



Citizen to Leader

I am their leader.

Which way did they go?



Gaining on Governance

- ◆ Coping with my election
- ◆ Once I was one of us, now I am one of them
- ◆ When my behind hits the seat, I am an expert
- ◆ People, potholes and poop



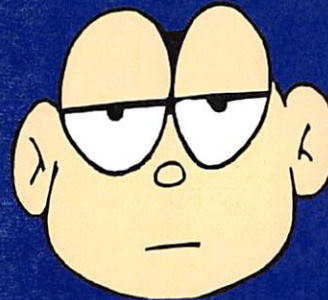
Now We Are One

- ◆ Dialogue with many voices
- ◆ Consider many alternatives
- ◆ Be cautious and considerate
- ◆ Learn the facts
- ◆ Decide What's Best for All Citizens
- ◆ Speak with **One Voice**



From Politics to Policy

- ◆ Being a bore
- ◆ Being a boar
- ◆ Being a board
- ◆ Being a B.O.A.R.D.
 - Bold
 - Open
 - Active
 - Responsive
 - Decisive





Leadership

- ◆ Leaders find a crowd and get in front
- ◆ Leaders are pushed in front of the oncoming traffic
- ◆ Leaders are found by followers
- ◆ Leaders lead with compassion and consideration



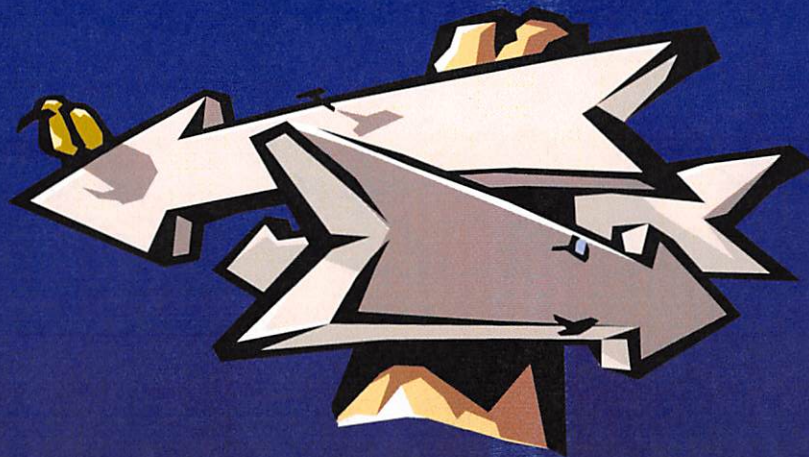
Boards 101 – Who are we?

- ◆ “There is no other group than the trustees, both deeply concerned and yet above the fray, to insist on the clarification of mission; to monitor institutional progress; to protect the independence and integrity of the institution.”

- John W. Nason, *The Nature of Trusteeship*

Decision Making

- ◆ The most important role of governance
- ◆ Decisions are based on policy
- ◆ Board can retain or delegate decision making authority



Oversight

- ◆ Central to everything a board does
- ◆ Involves monitoring decisions and actions to ensure they conform to policy and produce intended results



Governing board
looks through the
window to watch
over management



Positive Governance

- ◆ A positive approach yields positive responses
- ◆ Learn your communication style
- ◆ Learn how your fellow board members communicate
- ◆ Discover each other to seek understanding



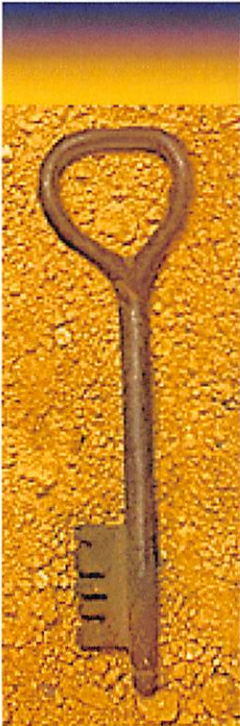
The Dysfunctional Board

Learning to Balance
Reality and Unreality

Your Board Might Be Dysfunctional IF

◆ Power Struggles

- The chair demands to be called “Your Excellency”
- One individual or sub-group is in control of the board
- There is little focus on the board as a whole
- Ideas other than from those in control are treated with contempt or ignored



Your Board Might Be Dysfunctional IF

- ◆ Lack of Civility and Respect
 - Call to order is: “Let’s get ready to rumble!”
 - The *Jerry Springer Show* looks tame
 - Verbal battles and disrespect abound
 - Chair cannot maintain order



