

CU\*ANSWERS  

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UNIVERSITY

**LEADERSHIP DEVELOPMENT**

# **COACHING WITH THE CEO**

BUILDING FUTURE EXECUTIVE LEADERS FOR CU\*ANSWERS

**2020 - 2021**



# Leadership Development Opportunities at CU\*Answers

A Supplement to the CU\*Answers People Development Life Cycle (PDLIC)

The CU\*Answers People Development Life Cycle (PDLIC) describes the philosophies and day-to-day, year-after-year processes that ensure CU\*Answers is building the leaders and resources we will need for our future. The PDLIC is a promise that we make to ourselves, our owner-clients, and the marketplace about how we will bake leadership development and succession planning concepts into everything we do. As part of that promise, here are some opportunities designed specifically to help CU\*Answers team members hone their leadership and business development skills:



## Leadership Development: Core Skills Series

Presented by the CU\*Answers Organizational Resource Development (ORD) team, this series is designed to help current and emerging leaders build basic leadership skills, including interviewing, hiring, and onboarding new team members, coaching and communication skills, strategic planning as a manager, and building a team. Each class also includes video interviews with members of the Executive Council to emphasize these concepts, as well as between-class homework to amplify the learning process.

*Audience: Current CU\*Answers managers and supervisors, as well as any team member who wishes to enhance their own career by building core leadership and management skills.*

## Leadership Development: Coaching With the CEO Series

The Coaching with the CEO Leadership Development Series is a collection of conversations between current CEO Randy Karnes and professionals in the cuasterisk.com community who identify themselves as wanting to explore and consider applying for key leadership positions at CU\*Answers, from vice president all the way up to the role of CEO.

This series of small-group coaching and mentoring exchanges is intended to create confidence in our community that our succession planning process is well designed, effective, and intense, to ensure we can always find the right candidates, no matter what the position.

*Audience: Anyone in the cuasterisk.com community that wants to step up, including all of our partners and CU professionals among our clients and owners. Everyone is welcome to participate as part of their professional development, for any job at CU\*Answers – or at any other firm. Participants are encouraged to complete the Core Skills series before attending this one.*



## Leadership Development: Executive Roster Series



The Executive Roster Series provides a unique, one-on-one interaction with CU\*Answers CEO Randy Karnes, specifically intended to ready a candidate to apply for and fill a key executive position at CU\*Answers. This series will include specific career guidance and assignments designed to help an individual candidate develop the specific skills they need, based on their current talents and experience.

*Audience: Participation is by invitation only from the CEO. This series is intended for executives who have been identified as part of the roster of candidates for an executive position such as CEO, or as potential candidates for the next level backfill for someone moving into a position such as CEO.*

## Leadership Development: Business Development Series

CU\*Answers Brand Managers and associates are encouraged to start, run and grow business. Since 2016 the CU\*Answers Executive teams have been working with people, all with dreams of developing businesses that help credit unions by offering guidance, mentorship and education. While educational in nature, the series is designed to provide business counseling, networking opportunities and financial resources necessary to start, run, sustain and expand your business. Each course is offered annually over an 8-week period. Participants are given assignments with the intent of helping their business grow.

*Audience: CU\*Answers brand managers and anyone wanting to learn about how to run and grow a business within the cuasterisk.com network.*



CU\*ANSWERS LEADERSHIP DEVELOPMENT  
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The **Coaching With the CEO** Leadership Development Series is a series of conversations between current CEO Randy Karnes and professionals in the cuasterisk.com community who identify themselves as wanting to explore and consider applying for leadership positions at CU\*Answers, from vice president all the way up to the role of CEO.

**The Purpose**

This series of small-group coaching and mentoring exchanges is intended to create confidence in our community that our succession planning process is well designed, effective, and intense, to ensure we can always find the right candidates, no matter what the position. A byproduct of this ongoing process is a consistently growing pipeline of people who can lead as executives, in both their current jobs and in potential future ones.

**The Audience**

The classes are open to anyone in the cuasterisk.com community that wants to step up, including all of our partners and credit union professionals among our clients and owners. Everyone is welcome to participate as part of their professional development, for any job at CU\*Answers – or at any other firm.

The topics discussed in these interactions will help make sure you have the tools and a foundation of knowledge that will give you the confidence to go for it.

