:** provides recommendations for tasks or actions you can take to apply knowledge gained within the pathway content
- **Learn More:** offers additional resources to review to continue your learning within a topic. These recommendations may include premium content, books, courses or other resources that may have an associated cost or require additional time to complete.
- **Certificate of Completion:** request a certificate of completion once you have completed all content within the pathway.

## How to Use a Pathway?

Find a pathway of interest and complete an individual section or the pathway in full to develop your knowledge and skills. Share a pathway with a peer or direct report and engage in conversation around the content.

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## Individual/Career Development

These pathways are designed to support individual or career development for staff within the credit union.

### Basics of Business Acumen

In this pathway, you will learn about what business acumen is, the value it provides an individual, and ways you can develop it.

**Topics include:** What is Business Acumen; Fundamentals of Business Acumen

*Estimated Completion Time: 36 minutes*

### Basics of Business Knowledge

Develop your understanding of the value of an organizational company mission and vision and how the business works.

**Topics include:** Business Knowledge Basics; Business Development

*Estimated Completion Time: 64 minutes*

### Becoming Action Oriented

Learning to be diligent and work hard to obtain positive results can move you to great heights in your career. This pathway will help you see how you can better demonstrate energy and drive in overcoming challenges, deal with failure and procrastination and seek opportunities for improvement.

**Topics include:** Act On Challenges; Manage Time; Deal with Failure; Proactivity and Perfectionism

*Estimated Completion Time: 5 hours*

### Becoming an Agile Learner

Learning agility is a crucial skill in today's challenging business environments. We need to be active learners who experiment and take risks to solve new problems, leveraging what we learn from both successes and failures. This pathway will help individuals understand why learning agility is so important to their professional development and their organization's success; Discover ways to cultivate their learning agility

**Topics include:** Why Learning Agility Is Important; Developing Learning Agility

*Estimated Completion Time: 109 minutes*

## Big Data

Data of all varieties and types has grown and continues to grow at a fast pace since the 60's. This data growth impacts both the individual and the organization. In this collection, we gathered on-demand resources that will both introduce you to the concept of big data; as well as share how to unlock its value to allow any organization or group to best leverage the findings to proactively anticipate needs and make informed decisions.

**Topics include:** Big Data Explained; Using Big Data; The Future of Big Data

*Estimated Completion Time: 113 minutes*

## Build Trust in the Workplace

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

**Topics include:** Building Trust in the Workplace

*Estimated Completion Time: 65 minutes*

## Building a Business Case

Writing a strong and complete business case can make a huge difference in convincing key decision-makers and stake holders of the merits of a particular course of action. This pathway helps you: Understand Business Cases; Define the Objectives; Develop a Preferred Approach; Develop an Implementation Plan; Present Your Case.

**Topics include:** Understanding Business Cases; Analyzing A Business Case; Presenting Your Business Case

*Estimated Completion Time: 154 minutes*

## Building Effective Business Relationships

Business Relationships - these relationships are key to your success (both professionally and personally). Building effective relationships allows you to grow and also grow your organization's value, image and sustainability. Understanding how to build these important relationships will bring about opportunities you may never have imagined in your career.

**Topics include:** Building Relationships for Growth; The Significance of Business Networks; Developing Rapport with Stakeholders and Members

*Estimated Completion Time: 167 minutes*

## Building Your Business Knowledge

Add to your business knowledge with an understanding of the business cycle process, business planning, managing financial resources and inventory management.

**Topics include:** Inventory Management; The Business Cycle Process; Business Planning; Managing Financial Resources

*Estimated Completion Time: 5 Hours*

## Building Your Networking Skills

In today's business world, collaboration is the way work gets done, and to collaborate successfully, you need a strong network of people who can help you accomplish your goals. This pathway focuses on three aspects of networking: Cultivating your professional networking skills; Making the most of business networking events; Strengthening your developmental network, i.e., people who will support your career growth

**Topics include:** Cultivating Networking Skills; Mastering Networking Events; Building Developmental Relationships

*Estimated Completion Time: 86 minutes*

## Business Communication

Get a better understanding of effective business communication from this informative pathway.

**Topics include:** Business Writing; Business Presentations; Essentials of Business Communication

*Estimated Completion Time: 125 minutes*

## Business Writing Basics

Communicating effectively in writing is a basic skill for everyone. Think about how often you write an email, present at a meeting or speak to a large audience. All of these activities require solid business writing skills. Writing etiquette, differences in writing styles and knowing the audience you are addressing (internal/external) are essential elements of basic writing skills.

**Topics include:** Business Writing - Definition and Examples; Types of Business Writing; Formal Business Writing - Essentials

*Estimated Completion Time: 158 minutes*

## Change Agility

Embrace change. By adapting and remaining agile with change you can build new skills that will help you develop and become a resource for your organization.

**Topics include:** Understanding Change; Change Management Models; Adjusting to Change

*Estimated Completion Time: 164 minutes*

## Collaborating Proactively

This pathway provides an overview of collaborating proactively. When we collaborate proactively we: Share information and resources; Help others solve problems; Actively seek out opportunities to collaborate; Ask for and accept help from others In our complex, fast-paced, and globally-dispersed world, collaboration is critical to business success. In this pathway you'll learn how proactive collaboration benefits both you and our organization. You'll also be introduced to the key skills needed to collaborate effectively.

**Topics include:** Why collaboration is critical; Understand collaboration skills

*Estimated Completion Time: 108 minutes*



## Communicate Effectively

The ability to communicate effectively is very important to companies because it allows companies to be productive and operate effectively. Employees can experience an increase in morale, productivity and commitment if they are able to communicate up and down the communication chain in an organization.

**Topics include:** Why Communication Matters; Understanding Communication; Communicating Successfully

*Estimated Completion Time: 158 minutes*

## Communication - Listening

In this pathway, you will learn more about listening which is one of the most essential qualities required for effective communication.

**Topics include:** Listening and Communication; Improving Your Listening

*Estimated Completion Time: 100 Minutes*

## Critical Thinking

Critical thinking is a key skill for organizational leader. It is disciplined thinking that is rational, open-minded and informed by evidence. Critical thinking is not it's own skill and encompasses both effective communication and problem solving abilities. This pathway provides insight into critical thinking in the workplace and how to develop your skills.

**Topics include:** Critical Thinking: An Overview; Critical Thinking in the Workplace; Develop Your Critical Thinking

*Estimated Completion Time: 79 minutes*

## Cultivating Your Personal Adaptability

This pathway is intended to help employees and leaders at all levels understand key elements of personal adaptability and learn about strategies for cultivating their personal adaptability to support professional and organizational success. In this pathway, you will discover: Why personal adaptability matters; Essential elements of personal adaptability; How to enhance your personal adaptability.

**Topics include:** Why Personal Adaptability Matters; Understanding Personal Adaptability; Cultivating Adaptability

*Estimated Completion Time: 76 minutes*

## Curating Learning Content

Curation powers learning in a variety of ways that can help you make sense of the wealth of content and make it easier for learners to adopt a daily learning habit. This pathway: Explains how content curation enhances organizational learning experiences; Offers insights about developing a corporate learning curation strategy; Advises learning professionals about how to add curation to their skill set

**Topics include:** Understanding Curation; Developing a Corporate Learning Curation Strategy; Becoming a Learning Curator

*Estimated Completion Time: 170 minutes*

## Design Thinking - Understanding and Practicing

This pathway is intended to help employees and managers understand design thinking and be able to incorporate design thinking into varied activities such as process improvement and innovation initiatives. This pathway will help you: Understand the concept of design thinking and its value to your organization; Discover and apply design thinking techniques to your organizational processes and initiatives.

**Topics include:** What Is Design Thinking?; Elements of Design Thinking; Design Thinking Techniques

*Estimated Completion Time: 170 minutes*

## Develop and Implement Innovative Ideas

Innovation is key to organizational success, but it can be hard to generate and implement ideas. This pathway will help you: Understand ways to innovate; Develop innovative Ideas; Implement innovation initiatives

**Topics include:** Preparing to Innovate; Developing Innovative Ideas; Implementing Innovation

*Estimated Completion Time: 169 minutes*

## Develop Skills for Teamwork

Being an effective team member requires skills to support your interactions. This pathway focuses on the how to develop skills needed for effective teamwork including listening, communication and questioning skills.

**Topics include:** Being a Great Team Member; Listening; Communication; Questioning Skills; Effective Teamwork

*Estimated Completion Time: 105 minutes*

## Developing Your Cultural Intelligence

In today's diverse and global business environments, we all need a high level of cultural intelligence. Cultural intelligence—understanding and adapting to different cultural dynamics in the workplace—is essential to helping us succeed professionally, collaborate effectively and promote the innovation needed to achieve important team and organizational results. This pathway will help you: Understand the elements of cultural intelligence; Appreciate the importance of cultural intelligence in the workplace; Enhance your own cultural intelligence; Encourage cultural intelligence in your team

**Topics include:** What Is Cultural Intelligence?; Why Cultural Intelligence Matters; Enhancing Cultural Intelligence; Fostering Cultural Intelligence

*Estimated Completion Time: 82 minutes*

## Difficult Conversations

Managing difficult conversations is an inevitable part of everyone's job. Your ability to successfully navigate challenging interactions builds your credibility as a trustworthy colleague and contributes to the effectiveness of our organization. In this pathway you will learn how to: Identify the causes of difficult conversations; Communicate effectively during a difficult conversation; Resolve conflicts

**Topics include:** Understand Difficult Conversations; Decide Whether to Engage in a Difficult Conversation; Communicating Effectively During a Difficult Conversation; Resolving Conflict

*Estimated Completion Time: 118 minutes*

## Diversity and Inclusion

Explore this pathway on 'Diversity and Inclusion' which discusses important issues such as 'Workplace Inclusion', 'Gender Equality' and 'Managing Workplace Diversity'.

