

# Developing the Next Cycle of Credit Union Leaders

.....  
A white paper from the  
CUNA HR & Organizational Development Council

▶ Gain access today.  
Join at **[cunacouncils.org](https://cunacouncils.org)**

# Contents

- Executive Summary .....4
- Introduction: A Strategic Approach .....5
- An Important Initiative .....6
- Leadership Is Evolving .....8
- Critical Hard and Soft Skills .....10
- Leadership Development Programs .....12
- Identifying Leadership Candidates .....14
- The Leadership Learning Curve .....16
- Conclusion: Lessons Learned and Best Practices .....18
- Acknowledgements .....19
- About the Author .....19
- References and Resources .....19

## A Note from the CUNA HR & Organizational Development Council Member Resources Committee Chair

---

Thank you for downloading *Developing the Next Cycle of Credit Union Leaders*.

The HR & Organizational Development Council's Member Resources Committee, which is comprised of fellow Council members, is responsible for producing the white paper program.

After reading the paper, join the discussion in the Councils Community. We'd like to hear your thoughts, questions, and advice, as well as continue the dialogue on this important topic beyond the white paper itself. *How is your credit union addressing and developing the next cycle of leaders?*

Thanks for reading and being a member of the CUNA HR & Organizational Development Council.

### **Katie Means**

Chair, HR & Organizational Development Council Member Resources Committee  
Director, Education  
Kentucky Credit Union League  
Louisville, KY

## Executive Summary

Between retirements and the natural movement and turnover of employees into and out of credit unions, succession and the development of the next cycle of leaders is more important than ever.

This white paper examines how credit unions are addressing this, including perspectives on:

- **Why** a concerted initiative to developing the next cycle of leaders is important for the future of the organization and the credit union movement;
- **How** the definition of good leadership is evolving and becoming more imperative to each organization's success;
- **What** hard and soft skills are critical for the next cycle of leaders, and gaps that exist with the current cycle of leaders that need to be developed with the next cycle;
- **How** credit unions are developing formal programs around leadership development, and results from these programs;
- **What** lessons and best practices credit unions are learning along the way;
- **How** individuals are identified as having leadership potential and chosen for development, and how this is different than in the past;
- **If and how** credit unions are planning farther in advance for leadership needs; and
- **What** will happen if credit unions ignore developing their next cycle of leaders.

"Generationally, we're shifting from a population of workers who would spend their entire career with one organization," notes Holly Jones, Senior Vice President/Chief Administrative Officer at \$1.8 billion asset Black Hills Federal Credit Union in Rapid City, SD. "The 'work your way up the chain' mentality is less prevalent with younger generations, who tend to seek new challenges every three to five years. With so many leaders now approaching retirement age, the risk of all that perspective and experience walking out the door is much higher."

## Introduction: A Strategic Approach

Long-time managers have a significant amount of organizational knowledge, strong support of the credit union mission and values, and deeply connected relationships with members and employees, says Jones. "It's essential that we prepare the next group of leaders with the necessary foundation to support and live our mission to serve and improve lives. Leaders set the tone, and have a significant impact on employee retention, culture, and service. If they aren't adequately prepared, ultimately, we risk our credit union's reputation and the future success of our ability to serve members well."

"In everything I've read, the talent market continues to heat up due to the aging workforce," agrees Amie Aesoph, Chief Human Resources Officer at \$1 billion asset First Community Credit Union in Jamestown, ND. "In fact, the baby boomers are retiring at a rapid rate, exiting leadership positions. So, if we don't dedicate the time to prepare our emerging leaders, we'll find ourselves in a skills rut as extensive knowledge walks out our doors."

Unfortunately, it's the exceptional organization that makes any overt, hard-wired connection between its leadership

development activities and important strategic objectives, note Joe Folkman and Jack Zenger, authors of "*Leadership Development 6.0*," and partners in the leadership development firm Zenger Folkman. Yet most business leaders would readily acknowledge that a strong connection should exist.

"We've asked this question numerous times," they add, "and no one disagrees philosophically. Development activities and business results, however, are often like ships passing in the night."

"In the past, we attempted to develop leaders who were effective at everything. This often overwhelmed leaders without providing them specific recommendations on what was required to achieve the desirable outcomes."

Zenger Folkman now recommends an evidence-based approach to leadership development—identifying specific organizational outcomes along with leadership behaviors that produce desired outcomes. This approach allows leaders to measure the success of various developmental procedures and to discard those that don't work.