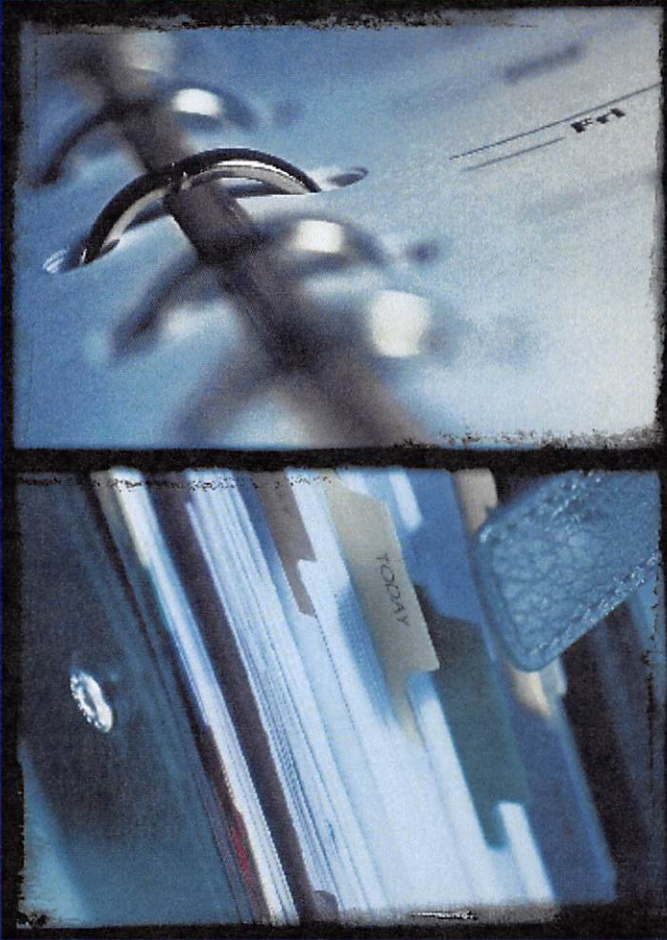
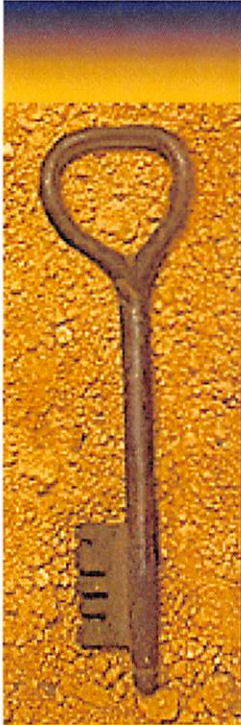
Your Board Might Be Dysfunctional IF

- ◆ Open meeting means
 - I made up my mind already
 - I don't want to talk about issues in public
 - Why should I say what I think; that way you'll hold it against me
 - Deliberation means I tell everyone what they have to do
 - I talk – you listen

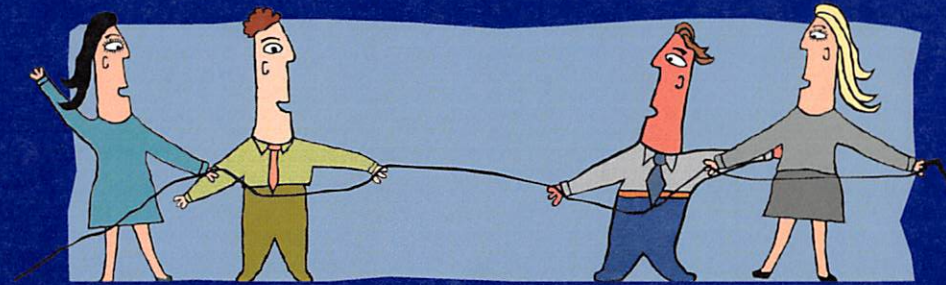


Your Board Might Be Dysfunctional IF

- ◆ Preoccupied with Procedure
 - Rules disputes
 - Inefficiency
 - We've always done it that way
 - Hidden agendas
 - Control is the goal

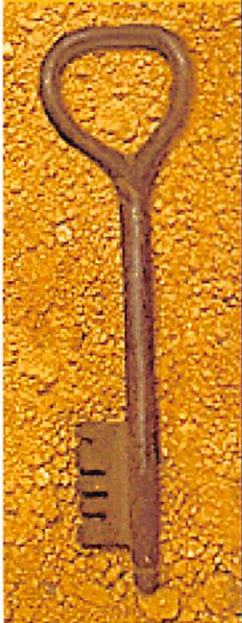


Your Board Might Be Dysfunctional IF



Fighting for
Control
Board vs. CEO





I am in charge!