**Topics include:** Understanding Diversity and Inclusion; Equality and Diversity

*Estimated Completion Time: 4 Hours*

## Enhancing Emotional Intelligence

Most people need to work with others to succeed in their jobs. That means it's not enough to be smart and an expert in your field. You also need emotional intelligence, which includes the ability to understand and manage your own emotions, and the ability to use your understanding of others' feelings to interact effectively with work associates.

**Topics include:** Why Emotional Intelligence Matters; Understanding Emotional Intelligence; Strengthening Emotional Intelligence

*Estimated Completion Time: 123 Minutes*



## Ensure Accountability

Accountability is responsibility taken to the next level. In order to have accountability, each individual must take ownership of the outcomes they are responsible for. Individuals that model accountability at the highest level are empowered.

**Topics include:** Ensure Accountability; Develop Accountability; Obstacles in Ensuring Accountability; Developing Accountability for Organizational Success

*Estimated Completion Time: 3 Hours*

## Entrepreneurial Thinking

Learn how to think creatively and take ownership of your job and performance. Entrepreneurial thinking now only positions you for success but also the organization. This pathway focuses on how your way of thinking can impact success by: identifying new opportunities to position the organization for success; recognize the need for change before it becomes critical; identify marketplace opportunities and discover the most appropriate ways and time to capitalize on them

**Topics include:** What is Entrepreneurial Thinking; Foster Entrepreneurial Thinking; The Value of Entrepreneurial Thinking

*Estimated Completion Time: 74 Minutes*

## Ethics in the Workplace

Check out this pathway to understand the principles of workplace ethics from 'Individual' and 'Leader' perspectives.

**Topics include:** Introduction to Ethics; Individual Perspective; Leader Perspective; How to Manage Workplace Ethics

*Estimated Completion Time: 4 Hours*

## Finance for Non-Financial Professionals

Everyone needs to understand how their team or unit contributes to the financial success of the organization. This pathway is intended to familiarize non-financial experts with basic concepts needed to manage the financial aspects of their role. This pathway will help you: understand accounting methods, interpret financial statements, perform cost/benefit analyses and, build an operating budget

**Topics include:** Why Finance Matters; Understanding Financial Reporting; Analyzing Financial Statements; Conducting a Cost/Benefit Analysis; Building an Operating Budget

*Estimated Completion Time: 3 Hours*

## Focus on the Member

This pathway explores different aspects of member experience such as 'Responding to a Member', 'Creating A Member Centered Culture', 'Building a Member Focused Organization' and 'Credit Union Member Experience'.

**Topics include:** What is Member Service?; Serving the Member: A Leader Perspective; Credit Union Member Experience

*Estimated Completion Time: 113 Minutes*

## Giving Effective Feedback

Being able to give effective feedback is essential to your professional effectiveness and critical to the success of your organization. Giving good feedback can help you more effectively address a variety of business needs, such as identifying new market opportunities, developing new products, and improving processes. Whatever your role, whether individual contributor or leader, this pathway will help you: Deepen your knowledge of feedback concepts and methods; Understand how feedback can be applied to help address a variety of business challenges; Strengthen your ability to give effective feedback on which business problems or opportunities are most important to address

**Topics include:** Why Giving Effective Feedback Matters; Understanding Effective Feedback; Employee Feedback Techniques

*Estimated Completion Time: 126 Minutes*

## Goal Setting

Looking ahead and setting goals - can be overwhelming. Knowing how to set goals and achieving them will help you to focus and feel more accomplished. Setting goals at work will also help you to feel motivated and accomplished. Letting everyone around you know that you can provide vision and can get things done!

**Topics include:** The Theory of Goal Setting; The Practice of Goal Setting; Tools for Setting your Goals

*Estimated Completion Time: 160 Minutes*

## Improving Business Acumen

Business Acumen requires experience and expertise in business. So how do you obtain it? Strengthening your skills and deeper awareness of Finances, Marketing, Leadership, Strategic Thinking and Analytical skills. Did you know that by taking the time to know your customers and your business you can increase your profit margins? We will explore: What is Business Acumen, Developing Business Acumen, Techniques in Knowing your Customers and Business Integration Strategies

**Topics include:** What Is Business Acumen?; Fundamentals of Business Acumen; Connecting Successfully with Other Parts of the Business

*Estimated Completion Time: 4 Hours*

## Improving Processes

Rapid technology change, tough competition, demanding customers, and limited resources all drive the need for continuous improvement of an organization's internal and external processes. This pathway is intended to help anyone who will lead or participate in process improvement initiatives to: Understand the basic steps in improving process; Plan a process improvement initiative; Analyze a process; Identify process improvements; Implement process change

**Topics include:** Process Improvement Overview; Planning for Process Improvement; Analyzing a Process; Identifying Process Improvements; Implementing Process Change  
*Estimated Completion Time: 4 Hours*

## Influencing Others

Influencing Others -- what does that really mean? Does it give you power over others or getting your own way?

**Topics include:** Introduction; Influential Leadership; Skills and Strategies of Influencing Others  
*Estimated Completion Time: 4 hours*

## Interpersonal Savvy

The ability to relate openly and comfortably with diverse groups of people is valuable in today's workplace as the diversity within our workforce continues to grow. Develop your skills by understanding the value of interpersonal savvy, how to increase your skills and becoming more "people smart". Remember that this is a big topic and building this skill has a strong impact on your ability to succeed in your role and in your workplace. Yes, it is a long pathway, but as some topics connect to other pathways, you may have completed some of the content already, simply by completing content in other pathways.

**Topics include:** Introduction to Interpersonal Skills; How to Become Interpersonal Savvy; How People Smart are You?; Becoming People Smart  
*Estimated Completion Time: 4 Hours*

## Introduction to CUES Learning Portal

An introduction to CUES Learning Portal, powered by Degreed. CUES Learning Portal is available as part of your CUES membership to help you quickly and easily discover, share, and track ALL kinds of learning resources -- from courses to videos to articles and more.

**Topics include:** What is CUES Learning Portal, powered by Degreed?; Take Full Advantage of Its Features; Take Charge of Your Development  
*Estimated Completion Time: 87 Minutes*

## Introduction to Cybersecurity

In today's world, it is essential to be aware of the basic practices you can use to protect and secure the information stored on your devices, various systems. This pathway provides an overview of cybersecurity for individuals as well as within your credit union.

**Topics include:** Information Security and Cybersecurity 101; Cybersecurity and You; Cybersecurity Practices

*Estimated Completion Time: 4 Hours*

## Introduction to Risk Management

Risk management enables better decisions, from setting corporate strategy, to driving major projects, to operational decision-making. This pathway will provide an overview of risk management to better understand how you can use it within your role to support the organization.

**Topics include:** Risk Management - An Overview; Enterprise Risk Management; Model Risk Management

*Estimated Completion Time: 129 Minutes*

## Learning in Real Time

We encounter situations each day that require us to build our skills.

This pathway focuses on how to learn quickly when facing new problems, be curious and open to change and new ideas and demonstrate flexibility in doing things differently.

**Topics include:** Constant Learning; Culture of Learning

*Estimated Completion Time: 110 Minutes*

## Lending Essentials

Credit Union staff new to lending or those interested in lending can complete this pathway to learn more about the basics of and types of lending.

**Topics include:** Lending Professionals; Financial Analysis; Lending Strategies

*Estimated Completion Time: 121 Minutes*

## Leveraging Diversity Today

In today's diverse and global business environments, we all need a high level of sensitivity and tolerance. Understanding and adapting to different cultural and social dynamics in the workplace is essential to helping us succeed professionally, collaborate effectively and promote the innovation needed to achieve important team and organizational results.

**Topics include:** Why Diversity Matters; Understanding Diversity; Applying Diversity Skills

*Estimated Completion Time: 88 Minutes*

## Making Decisions

Decision-making is the act of choosing between two or more courses of action. Do you know what your decision making style is? Have you thought about how many times in a day you make decisions? Some decisions need to be made quickly while others need time, data and experts to bring about the final decision.

**Topics include:** Why Decision-Making Matters; Effective Decision Making; Decision Making Tips and Techniques

*Estimated Completion Time: 3 Hours*

## Managing Your Career

The best organizations invest in developing their people, because they know that skilled employees are their most important asset. But no matter how much your organization tries to help you grow in your career, the primary responsibility for a successful career lies with you. When you effectively manage your career, you are in the best position to do meaningful work and grow professionally in ways that matter to you. This pathway is designed to help you: Assess your career interests, values, and skills; Develop a career plan; Gather information about career opportunities; Build a professional network; Navigate career transitions

**Topics include:** Know Your Interests, Values and Skills; Develop a Career Plan; Explore Opportunities; Build a Professional Network; Navigate Career Transitions

*Estimated Completion Time: 155 Minutes*

## Member Business Lending

Every credit union should offer the usual services, for instance banking, and financial planning. But, it can also be important to explore areas that may not be dealt with on a daily basis. One such area is: Member Business Lending. In this pathway you will learn the ins and outs of Member Business Lending, plus a variety of ways you can improve the service and mitigate lending risks in your credit union.

**Topics include:** Member Business Lending; Member Business Lending in Your Credit Union; Member Business Lending Risk and Compliance; Lenders as Advisers

*Estimated Completion Time: 174 Minutes*

## Microsoft Excel 2019

Explore how Microsoft's new Excel 2019 can elevate your work. New functionalities include data connectivity to databases, a new AI feature, and much, much more.

