

Fostering Strategic Culture

NCUMA – Hawaii 

November 2025

MIRANDA V. FLURY GOVERNANCE CONSULTING

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Miranda V. Flury

MBA, ICD.D | PRESIDENT

- Miranda lives out her purpose: **Helping to turn Credit Union Board and Executives' light bulbs on.** She values elated clients and partners, continuous improvement, and rigorous methodology.
- Her governance firm is comprised of four areas:
 - 1) Facilitation & Consulting
 - 2) Director & Executive Education
 - 3) Speaking Engagements
 - 4) Director & Executive Coaching
- Miranda and her team work with Credit Union Boards and Executives all over the world to enhance their businesses, and in turn, positively impacts their people and communities. She is also a sought-out international speaker, and you will find her engaging audiences on the topics of governance and strategy.

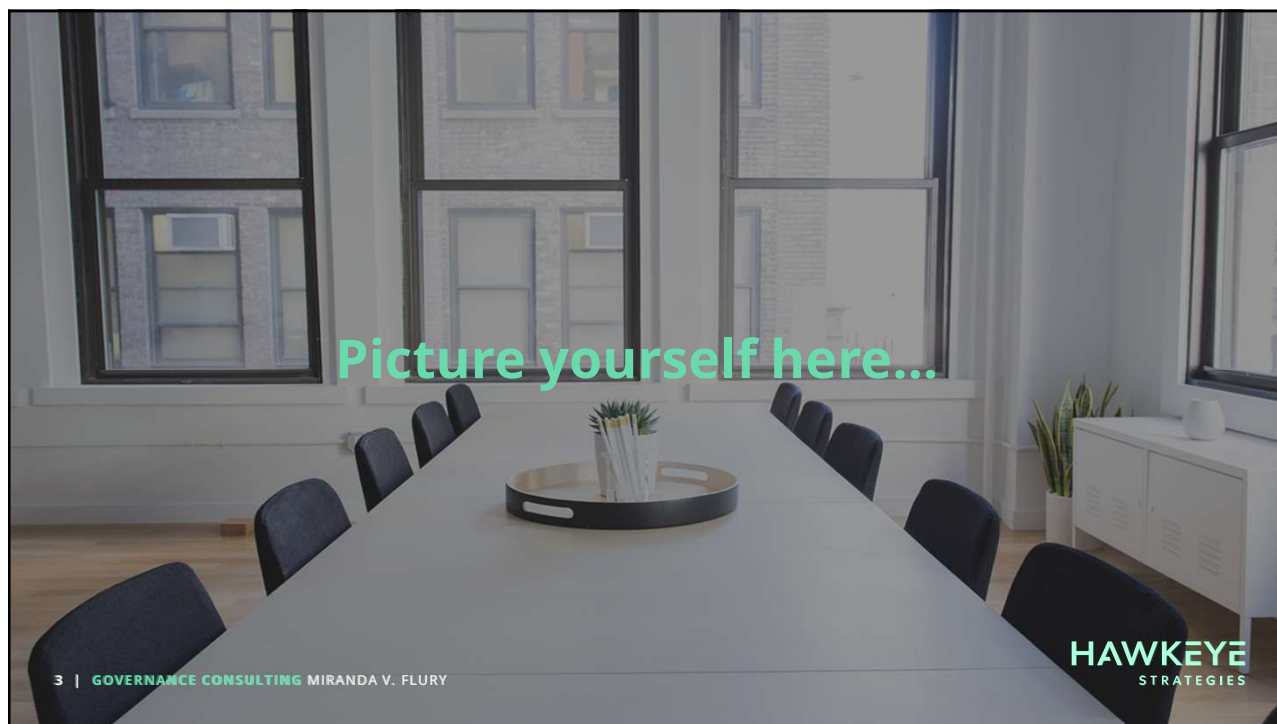
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What are we covering today?



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Define


strategic culture and how culture and strategy are interdependent.



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Identify


competencies that support strategic culture.



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Understand

the interplay between individual behaviors, systems, and group dynamics.



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Determine

what actions to take to deliberately foster strategic culture at the board and executive level.

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***Leaders create culture.
Culture drives behavior.
Behavior produces results.***

Urban Meyer

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Why focus on strategic culture?

