



# CUES Learning Portal

## Course Catalog

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Harvard Manage Mentor: For a course catalog of Harvard ManageMentor, please refer to the [Harvard ManageMentor Course Catalog](#) or check out the Harvard ManageMentor learning journey (page [#16](#))

## What is CUES Learning Portal?

CUES Learning Portal offers a great way to stay current with your professional development goals. Here you will have easy access to top-notch professional development, online. The learning portal includes curated content to expand your skill set with individual courses, learning journeys, Harvard ManageMentor (Unlimited and Unlimited+ members only), the Director Education Center, and Governance+ (Unlimited+ members only).

## What is an Individual Course?

These courses are a compilation of curated content focused on specific topics. Courses break the topic content down into manageable pieces and include extra sections to help your further your development:

- ✦ **Build Your Skills:** Assignments to help you apply the information from the course, taking your development to the next level.
- ✦ **Learn More:** Content recommendations to further your learning. These recommendations may include premium content, books, or courses. This section is optional.
- ✦ **Share Your Feedback:** Let us know how much you enjoyed the course and share any recommendations.

Once you have finished a course, be sure to download your personalized certificate of completion.

## What is a Learning Journey?

We've gathered and cultivated learning journeys where you'll find an umbrella of all the courses focused on one business topic. We recommend that you take the courses in order, however, you can take as few or as many of the courses in whatever order best fits your needs.

## What is Harvard ManageMentor?

Harvard ManageMentor is available to CUES Unlimited and Unlimited+ members. These on-demand courses feature concise lessons, videos, and tools for fast and effective learning, all accessible within CUES Learning Portal. Check out the [Harvard ManageMentor Catalog](#) for more information.

## What is the Director Education Center?

CUES Director Education Center offers courses to enhance your performance as a board member. You'll find over 14 courses to help guide your organization's vision and mission, determine policies, and make sound and ethical decisions in the best interest of your credit union and members.

## What is Governance+?

Board governance refers to principles, methods, and processes required to make sound and ethical decisions in your credit union or service organization's best interest. This learning journey provides access to additional articles, tools, and other resources to enhance your boards' ability to guide your organization's mission and vision, determine policies, and ensure accountability to the members.

# Individual Courses

## **Authentic Leadership**

Authenticity is the healthy alignment between internal values and beliefs and external behavior. Authenticity comes from finding your style and your way of leading — and making life decisions that reflect your values and your personality.

*Estimated Completion Time:* 3 hours

## **Basics of Business Acumen**

Business acumen refers to the understanding and knowledge of how a business operates and how factors like market trends and competitive analysis impact its success. Strong business acumen will allow you to understand how your credit union operates and increase your organizational impact.

*Estimated Completion Time:* 1 hour

## **Becoming Action Oriented**

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

*Estimated Completion Time:* 3 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.

*Estimated Completion Time:* 1 hour

## **Build Trust in the Workplace**

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

*Estimated Completion Time:* 1 hour

## **Building a Member Experience Focus**

All things begin with the member. Putting the focus on building a member experience both as an individual and within an organization will help to drive business results and success.

*Estimated Completion Time:* 2 hours

## **Building Effective Teams**

A team can be defined as a group of people with complementary skills who work together to accomplish something beyond their individual self-interests. The belief that working in teams makes us more creative and productive is so widespread that when faced with a challenging, new task, organizations are quick to assume that teams are the best way to get the job done.

*Estimated Completion Time:* 4.5 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.

*Estimated Completion Time:* 37 minutes

## **Business Communication**

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

*Estimated Completion Time:* 2.5 hours

## **Business and Stakeholder Relationships**

In today's fast-paced and interconnected world, the success of any business relies on the strength of its relationships. Building effective relationships has become a cornerstone of modern business strategies, fostering collaboration, trust, and long-term success. In this course, we will explore the reasons why cultivating relationships is vital in the business landscape.

*Estimated Completion Time:* 1.5 hours

## **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.

*Estimated Completion Time:* 3 hours

## **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.

*Estimated Completion Time:* 2 hours

## **Collaborating Proactively**

In our complex, fast-paced, and globally-dispersed world, collaboration is critical to business success. In this course 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.

*Estimated Completion Time:* 2.75 hours

## **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.

*Estimated Completion Time:* 2 hours

## **Communication - Listening**

Learn more about listening, which is one of the most essential qualities required for effective communication.

*Estimated Completion Time:* 1 hour

## **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 course provides insight on how to use compassion to enhance customer experience and successfully lead others.

