

7th Annual Professional Development Seminar

Charleston, West Virginia

July 30 & July 31, 2019

Building Our Capacity to Serve

**BUILDING SUCCESSFUL
ORGANIZATIONS**

BOARD DEVELOPMENT

WORKFORCE SYSTEMS ASSOCIATES



Without a Vision, We are Bound to Wander
Without Purpose

VISIONING

Visionaries Plant Shade Trees They Will
Never Sit Under

VISION:
AN
OPPORTUNITY
TO DREAM

- Vision: what do we want to become and achieve?
- “What will our district look like in 5 years because of actions of our work?”

CORE PURPOSE

OUR CORE PURPOSE

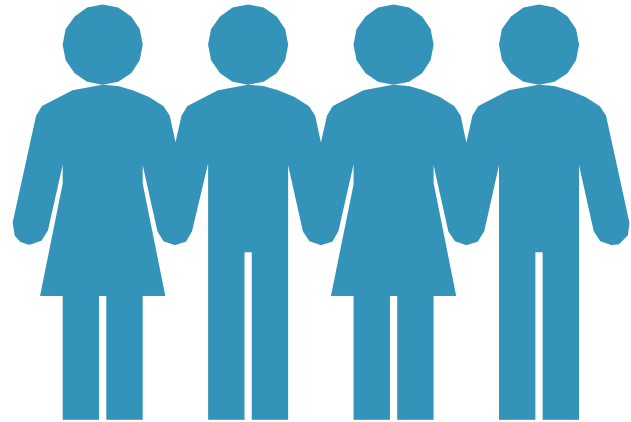


OUR REASON TO BE



THE DIFFERENCE WE MAKE

EXAMPLES



- **3M**
To solve unsolved problems innovatively
- **Disney**
To make people happy
- **Sony**
To experience the joy of advancing and applying technology for the benefit of the public

YOUR PURPOSE
YOUR REASON TO BE



What is the “core purpose”
of your organization?

MANAGING A LARGE BOARD...REQUIRES



STRONG LEADERSHIP



STRONG COMMITTEES

CLARITY OF FORM OF FULL
BOARD MEETINGS VS.
COMMITTEES



STRONG STAFFING

STRONG LEADERSHIP

- CHAIR PLAYS PIVOTAL ROLES
 - DEFINING BOARD PRIORITIES
 - HOLDING COMMITTEES ACCOUNTABLE
 - REPRESENTING THE BOARD EXTERNALLY

STRONG LEADERSHIP



- EXECUTIVE COMMITTEE IS ALSO KEY
 - CAN ACT QUICKLY ON BEHALF OF BOARD WHEN NECESSARY
 - PROVIDES INTRA-BOARD COORDINATION
 - PROVIDES ORIENTATION TO NEW MEMBERS

STRONG COMMITTEES



**BOARD EMPOWERS
COMMITTEES TO ACT ON
MOST THINGS, NOT JUST
RECOMMEND**



**EACH COMMITTEE DEFINES
AND DELIVERS CLEAR
PRODUCTS**



**STRONG COMMITTEE
CHAIRS AND SOLID
MEMBERSHIPS**



**MEMBERSHIP OFTEN GOES
BEYOND BOARD MEMBERS**

STRONG STAFFING

- EFFECTIVE BOARDS HAVE HIGH QUALITY STAFF, FULLY FOCUSED ON THE BOARD'S AGENDA
- WORK REQUIRES STAFF TO MANAGE ISSUES
- SKILLS NEEDED ARE
 - MEETING MANAGEMENT
 - CONTENT SUPPORT FOR BOARD
 - STRATEGIC PLANNING
 - ISSUE MANAGEMENT

THE “WHAT” OF BOARDS

The What Vs. The How

CRITICAL SUCCESS



How would you describe your board's one critical success factor?



How would you define success for your board?