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# Calendar

Sessions are held once per month on Wednesdays in the CU\*Answers Training Room.

All sessions are scheduled to begin at 3:00 PM and end at 5:00 PM.

## Round 1

### Starting October 2020

OCTOBER 2020							NOVEMBER 2020							DECEMBER 2020						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
25	26	27	28	29	30	31	29	30						27	28	29	30	31		

JANUARY 2021							FEBRUARY 2021							MARCH 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28							28	29	30	31			
31																				

## Round 2

### Starting April 2021

APRIL 2021							MAY 2021							JUNE 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3							1			1	2	3	4	5
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30			
							30	31												

JULY 2021							AUGUST 2021							SEPTEMBER 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31	29	30	31					26	27	28	29	30		

# Discussion Topics

## Subject 1: Brainstorming on the CEO Responsibility Questionnaire

### Summary

We'll discuss the questions the Board has asked the CEO regarding the key considerations in interviewing, recruiting, and considering candidates for the CEO position.

### Course Materials

2020-2021 CEO Responsibility Questionnaire: Filling a Vacancy on the Executive Council: Succession Strategy for the CEO. *See page 9.*

### Topics

1. What leadership traits do you feel are most integral to the ongoing success of running this CUSO?
2. What specific management experience do you think must be possessed by a viable candidate?
3. As the CU marketplace changes, where do you see CU\*Answers fitting in the industry?
4. In building a cohesive team, what specific qualities do you feel your managers must possess?
5. What are the top five issues that would need to be addressed if you were not here?
6. What are the minimum work experiences needed to do your job?
7. What are the minimum knowledge requirements for your job?
8. What type of management style works best with your staff?
9. Where would you suggest we go for assistance with the hiring process?
10. What tasks do you complete on a monthly basis that must get done?
11. Do you know of anyone that could fill in temporarily while we seek your replacement?
12. What questions are must-ask questions for a candidate seeking to fill your position?

## Subject 2: Brainstorming on the Interview Question Study Guide

### Summary

A website has been developed to collect interview questions to be considered as both candidates and interviewers prepare to work through the CEO succession process. This website is marketed to internal CU\*Answers staff, credit union clients and owners, board members, partner organizations, and interested stakeholders.

We'll brainstorm about the website and the content it gathers from a leadership candidate and interviewer perspective.

### Course Materials

<https://studyguide.cuanswers.com/> *See page 15.*

### Topics

1. What do the questions imply about candidate preparation?
2. What do the questions say about the expectations of the candidates approach to the job?
3. What do the questions say about the approach of the interviewers?

## Subject 3: Brainstorming on the Video Archive

### Summary

For years CU\*Answers has been gradually building up an impressive library of video content showing our leaders in action as part of training events, marketing and sales demos, and other special customer events. This digital archive creates multiple opportunities.

We'll talk about what digital archives are in place and how CU\*Answers leaders can develop their own library of content to help build their own personal brand.

### Course Materials

<https://video-archive.cuanswers.com/> *See page 16.*

### Topics

1. How the archive lets candidates witness themselves and their peers in action. Reviewing this digital archive allows candidates to consider their personas and approaches to public events, interviews, and other venues where they appear on a public "stage."
2. How the archive allows the board to work-study leadership pipeline candidates, to learn more about candidates beyond a set of short interview interactions.
3. How interviewers can use the archive to research and understand about candidates, prior to a more structured and formal interview.

## Subject 4: Business Plans and Financial Approaches for a CEO

### Summary

We'll discuss some of the tasks and approaches to the day-to-day functions of the CU\*Answers CEO position. These discussions are intended to help candidates consider how they would craft their days and their approaches to the job, in contrast to what the current CEO has done over the last 25 years.

This subject focuses on planning and managing the financial side of an organization.

### Topics

1. Writing business plans and proving to a board you have the team on track.
2. Ensuring that you are distributing the business plan from the top down, and setting goals and expectations for execution from the bottom up.
3. The planning design of CU\*Answers – from the board room to the line staffer, how the EAP and compensation designs get the job done.
4. Understanding the CU\*Answers approach to the balance sheet and income statement – what role does the CEO have in the financial management of the firm and driving budgets to drive execution?



## Subject 5: Designing an Open Door Policy as a Cooperative (Including the Customer-Owner)

### Summary

We'll discuss more of the tasks and approaches to the day-to-day functions of the CU\*Answers CEO position. These discussions are intended to help candidates consider how they would craft their days and their approaches to the job, in contrast to what the current CEO has done over the last 25 years.