"This new approach provides greater precision and insight on how to effectively develop leaders," they add. "In utilizing it,

we can focus our efforts, reduce wasted development, and ultimately produce greater success."

"Leadership programs provide up-and-coming leaders with an opportunity for advanced training and development that they may not otherwise receive if not in the program," says Keisha Smith, Chief Culture Officer at \$1 billion asset MobilOil Credit Union in Beaumont, TX. "They're designed to equip these individuals with the skills necessary to begin an entry-level leadership position."

**"If we don't dedicate the time to prepare our emerging leaders, we'll find ourselves in a skills rut as extensive knowledge walks out our doors."**

**AMIE AESOPH  
FIRST COMMUNITY  
CREDIT UNION**

Through this type of program, she says, MobilOil has been able to promote several alumni over the past few years.

## An Important Initiative

There's no doubt that losing an employee comes at a high cost, says Aesoph. But there are ways to retain more quality workers.

"Typically, if we focus on the professional development of our employees, we'll retain them at a higher rate...which costs less than experiencing turnover," she says. "I believe the millennial generation is seeking employers who provide opportunities to 'learn & grow.'"

"I also believe we need to focus on educating younger generations on the benefits of a credit union," she adds. "I've found that they're attracted to purposeful work that aligns with serving our members through growing relationships. They're also interested in the strong commitment to being servant leaders in our communities."

"As credit unions grow, we need a plan to develop the next cycle of leaders so we don't experience a gap in leadership skills," agrees Jones. It's also important to retain the "tribal knowledge" regarding the credit union, and the historical perspective on credit union philosophy, in general, she adds. "When leaders with firsthand knowledge of significant stories and memories leave the organization, we lose a great deal of historical perspective that we often call on to make strategic decisions."

By having a process for evaluating high-potential employees, developing them, and challenging

them, says Jones, credit unions create strong bench strength of leadership for the future.

Most organizations offer some type of formal learning program for leadership development, note Bill Latshaw and Matthew Shannon, authors of the Deloitte Development report, *Leadership Development Solutions: Market Primer*. And though the focus is usually on development, the approach and support offered to develop leaders is unique to each organization.

"Organizations seeking to offer leadership development opportunities and solutions don't limit them only to top business executives or the C-suite," say Latshaw and Shannon. "As organizational structure becomes increasingly flatter, and teams become more agile in their workflows to adapt to uncertainty, leadership becomes more evenly distributed. Our research indicates that high-performing organizations are 2.5 times more likely than low-performing organizations to see leadership at all levels take ownership for workforce experience."

Assessing and tracking development progress can offer executives and human resources teams better insight into the experience and needs of the workforce, overall, they add. People analytics data provides organizations with targeted metrics, such as network influence, that can aid in identifying workforce development needs and determining which leaders are most likely to respond readily in a crisis.

“For organizations seeking to fast-track leader development, our research shows that high-performing organizations are nearly three times more likely to build capacity for future needs compared with low-performing organizations,” say Latshaw and Shannon.

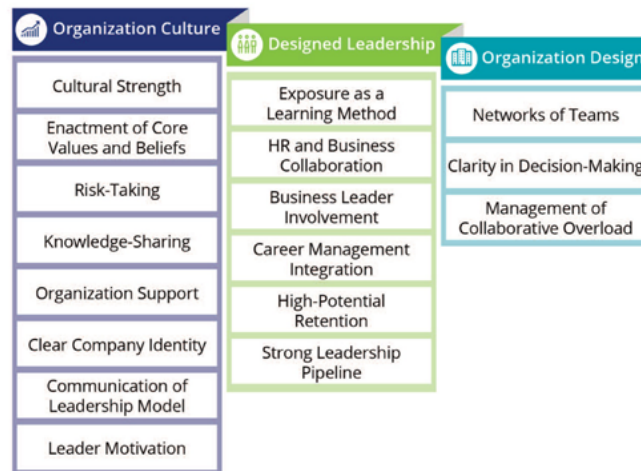
In their report, they describe how highly mature organizations rely on three factors in leadership development:

- organization culture
- designed leadership
- organization design

“Each of these factors includes dimensions or elements of leadership models and development through which HR technology solutions can offer capabilities support,” they add. “Leadership development will continue to be an area of unique challenge and sustained investment for organizations, despite resource constraints.”