*Estimated Completion Time:* 1 hour

## **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 course we will explore several areas of growth and how you can improve their growth potential.

*Estimated Completion Time:* 1 hour

## **Critical Thinking**

Critical thinking is a key skill for organizational leaders. It is disciplined thinking that is rational, open-minded, and informed by evidence. This course provides insight into critical thinking in the workplace and how to develop your skills.

*Estimated Completion Time:* 1 hour

## **Cultivating Your Personal Adaptability**

This course 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.

*Estimated Completion Time:* 45 minutes

## **Delegating Effectively**

Delegation is an important tool in developing your team members and in managing your own priorities. This course highlights practical approaches to delegation that will accelerate team performance and provide employees opportunities to learn new skills.

*Estimated Completion Time:* 1.5 hours

## **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.

*Estimated Completion Time:* 1 hour

## **Develop Your Mentoring Skills**

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

*Estimated Completion Time:* 1 hour

## **Developing Direct Reports**

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

*Estimated Completion Time:* 3 hours

## **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.

*Estimated Completion Time:* 2 hours

## **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.

*Estimated Completion Time:* 1.5 hours

## **Diversity and Inclusion**

Explore this course, which discusses important issues such as workplace inclusion, gender equality and managing workplace diversity.

*Estimated Completion Time:* 3.5 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.

*Estimated Completion Time:* 2 hours

## **Ensure Accountability**

Accountability is responsibility taken to the next level. 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.

*Estimated Completion Time:* 1.5 hours

## **Entrepreneurial Thinking**

Entrepreneurial thinking positions you and your organization for success. Learn how to think creatively and take ownership of your job and performance.

*Estimated Completion Time:* 1 hour

## **Focus on the Member**

Explore different aspects of the member experience through topics such as 'Responding to a Member,' 'Creating A Member-Centered Culture,' 'Building a Member-Focused Organization' and 'Credit Union Member Experience.'

*Estimated Completion Time:* 3 hours

## **Fostering Employee Engagement**

Though organizations worldwide recognize engagement's critical impact on employee productivity and retention, global engagement levels remain disturbingly low. This course is intended to help leaders at all levels.

*Estimated Completion Time:* 1 hour

## **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.

*Estimated Completion Time:* 2 hours

## **How To Thrive as a Remote Workforce**

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

*Estimated Completion Time:* 1 hour

## **Introduction to Leadership**

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

*Estimated Completion Time:* 2 hours



## **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.

*Estimated Completion Time:* 4.5 hours

## **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.

*Estimated Completion Time:* 3 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.

*Estimated Completion Time:* 1.75 hours

## **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.

*Estimated Completion Time:* 2 hours

## **Managing Team Conflict**

Managing conflict effectively can lead to positive results for your team. This course reviews conflict management techniques, equips you with the skills to analyze and effectively handle conflicts, guides you in facilitating discussions for conflict resolution, and provides strategies for post-resolution follow-up.

*Estimated Completion Time:* 1 hour

## **Operations Management**

Increase your knowledge of operations management to improve processes, solve problems and support innovation.

*Estimated Completion Time:* 3 hours

## **Problem Solving**

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

*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, but it requires highly skilled organization, attention to details, constant monitoring and problem solving to achieve success. Increasing your knowledge of project management will maximize your skills and value for any role or position you seek in today's global market.

*Estimated Completion Time:* 4.5 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 course will help you learn to analyze your audience, create powerful and 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.

*Estimated Completion Time:* 5 hours

## **Receiving Feedback**

Explore the benefits of feedback, how to receive feedback, and how to seek out feedback from others.

*Estimated Completion Time:* 1 hour

## **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.

*Estimated Completion Time:* 3 Hours

## **Self-Development**

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

*Estimated Completion Time:* 1.75 Hours

## **Serving the Member: An Employee Perspective**

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

*Estimated Completion Time:* 2.5 Hours

## **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 course 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.

*Estimated Completion Time:* 4 Hours

## **Time Management**

Learn how to manage your time more effectively.

*Estimated Completion Time:* 2 Hours

## **Trust: A Leader's Tool**

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

*Estimated Completion Time:* 1 hour

## **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.

*Estimated Completion Time:* 3 Hours

# Director Education Center

## **A History of the Credit Union System**

This course will provide an understanding of the historical development of credit unions, the value the credit unions bring to their community, the credit union difference and various challenges and opportunities credit unions face.