**Topics include:** Introduction to Microsoft Excel 2019; Creating Charts in Excel 2019; Artificial Intelligence in Excel 2019; includes 31 hrs. of optional learning for deeper dive

*Estimated Completion Time: 106 Minutes*

## Microsoft PowerPoint 2019

Explore how Microsoft Powerpoint 2019 can elevate your presentations. New functionalities include the ability to use any bluetooth pen to advance your slide presentations, easier removal of background images and more advanced animations.

**Topics include:** Introduction and What's New in MS PowerPoint 2019; New Tools: Morph and Animation; includes 26 hours of optional learning for deeper dive

*Estimated Completion Time: 54 Minutes*

## Navigating through Difficult Conversations

Managing difficult conversations is an inevitable part of everyone's job. Your ability to successfully navigate challenging interactions builds your credibility as a trustworthy colleague and contributes to the effectiveness of our organization. In this pathway you will learn how to: Identify the causes of difficult conversations; Communicate effectively during a difficult conversation; Manage difficult cross-cultural conversations

**Topics include:** Identify the causes of difficult conversations; Communicate effectively during a difficult conversation; Manage difficult cross-cultural conversations

*Estimated Completion Time: 3 Hours*

## Negotiating

Learn the art of negotiating effectively through this pathway so that you become an expert at convincing people with your great communication skills.

**Topics include:** Introduction to Negotiating; The Steps towards an Effective Negotiation; Becoming a Successful Negotiator

*Estimated Completion Time: 112 Minutes*

## Negotiating as a Skill

Cultivating negotiation skills and strategies are important skills to have in the workplace. With sections on: 3D Negotiations, Setting Up Negotiations and Creating Value-Creating Deals, you will be able to understand and apply some of the techniques to gain confidence and add value to yourself and others.

**Topics include:** Negotiation Tactics and Strategies; Setting Up Negotiations; Creating Value While Creating Deals

*Estimated Completion Time: 122 Minutes*

## New Rules for Interpersonal Communication

Look around and it is challenging to find people without their heads down using their cell phones to text, Tweet, or update their social media statuses. Social media is affecting our ability to communicate with others and it is visible in all levels of society. Studies have shown that people are being more social, but the style of communication has changed. What is new with interpersonal skills? This pathway gives an insight into the importance of interpersonal skills at the workplace and also provides learners with new principles and steps to improve interpersonal skills.



**Topics include:** Introduction to Interpersonal Communication Skills; Developing Interpersonal Skills, Interpersonal Skills for the Digital Age  
*Estimated Completion Time: 112 Minutes*

## Problem Solving

Build your skills in identifying effective solutions to problems, individually and with others.

**Topics include:** Problem Solving - Introduction; Problem Solving and Decision Making; Be an Effective Problem Solver

*Estimated Completion Time: 4 Hours*

## Project Management Basics

Project Management is in high-demand and is important to every type of business. Many people think that project management is easy. Project Management requires highly skilled organization, attention to details, constant monitoring and problem solving to achieve a successful project. Increasing your knowledge of project management will maximize your skills and value for any role or position you seek in today's global market.

**Topics include:** Basic Project Management Concepts; Basic Project Management Processes and Best Practices; Successful Projects: what else should you consider; Project Management Lifecycle & Tools

*Estimated Completion Time: 6 Hours*

## Public Speaking & Presentation Skills

Developing your public speaking skills can benefit you in small and large ways. Whether you are providing a project update to a team, presenting a new idea to leadership, or speaking at an event, you can develop your skills. This pathway will help you learn to analyze your audience, create powerful & memorable content, develop effective visual aids, and enhance your vocal and body language skills. In addition, you'll learn about presenting as a team, presenting internationally, and handling presentation anxiety. You'll even find a sample 'rubric' you can use to evaluate presentations.

**Topics include:** Introduction to Public Speaking and Presentations; Planning Your Presentation; Creating Effective Visual Aids; Enhancing Your Vocal Skills; Enhancing Your Body Language & Handling Speaking Anxiety; Team Presentations

*Estimated Completion Time: 171 Minutes*

## Receiving Feedback

This pathway reviews the benefits of feedback, how to receive feedback, and how to seek out feedback from others.

**Topics include:** Receiving Feedback; Seeking Feedback from Others

*Estimated Completion Time: 63 Minutes*

## Resiliency

How well do you recover from difficult situations or challenges? By learning to be more resilient you can acknowledge the situation, learn from your mistakes and move forward.

**Topics include:** Resilience: An Introduction; Building Resilience; Becoming resilient  
*Estimated Completion Time: 4 Hours*

## Self-Development

Develop your skills in remaining personally committed and actively work to continuously improve yourself.

**Topics include:** Understanding Personal Development; Building Self Improvement; Develop Yourself  
*Estimated Completion Time: 134 Minutes*

## Selling Skills for Sales and Marketing Teams

After completing this pathway, you will deepen your understanding of selling methodologies, developing your selling skills and the role that content and marketing play in improving your sales. Note: This pathway includes multiple online courses and will require additional time on the part of the learner.

**Topics include:** Sales; Marketing; Sales and Marketing Collaboration;  
*Estimated Completion Time: 6 Hours*

## Serving the Member: An Employee Perspective

This pathway explores different aspects of member experience such as knowing your member, listening and responding to members and enhancing your member centricity.

**Topics include:** Serving the Member: An Employee Perspective; Credit Union Member Experience  
*Estimated Completion Time: 95 Minutes*

## Social Media for Credit Unions

Every day millions of users scroll through their social media feeds, interacting with countless businesses. This massive audience includes your current and potential members. Use this pathway as a guide to improve your credit union's social media.

**Topics include:** Engaging Members with Social Media; Stepping up Your Social Media; Successful CU Social Media Campaigns  
*Estimated Completion Time: 67 Minutes*

## Strategic Sales

Understand the various aspects of sales so you can link sales goals and objectives to the organizational strategy

**Topics include:** Sales Language; The Sales Process; Buying Influences; Customer Focus; Overcoming Obstacles in Sales; Sales Results; Successful Strategic Selling  
*Estimated Completion Time: 164 Minutes*

## Strategic Thinking

Develop your ability to identify effective plans in line with an organization's objectives.

**Topics include:** What is Strategic Thinking; Exploring Competitive Advantage; Understanding Value Chain; Porter's Strategies

*Estimated Completion Time: 128 Minutes*

## Strategies for Navigating Conflict Effectively

Conflicts are an inevitable part of working with others. Most people think of conflict only in negative terms. However, some conflict is healthy. Managing conflict effectively can lead to positive results for your team or organization.

**Topics include:** Understanding Conflict; Working Through Conflict with Others

*Estimated Completion Time: 62 Minutes*

## Teamwork

Regardless of whether you are a leader or a member of a team, you can impact team trust, morale, collaboration, conflict and effectiveness. This pathway shares the value of teamwork and how to work in a proactive and collaborative way with others so you can be counted on when needed.

**Topics include:** Effective Teamwork; Building Trust; Morale; Collaboration; Team Conflict; Working Remotely

*Estimated Completion Time: 117 Minutes*

## Time Management

Have a look at this pathway to learn how to manage your time more effectively.

**Topics include:** Introduction: Time Management; Increase Your Personal Productivity and Effectiveness

*Estimated Completion Time: 155 Minutes*

## Train the Trainer

There are many skills needed to be a successful trainer to engage and foster learners. As a new trainer, or someone who may train as part of your job, understanding and assessing your own skills, leveraging the best instructional design model and understanding the needs of adult learners is key to delivering effective training. This pathway will provide insight and content to support your development as a trainer.

**Topics include:** Adult Learning Principles; Instructional Design; Facilitating and Presenting  
*Estimated Completion Time: 3 hours*

## Unconscious Bias

Stereotyping, prejudice and discrimination are at the forefront of our society today. Everyone is responsible for their "unconscious bias" however not everyone makes the time to be aware of their own biases. You can begin to change the cycle of your own unconscious biases by learning what it is, how to overcome your biases and helping others to become aware of their own biases.

**Topics include:** What is Unconscious Bias? Hint: It's everywhere. We all do it; The Impact of Unconscious Bias; Unconscious Bias in the Workplace; Recognize and Reduce Your Own Unconscious Bias  
*Estimated Completion Time: 5 Hours*

## Understanding and Taking Action Against Racism

"The work of anti-racism is becoming a better human to other humans." ~ Austin Channing Brown This pathway helps you to understand the genesis of racism in the US. It explores the history and political implications for racism today, helps you examine your contribution and provides pragmatic ways to take action as an individual and organization.

**Topics include:** Recognize and Learn; Self-Reflection; Take Action  
*Estimated Completion Time: 8 hours*

## Understanding Fintech

It's only natural to be cautious about an emerging field, especially one that could challenge your organization's place in the industry. But you shouldn't let fear steer you away from the possibility of using new technology to improve your members' experiences.

**Topics include:** Fintech Basics; Fintech and Credit Unions; Taking Action  
*Estimated Completion Time: 76 Minutes*

## Understanding Innovation

To succeed in today's hyper-competitive business landscape, innovation, in products, services and business processes, is more important than ever. This pathway will help you: Understand different types of innovation; Create an environment that encourages innovation; Develop innovative Ideas; Implement innovation initiatives

**Topics include:** Innovation Overview; Developing an Innovation Mindset  
*Estimated Completion Time: 128 Minutes*

## Virtual Collaboration in Organizations

Globalization changed the ways in which traditional teams work. Dynamic virtual and distributed teams are commonplace in the workforce, therefore strategies and tools related to communication have evolved and require unique team rules for the virtual team to succeed. This pathway will help you understand virtual team collaboration, provide you with tips and tools to build and manage a virtual team, and give you design strategies to operate as a successful virtual team member.