“The creation of a program that fast-tracks leader maturity and readiness for change increases with the potential for future disruption. In response, organizations should continue to expand the reach of their leadership development efforts to include more than the few individuals deemed to have high potential. Flattening organizational structures naturally creates further opportunities for non-positional leaders to step up in roles in their teams and networks.”

### Three Factors of Leadership Maturity



Source: Deloitte Development LLC

## Leadership Is Evolving

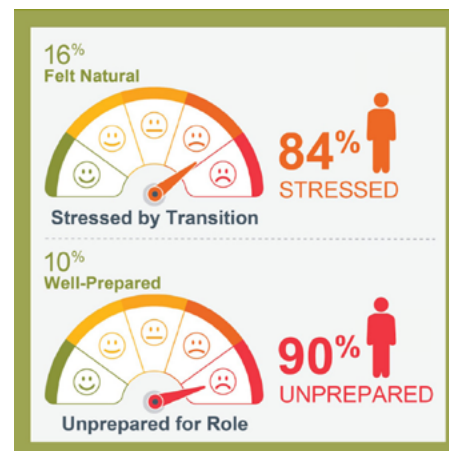
When it comes to the most critical skills managers need in the next three years, HR professionals rated skills surrounding intellectual and cultural curiosity, 360-degree thinking, digital literacy, leading with digitalization, and leading virtual teams as most important, in the report, *"The Frontline Leader Project: Exploring the Most Critical Segment of Leaders,"* from Development Dimensions International, Inc. The problem is, all these skills currently have a low development focus at most organizations, showing that managers could be falling behind on developing the skills they'll need most to be successful in the future.

"Identifying and developing talent is also a skill rated by HR as being critical for the future," note the authors, "and our research reveals leaders are only moderately effective in this area. While it's certainly positive that this is a current heavy focus area for frontline manager development, this is also an incredibly challenging skill to master, making it unlikely they'll be fully prepared to select the right talent for their teams in the next three years.

Managers could be headed into the future already behind on the skills they'll need the most to thrive."

Upon looking back at their first steps into leadership, leaders commonly say the transition wasn't easy, according to Development Dimensions' research. Its findings reinforce this, with the majority of managers surveyed (84%) revealing they were stressed by taking their first leadership job. Only 16% said the move to leadership felt natural.

### Natural for Few; Stressful for Many



Source: *Development Dimensions International Inc.*

"When it comes to being prepared for their new roles, only 10% said they felt well-prepared, while the remaining 90% said they

felt unprepared to some extent," note the authors. "Three-quarters of leaders who felt unprepared indicated they were significantly stressed by the transition. This lack of preparation undoubtedly leads itself to a less-than-ideal chance of long term success, as most leaders are left 'faking it until they make it.' It's no wonder 60% of new managers fail within their first 24 months. The bottom line is, managers are looking for more support during their transitions to leadership."

What are credit unions looking for in their future leaders?

"As we look to evolve the member experience, this requires a diverse group of leaders," admits Aesoph. "Moreover, the focus on the member digital experience is causing us to think differently as we plan strategically for our future. Beyond those items, we need leaders who can foster a culture of innovation and collaboration to ensure we're inspiring employees."

"Growth is demanding our leaders move from a place of 'management' to a place of 'leadership,'" says Jones. "We can no longer afford to have all leaders tied up in operational tasks. Our goal is to create leaders who adopt a posture of

empowering their teams to own their work and become problem-solvers.”

“Our best leaders have a mindset of delivering results through others, in a way that aligns with our mission and strategic plan,” she adds. “This evolution will become more and more important as the credit union industry continues to face many challenges, such as the demand for continual technological advances, competitive pressures, and regulatory impacts.”

**“ Our goal is to create leaders who adopt a posture of empowering their teams to own their work and become problem-solvers.”**

---

**HOLLY JONES**

**BLACK HILLS FEDERAL CREDIT UNION**

## Critical Hard and Soft Skills

In addition to their skills in inspiring results through other people, the most successful leaders place a priority on people skills, that is, human skills, says Jones.

"In our world today, the ability to connect with individuals, lead a high-performing team, tell a compelling story, cast vision, and develop people is critical to retaining talent and achieving performance excellence," she explains. "The ability to seek new ways of doing business and solving problems to gain efficiencies is also valuable."