- ≡ Board and Exec's role in overseeing risk and setting strategy.
- ≡ Successful strategies require an alignment with culture.
- ≡ Culture has the power to overcome a bad strategic choice.
- ≡ Creation of a '_____'.

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Reference #2, 3, 4, 5

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What is culture?



- ≡ Culture comprises common behaviours, norms, and expectations associated with individual actions.

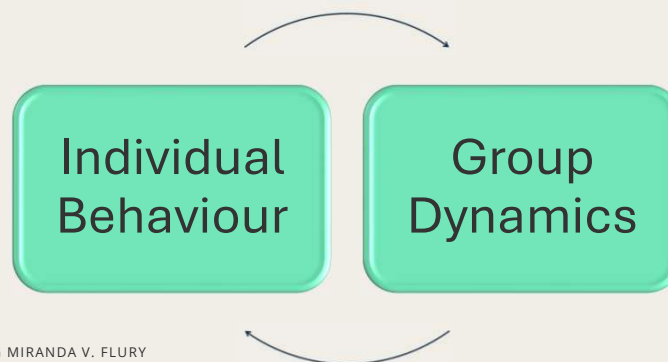
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How is culture influenced?

- ≡ There is a 2-way influencing relationship between each individual and the collecting group dynamics



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What makes culture, strategic?



- ≡ A group with a shared vision that is future focused, with clear decision-making processes, and dynamics built on trust and resilience.
- ≡ It's a 'ready stance'.

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You cannot hope for a culture you cannot visibly demonstrate.