This subject focuses on the unique roles of the CEO in a cooperative.

### Topics

1. How to include consumers in the ownership and ultimate decision-making process of the cooperative – from leadership briefings, to service and tool production, to the democratic processes that prove the CEO and management are walking the talk.
2. How the CU\*Answers CEO ensures that the firm is constantly communicating with the CU community and marketplace.
3. The strategy behind the annual events, the need for manufacturing a voice for thought leadership, and the tactics behind being more than a tool salesman and why.

## Subject 6: Working with a Board of Directors and Developing New Business Lines

### Summary

We'll discuss more of the tasks and approaches to the day-to-day functions of the CU\*Answers CEO position. These discussions are intended to help candidates consider how they would craft their days and their approaches to the job, in contrast to what the current CEO has done over the last 25 years.

This subject focuses on the CEO's role in working with the board and in the development of new businesses.

### Topics

1. Building a process where board members are an asset to the firm's present success, and future sustainability.
2. How CEOs need to design ownership committee functions and interactions while serving the very same committee as an employee.
3. What it means to design and bring new hamster wheels on line.
4. Building a business: How and why the CEO has to be focused beyond the run-the-store events of the day-to-day.

# CEO Responsibility Questionnaire

## Filling a Vacancy on the Executive Council: Succession Strategy for the CEO

The questions below were posed by CU\*Answers' Board of Directors concerning the CEO position and responsibilities; they were answered by Randy Karnes, CEO.

*(Revised September 2020)*

### 1 What leadership traits you feel are most integral to the ongoing success of running this CUSO?

- **Rally supporters** – The ability to set and sell vision in many venues (through a business plan, direct to team members, in a board room, in a sales environment, and in public speaking settings.)
- **Move the ball** – The ability to work with multiple contributors both inside and outside of the CUSO to drive ideas and potential opportunities to a point of declaring a direction and then make the call on what to do. Be proactive and diligent in driving the organization to constantly be moving forward.
- **Implement** – The ability to declare the path of implementation quickly and easily so that the firm is set to deliver, drive the deadlines in a way that commits the firm to the future, readies the team to tell its story, and constantly sets an agenda of accomplishment.
- **Respect for stakeholders** – The ability to balance the contributors and both their contributions and needs from the organization. Whether it is employees, board members, owners, or customers the CEO must be aware of how the organization works through a sum of its players not any single group. Clarity, transparency, and commitment to communication with all parties is the only way a peer-to-peer business can garner the trust of its players as to ongoing sustainability and opportunity.
- **A clear approach to delegation** – As CU\*Answers has grown to nearly 300 direct employees plus in excess of 200 network employees, a well-tuned approach to delegation is needed in the CEO role. Not only does the CEO delegate to team leaders, but also must remember that in a co-op, you respect that shareholders are leaders and constantly delegate to their authority, and market the fact that the CEO gives way to the Board. It's imperative if the CEO is to reinforce the power of credit union ownership. Personally, I use the 80/10/10 rule: 80% affirmation, 10% course correction, 10% denial/redirection. No matter the ratio or the approach, a CEO candidate must be able to articulate how they will lift others as leaders.
- **Ability to live in a constant state of discontentment** – Nothing can be more frustrating than the sense that everyone who is trying to help you is also critiquing your ugly baby at all times. From team members to clients, everyone's goal is to critique, improve, and get ready for the next version of everything. You're never done. You always could do better. And every riddle has an answer. It creates a sense of aggravation and discontentment. *And it must be*

*embraced.* As a CEO you must remember, you work for their sense of what's next as much as your own, and you relish riddles you may never solve.

## ② What specific management experience do you think must be possessed by a viable candidate?

Demonstrated ability to:

- **Appreciate the Customer** – Exposure to general banking and credit union operational processes; if possible, some experience in leading a credit union/bank from a senior team position. Understand the balance needed to drive an overall diverse financial service firm.
- **Appreciate the Need to Earn** – Exposure or direct leadership in driving the financial returns of a diverse business. As CEO, the leader must not only be able to read and understand financial models, he/she must be able to create and drive revenue engines/models that propel the company. Is the CEO an experienced *earner* and what level of understanding does the person have for navigating general accounting principles?
- **Appreciate Manufacturing Value** – Exposure to crafting process solutions. As CEO, the leader of the CUSO will need the ability to make the call of process solution design. Whether it be the internal infrastructure, customer product design, or making the call on look and feel, the CEO must have a passion for design and crafting products and services.
- **Appreciate Oversight and its Contribution** – Exposure to answering to stockholders, examiners, and third party commentators – experience with audits, being accountable to people/organizations with the right to know, and balancing what rules mean to an organization (follow, change, or avoid, etc.)