*Estimated Completion Time:* 30 minutes

## **The Role and Responsibilities of Board Committees and Task Forces**

This course will help you and your colleagues more effectively utilize committees to perform the work of the board without crossing the line between governance and management.

*Estimated Completion Time:* 1 hour

## **The Role of the Board in Recruiting, Compensating and Assessing the CEO**

This course will provide support around the board responsibility in hiring the CEO, developing a competitive compensation package, overseeing the CEO's overall efforts, and ultimately assessing the CEO's performance.

*Estimated Completion Time:* 1 hour

## **The Role and Responsibilities of a Credit Union Board**

This course explores the board's core governance and leadership responsibilities in helping to establish the credit union's vision, mission and strategic goals; oversee the credit union's performance; as well as hire, constructively partner with, and evaluate the CEO.

*Estimated Completion Time:* 1 hour

## **Understanding Credit Union Financial Statements**

This course provides an overview of the credit union financial statements for board members to effectively participate in the governance and strategic direction of the organization.

*Estimated Completion Time:* 1 hour

## **The Role of the Board in Reporting to the Membership**

This course will help board members understand the role of the board in transparently reporting to members about how the credit union is operating and being governed, as well as how the board and management are maintaining the safety and soundness of the members' assets.

*Estimated Completion Time:* 45 minutes

## **The Role of the Board in Establishing an Effective Risk Management Framework**

This course covers the various approaches to risk management, analyzes the steps involved in managing risk and explores the board's role in the risk management process.

*Estimated Completion Time:* 1 hour

## **The Bank Secrecy Act and the Role of the Board**

This course provides an overview and education on the Bank Secrecy Act of 1970 and the awareness board members need to ensure proper compliance.

*Estimated Completion Time:* 1.5 hours

## **The Role of the Board in Monitoring Performance**

This course describes your board's and management's roles in monitoring performance and steering the credit union toward achieving its strategic objectives.

*Estimated Completion Time:* 1 hour

## **Delegation of Board Authority to Management**

By taking this course, seasoned and new directors alike can learn how the proper delegation of specific board powers is a key driver of effective governance in modern credit unions.

*Estimated Completion Time:* 40 minutes

## **The Role of the Board in Strategic Relationships and Mergers**

This course will help assist you and your colleagues to better appreciate a number of the core issues related to each of these increasingly important paths to mission success.

*Estimated Completion Time:* 1 hour

## **Recruitment, Election and Orientation of New Board Members**

This course will help identify some of the key competencies that are desirable in a potential new member, how to identify and recruit prospective board members, conduct a fair election, provide an effective board orientation program and evaluate new board members' performance.

*Estimated Completion Time:* 45 minutes

## **The Role of the Credit Union Board in Strategic Planning**

This course will explore how your credit union board can work in constructive partnership with management to develop, adopt and implement an effective strategic plan that provides sustained guidance in a complex and quickly-changing operating environment.

*Estimated Completion Time:* 1 hour

## **Asset Liability Management**

This provides best practices to optimize performance, offering an understanding of liquidity solution and interest rate risk management.

*Estimated Completion Time:* 2.5 hours

# Learning Journeys

## **Relationships & Networking**

Networking and building relationships are essential skills that can help you professionally and personally. On this journey, you will explore content to cultivate your networking skills, improve your ability to understand and manage your emotions, and become aware of biases that may hinder your ability to build long-term relationships and robust networks.

## **Applied Leadership**

Applied leadership requires intentional and purposeful execution in problem solving, decision making, conflict resolution, and negotiation, among other qualities, to enhance an organization's mission, vision, and core values. This collection of courses will help you explore ownership in today's diverse and global environments. It will also prepare you to recognize the importance of delegation, manage meetings effectively, and enhance employee engagement levels to meet individual and organizational goals.

## **Coaching & Mentoring**

Coaching and mentoring employees fosters employee retention and production by developing and enhancing their skills. Successful managers leverage both skills simultaneously to actively listen, monitor progress, and help employees accomplish their personal goals while executing the organization's mission. Complete this collection to improve your delivery in both areas.

## **Communication**

Effective communication at work can be transformative for individuals and teams. This journey will help leaders build strong communication skills to manage relationships with their employees, members, and stakeholders while driving better results and reducing friction.

## **Critical Thinking & Decision Making**

Critical thinking enhances decision making, problem solving, and communication skills by fostering analytical skills, an open mindset, and logical reasoning. In this journey, leaders can overcome cognitive biases, evaluate information effectively, and make informed decisions.