The list of soft skills is long, agrees Aesoph, and she believes they're fundamental in differentiating a "manager" from a true "leader" of people. With credit unions, most jobs are people- or financial-related, not necessarily incredibly technical in nature, she adds, listing these essential soft skills:

- **Ethics and integrity**
- **Open and honest communication, as a feedback champion**
- **Adaptability**
- **Empathy**
- **Delegation**
- **Continuous learning**
- **Open-mindedness**
- **Visionary viewpoint, with plentiful strategic thought**
- **Self-awareness**
- **Executive presence**
- **Time management**
- **Ability to lead high performers**
- **Delegation**
- **Acceptance of all levels of people**

## People Skills are Key

The most common development requests from today's leaders, says Jones, fall into these areas:

- **Delegation**
- **Time management**
- **Leading through change**
- **Transparency**
- **Communicating effectively**
- **Coaching**
- **Conflict resolution**

"The adoption of remote work brings an additional challenge to connect and inspire people from a distance," she adds.

She also says credit union leaders need the technical skills of fraud and security protection, and a digital focus.

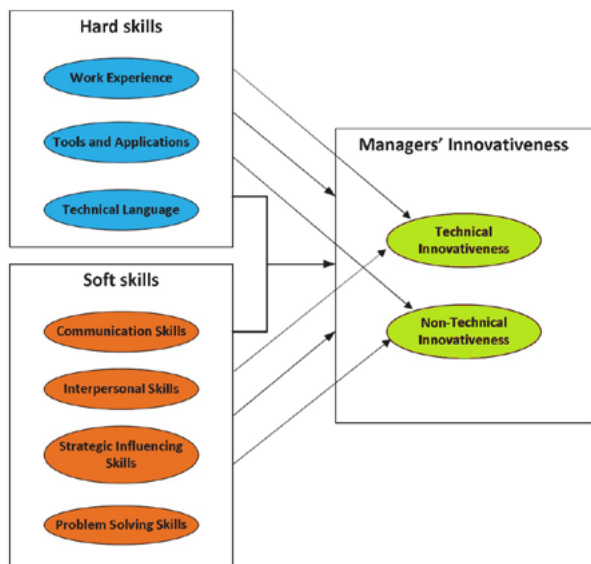
“Since hard and soft skills contribute to individual performance, high levels of both—and their complementarity—increase the productivity of an individual,” according to the report, *“The Impact of Hard and Soft Skills on Managers’ Innovativeness,”* from Sweden’s Blekinge Institute of Technology. “This increase in managers’ performance leads to more and better innovation for the organization.”

To evaluate the level of hard and soft skills from an individual is difficult, note the report’s authors Chibuike Maduko and Pedro Vidal Puche. While hard skills are more related to specific knowledge, soft skills are developed throughout life, and thus they’re long-term skills related to how to act and think in different circumstances. Therefore, it’s more difficult to measure soft skills than hard skills. Hard skills are mostly tangible, while soft skills are mostly intangible.

## How Hard and Soft Skills Contribute to Leaders’ Innovativeness

Soft skills have a stronger relationship with managers’ innovativeness than hard skills, the authors report from their research.

“Hard skills and soft skills do not have a strong relationship,” they add. “This is expected, as there’s no guarantee that a person with a certain amount of hard skills will also have a similar amount of soft skills. This implies that an individual’s hard and soft skills are not related, and a person with a high level of hard skills can have a low level soft skills and vice-versa.”



One implication of the study is that employers should ensure their managers possess both hard and soft skills competencies. “Investment in developing managers’ hard and soft skills competencies should be prioritized, to sustain organizational growth, increase market share and enhance profitability.”

“In addition, this study shows that managers’ soft skills have a stronger relationship with both their technical and non-technical innovativeness than do hard skills,” they add. “This is consistent with previous studies on this subject, and implies that firms should emphasize the need for managers to develop and display high levels of soft skills in the organization.”