THE WHAT OF BOARDS

- BOARDS DEAL WITH THE “WHAT”
 - VISION
 - MISSION
 - GOALS
- COMMITTEES/STAFF DEAL WITH THE “HOW”
 - STRATEGIES
 - ACTIONS
 - OPERATIONAL ITEMS
 - DAY TO DAY WORK

THE WHAT OF BOARDS

- BOARDS ARE POLICY CENTERED
- BOARDS ARE DRIVEN BY A STRATEGIC VISION
- BOARDS FORM COMMITTEES FOR BOARD WORK, THE “HOW”
- BOARDS ACT AS ADVOCATE FOR MEMBER NEEDS

BOARD AND STAFF



**BOARDS OVERSEE POLICY
AND PROVIDE GUIDANCE**



**STAFF CARRIES OUT THE
WORK AND POLICY OF THE
BOARD**



**BOARDS DO NOT MICRO-
MANAGE**

OTHERWISE, BOARDS MISS
OPPORTUNITIES AND THREATS



**BOARDS EMPOWER STAFF
AND COMMITTEES TO
CARRY OUT THE WORK OF
THE BOARD**

TRUSTWORTHY
KNOWLEDGEABLE

CEO AND STAFF

FULL TIME SUPPORT FOR THE BOARD'S AGENDA

STAFFS THE COMMITTEES' WORK

ASSISTS COMMITTEES ESTABLISH BUDGET FOR APPROVAL

PROVIDES FOR EVALUATION OF MEMBER SERVICES

ACCOUNTABLE TO BOARD

CEO/DIRECTOR ROLE

- Provides Strategic Leadership
- Acts As A Visionary
- Provides Board Support
- Develops The Board And Its Members
- Builds Partnerships
- Provides Overall Business Management
- Manages Federal Grant Requirements
- Provides Resource Development
- Maintains and Strengthens Board Partnership
- Acts As External Liaison and Public Image

BOARD MEMBERS

- ATTEND BOARD/COMMITTEE MEETINGS
- ACT AS AGENTS FOR CHANGE
- PROVIDE MEMBERSHIP INPUT
- WORK ON COMMITTEES
- PREPARE TO DISCUSS ISSUES
- RECOMMEND/PROVIDE SOLUTIONS TO ISSUES
- EMPOWER ELECTED LEADERSHIP

COMMITTEES

- DRIVES GOALS AND WORK PLANS
 - PRODUCT OF STRATEGIC PLAN GOALS
 - REVIEWED QUARTERLY AND ANNUALLY
- FULLY EMPOWERED BY THE BOARD
 - MAINTAINS ALIGNMENT WITH STRATEGIC PLAN
 - COME TOGETHER AT THE EXECUTIVE COMMITTEE

BOARDS AND COMMITTEES

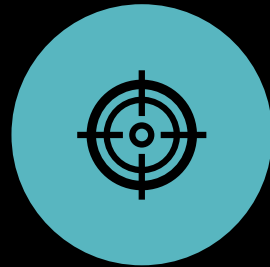
BOARDS DEAL WITH THE “WHAT”

- VISION
- MISSION
- GOALS

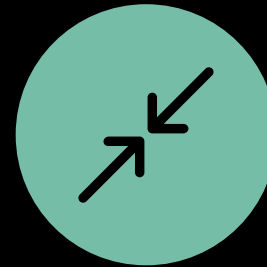
COMMITTEES/STAFF DEAL WITH THE “HOW”