Can't you tell?

Your Board Might Be Dysfunctional IF



◆ Micromanaging Staff

- Spying on staff
- Directing other than CEO
- Confused about policy-making vs. administration



Positive Governance

The Power of Professionalism



Governance

- ◆ Lead, follow or get out of the way
- ◆ Follow your vision
- ◆ Governance: balancing power and trust
- ◆ Seek first to understand, then to be understood
- ◆ Deliberate with due diligence
- ◆ Unity through diversity: speak with one voice

Roles & Responsibilities



- ◆ Adopt Vision & Mission
- ◆ Act as Trustees for those you serve
- ◆ Set governing policies
- ◆ Assure manager performance
- ◆ Fulfill fiduciary role
- ◆ Strategic plan



Board Duties

◆ Care

- Prudent Person Rule

◆ Loyalty

- Best interest of organization;
no conflicts of interest

◆ Obedience

- Follow the law
- Governing body rejects proposals that put the organization's mission at risk





Business Judgment Rule

- ◆ Protects boards decisions
- ◆ Presumption of acting in good faith
- ◆ Decisions must be
 - Plausibly rational
 - Involve no conflict of interest
 - Reasonably informed

Key Board Responsibilities

- ◆ Financial oversight – no margin, no mission
- ◆ Policy! Policy! Policy!
- ◆ Set Strategic Direction
- ◆ Self-assessment and development
- ◆ Management oversight
- ◆ Succession plan, process and goal



Board Skills

- ◆ Ability to think deeply and broadly about the mission, vision and strategy
- ◆ Ability to imagine consequences, both intended and unintended, of decision
- ◆ Ability and willingness to make tough decisions
- ◆ Ability to be active but not intrusive
- ◆ Ability to establish clear expectations and to monitor for performance
- ◆ Ability to delegate strategic direction and operations to staff and to hold staff accountable
- ◆ Attributes of Leadership



Governing the Governing Board

- ◆ Clarify role on topics
- ◆ Define information needs
- ◆ Relate to constituencies
- ◆ Self-discipline
- ◆ Balance Control
- ◆ Use time productively





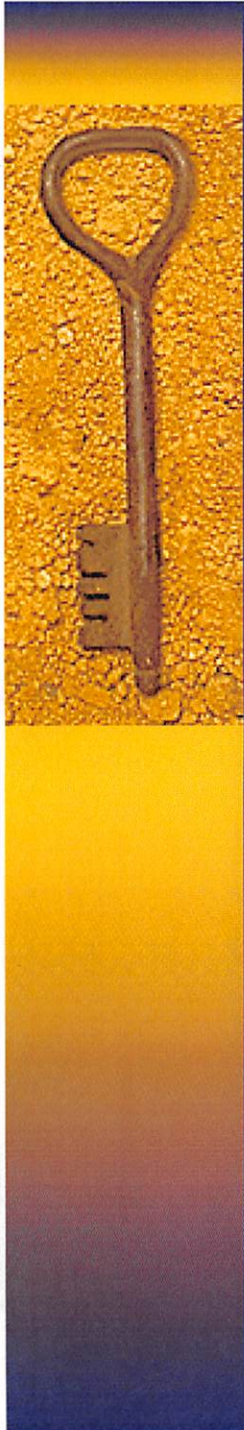
On Becoming an Effective Board

- ◆ **R**ecognize the Value of Input from Others
- ◆ **R**elease Biases to See Other Viewpoints
- ◆ **R**espect Varying Voices
- ◆ **R**esolve Conflict by Extending Courtesy
- ◆ **R**eview the Information Carefully
- ◆ **R**eserve Judgment Until the Facts Are In
- ◆ **R**each Decisions in the Highest and Best Interests of the Organization and Citizens
- ◆ **R**eward Effective Performance
- ◆ **R**evisit Policies Regularly



Vision & Mission

“A board must ultimately be judged...by how effectively it achieves the mission of the institution.” – Cyril Hoole