**Topics include:** Importance of Virtual Collaboration; Cross-Cultural Awareness; Virtual Collaboration: Strategies and Tools

*Estimated Completion Time: 155 Minutes*

## Workplace Values and Trust

Understand the impact of workplace values and trust on your relationships and overall success.

**Topics include:** Values and Trust - An Overview; Building Values and Trust in the Workplace; Reliability

*Estimated Completion Time: 168 Minutes*

## Writing a Resume

After completing this pathway, those who enroll will know how to write an impressive and effective resume which will help them further their careers.

**Topics include:** Introduction to Resume Writing; Resume Structure & Design; Additional Resume Support; Cover Letters

*Estimated Completion Time: 149 Minutes*

# Leadership Development

These pathways are designed to support the leadership development for those currently serving in a leadership role or those looking to build leadership skills for future growth.

## Authentic Leadership

Learning how to be an authentic leader involves being reliable and leading through your own values. This pathway shares insights to help you become a more authentic leader.

**Topics include:** What is Authentic Leadership; Reliability; Values-Based Leadership

*Estimated Completion Time: 85 minutes*

## Building Effective Business Relationships

Business Relationships - these relationships are key to your success (both professionally and personally). Building effective relationships allows you to grow and also grow your organization's value, image and sustainability. Understanding how to build these important relationships will bring about opportunities you may never have imagined in your career.

**Topics include:** Building Relationships for Growth; The Significance of Business Networks; Developing Rapport with Stakeholders and Members

*Estimated Completion Time: 167 minutes*

## Building Effective Teams

Creating and encouraging the development of an inclusive and successful teams is the responsibility of all leaders. Finding ways to embrace the unique skills and talents of each individual to leverage the full efficiency and ability of the team takes practice and time. This pathway provides insight into building and fostering teamwork to set your team up for success.

**Topics include:** Fostering Teamwork; Accelerating Team Building Success; Building your Team for Ultimate Success

*Estimated Completion Time: 4 Hours*

## Building Trust in a Virtual Environment

Leading a Virtual Team is a skill that all managers in the workforce today need to have. Whether this team consists of your direct reports, vendors that augment and contribute to your team or others located in regional and/or global offices. When people work remotely (virtually) they can become isolated. Knowing how to keep the connections open, genuine and the energy and respect flowing is not only a talent; it is necessary for everyone's success.

**Topics include:** Introduction to the Virtual Workforce; Building Trust in Your Virtual Team, Leading a Virtual Team

*Estimated Completion Time: 139 Minutes*



## Compassion: a driver for leadership success

Whether you are working with staff or members, having compassion is key as you act in a caring and inclusive way toward all, regardless of individual differences. This pathway provides insight on how to use compassion to enhance customer experience and successfully lead others.

**Topics include:** Being a Constructive Leader; Becoming a Genuine and Caring Leader  
*Estimated Completion Time: 62 minutes*

## Cultivating a Global Mindset

What does it mean to have a global mindset? What is the value to your business? Is it the ability to identify a strong global mindset, and how to continue to develop this mindset within your organization? Exploring these topics and the strategies of having a global mindset are all examples of the lessons that will be covered within this pathway.

**Topics include:** Global Mindset in the Workplace; Management of a Global Workforce; Looking Across the Globe – Examples We Can Learn From  
*Estimated Completion Time: 131 Minutes*

## Delegating Effectively

Delegation is an important tool in developing your team members and in managing your own priorities. This pathway highlights practical approaches to delegation that will accelerate team performance and provide employees opportunities to learn new skills. This pathway will help you: Understand the essential characteristics of delegation; Recognize the importance of delegation to leadership effectiveness and employee development; Prepare to delegate effectively; Manage delegated work

**Topics include:** Introduction to Delegating; Preparing to Delegate; Managing a Delegated Assignment  
*Estimated Completion Time: 115 minutes*

## Develop a Leader's Mindset

Moving into your first leadership position is a big shift. If you are promoted from within, you must work to redefine your responsibilities and relationships. This role is not always going to be easy but set yourself up for success by shifting your mindset and identify ways you can continue your development.

**Topics include:** Transition Focus and Relationships; Tips and How to Avoid Mistakes; Continue your Development  
*Estimated Completion Time: 63 minutes*

## Develop your Mentoring Skills

Understand skills of a successful mentor and how to support others through motivation and active listening.

**Topics include:** Understanding Mentoring; Qualities of an Effective Mentor; Maximize Your Mentor Role  
*Estimated Completion Time: 115 minutes*

## Developing Direct Reports

Learn more about how to develop others to achieve their potential through coaching and developing an understanding of the individual.

**Topics include:** Know Your Direct Report; How to Coach and Develop

*Estimated Completion Time: 135 minutes*

## Developing Your Coaching Skills

Successful managers know the importance of helping their employees improve their performance and develop new skills. Coaching is one of the most effective ways to accelerate employees' professional growth. When you coach, your role includes clarifying an employee's opportunity for development, collaboratively developing a plan of action, and providing support and resources to help employees accomplish their goals. In this pathway, you will learn how to: Plan for and conduct a formal coaching session; Apply coaching skills such as listening and asking questions; Monitor the progress of a coaching process; Use coaching skills when opportunities arise

**Topics include:** Understanding Coaching; Coaching Sessions; Applying Coaching Skills; Monitoring Coaching Progress; Informal Coaching

*Estimated Completion Time: 3 Hours*

## Development Plans: Support for Leaders

Given today's competitive business environment, it is critical that our organization retains high performing, engaged employees who will assure the quality of our products and services. To do that, we need to provide employees with development opportunities they value, continuously enhancing the skills of everyone in the organization. This pathway will help you: Understand the benefits of developing employees; Manage the employee development planning process; Identify appropriate development activities for your employees; Monitor employees' progress in achieving development goals

**Topics include:** Benefits of Developing Employees; Building an Employee Development Plan; Identifying Development Activities; Monitoring Progress

*Estimated Completion Time: 132 minutes*

## Drive for Results as a Leader

Achieve the results you want by striving for efficiency, creating alignment, identifying objectives and improve processes.

**Topics include:** Efficiency and Alignment; Performance and Results

*Estimated Completion Time: 165 Minutes*

## Enhancing Emotional Intelligence

Most people need to work with others to succeed in their jobs. That means it's not enough to be smart and an expert in your field. You also need emotional intelligence, which includes the ability to understand and manage your own emotions, and the ability to use your understanding of others' feelings to interact effectively with work associates.

**Topics include:** Why Emotional Intelligence Matters; Understanding Emotional Intelligence; Strengthening Emotional Intelligence

*Estimated Completion Time: 123 Minutes*

## Ensure Accountability

Accountability is responsibility taken to the next level. In order to have accountability, each individual must take ownership of the outcomes they are responsible for. Individuals that model accountability at the highest level are empowered.

**Topics include:** Ensure Accountability; Develop Accountability; Obstacles in Ensuring Accountability; Developing Accountability for Organizational Success

*Estimated Completion Time: 3 Hours*

## Ethics in the Workplace

Check out this pathway to understand the principles of workplace ethics from 'Individual' and 'Leader' perspectives.

**Topics include:** Introduction to Ethics; Individual Perspective; Leader Perspective; How to Manage Workplace Ethics

*Estimated Completion Time: 4 Hours*

## Executive Presence

What does it mean to have Executive Presence? Why is it important? What are the ways to develop it for aspiring leaders? These topics are explored in this pathway, with lessons on understanding Executive Presence and actions you can take to cultivate it for yourself and others.

**Topics include:** What is Executive Presence; Developing Executive Presence

*Estimated Completion Time: 5 Hours*

## Giving Effective Feedback

Being able to give effective feedback is essential to your professional effectiveness and critical to the success of your organization. Giving good feedback can help you more effectively address a variety of business needs, such as identifying new market opportunities, developing new products, and improving processes. Whatever your role, whether individual contributor or leader, this pathway will help you: Deepen your knowledge of feedback concepts and methods; Understand how feedback can be applied to help address a variety of business challenges; Strengthen your ability to give effective feedback on which business problems or opportunities are most important to address

**Topics include:** Why Giving Effective Feedback Matters; Understanding Effective Feedback; Employee Feedback Techniques  
*Estimated Completion Time: 126 Minutes*

## How To Transition To A Remote Workforce

A remote work culture is becoming a common way of business operations. This Pathway is curated to equip L&D teams and managers with resources and materials that can influence a positive, thriving and healthy remote work culture.

**Topics include:** Transitioning To A Remote Culture; Communication in a Remote Team; Self-Care Practices  
*Estimated Completion Time: 3 Hours*

## Influencing Others

Influencing Others -- what does that really mean? Does it give you power over others or getting your own way?

**Topics include:** Introduction; Influential Leadership; Skills and Strategies of Influencing Others  
*Estimated Completion Time: 4 hours*

## Introduction to Leadership

This content supports the important aspects of being a manager. This collection is an assortment of quality content reinforcing aspects valuable to being a manager.

**Topics include:** Becoming a Leader; Managing Yourself and Others  
*Estimated Completion Time: 114 Minutes*

## Leading a Team

Every organization relies on teams--to increase efficiency, solve problems, enhance collaboration, promote learning, and improve engagement. To achieve these benefits, teams need effective leadership. This pathway will help team leaders understand teams, including the difference between teams and work groups, know how to establish a team, and manage team performance.

**Topics include:** Understanding Teams; Forming a Team; Managing Team Performance  
*Estimated Completion Time: 154 Minutes*

## Leading Change

Change is the norm in organizational life. Today's global, interconnected business environment is in constant flux. All organizations live in a "VUCA" world—volatile, uncertain, complex, and ambiguous. To succeed in this context of continuous change, everyone in an organization needs to be skilled in responding to change. But leaders need to do more. Leaders need to know when and how to launch change initiatives in response to today's business challenges. Leaders also need to know how to effectively implement changes, whether or not they have initiated that change. Finally, all leaders need to know how to manage the human side of

change. Change may be essential for organizational performance, but it is never comfortable or easy. This pathway is designed for leaders at all levels who want to develop their ability to successfully initiate or implement a change initiative.