- COMMITTEES
 - STRATEGIES
 - ACTIONS
- STAFF
 - OPERATIONAL ITEMS
 - DAY-TO-DAY WORK

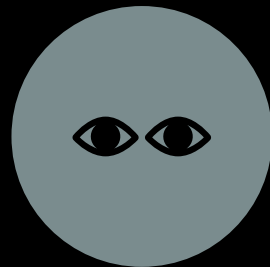
**BOARDS ARE STRATEGIC (WHAT)
*THEY ARE NOT OPERATIONAL (HOW)***



**LEADING BOARDS
CONSISTENTLY IDENTIFY
AND TACKLE MAJOR ISSUES**



**EVEN OVERSIGHT IS
DONE IN STRATEGIC
WAYS; AVOID MICRO
MANAGEMENT**

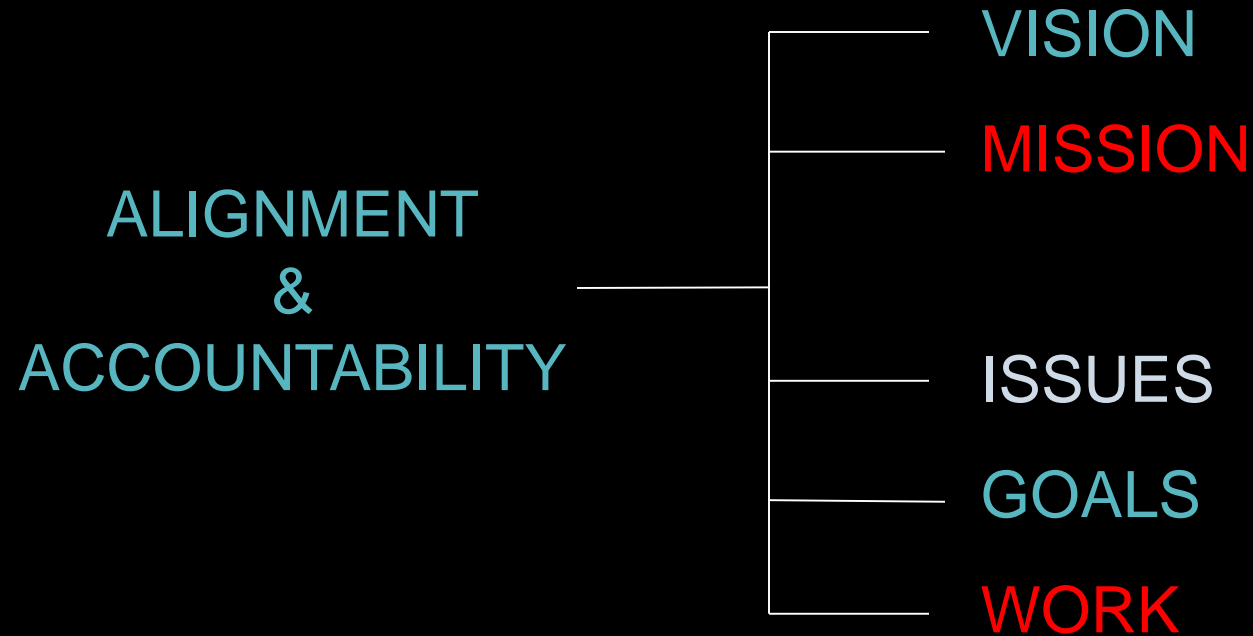


**KEEP CLEAR SENSE OF
FOCUS**



**PRIMARY WORK CLEARLY
ADVANCES THE
STAKEHOLDERS' AGENDA**

A BOARD MUST ENSURE THAT ITS WORK HAS ALIGNMENT AND ACCOUNTABILITY WITHIN THE FOLLOWING:



STRONG CEO LEVEL BOARD AGENDA



- 1 / 3 NEW BUSINESS
- 1 / 3 OLD BUSINESS
- 1 / 3 DIGGING DEEPER AND LEARNING

SUCCESSFUL BOARDS HAVE



- A CLEAR VISION
- CLEAR SENSE OF PURPOSE: WHAT NICHE/ROLE DO YOU PLAY IN YOUR COMMUNITY?
- A FOCUS ON PRIORITY ISSUES
- DEFINED EXPECTATIONS FOR THEMSELVES AND THEIR STAKEHOLDERS
- STAFF WITH THE CAPACITY TO SUPPORT THE BOARD'S WORK
- STRONG, STRATEGIC PARTNERSHIPS
- CEO-LEVEL AGENDAS
- A STRONG SENSE OF ACCOUNTABILITY

QUICK QUESTION

It is 5 years from now, what has changed because of your work?

A COMMUNITY OF CHOICE

WHAT ROLE DO YOU PLAY?

Good Infrastructure
(roads, broadband access, utilities, etc.)