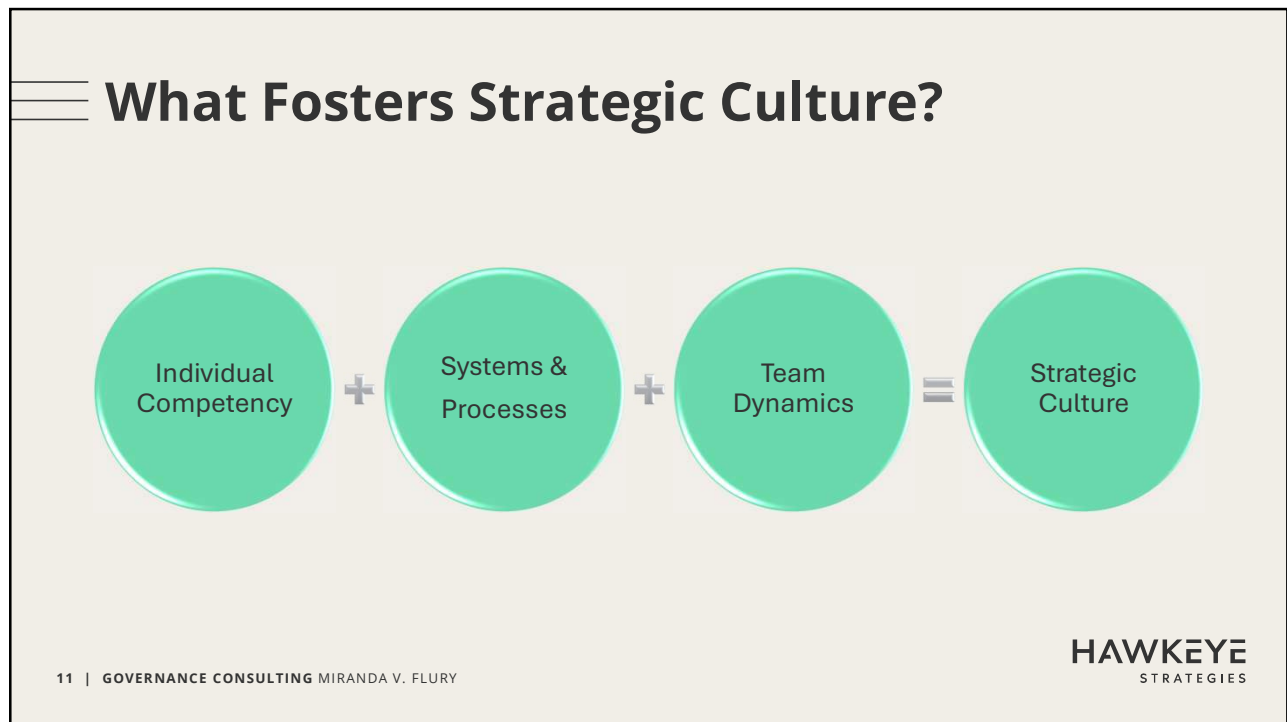
Jim Whitehurst, 2016

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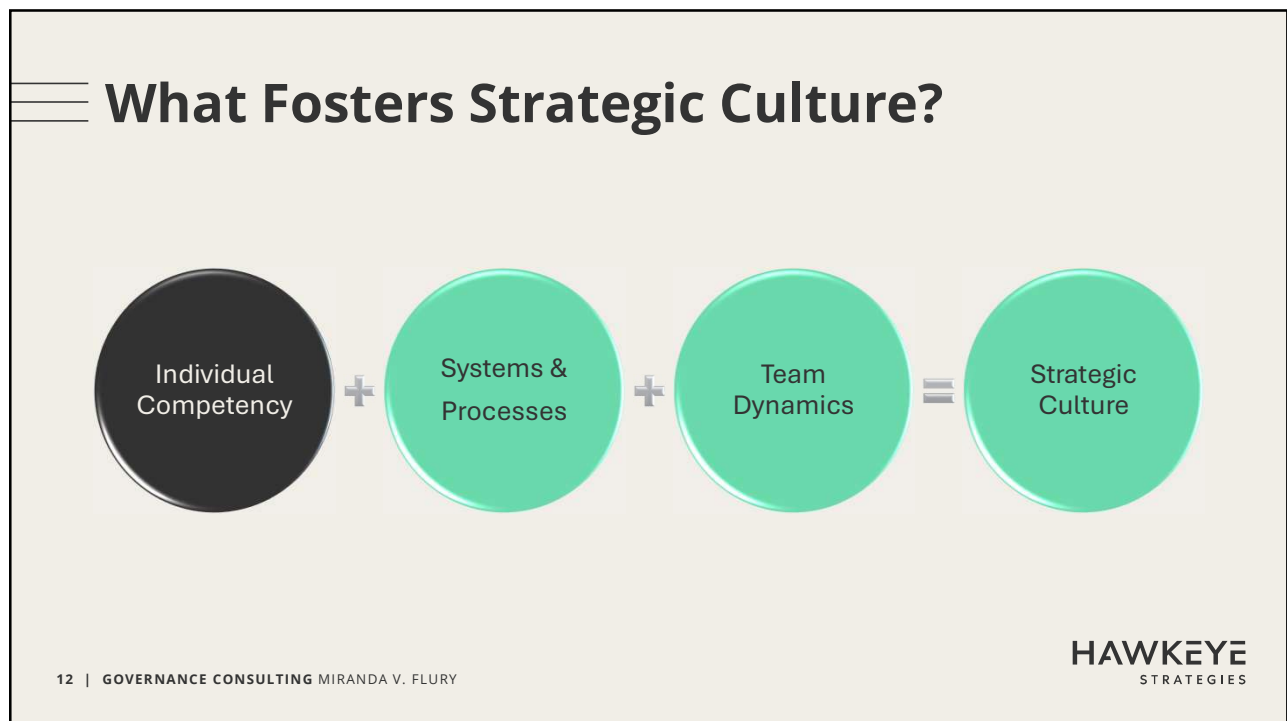
Reference #1

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Individual Competencies

- Competencies need to adapt as your strategy material shifts.
- Baseline competencies for boards and executives that are needed for strategic culture:
 1. Dealing with Ambiguity
 2. Decision Quality
 3. Strategic Agility

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Individual Competencies

Dealing with Ambiguity:

Operates effectively even when things are uncertain or unclear. Can decide without the total picture, deals with problems that do not have an obvious outcome.



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Growing 'Dealing with Ambiguity' Competency

- Articulate and document assumptions.
- Get clear on your intended outcome(s).
- If you feel stuck to act without full information, use scenario planning.
- Be relentless with applying lessons learned.

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Individual Competencies

Dealing with Ambiguity:

What's one action you can personally commit to improve your skill here?



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Individual Competencies

Decision Quality:

Making sound and prompt decisions that keep the organization moving towards strategic goals. Make decisions using a blend of data, experience, learnings from mistakes/failures, and qualitative inputs.

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Growing 'Decision Quality' Competency

- ≡ Clearly define the problem...!
- ≡ Apply rigor, use data to validate your assumptions and to inform and strengthen your thinking
- ≡ Think about your decision in terms of how it will play out over time (in 6 weeks, 6 months, 6 years) to assess impact before you act
- ≡ Good, better, best.