## ③ As the CU marketplace changes, where do you see CU\*Answers fitting in the industry?

Prior to the 2020-2021 survey, I answered this question this way:

I see only one course for CU\*Answers: To be a direct tool for doing the day-to-day work of a credit union, and through its efforts guarantee the long-term ability to *be* a credit union. By direct tool, I mean a resource that is agreeable and available to extend every asset of the CUSO towards that end. Our organization should never hold back *anything* (resources, ideas, people, or direct investment) in the fight to help credit unions survive and thrive.

Based on that course, CU\*Answers will do well in the future as long as credit unions are challenged to innovate and cooperate to survive. If CU\*Answers can continue to identify and connect with those credit unions who need an alternative to the standalone model, CU\*Answers should do well. The key will be whether credit unions in the future value having a say, working with their peers, and being true owner operators of their own solutions.

No matter the changes in the credit union industry as to the rules of engagement, CU\*Answers will do well if it sees a cooperative response to crafting those rules as being as relevant as those who wish to participate.

Here's a good question for the candidate coming in: "As someone who would ultimately be selling solutions to credit unions, what opportunities do you see on the horizon in the next 3 years?"

It might be valuable for the candidate to read a batch of recent business plans and have them give you a short synopsis of what they would continue, potentially change, or discontinue.

It would be important for the candidate to recognize the nature of our contracts (long-term) and how, operationally, the transitions for existing clients are slower than the moves you make to acquire new clients. The balance between what it means to keep your current paying client base happy and what it takes to add future clients should be well understood.

As I look forward from 2020, I am still content with my answer to focus on the agendas of credit unions and apply everything the CUSO owns toward that end. But facing the realities of the marketplace going forward, I now believe CU\*Answers must also broaden its focus to the agendas of CUSOs, the agendas of credit union vendors, and even the agendas of credit union trade organizations. While most people are happy to align with like thinkers, I encourage CU\*Answers to consider new alliances based on a new calculus for who is a good opportunity. Not just people you agree with, but potentially even your competitors, or someone with whom we were in conflict in the past. To find new opportunities, you sometimes have to recalibrate old measurements for who would be a good partner.

We are a talented firm with solutions that could fit a diverse set of opportunities and an ever-growing set of potential clients. The missing link to reaching those clients is our intent and passion to build bridges (API integrations).

Future management must figure out how to be true to our credit union focus while selling the idea that we can diversify our client base to that end. We must change our persona to be more than a credit union community solution only. We need to be seen as solution people, searching for creative opportunities. We must somehow encourage outside opportunities to come to us like never before.

#### ④ In building a cohesive team, what specific qualities do you feel your managers must possess?

- You respect peoples' strengths more than you are annoyed by their weaknesses. You understand that people who are committed to the organization will be flawed, but that *commitment* may be more important than a perceived technical weakness.
- Managers must be close to the work, and see themselves as both *doers* as well as directors.
- There must be a healthy respect for the fact that leadership can come from any level of the firm.
- The ability to debate, and the respect for debate with anyone from any level of the firm. The understanding that the overuse of formal powers and mandates kills debate and the challenges from team members that will lead to innovation. Without leading by committee, leaders should be able to push the debate, demand vesting from the teammates who he or she engages, and should not be afraid that aggressively brainstorming necessarily leads to long-standing grudges. Better to trust people who will vest themselves to the point of arguing, than to follow those who will wilt at the first challenge to their ideas.

## 5 What are the minimum work experiences needed to do your job?

This is a tricky question. When I was hired, I had never been a CEO. I had never directly been responsible to a Board of Directors. I had never been accountable for the technical correctness of activities that would allow a firm to warrant and indemnify its stakeholders and clients by its actions. But the job for which I was hired is not the job I hold today.