Positive Personal Power

Paradigms

- ◆ Insanity: doing the same thing, the same way and expecting different results





Conflict

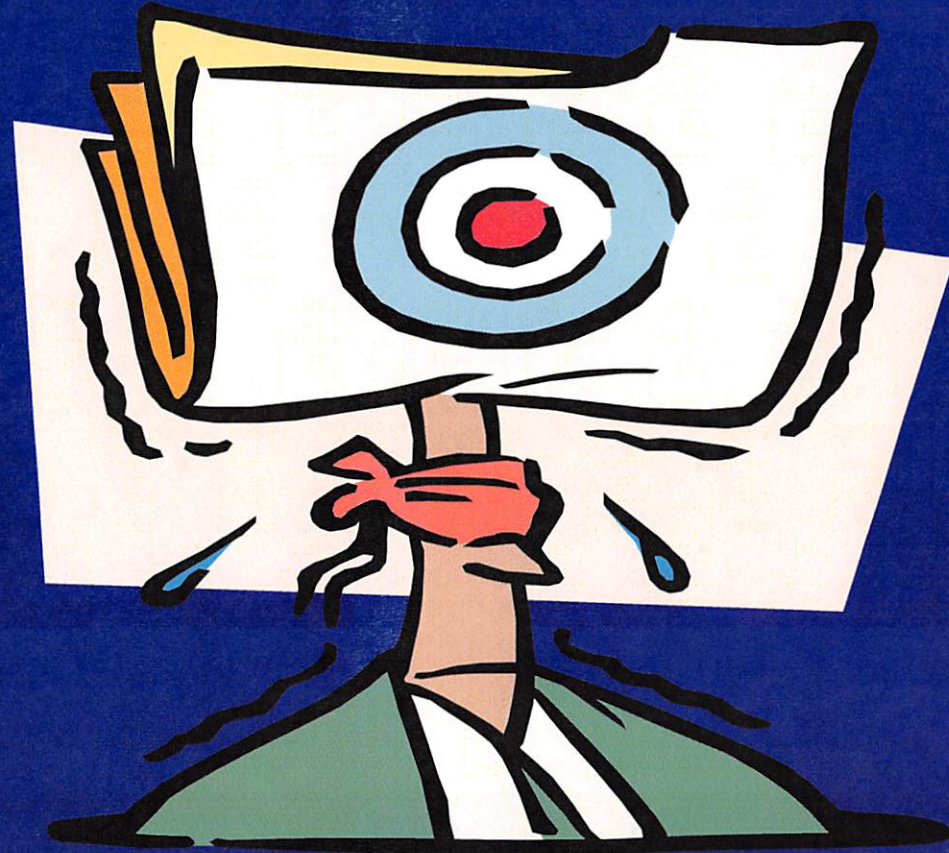
- ◆ “Conflict is neither positive nor negative. If managed properly, it is an opportunity for personal growth. If mismanaged, it can be destructive both personally and professionally. Our purpose is to maximize positive benefits and minimize negative impact.” – *Dick Clark*

There Are No Difficult People

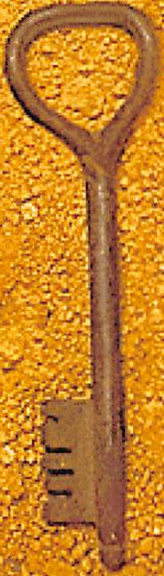
- ◆ Not the public
- ◆ Not board members
- ◆ Not customers
- ◆ Not service providers
- ◆ Not family
- ◆ Not friends
- ◆ Not authority figures
- ◆ Not employees
- ◆ Not coworkers



