REAL Leadership & Effective Governance

STRATEGIC
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STRATEGIC ADVANTAGE CONSULTING

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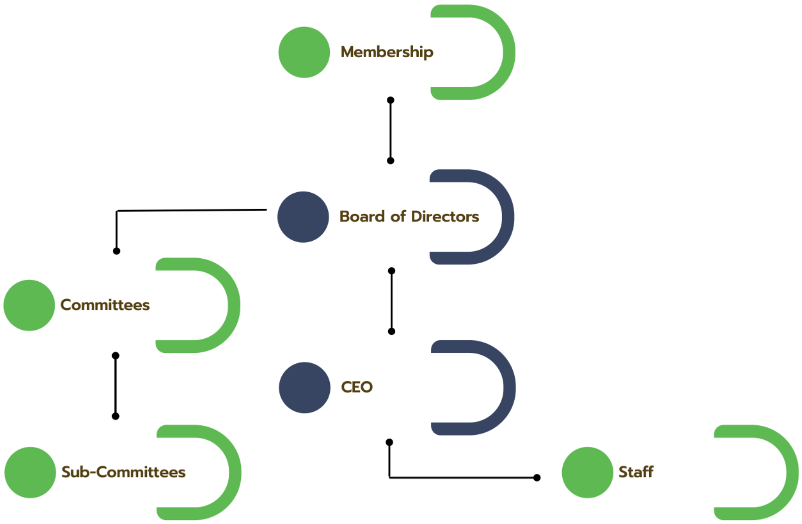
At Strategic Advantage Consulting, we develop human potential so you can increase your organization's potential. Through optimizing organizational effectiveness and increasing the capacity of every stakeholder, your organization will be set up for success to better serve and exceed your goals.

With over 50 years of training and consulting experience, our team is dedicated to developing a precise, programmatic approach that enhances and elevates your organization's impact in your sector. Our services are specifically designed and tailored to each organization, as the future of your organization is not one size fits all. Put yourself at a strategic advantage with our team.

What is Effective Governance?

Effective governance is when the work and actions of all parties within the organization are working in unison to accomplish the vision, mission, and strategic priorities of the organization in line with the adopted budget.

Know Your Role



Membership

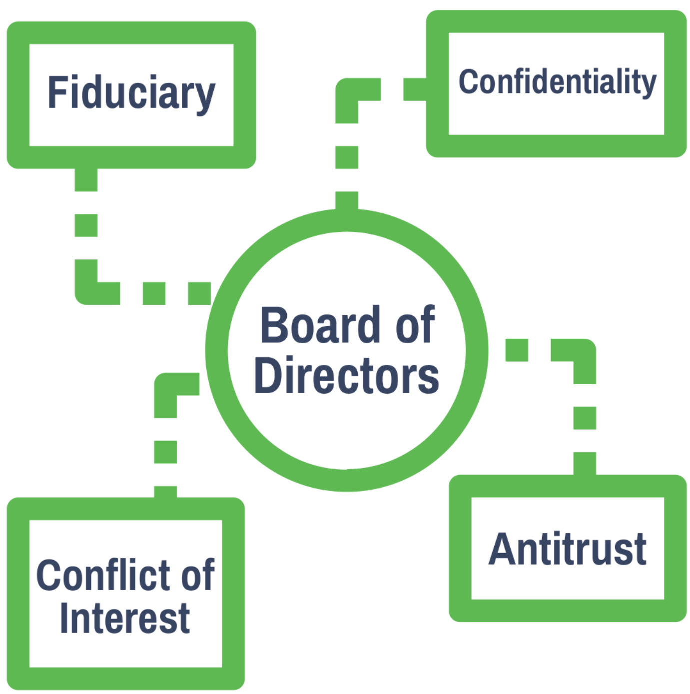
Member-driven organization - Members are the ones that make the decisions on who they want to elect to represent them and serve the organization

- Normally speaking, there is an annual General Membership Meeting and those are held for the purpose of updating and informing the members on the work their elected leaders have been doing on their behalf (accountability and transparency) and provides the members the opportunity to make decisions on any major organizational (bylaws) changes that are being proposed or considered.