Economic and Workforce Development - Friendly Environment

Knowledgeable and Skilled Workforce

Strong Education System

Good Industry Conditions

High Quality of Life

Engaged Communities

Diverse Economy

Private Sector Involvement

Good Working Conditions

THE FINAL RESULTS



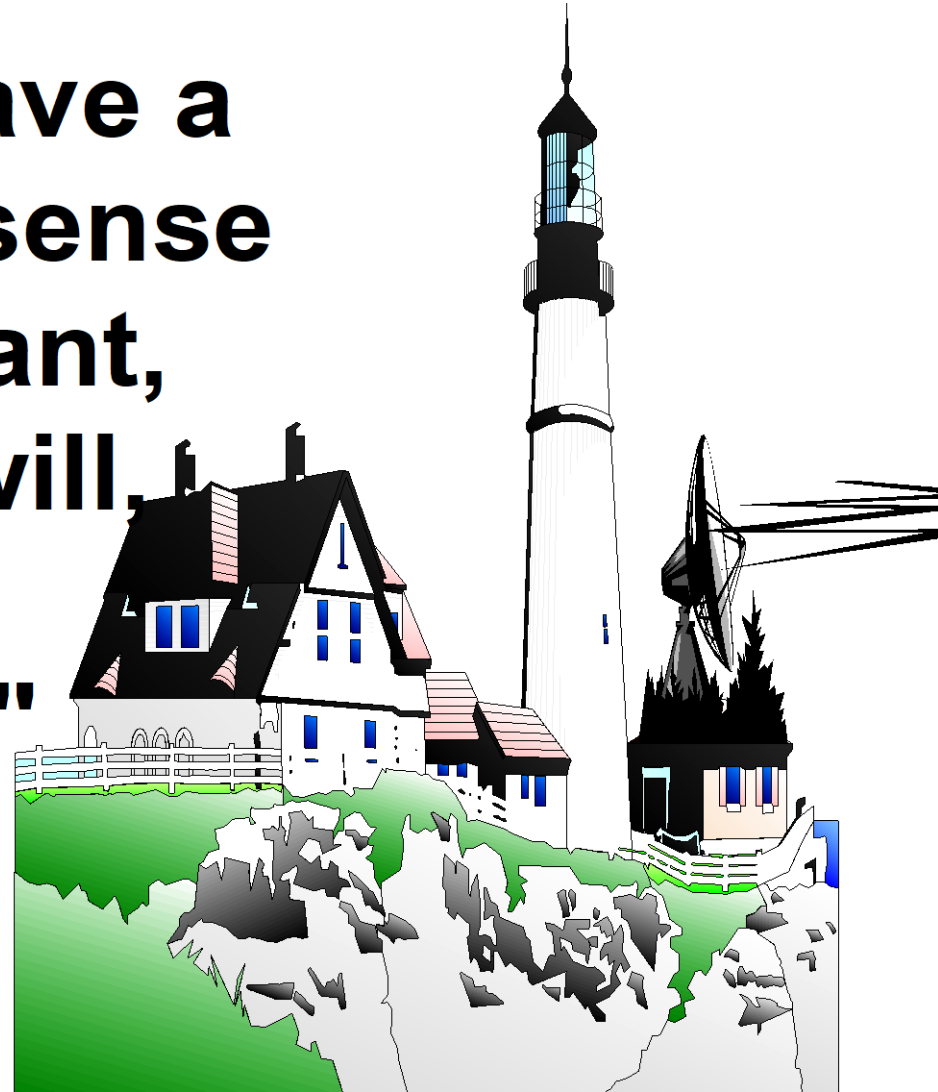
- **BOARDS DO STRATEGIC PLANNING AND THINKING SO THEY CAN:**
- ***SEIZE OPPORTUNITIES AND DERAIL THREATS TO PLANS***

ACCOMPLISHMENT



- What 2 things can your district accomplish over the next 2-3 years that will help you realize your purpose?

"Societies that have a strong coherent sense of what is important, and a collective will, will probably be most successful"



John Frank & Fraser Mustard G&M 05-01-95

A FAMOUS PHILOSOPHER SAID

Somebody's got to do something, and it's incredibly pathetic that it's got to be us.

Jerry Garcia, The Grateful Dead

CONTACT INFORMATION



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