

April 10, 2025

IMCU Leadership Academy Planning Committee
Indiana Members Credit Union

Dear Leadership Academy Planning Committee,

What if Indiana Members Credit Union (IMCU) could **future-proof its leadership pipeline, boost employee engagement, and significantly reduce turnover—without adding more burden to your HR team?**

Strong leaders are the foundation of a thriving organization, yet many employees struggle to transition into leadership roles effectively. Without structured development, high-potential employees may feel undervalued or uncertain about their career path—leading to disengagement, inefficiency, and costly turnover.

The **IMCU Leadership Academy** is designed to solve this challenge by providing a **strategic, results-driven leadership development program tailored specifically for IMCU**. This program isn't just another training initiative, it's a **long-term investment in your people** that will drive measurable improvements in retention, productivity, and leadership effectiveness.

Here's what sets this program apart:

Leadership with Impact: Participants don't just learn theory—they apply skills through action learning projects and hands-on coaching.

Tailored to IMCU's Culture & Values: Every session aligns with IMCU's mission of "People Helping People," ensuring relevance and engagement.

Designed for Retention & Growth: Employees gain clarity on their career path, reducing turnover and improving succession planning.

Proven ROI for Your Organization: Companies that invest in structured leadership programs see **up to 20% higher engagement rates and significantly lower turnover costs**.

This **one-year leadership development experience** includes **quarterly workshops, virtual cohort check-ins, and a structured recognition process**, creating a clear pathway for emerging leaders to thrive.

I look forward to building a stronger leadership foundation together

Best regards,

Marcy Renken
1108 Palo Vista Rd, Greenwood, IN 46143



Addressing the Challenges of Leadership Development in Credit Unions

Credit unions face challenges like high turnover and recruitment costs, impacting member service and growth. IMCU is proactively addressing these issues through a leadership academy initiative. Below are key pain points highlighting the need for effective leadership strategies:

High employee turnover rates

- Industry estimates suggest a 25% turnover rate for front-line employees.
- Industry-wide data from 2022 showed turnover rates above 20% for banks and credit unions, highlighting ongoing challenges in retention.

Significant costs associated with turnover

- Turnover costs approximately 21% of an employee's annual salary.
- The average cost for a credit union to fill an open position is approximately \$12,300.

Challenges in recruiting and retaining qualified employees

- 46% of credit unions surveyed reported recruitment and retention as major concerns.

Increased competition for talent

- Credit unions are facing rising wages and hiring expenses in the current market.

Impact on member service and growth

- High turnover in front-line employees affects the first point of contact for members.

Strain on existing employees

- High turnover can lead to decreased employee morale and burnout.

Need for efficient talent acquisition strategies

- Traditional recruiting tactics may not be cost-effective for smaller credit unions.

Balancing growth with staffing needs

- Credit unions must consider efficiency in serving members while managing hiring needs.

Adapting to changing economic conditions

- Higher interest rates and reduced growth create headwinds for hiring.

Addressing reasons for voluntary turnover

- Factors in turnover include employee performance, organizational fit, job satisfaction, and organizational commitment.



Investing in Your People: A Customized Leadership Academy for IMCU

Imagine a team of confident, skilled leaders **driving innovation and growth** right here at IMCU. That's the power of investing in your people, and that's what this leadership academy is all about. We're not just offering training; we're creating a path for **your high-potential employees to thrive**, contribute, and shape the future of IMCU.

As a **top place to work in Indiana**, IMCU's commitment to '**People Helping People**' starts from within. This program directly addresses key challenges holding back employee leadership potential, helping to create an **empowered**, more **engaged workforce** ready to **excel**.

- Without a structured leadership program, high-potential employees risk disengagement, leading to increased turnover and lost productivity.
- Many employees struggle to transition into leadership roles, creating performance gaps that impact IMCU's efficiency and long-term growth.
- A lack of clear career pathways discourages retention, resulting in costly turnover and wasted training investments.

Building IMCU's Future: A Leadership Academy Aligned with Your Values

This leadership academy will honor the legacy IMCU has developed since 1956 by investing in your most valuable asset: your employees. I am committed to empowering your team to thrive and innovate, securing a bright future for your members and organization.

To achieve this vision, the leadership academy will concentrate on four interconnected pillars that are crucial for developing IMCU's future leaders:

- **Core Leadership Competencies:** This will provide participants with the essential skills and knowledge to effectively lead teams, drive innovation, and navigate complex challenges within IMCU. This includes elements like strategic thinking, decision-making, and fostering a collaborative environment.
- **Essential Professional Skills:** Beyond leadership-specific training, the academy will also focus on developing key professional skills that empower individuals to excel in any role at IMCU. This includes communication, presentation, and relationships skills.
- **Meaningful Employee Engagement:** We will actively explore strategies to foster a more engaged workforce. This includes techniques for building stronger team connections, improving communication, and empowering employees to contribute their best work.
- **Clear Pathway for Talent Retention:** investing in their growth and development, this academy will demonstrate IMCU's commitment to its employees, fostering a sense of loyalty and creating clear opportunities for advancement within the organization.