**Topics include:** How Change is Changing; Be Ready for Change; Initiating Change; Implementing Change; Managing Resistance to Change

*Estimated Completion Time: 177 Minutes*

## Leading Effective Meetings

Managing a Meeting - easy! Right? Wrong? You can't deny that a good meeting feels great when it takes place and a bad one feels like a huge waste of your time! Knowing the secrets of Meeting Management and becoming skilled in the techniques will create harmony, creativity and productive outcomes.

**Topics include:** Introduction to Meeting Management; How to Make Meetings More Effective? Leading Meetings Effectively;

*Estimated Completion Time: 5 Hours*

## Leading Process Improvement

Look through this 'Process Improvement' pathway to better understand how organizations can achieve greater results.

**Topics include:** The Importance of Process; Business Team Improvement; Building a Process-Focused Organization

*Estimated Completion Time: 122 Minutes*

## Managing Change

Today's world is changing and evolving quicker than ever before. Technology has created opportunities that have never existed before. All of this is exciting, yet it requires a skill to manage change - quickly, efficiently and with a solid and consistent leadership style. Knowing how to manage change, leading teams through change and exploring the techniques used by others, you can increase your success and the success of those around you.

**Topics include:** What is Change Management? Why is it important today?; How do you manage change from a leadership POV?; Leading Teams through Change

*Estimated Completion Time: 114 Minutes*

## Managing Team Conflict

Managing conflict effectively can lead to positive results for your team. This pathway will: Review conflict management techniques; Analyze and prepare to manage conflict; Facilitate a conflict resolution discussion; Follow up after a conflict resolution discussion

**Topics include:** Conflict Management Techniques; Managing Employee Conflict; Facilitating Conflict Conversations

*Estimated Completion Time: 56 Minutes*

## Operations Management

This pathway is intended to increase knowledge of operations management needed to improve processes, solve problems and support innovation. It will help you learn more about operations management through sections on important operations management principles.

**Topics include:** Action Oriented; Decision Quality; Developing Direct Reports and Others; Drive for Results, Interpersonal Savvy; Active Learning; Priority Setting; Peer Relationships  
*Estimated Completion Time: 3 Hours*

## Organizational Capability for Innovation

Discover the meaning behind having influence and learn how influence is used in the workplace. Influencing others involves engaging with others, build trust, and bringing forth ideas that benefit others with positive outcomes.

**Topics include:** Innovative Capability; Foster Innovation  
*Estimated Completion Time: 55 minutes*

## Strategies for Navigating Conflict Effectively

Conflicts are an inevitable part of working with others. Most people think of conflict only in negative terms. However, some conflict is healthy. Managing conflict effectively can lead to positive results for your team or organization.

**Topics include:** Understanding Conflict; Working Through Conflict with Others  
*Estimated Completion Time: 62 Minutes*

## Strategy Execution

After spending countless hours planning and developing a brilliant strategy the last thing any executive wants to see that strategy fail. So what is the key to ensuring success for your new strategy? Proper strategy execution. This pathway provides resources and information to support successful execution of your strategy.

**Topics include:** Keys to Successful Strategy Execution  
*Estimated Completion Time: 84 Minutes*

## Teamwork

Regardless of whether you are a leader or a member of a team, you can impact team trust, morale, collaboration, conflict and effectiveness. This pathway shares the value of teamwork and how to work in a proactive and collaborative way with others so you can be counted on when needed.

**Topics include:** Effective Teamwork; Building Trust; Morale; Collaboration; Team Conflict; Working Remotely  
*Estimated Completion Time: 117 Minutes*



## Trust: A Leader's Tool

Understanding ways to build trust with individuals can support your relationships as a leader. This pathway focuses on how to build trust in the workplace, including the value of workplace ethics and transparent leadership.

**Topics include:** Building Trust in the Workplace; Actionable Steps to Build Trust; Integrity - a tool for Trust; Transparency

*Estimated Completion Time: 109 Minutes*

## Unconscious Bias

Stereotyping, prejudice and discrimination are at the forefront of our society today. Everyone is responsible for their "unconscious bias" however not everyone makes the time to be aware of their own biases. You can begin to change the cycle of your own unconscious biases by learning what it is, how to overcome your biases and helping others to become aware of their own biases.

**Topics include:** What is Unconscious Bias? Hint: It's everywhere. We all do it; The Impact of Unconscious Bias; Unconscious Bias in the Workplace; Recognize and Reduce Your Own Unconscious Bias

*Estimated Completion Time: 5 Hours*

## Understanding and Taking Action Against Racism

"The work of anti-racism is becoming a better human to other humans." ~ Austin Channing Brown This pathway helps you to understand the genesis of racism in the US. It explores the history and political implications for racism today, helps you examine your contribution and provides pragmatic ways to take action as an individual and organization.

**Topics include:** Recognize and Learn; Self-Reflection; Take Action

*Estimated Completion Time: 8 hours*

## Value Differences

Recognize the value that different perspectives and cultures bring to an organization, how to manage cross-cultural diversity and see the value that diversity brings to innovation.

**Topics include:** Diversity and Inclusion; Cross-Cultural Diversity Management; Respecting Others

*Estimated Completion Time: 116 Minutes*

## Virtual Collaboration in Organizations

Globalization changed the ways in which traditional teams work. Dynamic virtual and distributed teams are commonplace in the workforce, therefore strategies and tools related to communication have evolved and require unique team rules for the virtual team to succeed. This pathway will help you understand virtual team collaboration, provide you with tips and tools to build and manage a virtual team, and give you design strategies to operate as a successful virtual team member.

**Topics include:** Importance of Virtual Collaboration; Cross-Cultural Awareness; Virtual Collaboration: Strategies and Tools  
*Estimated Completion Time: 155 Minutes*

## **Workplace Values and Trust**

Understand the impact of workplace values and trust on your relationships and overall success.

**Topics include:** Values and Trust - An Overview; Building Values and Trust in the Workplace; Reliability  
*Estimated Completion Time: 168 Minutes*

## Team Development

These pathways are designed to support and guide team development. Complete a pathway in full, as a team or, share individual pieces of content for reflection and discussion within a team meeting.

### Building Trust in a Virtual Environment

Leading a Virtual Team is a skill that all managers in the workforce today need to have. Whether this team consists of your direct reports, vendors that augment and contribute to your team or others located in regional and/or global offices. When people work remotely (virtually) they can become isolated. Knowing how to keep the connections open, genuine and the energy and respect flowing is not only a talent; it is necessary for everyone's success.

**Topics include:** Introduction to the Virtual Workforce; Building Trust in Your Virtual Team, Leading a Virtual Team

*Estimated Completion Time: 139 Minutes*

### Build Trust in the Workplace

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

**Topics include:** Building Trust in the Workplace

*Estimated Completion Time: 65 minutes*

### Building Effective Teams

Creating and encouraging the development of an inclusive and successful teams is the responsibility of all leaders. Finding ways to embrace the unique skills and talents of each individual to leverage the full efficiency and ability of the team takes practice and time. This pathway provides insight into building and fostering teamwork to set your team up for success.

**Topics include:** Fostering Teamwork; Accelerating Team Building Success; Building your Team for Ultimate Success

*Estimated Completion Time: 4 Hours*

### Business Communication

Get a better understanding of effective business communication from this informative pathway.

**Topics include:** Business Writing; Business Presentations; Essentials of Business Communication

*Estimated Completion Time: 125 minutes*

### Change Agility

Embrace change. By adapting and remaining agile with change you can build new skills that will help you develop and become a resource for your organization.

**Topics include:** Understanding Change; Change Management Models; Adjusting to Change

*Estimated Completion Time: 164 minutes*

## Collaborating Proactively

This pathway provides an overview of collaborating proactively. When we collaborate proactively, we share information and resources, help others solve problems, actively seek out opportunities to collaborate, and ask for and accept help from others. In our complex, fast-paced, and globally-dispersed world, collaboration is critical to business success. In this pathway you'll learn how proactive collaboration benefits both you and our organization. You'll also be introduced to the key skills needed to collaborate effectively.

**Topics include:** Why collaboration is critical; Understand collaboration skills

*Estimated Completion Time: 108 minutes*

## Communicate Effectively

The ability to communicate effectively is very important to companies because it allows companies to be productive and operate effectively. Employees can experience an increase in morale, productivity and commitment if they are able to communicate up and down the communication chain in an organization.

**Topics include:** Why Communication Matters; Understanding Communication; Communicating Successfully

*Estimated Completion Time: 158 minutes*

## Communication - Listening

In this pathway, you will learn more about listening which is one of the most essential qualities required for effective communication.

**Topics include:** Listening and Communication; Improving Your Listening

*Estimated Completion Time: 100 Minutes*

## Creating a Vision

Leaders at all levels need to be able to create vision statements that inspire action in a variety of arenas. Some vision statements are intended to clarify a desired future state of a business unit or team; others are meant to create a compelling description of the results of a significant change initiative. The Creating a Vision Pathway is intended to help leaders at all levels develop a compelling picture of a desired future state, whether related to the organization they lead or a change they intend to initiate.

**Topics include:** Creating an Organizational Vision; Building a Team Vision; Creating a Vision for Change

*Estimated Completion Time: 57 minutes*

## Develop Skills for Teamwork

Being an effective team member requires skills to support your interactions. This pathway focuses on the how to develop skills needed for effective teamwork including listening, communication and questioning skills.

