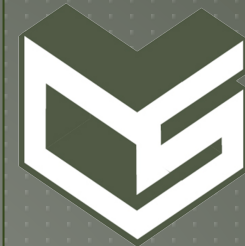


CORNERSTONE  
DEVELOPMENT  
GROUP



# *Helping Build a Strong Tomorrow*



CORNERSTONE  
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GROUP

# C&S Cornerstone Development Group

## Who is CDG?

- ▶ Founded in 1990 in Los Angeles, California, CDG has an outstanding twenty-three years of experience in the industry.
- ▶ We are a world-leading consulting company.
- ▶ Our clients include private, public, profit, and non-profit organizations.

## CDG Founders:

Lilli Chavez, Ph.D

Peggy Cooney, Ed. D

Liza Santos, DBA

Dianne Schlitt, Ph. D

Jackie Slater, Ph.D

# The America's Christian Credit Union (ACCU)

- ▶ Mission is to Reach, Serve and Teach
- ▶ Their membership-ownership partnership is strong at 27,000 members
- ▶ They employ approximately 90 people and highly value them.
- ▶ They are committed to their community.

# Project Background & Scope

- ▶ ACCU employee development opportunities
- ▶ ACCU underlying problems
- ▶ ACCU employee development challenges

## CDG Role – Why are we here?

- ▶ We are here to partner with ACCU
- ▶ We are here to collaborate with ACCU and to walk side-by-side with the organization to ensure that their challenges will be resolved in a very timely, cost-effective manner, and with positive and lasting results.

# Methodology

- ▶ The Cornerstone Development Group (CDG) performed several assessments to determine the discrepancies between the current employee development opportunities and the desired condition for the ACCU. Assessments were done through combination of surveys, observations, interviews, and other various data collection procedures.

(Gupta, Sleezer, & Russ-Eft, 2007, p. 44).

# Findings

- ▶ ACCU current employee development opportunities:
  - (MVP) Award
  - Employee of the Year Award
  - Mystery Shop Awards
  - Tuition Benefits

# Findings (continued)

## ACCU Challenges:

- ▶ Employees are leaving the organization every quarter.
- ▶ There is a lack of generational employee development options.
- ▶ Managerial personnel have limited advancement and growth opportunities.
- ▶ Individual employees lack a strength-based assessment to ensure personal growth and development.



# Conclusions

- ▶ Generational differences
- ▶ Retention drivers
- ▶ Other organizational concerns

# Philosophical Foundations

Researchers and practitioners have developed the following principles that serve as the foundation for guiding and implementing strength-based practice (Hammond, 2010).

- An absolute belief that every person has potential with unique strengths and capabilities.
- Focusing on strengths will foster an individual's capacity, and this creates hope and optimism.

## Philosophical Foundations *(continued)*

- Change is inevitable, and positive change occurs in the context of authentic relationships.
- People have more confidence when they play to their strengths.
- Capacity building is a process and a goal—a lifelong journey that is dynamic.
- It is important to value differences and the essential need to collaborate.

# Best Practices

- ▶ Promotions and vacant positions
- ▶ Opportunities for employees to develop their skills and strengths
- ▶ Special training to benefit executives and managers
- ▶ Membership dues and Professional Organization fees

(Community First Credit Union, n.d., *Careers*)

# Recommendations

Moving towards being a strengths-based organization would give employees the opportunity to identify their strengths and the jobs or tasks within their jobs, enabling them to function at their optimum level and gain the greatest satisfaction from their work and their contribution to the organization as a whole.

Individuals take ownership of their own development, which is complemented by the organization providing opportunities for growth and change.

# Recommendations

(continued)

- ▶ Our primary goals are to provide:
  - ▶ employees with strengths knowledge and vocabulary
  - ▶ personal evaluation of strengths
  - ▶ opportunities to have discussions about strengths and job role clarifications
  - ▶ tools to enable management to better utilize employee potential
  - ▶ opportunities for discussions about restructuring work responsibilities within departments to better utilize employee strengths
  - ▶ ongoing follow-up and new employee Strengths orientation, evaluation, clarification, and utilization

# Career And Life Planning Workshops

Workshop #2	
Focus:	Evaluation of information and feedback
Accomplished by:	<ul style="list-style-type: none"><li>• Opportunities for all employees to receive all assessment results</li><li>• Opportunities for all employees to assimilate and compile their assessment and feedback results</li><li>• Workshop facilitators provide evaluation tools for personal feedback</li><li>• Workshop facilitators provide help in evaluating patterns</li></ul>

# Career And Life Planning Workshops

Workshop #3	
Focus:	Utilizing strengths in a work and job context
Accomplished by:	<ul style="list-style-type: none"><li>• Workshop facilitators providing help in creating self-portraits to contribute to discussions</li><li>• Opportunities for departmental discussions surrounding strengths</li></ul>



# Career And Life Planning Workshops

Workshop #4	
Focus:	Discussions, clarifications and potential restructuring of work responsibilities
Accomplished by:	<ul style="list-style-type: none"><li>• Providing management teams with Strengths profiles of their departments</li><li>• Opportunities to evaluate current jobs and responsibilities through discussions</li></ul>

# Career And Life Planning Workshops

Workshop #5	
Focus:	Getting the most out of me and my job
Accomplished by:	<ul style="list-style-type: none"><li>• Presentation on the “re-designing your job” concept</li><li>• Providing information about additional career opportunities within the organization</li></ul>

# Career And Life Planning Workshops

Follow up and ongoing opportunities	
Focus:	<ul style="list-style-type: none"><li>• Providing new employee with strengths orientation, evaluation, clarification and utilization</li><li>• Providing on-going feedback and follow-up from the Strengths education and information provided</li><li>• Continued organizational development to become a Strengths based organization</li></ul>
Accomplished by:	<ul style="list-style-type: none"><li>• Strengths orientation workshop for new employees</li><li>• Incorporating Strengths language and goals setting into the annual review process</li><li>• Incorporating Strengths language and practices into ongoing management training</li></ul>

# Conclusion & Summary Of Benefits

America's Christian Credit Union

*Reach, Serve and Teach*

Cornerstone Development Group

*Helping Build a Better Tomorrow*

- Strengths-based approach to employee development
- Providing the building blocks for a strong organization
- Preparing for tomorrow by investing and building today

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- ▶ Gupta, Sleezer, & Russ-Eft. (2007). *A practical guide to needs assessment*. San Francisco, CA: John Wiley & Sons, Inc.