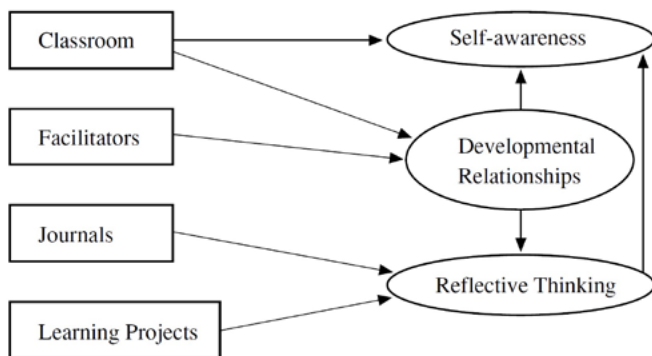
Source: *Blekinge Institute of Technology*

## Leadership Development Programs

The Center for Creative Leadership reports that, to best understand the outcomes participants experience as a result of a leadership development program, a variety of methods, perspectives, and data analyses are helpful. The center's report, *"An Evaluation of the Outcomes of a Leadership Development Program,"* describes how, just as multiple perspectives are useful for individual feedback, they're also useful for assessing program outcomes.

Report authors Martha Hughes-James and Cynthia McCauley describe how combining classroom, facilitators, journaling, and learning projects improved the leadership programs' effectiveness.

### Linkages: Leadership Program Components, Strategies, and Competencies



Source: Center for Creative Leadership

"Self-awareness-building programs are enhanced by extending them beyond the classroom to include workplace projects, reflective journal writing, and coaching from an experienced peer," they note. "The program we studied (one that focuses on developing awareness of individual strengths and weaknesses, encourages efforts to improve as a leader, and offers tools for supporting those efforts in the workplace) is a very flexible one, in that it's useful to individuals in varying points in their careers with varying needs. These types of leadership development programs are needed at the top levels of organizations."

The authors add that the use of multiple methods (qualitative, quantitative, and idiographic) enriches the analysis of program outcomes. Also, evaluation studies should expect highly individualized outcomes, because participants in such programs can choose to work on a wide variety of areas. Finally, evaluative studies of these programs are rich opportunities for better understanding the process of leadership development.

Mobiloil has developed its own in-house leadership training, says Smith, to ensure the credit union is providing an opportunity for further leadership development among its teams.

"We have our Brand Ambassador Program and our Emerging Leaders Program," she describes. "Upon completion of the Brand Ambassador Program, individuals become eligible for the Emerging Leaders Program. Both programs are one-year commitments, and there are application and interview selection processes that all must go through."

One of the initiatives in Black Hills Federal's strategic plan centers around leadership development, says Jones. "We recognize, by developing current and future leaders, we can expect big gains in terms of employee satisfaction, the service we provide our members, and overall organizational success."

Like Mobiloil, the credit union has two programs specifically focused on leadership development:

- **The Leadership Development Curriculum** focuses on existing leaders. It's a blend of credit union-developed eLearning and instructor-led training, and leadership training from training partner Franklin Covey.

- **The Emerging Leader Program** develops a pipeline of effective leaders. This program is still under development—the credit union has built the first 12 months of a 24-month curriculum, which is a blend of instructor-led training, elearning, self-paced assignments, meeting discussions around leadership topics, and Q&A meetings with senior leaders.

While the latter is still in development, the Leadership Development Curriculum has been quite successful, says Jones. "Managers have found the tools and insights offered through the curriculum valuable. We've seen a mindset shift and increased effectiveness in their roles as leaders."

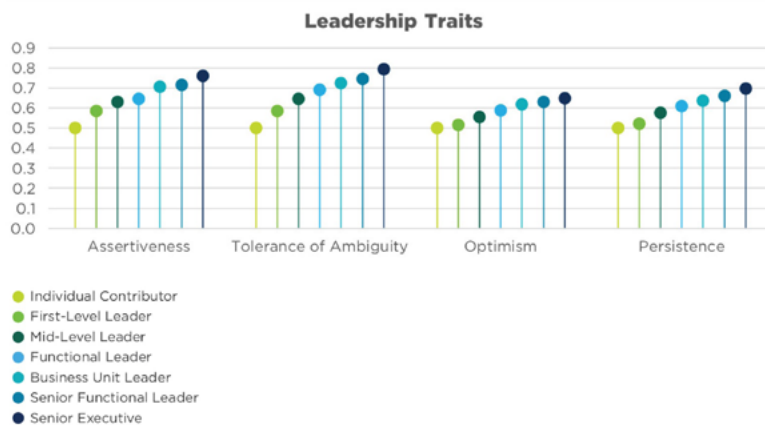
## Identifying Leadership Candidates

Determining tomorrow's leaders can be a challenge in itself, and credit unions are increasingly focusing on this aspect of leadership development. Aesoph says First Community is increasing discussions around identifying high-potential employees and future leaders and what that might look like for the organization.

