

[theme music playing]

Opening credits: Two cartoon women in office are arguing. Conversation bubble appears over woman with long brown hair in black shirt and gray skirt saying, "You never listen to me!" Superhero Joe in blue and green outfit and superhero Jeanne in green and blue outfit fly across a cityscape. Back to office. Other woman with black hair in a black pantsuit says, "I don't care what you have to say!" Superhero Joe and Jeanne characters fly over buildings and run into office where women are arguing. Superhero Joe says, "We can solve this problem. Follow us." Superhero Joe and Jeanne run left off screen. Ask Joe logo pops up next to the women. Woman raise their hands and yell, "Ask Joe!" Narrator says, "And Jeanne!"

Nathan: I'm just so overwhelmed, Chloe. It's hard to focus with my friend being in the hospital. I hate to let anyone down here, but my friend doesn't have family around here. I'm all he has.

Chloe: I understand, Nathan. Why don't you take the day off to go be with him? Lisa is a little light on her work, she can take over some things for you while you are out.

Nathan: Really? Thank you so much for being so understanding. I really appreciate it.

Jim: Hey Chloe? Could you come to my office for a moment? I need to speak with you.

Jim: I couldn't help but overhear your conversation with Nathan. I understand your desire to be liked by your team, but I think you are being too lenient with them.

Chloe: He's having a tough time. I think it would be good for him to take off...

Jim: Chloe, we have a business to run and if he can't do his job because he has personal problems, then we need to address it. Soon everyone is going to think that they can take off whenever they want just because they're having a tough time.

Chloe: I want my team to know that I care about them as people, and not just as a name on the payroll.

Jim: You can care about them without letting them walk all over you, Chloe. What kind of example does that set for the rest of the team?

Chloe: Fine. I'll talk to him.

Chloe: I just don't understand him, Brianna. That's how you end up with turnover when people don't feel cared about.

Brianna: I get it. At the same time, I don't think Jim is ever going to see things the way you do.

Chloe: I just wish there was a way I could change his outlook on things.

Brianna: Maybe you can if you get an expert opinion? I know, why don't you...

[Theme music playing in background]

A yellow background with dots. Ask Joe logo explodes onto the background in between a male cartoon character with black hair and glasses wearing a blue superhero outfit with green gloves and a female

character with black hair and glasses wearing a green and blue superhero costume and green gloves. Scene moves off screen to the top to reveal a pixelated comic book page of Jeanne smiling wearing a white blouse with a red necklace. Two bookcases with various items on them against a blue wall and a tree in the background Scene zooms out quickly to reveal a wider shot and the top right corner of the screen folds down like a page turning to reveal live action Jeanne.

Jeanne: It's good that Chloe understands the importance of her employees knowing she cares about them. Research shows that one of the best predictors of employee performance is employees knowing that their supervisor or someone at work cares about them as a person. She is showing Nathan that she cares for him and understands his need to support his friend.

Jeanne: This type of action instills loyalty within team members, and will no doubt be rewarded by Nathan's extra effort when needed. She is also reinforcing the fact that they are one unified team where people support each other. I am sure Lisa will have no problem covering for Nathan because she knows Chloe will give her the same flexibility if she ever needs it. Care is one of the greatest gifts we can give someone and it's a gift that instills trust and goodwill in relationships.

Jeanne: Now, being caring and lenient are NOT the same thing. Chloe's is being caring. If she were to let Nathan consistently miss deadlines that would be lenient- and wrong. Jim doesn't seem to understand that Chloe has a good handle on who is doing what so she knows the work will get done. Jim should manage to the outcome and not micromanage how the team gets there.

Jeanne: Although it might be difficult, it might be helpful for Chloe to talk to Jim about having the freedom to lead her team in the way she feels is correct to produce the expected results. As a leader Jim should be concerned with the results, not the process of getting work done.

Jeanne: It's obvious from her conversation with Claire that following Jim's advice would be uncomfortable and stressful for Chloe and not her typical way of leading. Jim may never change but if Chloe can set some boundaries with him it may make her work life less stressful.

Jeanne: Chloe does not have to manage the way she is managed. She should do what she knows is right and continue to lead in her way. Leaders should care about the welfare of their employees. In part, because employees are there to contribute to the business and feeling that they and their work are cared for makes employees more invested in the company but more importantly because they're human and life is better when we can care for and support one another.

Jeanne: If you have a leadership concern, please email me at askjoe@mycuserVICES.com. I'd love to help.

Yellow screen with dots slides over Joe. Black text appears on screen.

Female voice: Have a leadership concern and need a second opinion? Ask Joe and Jeanne! Send your questions to askjoe@mycuserVICES.com.

[theme music playing]

Fades to Vizo Financial logo on gray background between a male cartoon character with black hair and glasses wearing a blue superhero outfit with green gloves and a female character with black hair and glasses wearing a green and blue superhero costume and green gloves. Vizo Financial logo fades out and disclaimer text appears on screen. Disclaimer says: "The content expressed in this video is the copyright

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