

The background of the top section is a blue-tinted photograph of two men in business suits standing in a conference room, facing each other as if in conversation. The room contains a large conference table and several chairs.

# CEO to CEO

## Driving Organizational Success

**Joseph H. Newberry**

President & CEO, Redstone Federal Credit Union

Strategy drives organizational success—at least, that’s what I was taught. Yet, over the years, I have come to realize that strategy is only part of the equation. The other part is culture, the unsung hero that transforms an organization from great to excellent.

Peter Drucker, a well-known author on leadership, said, “Culture will eat strategy for breakfast.” What does this mean? You can create an amazing strategic plan, however, if your team isn’t aligned around it and your culture doesn’t support it, you may achieve mediocre results at best. But **mediocre is not good enough**. Not for organizations that want to make an impact. Not for CEOs who want to leave a legacy. Not for Redstone Federal Credit Union. At Redstone, we had financial success in nearly every metric that we evaluate. However, we asked ourselves, how much greater could we be if we got our culture right? It turns out, a lot greater!

Since our culture transformation, **culture has become the engine that drives our performance**. We focus on culture because it produces organizational results and guides the way we think. And we know we have a strong, dynamic culture because our leadership team is passionate about their purpose, our employees have pride in their workplace, we’re experiencing breakthroughs in cross-collaboration and traction around strategic alignment, and we are achieving maximum goals—and hitting them earlier than anticipated.

A report from Filene Research Institute suggests that the stronger the culture, the greater the organization performs, measured by tangibles such as ROI, net income, sales growth, and cash flow. Without a strong culture, an organization lacks accountability and performance management. It is imperative... leaders of great organizations are intentional about driving culture.

The thing that many organizational leaders miss is that culture exists whether you manage it or not. And if you are not managing it, I promise, it will manage you! So why not make it work for you instead of against you? **The greatest tool to achieving organizational success is a well-defined culture.**



Redstone Federal Credit Union (RFCU) was founded in 1951 and is now the 21st largest federal credit union in the United States by assets (\$4.4 billion) and 17th largest by membership (400,000+).

# CONGRATULATIONS!



## Ruby Award Winner

Congratulations to **Redstone Federal Credit Union** on winning the Ruby Award at The Ozzies 2017! Ruby is the highest award bestowed at the annual Partners In Leadership **Accountability+ PLUS** event, which recognizes companies for Excellence in Accountability, Leadership, and Culture.



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