All of these things would be important for the next candidate. But I do not believe that the candidate has to have this complete list of prior experience as part of their resume. The Board must select a person who can learn on the job, who will blend well with the strengths of the existing officers, and who will be confident in knowing their own shortcomings so as to know the next skill they must hire if they get the job. (See question 2 above.)

What experience did I have when I came into this job?

- A technical understanding of the financial service industry.
- I had been both a client and a vendor for technical solutions.
- I had experience both as a leader of a data processing effort and as a chief financial officer.
- I had hands-on experience in the promotion, marketing, and sales of solutions.
- I had experience with challenged firms and efforts that needed a turnaround.
- I had experience in moving to a new opportunity and community and assimilating with new organizations and people.
- I had been involved with firms in multiple states, community types, and a diverse set of beliefs about why their community was important.

## 6 What are the minimum knowledge requirements for your job?

I believe the minimum requirement is a healthy understanding of CU\*Answers' history and its design. The staff at CU\*Answers has been together for decades. The ultimate belief in our design, process management, and approach to the market is deeply ingrained in the pride of our staff. This is not to say that everything we have built is best of breed or the only way to do something. But for someone to come in and start to change things without expressing their knowledge about and respect for CU\*Answers as a well-documented processor, a deeply committed cooperative, and a network of businesses and self-employed contributors, would be very problematic.

So more than book learning or academic achievement, the person will need to have a sense of the credit union industry and what it means, a grasp of the reasoning behind how cooperatives reward customer-owners, and an understanding of how influence and persuasion is more important than the consolidation of formal powers in the name of scale.

Any leader of this cooperative must know and accept:

- They work for someone else. They're not a stockholder. Ownership is virtual and built into your mindset, not your legal rights to the firm.
- How to serve their peers. They must understand that everyone is their peer, up or down the ladder.
- They can change the world without ever having to say the words "you work for me."

## 7 What type of management style works best with your staff?

While many of the questions above address this same concept, I would think the current CU\*Answers management team responds best to candor and openness to many different approaches on how to get something done. I do believe this team expects a high level of energy, drive, and sincere interest in what they are doing. The CEO needs to be part of the emerging solution, and trusted as to their ability to contribute to the nuances of the decisions being made, more than just being an arbitrator with the final call.

## 8 What tasks do you complete on a monthly basis that must get done?

CU\*Answers today is a well-documented firm. The CEO's calendar as to "must get done" is well defined, and revolves mostly around Board meetings, annual corporate and client events (Leadership Conference, Board Planning Sessions, etc.), and corporate documentation (business plans, budgets, employee planning, etc.)

What I believe must be done on a monthly basis to be successful is to constantly analyze where bottlenecks are occurring in the forward motion of projects and to be the catalyst for moving things along. CU\*Answers is built on deadlines and a constant respect for throughput. The CEO must be the driving force in doing more, and must see the "must dos" as clearing the path when things become congested.

## 9 Where would you suggest we go for assistance with the hiring process?

- **For a short-term focus**, rely heavily upon the CFO, President/COO, and other Executive Council members. They will be the most concerned with finding a candidate that fits best with their skills as the missing puzzle piece for ongoing operations. Work with the EC to identify the librarians of our culture through our digital intelligence (writing, videos, history, etc.). Poll the Creative Council and get a sense of our company's voice so you can consider how the next candidate will evolve and add to our documented schematic for getting things done.
- **For a mid-term focus**, trust the Board and the most vocal client/owner contributors. Reach out to people and ask what they think is important as to the CEO position when they are considering rolling over their contract, investing their money, or giving a positive reference about CU\*Answers.
- **For the long-term**, reach out to some third-party collaborators and consultants as to industry big-picture thinking, like Chip Filson, Alan Rush, NACUSO, and others. Try to get a good sense about who is leading the industry's collaborative efforts and what is important to rallying people to work together. What names would they put forward as potential candidates?

## 10 Do you know of anyone that could fill in temporarily while we seek your replacement?

It depends on the timeframe that equates to "temporarily." The firm would do very well for up to a year simply by trusting the fact that senior management team members would lead based on SOP and their own accountability to their department's responsibilities. To that end, I think either the current CFO or President/COO could be the "manager on duty" and do very well.

The most important reason to move forward with filling the CEO position as soon as possible will be the need for the marketplace to perceive the firm is moving forward with vision and continuity. Think about each new year of sales clients like a class of high school seniors being recruited by a college coach: they want to understand who will be leading before they commit to a four-year participation. It's the same with our clients.