Jones says the process is also evolving at Black Hills Federal. "In our history, we've had the mindset that if an individual was highly skilled at their job, the next logical stage was a promotion to a manager. Today, we recognize this may be an important component; however, having the people skills to lead and grow a team is even more critical. This skill can be learned, but natural ability in this area is a win."

Strong leaders can be the key differentiator for an organization—or a limiting factor, when in short supply, notes the Korn Ferry Institute report, "*Identifying High-Potential Talent*." Leaders tend to stand out in terms of their assertiveness, tolerance of ambiguity, optimism, and persistence, notes the report.

## Where Senior Leaders Tend to Stand Out



Source: The Korn Ferry Institute

## Recognizing Natural Leaders

Black Hills Federal tends to see leadership potential in individuals who:

- **Receive** acknowledgement by their peers as leaders within their respective teams;
- **Are** relied upon to get things done;
- **Willingly share** their knowledge and are willing to teach those around them;
- **Display** strong core values that align with the organization's mission to improve lives;
- **Show** initiative for their own development or advancement; and
- **Demonstrate** potential to move into a leadership role in the future.

To be ready for the future, organizations will have to evolve their approaches to identifying high potential leadership development *today*, it recommends. This includes using science-based assessment. All high-potential leaders have essential markers that indicate their likelihood of future success. Overall, the clearer the signal on the greatest number of attributes, the better the odds that person will be a high-performing leader.

“All of us are disposed to behave in certain ways,” note the authors. “We have underlying tendencies or preferences that inform our actions and decisions. These personality traits are part of our identities, helping to define us. Extroverts tend to seek social engagement. People who are achievement-oriented are likely to set very challenging goals. And people

with high leadership potential show a tendency to act like leaders.”

The more a person’s traits align with what’s required for leadership success, the greater the potential for superior performance in the future, they add. So, when identifying high potential individuals for leadership roles, organizations should pay close attention to these traits.

“People early in their careers may show they can take charge, are comfortable with uncertainty, remain upbeat despite setbacks, and continue to pursue long-term goals,” they describe. “These are all signs that they’ll excel as leaders, given the right opportunities to develop.”

## The Leadership Learning Curve

The leadership learning curve can be long. Because of this, credit unions are culling innovative ways to plan ahead for leadership needs.

"We identify high-potential employees, and have these individuals go through the Emerging Leader Program, which helps us build leaders," says Jones. "We've also implemented dedicated one-on-ones for all employees that focus on individual development and are driven by each individual employee."

Black Hills Federal also has a Bench Strength Program, which identifies high-potential employees and focuses on their leadership potential, current strengths, and development opportunities.

"Individuals are identified by executive leadership, looking closely at continuous observation of high performance, education, and experience," explains Jones. "A more extensive interview determines the individual's interest in career growth, and helps create a development plan tailored to the individual. This process is part of a larger 'needs analysis.' This identifies organizational gaps to build a solid bench strength foundation, in the event a leadership position becomes available."

Change is inevitable, notes Amy Haile, author of *Guide to Succession Planning for Nonprofit Organizations*, through the University of South

## Planning for Future Leaders

Haile identifies three critical elements of succession planning:

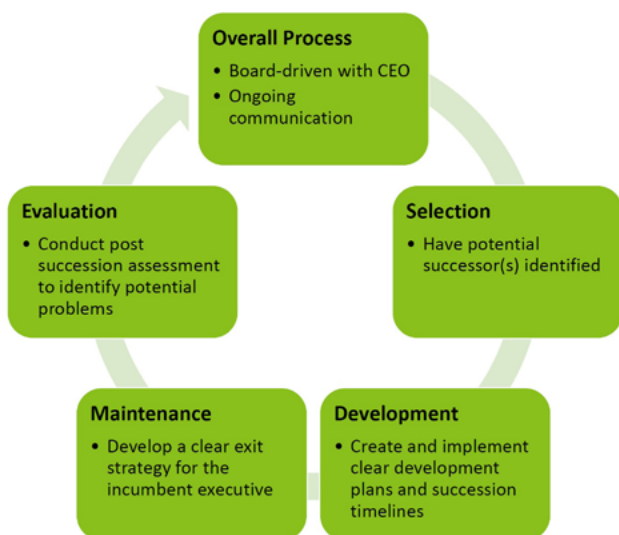
- 1. Emergency succession planning:** Ensuring key leadership and administrative functions can continue without disruption in the event of an unplanned, temporary absence.
- 2. Leadership development:** Ongoing practice to identify, recruit, and develop individuals with the necessary skills to carry out the vision.
- 3. Departure defined:** Identifying the forward-moving goals and determining the skill sets required, while building the capacity of the organization's leadership and operations to sustain beyond the current leaders' tenures.