The One Difficult Person

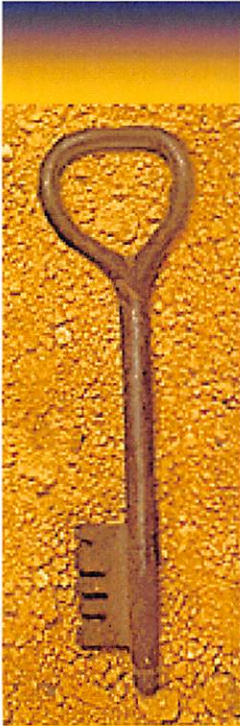
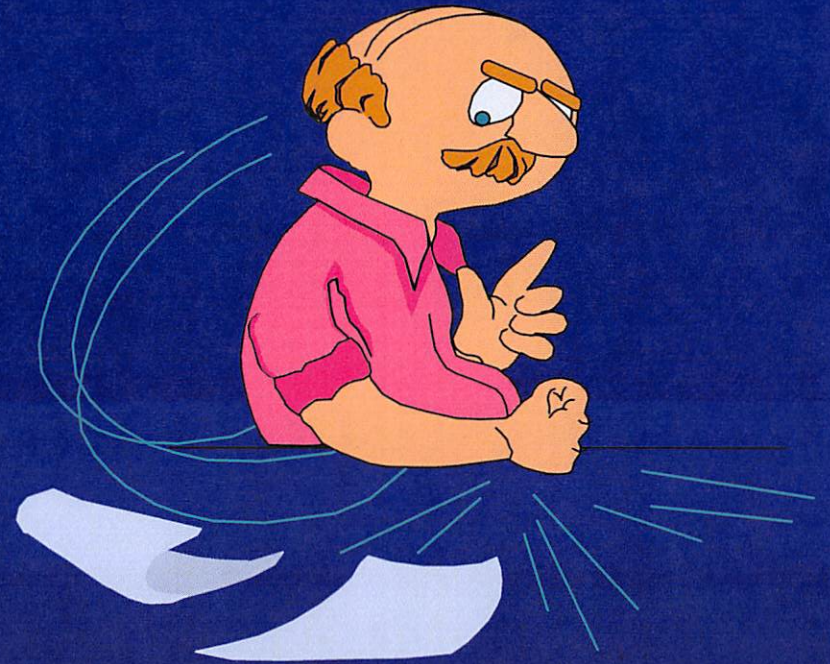


MIE



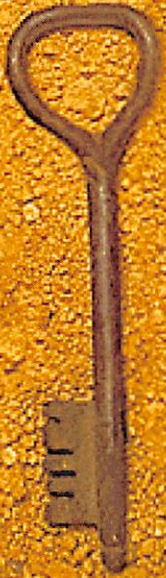
Cycles of Behavior

- ◆ My Belief System
 - Biases, prejudices, irrational beliefs
 - My should not, must not, ought not attitude



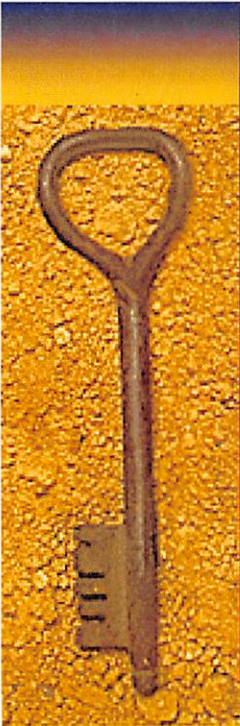
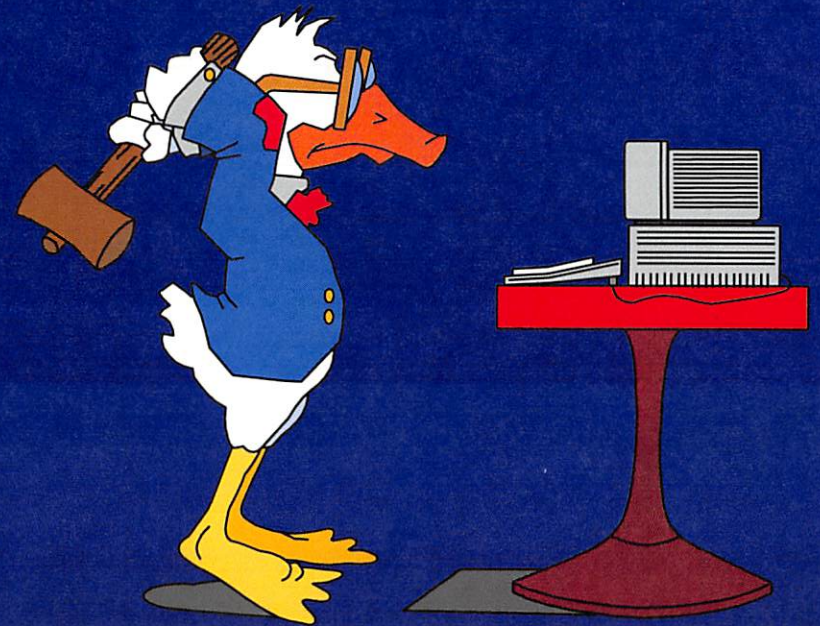
Cycles of Behavior