### 1 1 What will be the top five issues that need to be addressed if you were not here?

1. Manage and communicate to the market (both the market at-large and our direct clients) the Board's confidence in CU\*Answers' ability to maintain its forward momentum and secure a new leader.
2. Declare a temporary "manager on duty" to coordinate and prioritize issues that needed a final call (contract commitments, go-or-no-go on pending projects, arbitrating employee career situations, etc.)
3. Work out a communication and update plan with the Board Chair to make sure that Board member activities continue as scheduled and go smoothly.
4. Develop a leadership statement for the general staff and hold a series of meetings with key staff leaders to reinforce the Board's confidence in the ongoing abilities of the firms and in the staff's ability to continue to execute. Reassure the staff.
5. Review with senior management team any procedural or process gaps created by not having an active CEO; develop a plan to complete these responsibilities in the short term.

### 1 2 What questions are must-ask questions for a candidate seeking to fill your position?

Any questions that help you determine the person's *beliefs*, which might be the most important part of the makeup of a CEO. For example, what is the candidate's position on non-profits? Peer-to-peer businesses? The fact that a CUSO like ours is more about the success of the client and the client's survival, even to its own detriment?

Before the interview, take a hard look at the fundamental principles that we have outlined for years through the Reports to Owners. Ask a question about one of these principles and see how the candidate responds. For example:


- "When you read that our company believes participation is an investment, what do you think we mean?"
- "When you read that CU\*Answers worries more about the client that signed a contract in the past than the potential of a client that might sign tomorrow, what does that mean to you?"
- "What is your response to this statement: "All that is known should be visible, accessible, and shared with everyone."

And finally, to assess the candidate's ability to promote the firm and themselves: "What do you believe your participation in our firm would give us in declaring a competitive advantage over our competition?"



# The Study Guide

<https://studyguide.cuanswers.com>

 Study Guide
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## Who Should Use this Site?

### If You Are...

Interested in Participating in the Succession Process:	Interested in Being a Candidate for the CEO Position:
<ul style="list-style-type: none"> <li>Submit interview questions for the Board to consider</li> <li>View questions others have submitted</li> <li>Start or participate in a conversation about a question</li> <li>Vote on the importance of questions</li> </ul>	<p>In addition to all the actions to the left, you can also</p> <p><i>Use this site as a Study Guide for a potential interview</i></p>

See the [How to Use this Site](#) page if you need detail on performing any of the functions

### Life is a Job Interview...



... but sometimes you get the chance to prep for the event. Here at CU\*Answers, we actually think of the prep as THE executive study group for both sides involved in an interview. Potential Candidates for Opportunity can use the website to get some vision on the possibilities of the questions that a single interviewer, or panel of interviewers might ask. And on the flip side, the interviewers can prep for their part in the event by scanning for interview questions that our network contributors might think are appropriate (or even a must).

Like Answerbook, this Study Guide website gives both sides of the interview, and Network Voyeurs a chance to get a "voice of the participants" point of view. It does everything but give the study participants the answers. That is for the candidates to prep for, and for the interviewers to prioritize as the things they would like to hear from candidates.


The interesting thing about this process is that it is truly a preparation guide to consider "what will be on the test, and how comprehensive might the test be?". Once armed with this insight and perspective, everyone can approach the executive development programs with goals — help me prep for these question brainstorming, and help me create an interview that fits the goals for this position.

Dig in, and let us know what you would like to add to the process.

**—Randy Karnes**

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## CU\*Answers Video Archive

CU\*Answers is constantly working to maintain and cultivate a pool of leaders who are prepared to step into a new or more extensive roles, and we see a professional video presence as one of many facets of leadership.

This site offers video clips with a wide variety of sources, events, lengths and time periods from our current and future leadership roster. Choose a member of the roster below to explore their video history.

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## CU\*Answers Video Archive

**Brian Maurer** At work my passion is solving problems that require multiple disciplines/departments and utilize technology in new and dynamic ways . I thrive on being successful in everything I do, and actively seek out new challenges which cause me to stretch my comfort level, fostering opportunities for continued learning and development. In the workplace, I focus this drive toward helping organizations achieve success through technology.



### Video Footage from Brian Maurer



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