Florida. “The nonprofit workforce is retiring: 67% of CEOs in a national survey reported plans to leave their positions within five years.”

“Few nonprofit organizations are prepared for this transition,” she adds. “While 27% of those nonprofit organizations surveyed have a written succession plan, only 17% of smaller nonprofits (under \$1 million) have a plan.”

Best practices, says Haile, fall into the categories of the overall process, selection, development, maintenance, and evaluation.

## Succession Planning Best Practices



Source: University of South Florida

Succession planning needs to include planning for key management and board roles, in addition to the CEO, says Haile. “This requires keeping in mind the sequence of departure of multiple key members of the organization, for example, the retirement of the founding team.”

Organizations need to conduct annual performance evaluations that include a review of the current job

**“ It’s critical that we define what a leader needs to be able to accomplish in a specific role, so we put the right person in the position.”**

**AMIE AESOPH**  
**FIRST COMMUNITY CREDIT UNION**

descriptions, emergency succession plans, and efforts to develop other leaders, she says. They need to understand that organizational leadership is a dynamic organism, and when one shifts, it has an impact on the larger system.

It’s important to create opportunities, she adds. Intentionally use stretch assignments to help emerging leaders gain visibility in your organization by becoming a leader on a project or credentialed to be an in-house trainer. Also, promote the professional development of employees, by allowing them to represent the organization on community planning teams and strengthening their network.

Aesoph agrees. “I am passionate about developing our people and I love to see them grow professionally. Several times in my career, I’ve seen strong individual contributors be selected for leadership positions that shouldn’t have been. It’s critical that we define what a leader needs to be able to accomplish in a specific role, so we put the right person in the position.”

“People who are strong performers don’t necessarily make amazing leaders,” she adds. “However, through leadership development, we can work to help those strong performers gain a deepened skill set to effectively lead people.”

## Conclusion: Lessons Learned and Best Practices

Credit unions that do not look ahead to assess future needs are setting themselves up for failure, says Jones. "This is a reactionary approach that places the mission of the credit union at risk. Without effective leaders, service levels fizzle, talent may leave, and the membership suffers."

Support from key stakeholders is imperative to a successful leadership development program, she says. "We're very fortunate our board of directors recognizes the value of a program like this, and has supported our investment in the training and development of our team. Our president and executive leadership team have been champions for this initiative. Creating a clear and compelling vision for the program was a critical step in garnering their support."

One of the biggest obstacles, says Jones, was deciding what to include in the leadership development program. Her department surveyed managers and conducted a needs assessment to identify the most pressing needs that would benefit Black Hills Federal. This resulted in 18 areas of focus.

"Once you come up with the initiatives that are important for your organization, lean on other partners available to you," she recommends. "If you're fortunate enough to have in-house talent development staff, determine what they'll create, versus utilizing industry partners that can provide complementary support."

It was also necessary, she says, to balance the workloads of the credit union's leaders with the time commitment required to achieve the envisioned results. "While we would love to roll out several training initiatives at once, we recognized that overwhelming our leadership team with too much training amid their many other responsibilities would actually diminish the effectiveness of the program."

"Lastly, flexibility and agility are key elements to the success of a program of this magnitude," she adds. "Give yourself permission to pivot and modify the program as you see the need to recalibrate. Monitor your results often during the program and make changes, as necessary."

"I believe millennials are looking for their employer to help develop their leadership skills," says Aesoph. "Considering they're going to make up most of our future workforce, this focus is imperative to their engagement, as well as our organizational performance. We need to grow our bench strength, thinking ahead five to 10 years, so when 2030 rolls around, we'll have that competitive advantage with our people."

As credit unions focus on digitally transforming their business, they'll continue to depend on capable leadership to guide them, she adds. "This will continue into our future as more change comes our way. If we have inadequate leadership, that will present risks in implementing strategic initiatives and driving organizational change. We need both informal and formal leaders to influence and drive continued success."