**Topics include:** Being a Great Team Member; Listening; Communication; Questioning Skills; Effective Teamwork

*Estimated Completion Time: 105 minutes*

## Enhancing Emotional Intelligence

Most people need to work with others to succeed in their jobs. That means it's not enough to be smart and an expert in your field. You also need emotional intelligence, which includes the ability to understand and manage your own emotions, and the ability to use your understanding of others' feelings to interact effectively with work associates.

**Topics include:** Why Emotional Intelligence Matters; Understanding Emotional Intelligence; Strengthening Emotional Intelligence

*Estimated Completion Time: 123 Minutes*

## Ensure Accountability

Accountability is responsibility taken to the next level. In order to have accountability, each individual must take ownership of the outcomes they are responsible for. Individuals that model accountability at the highest level are empowered.

**Topics include:** Ensure Accountability; Develop Accountability; Obstacles in Ensuring Accountability; Developing Accountability for Organizational Success

*Estimated Completion Time: 3 Hours*

## Goal Setting

Looking ahead and setting goals - can be overwhelming. Knowing how to set goals and achieving them will help you to focus and feel more accomplished. Setting goals at work will also help you to feel motivated and accomplished. Letting everyone around you know that you can provide vision and can get things done!

**Topics include:** The Theory of Goal Setting; The Practice Of Goal Setting; Tools for Setting your Goals

*Estimated Completion Time: 160 Minutes*

## Hiring the Best: Effective Interviewing

Good interviewers make a conscious effort to get the most out of the interview process. Interviewing is hard work, but you can build your skills to have the most effective interviews possible. Review this pathway to develop your interviewing skills to help ask the right questions to get the right people on your team.

**Topics include:** Become an Effective Interviewer; Behavioral Interviewing; Selecting a Candidate

*Estimated Completion Time: 76 Minutes*

## Leading a Team

Every organization relies on teams--to increase efficiency, solve problems, enhance collaboration, promote learning, and improve engagement. To achieve these benefits, teams need effective leadership. This pathway will help team leaders understand teams, including the difference between teams and work groups, know how to establish a team, and manage team performance.

**Topics include:** Understanding Teams; Forming a Team; Managing Team Performance  
*Estimated Completion Time: 154 Minutes*

## Leading Effective Meetings

Managing a Meeting - easy! Right? Wrong? You can't deny that a good meeting feels great when it takes place and a bad one feels like a huge waste of your time! Knowing the secrets of Meeting Management and becoming skilled in the techniques will create harmony, creativity and productive outcomes.

**Topics include:** Introduction to Meeting Management; How to Make Meetings More Effective; Leading Meetings Effectively  
*Estimated Completion Time: 5 Hours*

## Leveraging Diversity Today

In today's diverse and global business environments, we all need a high level of sensitivity and tolerance. Understanding and adapting to different cultural and social dynamics in the workplace is essential to helping us succeed professionally, collaborate effectively and promote the innovation needed to achieve important team and organizational results.

**Topics include:** Why Diversity Matters; Understanding Diversity; Applying Diversity Skills  
*Estimated Completion Time: 88 Minutes*

## Managing Team Conflict

Managing conflict effectively can lead to positive results for your team. This pathway will: Review conflict management techniques; Analyze and prepare to manage conflict; Facilitate a conflict resolution discussion; Follow up after a conflict resolution discussion

**Topics include:** Conflict Management Techniques; Managing Employee Conflict; Facilitating Conflict Conversations  
*Estimated Completion Time: 56 Minutes*

## Operations Management

This pathway is intended to increase knowledge of operations management needed to improve processes, solve problems and support innovation. It will help you learn more about operations management through sections on important operations management principles.

**Topics include:** Action Oriented; Decision Quality; Developing Direct Reports and Others; Drive for Results, Interpersonal Savvy; Active Learning; Priority Setting; Peer Relationships  
*Estimated Completion Time: 3 Hours*

## Organizational Capability for Innovation

Discover the meaning behind having influence and learn how influence is used in the workplace. Influencing others involves engaging with others, build trust, and bringing forth ideas that benefit others with positive outcomes.

**Topics include:** Innovative Capability; Foster Innovation  
*Estimated Completion Time: 55 minutes*



## Strategic Innovation

Innovation helps to drive ideas that improve the outcomes of the organization. Leaders understand that innovation starts with people. Great innovation executives recognize the value of focusing on people that can drive innovation. This pathway looks at ways to practice innovation and support innovators within your organization.

**Topics include:** The Impact of Innovation; Process of Innovation; Continuous Innovation  
*Estimated Completion Time: 124 Minutes*

## Teamwork

Regardless of whether you are a leader or a member of a team, you can impact team trust, morale, collaboration, conflict and effectiveness. This pathway shares the value of teamwork and how to work in a proactive and collaborative way with others so you can be counted on when needed.

**Topics include:** Effective Teamwork; Building Trust; Morale; Collaboration; Team Conflict; Working Remotely  
*Estimated Completion Time: 117 Minutes*

## Value Differences

Recognize the value that different perspectives and cultures bring to an organization, how to manage cross-cultural diversity and see the value that diversity brings to innovation.

**Topics include:** Diversity and Inclusion; Cross-Cultural Diversity Management; Respecting Others  
*Estimated Completion Time: 116 Minutes*

## Organizational Alignment

These pathways are designed to support and guide individuals in building organizational alignment and overall organizational development.

### Aligning Talent Development to the Organization

Develop your staff to impact individual career goals and the organization's goals through motivation, development moves and coaching.

**Topics include:** Employee Development for Organizational Success; Helping People Meet Their Career Goals

*Estimated Completion Time: 127 minutes*

### Blue Ocean Strategy

Imagine having zero competition without the need to fight for a piece of the corporate pie. Sounds nice, doesn't it? Well look no further! Blue Ocean Strategy suggests a way to forge your own path in a fierce marketplace

**Topics include:** What is Blue Ocean Strategy?; Blue Ocean Strategy in Action

*Estimated Completion Time: 69 minutes*

### Building a Member Experience Focus

All things begin with the member. Putting the focus on building a member experience focus both as an individual and within an organization will help to drive business results and success. This pathway includes examples from businesses that have succeeded in building a member experience focus.

**Topics include:** Best Member Experience - An Overview; Member Focused Leadership; Member Experience Plans & Data

*Estimated Completion Time: 175 minutes*

### Building Effective Business Relationships

Business Relationships - these relationships are key to your success (both professionally and personally). Building effective relationships allows you to grow and also grow your organization's value, image and sustainability. Understanding how to build these important relationships will bring about opportunities you may never have imagined in your career.

**Topics include:** Building Relationships for Growth; The Significance of Business Networks; Developing Rapport with Stakeholders and Members

*Estimated Completion Time: 167 minutes*

## Business Management Practices

Build your understanding of essential business management practices and how core business relates to role and function. This pathway includes information to support your development of business management practices such as strategic and financial management, understanding your market, budgeting and business development.

**Topics include:** Business Management Essentials; Budgets & Budgeting; Business Development Strategies

*Estimated Completion Time: 4 Hours*

## Community Stewardship

This pathway provides a high-level overview on organizational stewardship to align organizational objectives and practices with the public interests.

**Topics include:** Corporate Stewardship

*Estimated Completion Time: 35 minutes*

## Creating a Vision

Leaders at all levels need to be able to create vision statements that inspire action in a variety of arenas. Some vision statements are intended to clarify a desired future state of a business unit or team; others are meant to create a compelling description of the results of a significant change initiative. The Creating a Vision Pathway is intended to help leaders at all levels develop a compelling picture of a desired future state, whether related to the organization they lead or a change they intend to initiate.

**Topics include:** Creating an Organizational Vision; Building a Team Vision; Creating a Vision for Change

*Estimated Completion Time: 57 minutes*

## Credit Union Cybersecurity

With the credit union industry becoming more digital every year the threat of a cyber breach grows. So how can you protect your credit union from hackers and other cyber criminals? This pathway will provide you with the information necessary to increase your credit union's cybersecurity.

**Topics include:** Internal and External Cybersecurity Threats; How to Protect Your Credit Union; Cybersecurity Insurance; For Board Members; For Human Resources

*Estimated Completion Time: 5 Hours*

## Credit Union Growth Strategy

Credit union growth encompasses a wide variety of fields. Lending, marketing, and collaborations can have a huge impact on your credit union. In this pathway we will explore several areas of growth and how you can improve their growth potential.

**Topics include:** Membership; Lending; Collaboration; Marketing; Mergers & Acquisitions

*Estimated Completion Time: 3 Hours*

## Cultivating a Global Mindset

What does it mean to have a global mindset? What is the value to your business? Is it the ability to identify a strong global mindset, and how to continue to develop this mindset within your organization? Exploring these topics and the strategies of having a global mindset are all examples of the lessons that will be covered within this pathway.

**Topics include:** Global Mindset in the Workplace; Management of a Global Workforce; Looking Across the Globe – Examples We Can Learn From

*Estimated Completion Time: 131 Minutes*

## Culture Vs. Climate

Culture and climate play a huge role in the operations of your credit union. A lack of quality in both could negatively impact your CU's image. Employees may be less productive, members may feel they can be better served through another institution, and overall satisfaction with your credit union may severally decline. Use the following learning materials to assess, build, and foster a wonderful culture and climate within your credit union.

**Topics include:** Organizational Culture; Organizational Climate; The Differences Between Culture and Climate; Improving Culture and Climate in the Workplace

*Estimated Completion Time: 95 Minutes*

## Data Driven Member Retention

Member Retention is vital to any business and in today's data driven world. It is essential to also use the collected data not only to predict behavior, but also to assist with driving retention. Data can help to personalize the member experience, provide focused targeted content and give insights for future business decisions.