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Individual Competencies

Decision Quality:

What's one action you can personally commit to improve your skill here?

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Individual Competencies

Strategic Agility:

Consistently looking ahead and outside of the CU to possibilities and then translating ideas into innovative, game-changing strategies. Understanding how decisions today play out into the future.

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Growing 'Strategic Agility' Competency

- ≡ Be curious!
- ≡ Ensure you spend time learning emerging trends, industry developments, new products and services, monitor economic reports
- ≡ Consider how to thrive in multiple scenarios
- ≡ Understand your key stakeholder's needs

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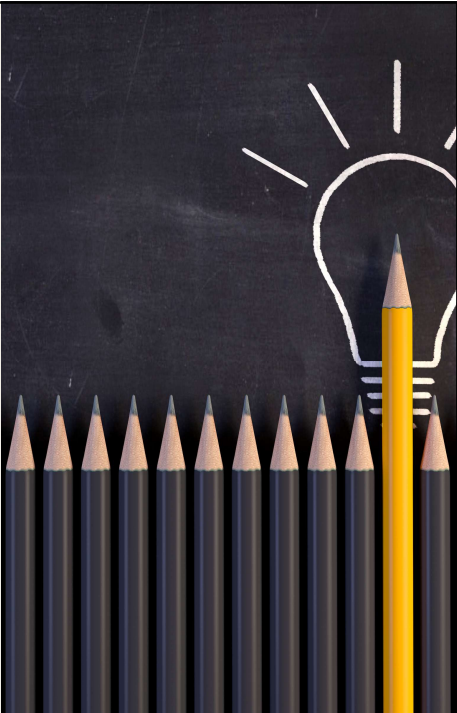
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Individual Competencies

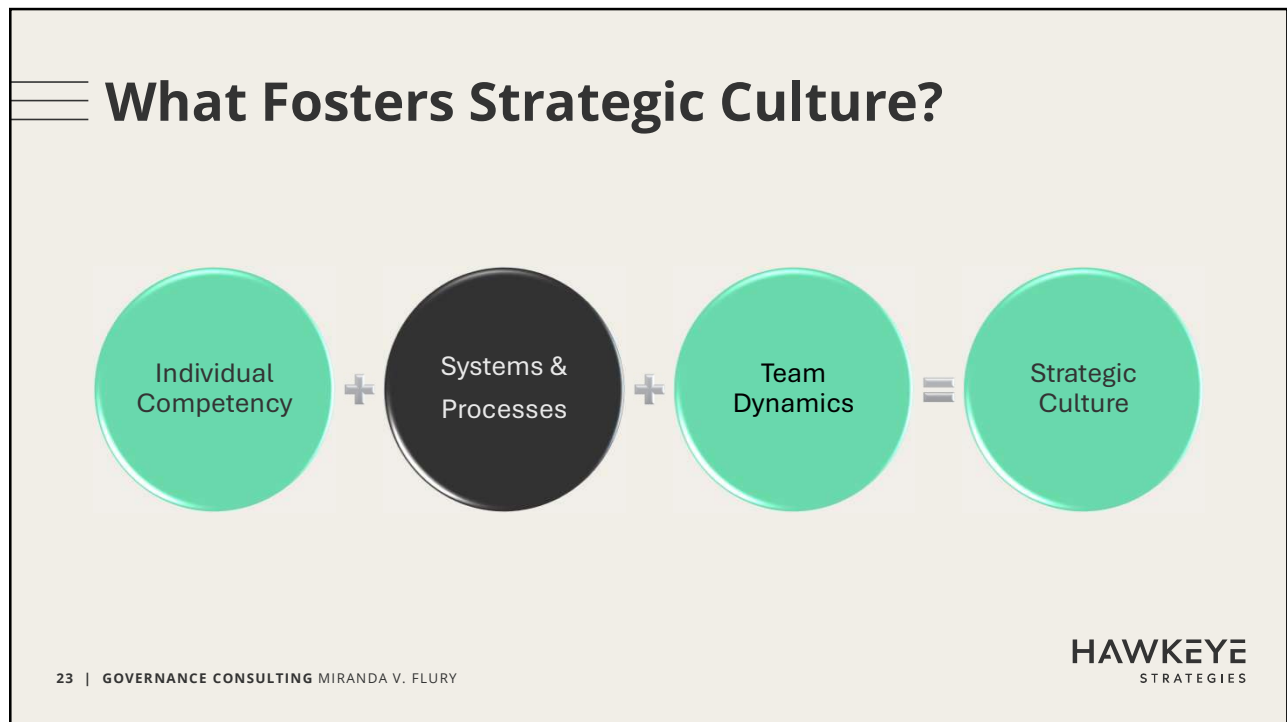
Strategic Agility:

What's one action you can personally commit to improve your skill here?