- ◆ Self-Talk
- ◆ Thinking
- ◆ Personal self-programming



Cycles of Behavior

- ◆ Emotions
- ◆ Control yourself to prevail



Cycles of Behavior



- ◆ Performance
- ◆ Behavior
- ◆ Choices

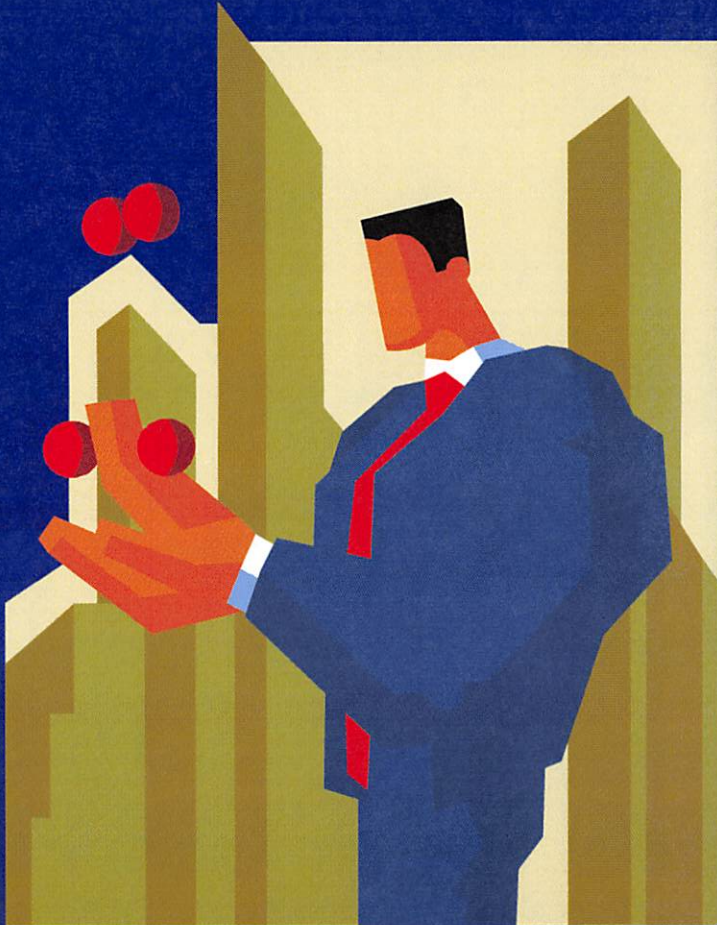
Cycles of Behavior

◆ Consequences of Choices



Cycles of Behavior

◆ Self-Talk



Cycles of Behavior



- ◆ Positive self-talk yields positive paradigm shifts
- ◆ Move your expectations closer to reality
- ◆ Focus on changing your thinking and you change the outcome

Positive Personal Power

- ◆ I to We
- ◆ Open agendas
- ◆ Flexibility
- ◆ Consensus
- ◆ Majority rules
- ◆ Confront negativity
- ◆ Retreat to self-assess



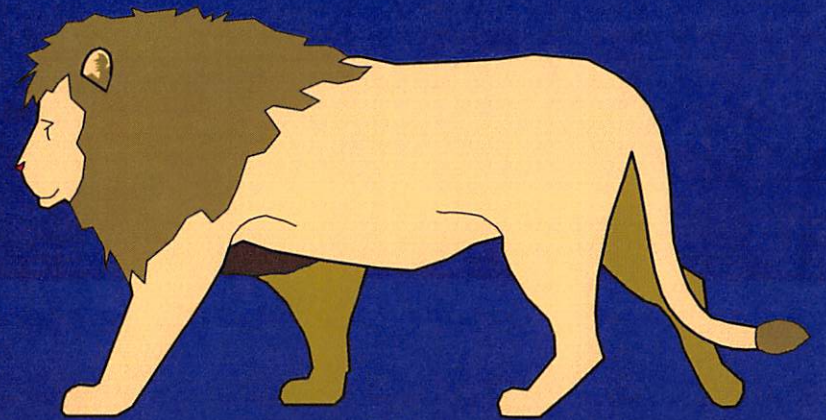
Positive Personal Power

- ◆ Remain Professional Under Pressure



Positive Personal Power

◆ Be a
LEO:
Leave Ego
Out



Positive Governance

- ◆ Personal
- ◆ Positive
- ◆ Professional
- ◆ Productive
- ◆ Performance





Positive Governance

Power is granted by consent of the governed. Positive governance graciously guides the people willing to be lead.



**THANK
YOU!**

For Your Commitment to Serving the Public Interests