## Acknowledgements

The CUNA HR & Organizational Development Council thanks the following credit union leaders and subject matter experts for the contributions to this publication:

### Amie Aesoph

Chief Human Resources Officer  
First Community Credit Union  
Jamestown, ND

### Keisha Smith

Chief Culture Officer  
Mobiloil Credit Union  
Beaumont, TX

### Holly Jones

Senior Vice President/Chief Administrative Officer  
Black Hills Federal Credit Union  
Rapid City, SD

## About the Author

Beth Stetenfeld is owner and principal of Stetenfeld Associates LLC, a communications consulting business. She previously worked for CUNA and the University of Wisconsin–Extension as an editor, instructional designer, and project manager. Her published work includes numerous blog posts, integrated campaigns, books, training resources, and online and print content. She is based in McFarland, WI.

## References and Resources

"The Frontline Leader Project: Exploring the Most Critical Segment of Leaders," Development Dimensions International Inc., 2019.

"Investing in Future Leaders," The Bridgespan Group, 2021.

"Workplace Learning Report," LinkedIn Learning, 2021.

Baron, Kathy, and Swanson, Greg. "Planning for Succession: Creating a Robust Talent Pipeline for Organizational Success," Pearl Meyer & Partners LLC, March 2020.

Bawany, Sattar. "Development and Coaching of NextGen Leaders," Business Expert Press Expert Insights, 2018.

Cohen, Carol, Kiron, David, Pring, Benjamin, and Ready, Douglas. "The New Leadership Playbook for the Digital Age," MIT Management Review and Cognizant, January 2020.

Folkman, Joe, and Zenger, Jack. "Leadership Development 6.0," Zenger Folkman, 2019.

Haile, Amy. "Guide to Succession Planning for Nonprofit Organizations," University of South Florida, 2020.

Hart, Lois, and Waisman, Charlotte. The Leadership Training Activity Book, American Management Association, 2005.

Hezlett, Sarah, and Orr, J. Evelyn. "Identifying High Potential Talent," Korn Ferry Institute, 2020.

Hughes-James, Martha, and McCauley, Cynthia. An Evaluation of the Outcomes of a Leadership Development Program, Center for Creative Leadership, 1994.

Kuiper, Rebecca, Schaufeli, Wilmar, Van Rhenen, Willem, and Van Tuin, Lars. "Business Results and Well-Being: An Engaging Leadership Intervention Study," International Journal of Environmental Research and Public Health, June 2020.

Latshaw, Bill, and Shannon, Matthew. "Leadership Development Solutions: Market Primer," Deloitte Development LLC, 2020.

Maduko, Chibuikwe, and Puche, Pedro. "The Impact of Hard and Soft Skills on Managers' Innovativeness," Blekinge Institute of Technology, June 2020.

Moldoveanu, Mihnea, and Narayandas, Das. "The Future of Leadership Development," Harvard Business Review, March 2019.

Schaap, Kitty. "Positive Leadership & Strengths-Based Development," CoAchieve, 2020.

Voss, Ilga, and Weiss, Stefan. "Leadership Styles of the Future," Deloitte Touche Tohmatsu Limited, July 2020.

The Credit Union National Association, Inc. ("CUNA"), through its Council, offers the information and policies within this white paper for information only. The enclosed information is not prepared, researched or reviewed by CUNA personnel, should not be considered legal advice and should not be relied upon or substituted for the same. Neither CUNA or the Council provide legal, accounting, or other professional advice, and these materials should be reviewed with a competent professional prior to use or reliance thereon. Neither CUNA nor the Council provides any warranties, expressed or implied, regarding the materials published herein. Reference herein to any specific vendor, commercial product, process or service does not constitute or imply endorsement, recommendation or favoring by CUNA.

The views and opinions of the author(s) do not necessarily state or reflect those of CUNA and shall not be used for advertising or product endorsement purposes, unless a formal endorsement relationship exists with the third party vendor. If you question whether a product or service is formally endorsed by CUNA you may contact [cunawebmaster@cuna.org](mailto:cunawebmaster@cuna.org).

This white paper series is produced by the CUNA HR & Organizational Development Council. For more information about this series, or about Council membership, contact:

Council Administration  
Phone: (800) 356-9655, ext. 4047  
E-mail: [councilmembership@cuna.coop](mailto:councilmembership@cuna.coop)

© 2021 CUNA, Inc. All rights reserved. Reproduction is prohibited without written consent.