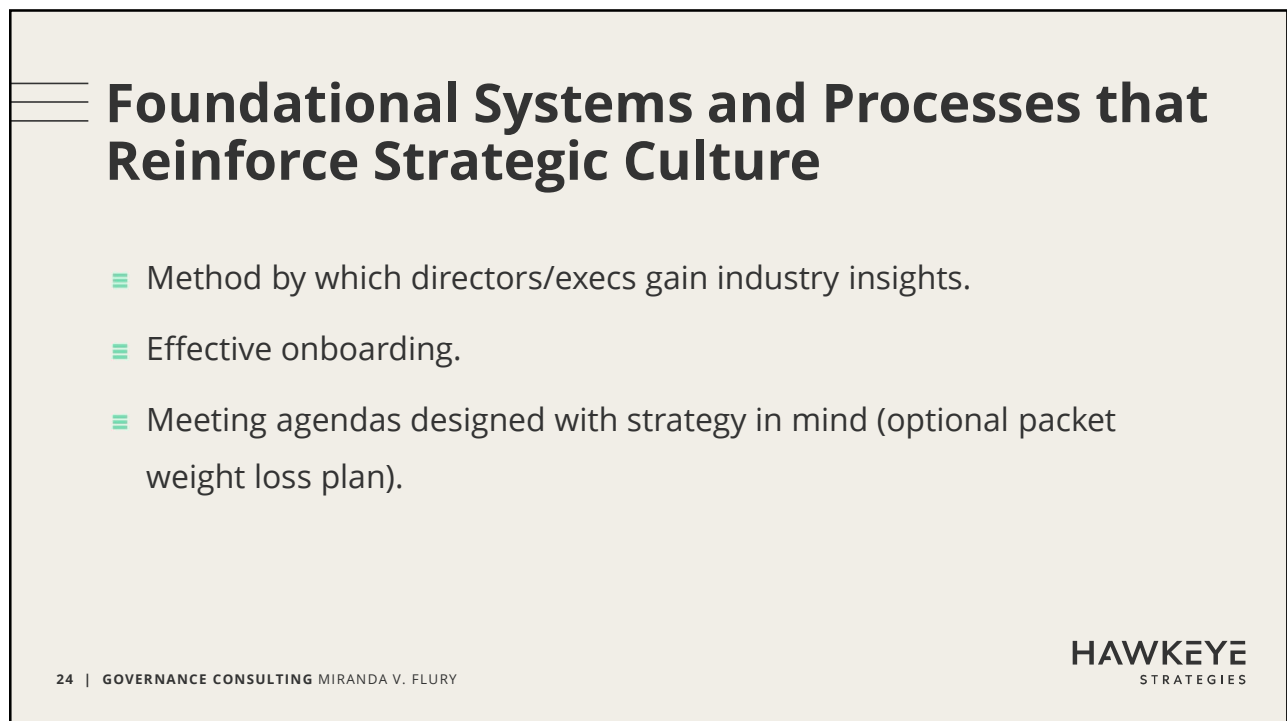


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Systems and Processes that advance Strategic Culture