**Topics include:** Driving Members Forward with Your Data; Member Retention Using Analytics and Machine Learning; Biased Data? Be Aware, this can happen

*Estimated Completion Time: 95 minutes*

## Driving Execution

Execution is the result of thousands of decisions made every day by employees acting according to the information they have and their own self-interest. You will learn in this pathway how leadership influences those actions and decisions.

**Topics include:** Why Execution Matters; Understanding Execution; Strategy Execution Challenges; Executing Successfully

*Estimated Completion Time: 122 Minutes*

## Fostering a Learning Culture

One of the biggest contributors to organizational success is a vibrant learning culture. This pathway is intended to help HR and learning professionals, as well as managers: understand the key characteristics of a learning culture; appreciate how a learning culture contributes to organizational performance, and; discover strategies for developing a strong learning culture in your organization.

**Topics include:** Why is a Learning Culture Important?; Fostering a Learning Culture  
*Estimated Completion Time: 59 Minutes*

## Fostering Employee Engagement

Though organizations worldwide recognize engagement's critical impact on employee productivity and retention, global engagement levels remain disturbingly low. According to Gallup Inc. only 32% of U.S. employees and 13% of employees worldwide report that they are enthusiastic about and committed to their work and workplace. This pathway is intended to help leaders at all levels: Recognize the importance of employee engagement; Understand barriers to employee engagement; Assess levels of employee engagement; Adopt engagement strategies at the team level, and Establish and track organization-wide engagement practices.

**Topics include:** Why Employee Engagement Matters; Fostering Engagement Within Your Team; Developing Organizational Engagement Strategies

*Estimated Completion Time: 4 Hours*

## Growth: Mergers and Acquisitions

Both mergers and acquisitions can provide quick and hefty growth for credit unions, but each can provide very different benefits and impacts. This pathway discusses the differences between mergers and acquisitions and brings up some potential challenges to consider.

**Topics include:** General M&A Tips; Mergers; Acquisitions

*Estimated Completion Time: 5 Hours*

## Hiring the Best: Effective Interviewing

Good interviewers make a conscious effort to get the most out of the interview process. Interviewing is hard work, but you can build your skills to have the most effective interviews possible. Review this pathway to develop your interviewing skills to help ask the right questions to get the right people on your team.

**Topics include:** Become an Effective Interviewer; Behavioral Interviewing; Selecting a Candidate

*Estimated Completion Time: 76 Minutes*

## How To Transition To A Remote Workforce

A remote work culture is becoming a common way of business operations. This Pathway is curated to equip L&D teams and managers with resources and materials that can influence a positive, thriving and healthy remote work culture.

**Topics include:** Transitioning to A Remote Culture; Communication in a Remote Team; Self-Care Practices

*Estimated Completion Time: 3 Hours*

## Integrating Strategic Planning

Strategic Planning is a vital skill for all aspects of your career. How to design and develop a strategic plan for your department or organization will strengthen the results of your organization and its initiatives. Starting with your plan, identifying key concepts and following through on strategic execution is the focus of the following sections. "If you do not thoughtfully lay out a course and direction for your business, it is likely that environment and external factors will lay out one for you." Terry Mullane - Strategic Executive

**Topics include:** Starting Your Strategic Plan; Integrating and Executing Your Strategic Plan; Staying Focused Using Strategic Management

*Estimated Completion Time: 5 Hours*

## Keeping Pace With Digital Transformation

Understanding how organizations can adapt to digital strategies and technologies, while embracing the change and pitfalls that come with it are key to organizational success. Some organizations are forced into digital transformation to become compliant; while others seek digital transformation for culture change, profitability, customer satisfaction and/or increased speed of their product to market.

**Topics include:** What is Digital Transformation?; Embracing New Technologies; Impact of Technology and Digitization; Culture that Enables a Digital Workplace

*Estimated Completion Time: 3 Hours*

## Managing Beyond A Recession

This pathway provides access to content designed to support the adjustments and actions credit unions can take to move forward as an organization through a recession.

**Topics include:** Leading Through a Recession; Adjusting Priorities; Setting Up For Success

*Estimated Completion Time: 4 Hours*

## Managing Crisis in the Workplace

What do you think of when you hear "Crisis Management"? Do you think of natural disasters, data breach, hazardous breakdown? Did you realize that crisis management can also come from causes within your organization? Learn about both the internal and external factors that require a crisis management plan and be prepared.

**Topics include:** An Overview of Crisis Management; What are the Various Types of Crisis Situations; Dealing with Workplace Crisis

*Estimated Completion Time: 3 Hours*

## Michael Porter's Strategy

In 1979 Dr. Michael Porter released his revolutionary Five Forces essay, forever changing the way professionals view strategy. This pathway will familiarize you with just a few of Dr. Porter's most important ideas. After completing the following content, you will have a great understanding of Porter's Five Forces and Value Chain concepts.



**Topics include:** Porter's Views of Strategy; Five Forces; Value Chain

*Estimated Completion Time: 113 Minutes*

## Operations Management

This pathway is intended to increase knowledge of operations management needed to improve processes, solve problems and support innovation. It will help you learn more about operations management through sections on important operations management principles.

**Topics include:** Action Oriented; Decision Quality; Developing Direct Reports and Others; Drive for Results, Interpersonal Savvy; Active Learning; Priority Setting; Peer Relationships

*Estimated Completion Time: 3 Hours*

## Organizational Agility

A high degree of organizational agility can help an organization react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions. Being an agile leader allows you to effectively navigate the organization and be a culturally savvy “go-to” person service as a resource to your team and the organization. This pathway focuses on understand organizational agility as well as how you can become an agile learner

**Topics include:** Organizational Agility - An Overview; Building Change Agility Culture; Become an Agile Leader

*Estimated Completion Time: 96 Minutes*

## Organizational Capability for Innovation

Discover the meaning behind having influence and learn how influence is used in the workplace. Influencing others involves engaging with others, build trust, and bringing forth ideas that benefit others with positive outcomes.

**Topics include:** Innovative Capability; Foster Innovation

*Estimated Completion Time: 55 minutes*

## Organizational Change Management

Leading organizational change can be difficult as a result of poor communication or resistance. This pathway provides resources to help guide the change management process.

**Topics include:** Leading Change; Implementing Organizational Change

*Estimated Completion Time: 73 Minutes*

## Strategic Innovation

Innovation helps to drive ideas that improve the outcomes of the organization. Leaders understand that innovation starts with people. Great innovation executives recognize the value of focusing on people that can drive innovation. This pathway looks at ways to practice innovation and support innovators within your organization.

**Topics include:** The Impact of Innovation; Process of Innovation; Continuous Innovation

*Estimated Completion Time: 124 Minutes*

## Strategic Thinking

Develop your ability to identify effective plans in line with an organization's objectives.

**Topics include:** What is Strategic Thinking; Exploring Competitive Advantage; Understanding Value Chain; Porter's Strategies

*Estimated Completion Time: 128 Minutes*

## Strategy Execution

After spending countless hours planning and developing a brilliant strategy the last thing any executive wants to see that strategy fail. So, what is the key to ensuring success for your new strategy? Proper strategy execution. This pathway provides resources and information to support successful execution of your strategy.

**Topics include:** Keys to Successful Strategy Execution

*Estimated Completion Time: 84 Minutes*

## Supervisory Committee

The role of the Supervisory Committee requires different skills and knowledge than other Board of Director positions. This pathway offers insight and resources into the role and responsibilities of the Supervisory Committee.

**Topics include:** The Role of the Supervisory Committee; Credit Union Financials; Credit Union Risks; Audits

*Estimated Completion Time: 3 hours*

## Understanding and Taking Action Against Racism

"The work of anti-racism is becoming a better human to other humans." ~ Austin Channing Brown This pathway helps you to understand the genesis of racism in the US. It explores the history and political implications for racism today, helps you examine your contribution and provides pragmatic ways to take action as an individual and organization.

**Topics include:** Recognize and Learn; Self-Reflection; Take Action

*Estimated Completion Time: 8 hours*

## Understanding Fintech

It's only natural to be cautious about an emerging field, especially one that could challenge your organization's place in the industry. But you shouldn't let fear steer you away from the possibility of using new technology to improve your members' experiences.

**Topics include:** Fintech Basics; Fintech and Credit Unions; Taking Action

*Estimated Completion Time: 76 Minutes*

## Value Differences

Recognize the value that different perspectives and cultures bring to an organization, how to manage cross-cultural diversity and see the value that diversity brings to innovation.

**Topics include:** Diversity and Inclusion; Cross-Cultural Diversity Management; Respecting Others

*Estimated Completion Time: 116 Minutes*

## Virtual Collaboration in Organizations

Globalization changed the ways in which traditional teams work. Dynamic virtual and distributed teams are commonplace in the workforce, therefore strategies and tools related to communication have evolved and require unique team rules for the virtual team to succeed. This pathway will help you understand virtual team collaboration, provide you with tips and tools to build and manage a virtual team, and give you design strategies to operate as a successful virtual team member.

**Topics include:** Importance of Virtual Collaboration; Cross-Cultural Awareness; Virtual Collaboration: Strategies and Tools

*Estimated Completion Time: 155 Minutes*

## Workplace Values and Trust

Understand the impact of workplace values and trust on your relationships and overall success.

**Topics include:** Values and Trust - An Overview; Building Values and Trust in the Workplace; Reliability

*Estimated Completion Time: 168 Minutes*

## Board of Directors Development

These pathways are designed to support and guide board of directors in developing skills and knowledge to help create a high-performing board.