Empowering Your Leaders: A Hands-On Solution for IMCU's Success

The **IMCU Leadership Academy** is more than just a training program; it's a catalyst for transformative growth within IMCU. I will create a **dynamic, action-oriented experience that delivers tangible results**. Here's how:

- **Reduced External Hiring Costs:** By creating a structured leadership pipeline, IMCU will be able to promote from within, reducing reliance on costly external hires.
- **Increased Productivity:** Engaged employees are more productive.
- **Tailored to IMCU's Culture:** Unlike generic leadership programs, this initiative is tailored to IMCU's culture, ensuring that learning translates directly into workplace success.
- **Action-Learning Approach:** An action-learning approach ensures participants don't just learn theory but apply these skills in real-time to challenges they face every day at IMCU.

This Initiative includes the following components:

- **Immersive Quarterly Sessions:** The core of the program will consist of four, in-person quarterly sessions with interactive learning and breakout groups on key topics such as:
 - **Leadership Skills:** Adaptive Leadership, Team Dynamics, Basic HR Skills, Work-Life Balance, Innovation, Mindset, Alignment with IMCU's Vision
 - **Communication & Professional Skills:** Presentation Skills, Active Listening, Business Writing, Communication Basics, Professional Dress
- **Virtual Cohort Check-ins:** Each cohort will meet for brief, 15-minute sessions via Microsoft Teams during periods between quarterly sessions.
- **Action Learning Projects:** Skills from each quarterly session will be applied directly to workplace challenges.

Proposed Session Schedule:

Each session will include a customized presentation, practical exercises, group discussions, and action planning to apply the learned concepts directly to IMCU's vision.

- 8 :30 AM Welcome & Icebreaker
- 9 :00 AM Morning Session
- 10 :30 AM Break
- 11 :00 AM Team Building Activity
- 12 :00 PM Lunch Break
- 1 :00 PM Afternoon Session
- 3 :00 PM Closing Remarks/Next Steps



Session Details: The curriculum is customized based on our planning and discovery sessions to address your leadership team's specific challenges and objectives.

Here is how the desired outcomes will align with my training:

SESSION 1: Strategic Thinking and Decision Making

- **Goal:** Strategic thinking and decision-making skills for effective leadership
- **Topics:** Leadership Style, Mindset, Alignment with IMCU's Vision

SESSION 2: Leading and Motivating Teams

- **Goal:** Enhance team dynamics, coaching skills, and motivational strategies
- **Topics:** Professional Skills, Team Dynamics, Basic HR Skills, Listening Skills

SESSION 3: Change Management and Innovation

- **Goal:** Foster innovation and navigate change through leadership
- **Topics:** Collaboration, Innovation, Adaptive Leadership, Presentation Skills

SESSION 4: Emotional Intelligence and Communication

- **Goal:** Improve communication and conflict resolution skills
- **Topics:** Business Writing, Building Relationships, Work-Life Balance

Enhanced Experience: Surprise Guest Speakers

I will bring in a couple of "surprise" guest speakers who will bring unique perspectives and real-world leadership insights. I have confirmed their interest, pending schedule alignment.

Alan Shaner is a retired firefighter battalion chief and entrepreneur with real-world leadership forged in crisis. As a former International Director with Toastmasters, he brings global leadership experience and a deep understanding of effective leadership styles.

Magnus Jansson is a global leader with 35 years of experience in multinational enterprises and holds a PhD in Global Leadership. He brings a results-driven mindset and a touch of humor—honed from the boardroom to the classroom to the improv stage.

Marcus Bailey is a trusted meteorologist on WISH-TV's Storm Track 8 team, known for clear communication and steady leadership. He brings both professionalism and a strong family focus to his work—rooted in his commitment and love for Central Indiana.

Beyond the sessions: Tools Provided for Continued Growth

Leadership Success Kit for Participants: I will provide a branded toolkit, including a custom notebook, to **reinforce learning and inspire engagement**. The branded success kit increases brand visibility and reinforces IMCU's commitment to leadership development, making it a lasting symbol of **investment in your team**.

Completion Award: This award celebrates their **achievement, recognizes their growth, and reinforces IMCU's commitment to leadership development**. I will include a custom glass trophy engraved with the participant's name, Indiana Members Credit Union Leadership Academy title, and year of completion.



A Balanced Perspective: My Approach to Leadership Development



As an Iraq War Army veteran with over 15 years of experience in sales and a background in economics, I bring a unique perspective to leadership development. My diverse background, shaped by parenting six children, one with special needs, has further refined my skills in prioritization and focus under pressure. Now, as an entrepreneur with over 14 years of presenting expertise, I leverage these experiences to develop resilient and effective leaders who thrive in challenging environments.