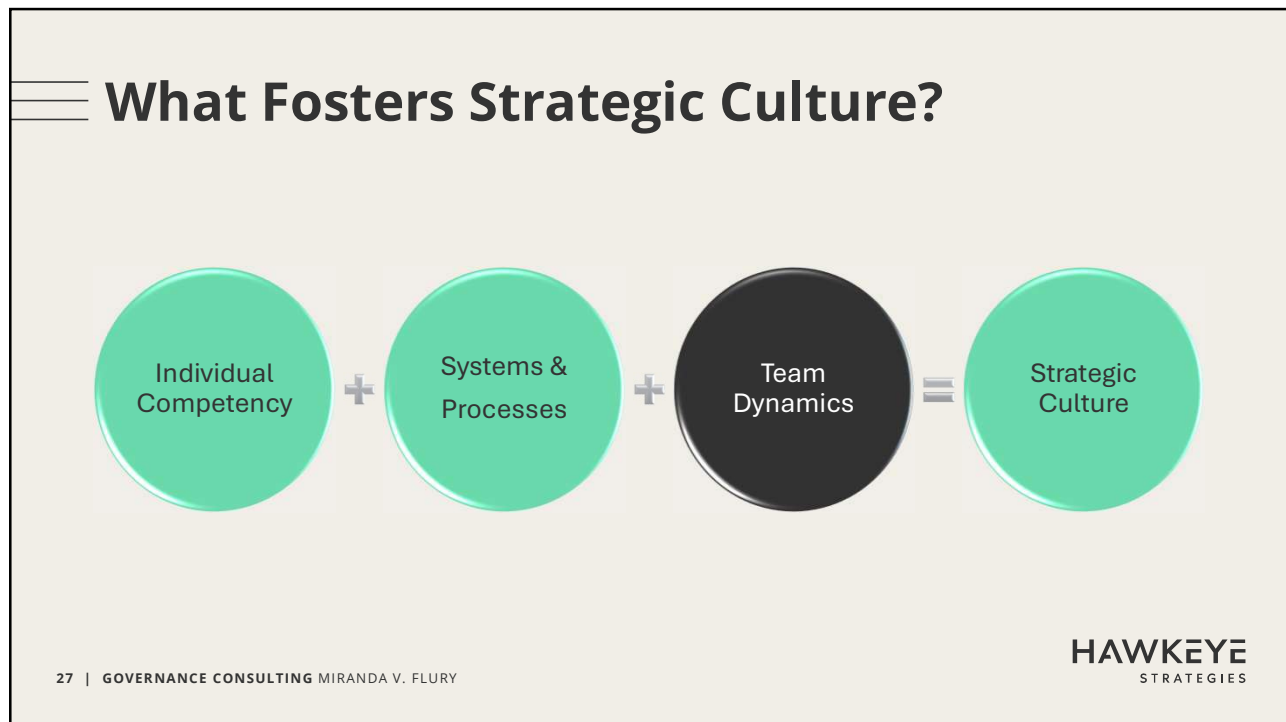
Board

1. **Assessment:** Hindsight vs foresight agenda assessment
2. _____
3. **Evaluate:** Real time assessment questions
 - How did you contribute to the board's strategic discussion?
 - What is one area of improvement to foster a better strategic culture?

Systems and Processes that advance Strategic Culture

Executive

1. _____
2. **Structured meetings:** agenda usage is consistent, templates are used for consistent reporting (e.g., 1-1 w CEO), meeting purpose is clear, and outcomes are tracked.
3. **Role clarity:** understand their own accountability and decision rights, and those of their peers, there is a known decision-making process.



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Good Team Dynamics look and feel like...

- ≡ _____
- ≡ Ideas are challenged; people are not.
- ≡ Directors/exec are comfortable, not fearful to take interpersonal risks.
- ≡ Issues come up at the right time, there are no surprises or sneak attacks.

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Build trust while maintaining independence

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What Builds Good Team Dynamics

Top 3:

1. **Social connections** by spending time together, some board time should be without management. Seek the 'like' and 'unlike'.
2. **Humanizing interactions** that deepen your understanding and connection with one another, this require some level of vulnerability.
3. **Balancing airtime** and listen to the contrarian.

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Build Strategic Board/Exec Dynamics in 4 steps

1. Defining success
2. Understanding your gaps
3. Commit to closing the gaps
4. Accountability

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Wrap this up!

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Key Takeaways


1	2	3	4	5
<ul style="list-style-type: none"> Think about what culture is necessary to achieve your strategy – how will you set the tone from the top? 	<ul style="list-style-type: none"> Strengthen the 3 baseline competencies and determine what specific competencies you need based on your strategy 	<ul style="list-style-type: none"> Determine which process element will have the biggest impact and bring it to life. 	<ul style="list-style-type: none"> Define a successful group dynamic and understand where the gaps that exist today. 	<ul style="list-style-type: none"> Be deliberate about creating a tension tolerance.


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Thank you!





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