## **Diversity**

In today's diverse and global business environments, we all need a high level of sensitivity and tolerance. This journey helps leaders understand and adapt to different social dynamics, collaborate effectively, and become aware of their own biases to avoid stereotyping, prejudice, and discrimination in the workplace.

## **Feedback**

Effective and timely feedback helps motivate employees to reach their goals and feel valued for their contributions. Giving effective feedback is essential to your professional effectiveness and critical to the success of your organization. Whatever your role, whether individual contributor or leader, this learning journey will help you deepen your knowledge of feedback and understand how to enhance the application of feedback to address various business challenges.

## **Leadership Foundations**

Learning to be an authentic leader involves being reliable and leading through your values. This learning journey will help new leaders gain insights into crucial areas of leadership and set themselves up for leadership success by shifting their mindset and redefining their responsibilities and relationships.

## **Leading Teams**

Leaders motivate individuals or groups to achieve a shared mission or vision. They also inspire people to take steps toward achieving success, resolving conflict, and successfully navigating through change. This journey will help team leaders develop skills to increase efficiency, promote learning, and manage team performance.

## **Change Management**

Today's global, interconnected business environment is in constant flux. To succeed in this context of continuous change, everyone in an organization needs to be skilled in responding and adapting to change. However, leaders are required to do more. Through this collection of courses, leaders at all levels will develop the ability to drive and implement change initiatives successfully.

## **Member Focus**

All things begin with the member. Building a member experience focus helps to drive business results, loyalty, and success. This learning journey explores different aspects of the member experience, such as knowing the members, actively listening, and responding to their needs to achieve a member-centered, solid organizational culture.

## **Operations, Strategy, Regulatory**

Credit union growth encompasses successful execution in operations, strategic planning, and understanding the oversight and enforcement of financial regulations. Leaders must also think creatively and take ownership of their job performances. This collection of courses seeks to increase knowledge of operations and strategic thinking to improve processes, solve problems, and support innovation while protecting the safety and soundness of the organization.

## **Resiliency**

Resilience is the human capacity to meet adversity, complicated situations, and trauma head-on to learn and recover successfully. This collection of courses will help leaders learn to sustain their energy, cope with disruptive changes, and adapt after setbacks.

## **Self-Development**

Successful leaders understand that they must be committed to continuous learning and actively working to improve themselves. This collection of courses will help leaders increase their chances of success, achieve personal and professional goals, and motivate the people they lead to achieve organizational goals.

## **Trust**

Understanding ways to build trust with individuals can support your relationships and drive positive results for leaders. These courses help new and existing leaders build trust in the workplace, keep connections open and genuine, and create an environment of respect for themselves and the individuals they are responsible for.

## **Leading Self**

Self-leadership is crucial because it provides more motivation and accountability for your actions. Leaders who practice governing themselves tend to achieve their goals, build the respect of their teams and colleagues, and successfully fulfill the responsibilities of their roles. This collection of courses will help leaders productively respond to challenging situations and act consistently to the best of their ability.

## **Leading Others**

Leaders motivate individuals or groups to achieve a shared mission or vision. They also inspire people to take steps toward achieving success, resolving conflict, and successfully navigating through change. This collection of courses will help team leaders develop skills to increase efficiency, promote learning, and manage team performance.

## **Leading the Business**

This collection of courses is designed to support and guide individuals in building organizational alignment and overall organizational development.

## **Harvard ManageMentor**

This collection provides access to over 40 courses covering essential business topics, offering your credit union an easy way to invest in your management and leadership development. We hope you and your team will take full advantage of this on-demand learning and performance support resource from Harvard Business Publishing, the author of Harvard Business Review.

## **CUES Director Education Center - Full Learning Journey 2024**

CUES Director Education Center offers courses and tools to enhance your performance as a board member. This journey covers credit union history, membership reporting, and other fiduciary responsibilities required to make strategic decisions in your credit union and the members' best interest.



## **CUES Canadian Director Education Center - Full Learning Journey 2024**

CUES Canadian Director Education Center offers courses and tools to enhance your performance as a board member. This journey covers credit union history, membership reporting, and other fiduciary responsibilities required to make strategic decisions in your credit union and the members' best interest.

### **Governance +**

Board governance refers to principles, methods, and processes required to make sound and ethical decisions in your credit union or service organization's best interest. This learning journey, which is exclusively for CUES Unlimited+ members, provides access to additional articles, tools, and other resources to enhance the boards' ability to guide the organization's mission and vision, determine policies, and ensure accountability to the members.