Core Expertise:

- **Simple Solutions:** I specialize in helping you identify and implement straightforward approaches to address complex challenges.
- **Burnout Prevention:** I provide strategies for creating supportive work environments that promote productivity and retention.
- **Work-Life Integration:** I demonstrate the importance of integrating work and life in a way that fosters both professional success and personal fulfillment.
- **Collaborative Network:** I maintain a diverse network of professionals, allowing me to bring in specialized experts for select topics, ensuring comprehensive, tailored training solutions.

My innovative **Exceptional Outcomes Model™** is designed to create a thriving workplace by focusing on purpose-driven results, supporting employee well-being, and aligning everyone with the organization's mission.

While this comprehensive year-long program is a new offering, it builds on my experience with one-day workshops and participation in various leadership programs. I'm excited to bring this fresh, holistic approach to IMCU's leadership development initiatives.

Organizations Recently Inspired by Orchestrated Performance:



KNIGHTSBRIDGE
ACADEMY

"I really **appreciate** everything she did, and just the little nuances in your life can really **make a difference** for other people."

— Valerie Mrak, Documentary Producer & Keynote Speaker

"**Informative** and **inspiring**! I really appreciate the **energy** and **creativity** she put into it."

— Diane Arias, St. Mary's Medical Center

"Marcy is really, really good at **honing that group dynamic** too, so that worked out really well."

— Brian Walker, ZAG Pros Talent Optimization



The Strategic Plan: A Collaborative Path to Leadership Excellence at IMCU

This program is a collaborative journey designed to empower IMCU's future leaders. Here's how we'll work together to bring this vision to life:

Phase 1: Collaborative Design & Customization (Weeks 1-4)

Goal: Co-create a Leadership Academy that aligns with IMCU's culture and vision.



- Consult with IMCU leadership to define objectives and outcomes.
- Develop curriculum with input from leadership experts and stakeholders.
- Set workshop dates and times

Phase 2: Dynamic Program Execution & Skill Development (Months 2-12)

Goal: Deliver engaging, hands-on learning experiences that build leadership competencies.



- Conduct quarterly sessions covering key topics.
- Facilitate monthly cohort check-ins via Microsoft Teams for peer learning.
- Implement action-learning projects to apply new skills in real-world scenarios.
- Utilize self-evaluations for participants to track progress and reflect on learning.

Phase 3: Recognition, Celebration, & Continued Growth (End of Session 4)

Goal: Celebrate achievements, reinforce the program's value, and promote continuous growth.



- Host a formal ceremony at the end of session 4, to award participants, allowing them to invite a guest to celebrate.
- Provide ongoing access to resources for continued development.
- Gather feedback to evaluate program success and plan future improvements.

Investment and Value


A High-Return Leadership Development Strategy

Investing in leadership isn't just about skill-building, it's about securing IMCU's future by fostering **a culture of excellence, retention, and growth**. Organizations that implement structured leadership programs **typically see engagement levels rise by 20-40% and experience significantly lower turnover costs**. Without a strong leadership pipeline, high-potential employees can become disengaged, leading to increased attrition, loss of institutional knowledge, and costly external hiring.

IMCU Leadership Academy Panel & Executives: The leadership panel and any executives who would like to stop in to observe the training during any of the sessions are welcome.

Each Cohort Benefits From:

- **Immersive Workshops:** Enhance strategic thinking and innovation.
- **Monthly Cohort Check-ins:** Foster continuous support and accountability.
- **Action Learning Projects:** Apply leadership skills to real IMCU challenges.
- **Recognition & Retention Strategies:** Celebrate achievements with custom awards.
- **Improved Performance:** Drive business outcomes through effective leadership.
- **Increased Engagement & Retention:** Boost job satisfaction and reduce turnover.
- **Career Advancement Opportunities:** Enhance career prospects for participants.
- **Stronger Leadership Pipeline:** Develop adaptable leaders ready for future challenges.



Empowering Leaders to Help People Thrive



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Strategic Investment & Scalable Growth

This **twelve-month leadership development experience** cultivates IMCU's next generation of leaders while aligning with your mission. The program offers flexibility to adjust the cohort size, accommodating up to 25 participants at a consistent price. Additional training opportunities for non-cohort employees can be arranged separately, with scope and cost determined based on your team's needs.

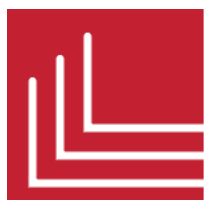
»» Initial Cohort (up to 25 participants): \$27,500

This investment isn't just a cost, it's a **strategic growth driver**. Studies show that companies with strong leadership pipelines outperform their competitors in **profitability, employee satisfaction, and long-term success**. IMCU can expect **higher engagement, stronger retention**, and a more **empowered workforce** that drives the organization forward. I am **committed to delivering maximum impact** while aligning with IMCU's objectives.

Moving Forward in Partnership

I am deeply grateful for the opportunity to collaborate with IMCU on this transformative leadership development initiative. I am excited about the potential for lasting impact and believe our partnership can ignite a culture of innovation and growth within IMCU, empowering your team to thrive and excel.

I look forward to exceeding your expectations and creating a legacy of leadership excellence together.



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