### Blue Ocean Strategy

Imagine having zero competition without the need to fight for a piece of the corporate pie. Sounds nice, doesn't it? Well look no further! Blue Ocean Strategy suggests a way to forge your own path in a fierce marketplace

**Topics include:** What is Blue Ocean Strategy?; Blue Ocean Strategy in Action

*Estimated Completion Time: 69 minutes*

### Building Effective Business Relationships

Business Relationships - these relationships are key to your success (both professionally and personally). Building effective relationships allows you to grow and also grow your organization's value, image and sustainability. Understanding how to build these important relationships will bring about opportunities you may never have imagined in your career.

**Topics include:** Building Relationships for Growth; The Significance of Business Networks; Developing Rapport with Stakeholders and Members

*Estimated Completion Time: 167 minutes*

### CEO/Board Relations

If two cogs in an engine aren't turning the same way the machine won't move forward. The same can be said about the relationship between a CEO and board. If multiple people have their own views for a company it can cause major problems for operations. This pathway outlines the cultivation of CEO/Board Relations, you will also learn how to mitigate problems within the relationship.

**Topics include:** Cultivating Your CEO/Board Relationship; Challenges of CEO/Board Relationships

*Estimated Completion Time: 3 Hours*

### Credit Union Cybersecurity

With the credit union industry becoming more digital every year the threat of a cyber breach grows. So how can you protect your credit union from hackers and other cyber criminals? This pathway will provide you with the information necessary to increase your credit union's cybersecurity.

**Topics include:** Internal and External Cybersecurity Threats; How to Protect Your Credit Union; Cybersecurity Insurance; For Board Members; For Human Resources

*Estimated Completion Time: 5 Hours*

## CUES Director Education Center Courses

This pathway includes all of the CUES Director Education Center courses. These courses are designed to increase your competency on critical board topics. You can complete all the courses in the pathway or just those aligned to your current needs. You will also find these courses included in the Learning Plans available within the pathway list.

*Estimated Completion Time: 19 hours*

## Director Level 1 Pathway: Additional Resources

This pathway is designed to for first year directors, providing access to optional resources support your continued development.

**Topics include:** CUES Webinars; CUES Podcasts; CUES Videos; CUES Learning Plans

*Estimated Completion Time: 23 Hours*

## Director Level 1 Pathway: CUES Recommendations

This pathway is designed to for first year directors, providing access to content to help further your development.

**Topics include:** Online Courses; Classroom Courses

*Estimated Completion Time: 7 Hours*

## Director Level 2 Pathway: Additional Resources

This pathway is designed to for second year directors, providing access optional resources are available to provide support.

**Topics include:** CUES Webinars; CUES Podcasts; CUES Videos; CUES Learning Plans

*Estimated Completion Time: 11 Hours*

## Director Level 2 Pathway: CUES Recommendations

This pathway is designed to for second year directors, providing access to content to help further your development.

**Topics include:** Online Courses; Classroom Courses

*Estimated Completion Time: 7 Hours*

## Director Level 3 Pathway: Additional Resources

This pathway is designed to for third year directors, providing access to optional resources support your continued development.

**Topics include:** CUES Webinars; CUES Podcasts; CUES Videos; CUES Learning Plans

*Estimated Completion Time: 9 Hours*

## Director Level 3 Pathway: CUES Recommendations

This pathway is designed to for second year directors, providing access to content to help further your development.

**Topics include:** Online Courses, Classroom Courses

*Estimated Completion Time: 3 Hours*

## Learning Plan: Board Meeting Management

Governing your credit union is a demanding task. Board governance is about establishing and maintaining your credit union's reputation and exhibiting the value the board creates for your credit union. To carry out its responsibilities to members, boards must constantly evaluate not only the credit union's safety, soundness, financial performance, leadership, and quality of service, but also their own effectiveness. The best boards maintain effectiveness during meetings, focus meetings on strategic issues as opposed to short-term managerial concerns, and effectively manage group dynamics to ensure meetings are productive.

**Topics include:** Assignments; Director Education Center Courses; Application Questions

*Estimated Completion Time: 3 Hours*

## Learning Plan: CEO Compensation

As a director for your credit union, hiring and retaining the right CEO is the most important decision your board will make. In the modern business climate, credit unions must find the best possible talent to compete in competitive markets. Directors need to determine what value will attract the right CEO to their credit union. Learn how to design and maintain the perfect plan for finding the most skilled and talented CEO.

**Topics include:** Assignments; Application Questions

*Estimated Completion Time: 64 Minutes*

## Learning Plan: CEO Performance Evaluation

Every credit union CEO and director recognizes that the CEO's work is central to the success of the organization. They know, at the core, it is the CEO's job to ensure the board's decisions about vision, strategic direction, and goals drive the day-to-day operations that result in effective organizational performance. Clearly, the overall performance and effectiveness of the credit union's CEO has the potential to fundamentally alter the future of the organization. An effective CEO appraisal process enhances substantially the likelihood that the credit union and its CEO will perform more effectively.

**Topics include:** Assignments; Director Education Center Courses; Application Questions

*Estimated Completion Time: 176 Minutes*



## Learning Plan: CEO Transition

CEO transition planning has taken on more importance during recent years. Consider the facts: In the next ten years, two of every five credit union CEOs will be eligible for retirement. Nearly half of all credit union CEOs plan to retire within the next 10 years, and about one quarter plan to within the next five years. Since the most crucial hands-on decisions a board makes are the hiring, firing, and evaluation of the chief executive officer, and given just how much CEO transition is predicted for the near future, in many ways the CEO transition process has become the No. 1 role of today's credit union board

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 142 Minutes*

## Learning Plan: Essential Resources for Today's Board Chair

Congratulations! You're now the chairperson, contemplating becoming chairperson or wishing to push your current chairperson to improved responsibility. Whatever your motivation, a review of the crucial responsibilities of the board chairperson will prove to be a helpful exercise.

**Topics include:** Assignments; Application Questions  
*Estimated Completion Time: 81 Minutes*

## Learning Plan: Introduction to Advocacy

Advocacy and action go hand in hand in the credit union movement. Ensuring that elected officials understand why credit unions are so important to our members and to our communities is crucial to the credit union industry's preservation and success.

**Topics include:** Assignments; Application Questions  
*Estimated Completion Time: 3 Hours*

## Learning Plan: Introduction to CEO Relations

A positive and productive working relationship between a CEO and the board is critical to meeting strategic objectives and understanding how to identify talent for a future CEO.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 150 Minutes*

## Learning Plan: Introduction to Committees

Committees serve a critical to boards and the organization. This pathway offers insight to support your understanding the types and benefits of board committees.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 5 Hours*

## Learning Plan: Introduction to Credit Union Financials

Board members must understand basic credit union financials to fully engage and serve in their role. This pathway offers content to help board members understand the basics of credit union financials to best serve in their role.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 3 Hours*

## Learning Plan: Introduction to Fiduciary Duties

Board members have a responsibility to the credit union members, staff and community. This pathway offers content to support the role of a credit union director's fiduciary duties.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 4 Hours*

## Learning Plan: Introduction to Governance

Governance involves structure, policy, decision making, relationships, accountability, boundary setting and empowerment. Above all, governance involves ensuring that the organization is in alignment with a defined set of values. Understanding of the principles and boundaries of board governance helps directors distinguish your responsibilities from those of credit union management. By understanding your role in board governance, directors can better appreciate their areas of accountability and keep the focus on those to whom you are accountable: the member-owners of the credit union.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 5 hours*

## Learning Plan: Introduction to Risk Management

Board members benefit from understanding the role of risk management within the credit union. This pathway offers insight on enterprise risk management and how to look at risk strategically, including cyber risk strategies.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 4 Hours*

## Learning Plan: Introduction to Strategy

This pathway includes information to support your understanding of strategy. By completing this pathway you will better be able to: Explain why strategic planning should be considered an ongoing, integrated process in order to deliver the best possible value to members; List the questions the board should consider in developing, evaluating, and adopting a strategic vision.; Describe the issues the board must consider in thinking strategically to establish the credit union's mission, vision, and values; Discuss techniques and governance practices involved in maintaining the strategic focus needed to achieve long-term strategic success; Define the role of the board in the strategic planning process.

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 175 Minutes*

## Learning Plan: Revitalizing Your Board

With change all around them, it is not possible for most credit unions simply to maintain the status quo and expect to thrive. Directors can and should be instrumental in helping the credit union to position itself to take advantage of new opportunities. However, if the board is unprepared, stagnant and/or risk averse, it is difficult to do so. Infusing new thought and leadership on the board in a systematic, thorough process is absolutely necessary. The challenges of leading and governing a credit union have changed drastically over the last ten years... have your board renewal and director recruitment practices evolved to meet those challenges?

**Topics include:** Assignments; Director Education Center Courses; Application Questions  
*Estimated Completion Time: 4 Hours*

## New Director Resources

This pathway is designed to for new year directors, providing access online courses, webinars, podcasts and learning plans.

**Topics include:** Director Education Center Courses; CUES Webinars; CUES Podcasts; CUES Videos; CUES Learning Plans  
*Estimated Completion Time: 28 Hours*

## Supervisory Committee

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**Topics include:** The Role of the Supervisory Committee; Credit Union Financials; Credit Union Risks; Audits  
*Estimated Completion Time: 3 hours*

## Unconscious Bias

Stereotyping, prejudice and discrimination are at the forefront of our society today. Everyone is responsible for their "unconscious bias" however not everyone makes the time to be aware of their own biases. You can begin to change the cycle of your own unconscious biases by learning what it is, how to overcome your biases and helping others to become aware of their own biases.

**Topics include:** What is Unconscious Bias? Hint: It's everywhere. We all do it; The Impact of Unconscious Bias; Unconscious Bias in the Workplace; Recognize and Reduce Your Own Unconscious Bias

*Estimated Completion Time: 5 Hours*

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