Board of Directors

The Board of Directors (BOD) is the body that is duly elected by the membership to oversee the governance of the organization. The BOD has a **fiduciary** responsibility to the organization.

- Typically, the BOD will meet monthly to conduct the business of the organization.
- The BOD has a few key and primary responsibilities:
  - Hiring and firing of the CEO
  - Establishing and approving an annual budget
  - Setting and ensuring adherence to policies
  - Establishing and implementing the strategic plan of the organization



Know Your Role

Chief Executive Officer

The Chief Executive Officer is an employee of the organization and typically works at the pleasure of the Board of Directors, meaning the Board of Directors has the ability to hire and fire the CEO. The CEO is responsible for the daily operations of the organization including all decisions regarding the hiring, firing, and compensation of employees.

Committees

Committees are formed either by established bylaws and policies or by the BOD. Committees are charged with a specific task or tasks and should always and only work on the items specific to their charge.

Chair - Typically be a subject matter expert appointed for the purpose of achieving the charge of the committee. The Chair is responsible for helping formulate meeting agendas, scheduling meetings of the committee, and facilitating the work of the committee. The Committee Chair should have an adequate mastery of meeting management via Robert's Rules of Order.

Vice Chair - Works as a partner and support for the Chair. May be assigned with specific tasks to help carry out the work of the committee. May be called upon to step in as Chair of the committee at the request of the Chairman or in the absence of the Chairman. It is not a guarantee, but many times the Vice Chair is being groomed to become a future Chairman of the committee in which they serve.

Members - Members are often selected to serve on committees based upon their subject matter expertise, passion, and/or willingness and ability to help the committee achieve its charge as established by the BOD/policies. Committee members are expected to be informed, knowledgeable, prepared, engaged, and have an expectation to be regular and active participants in the work of the committee.

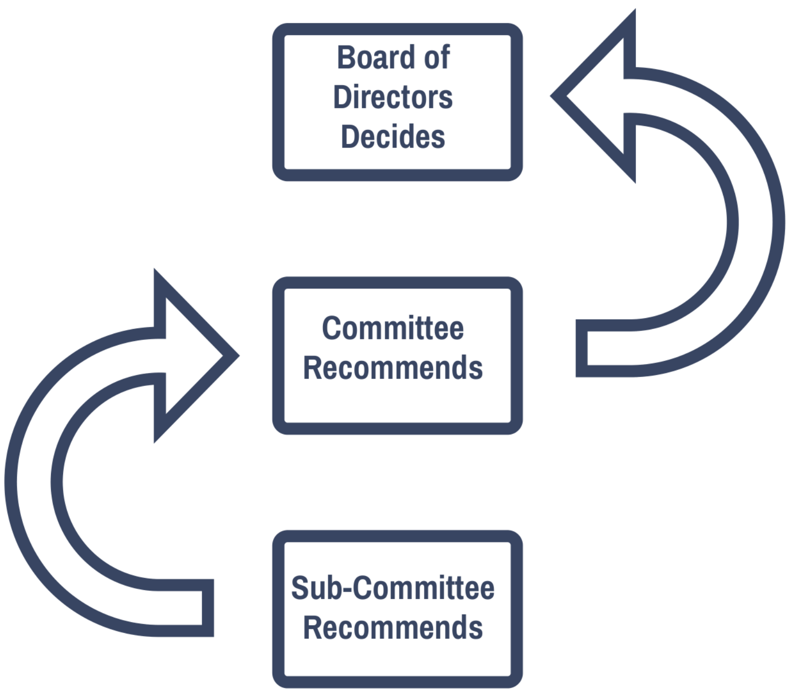
Know Your Role

Sub-Committees

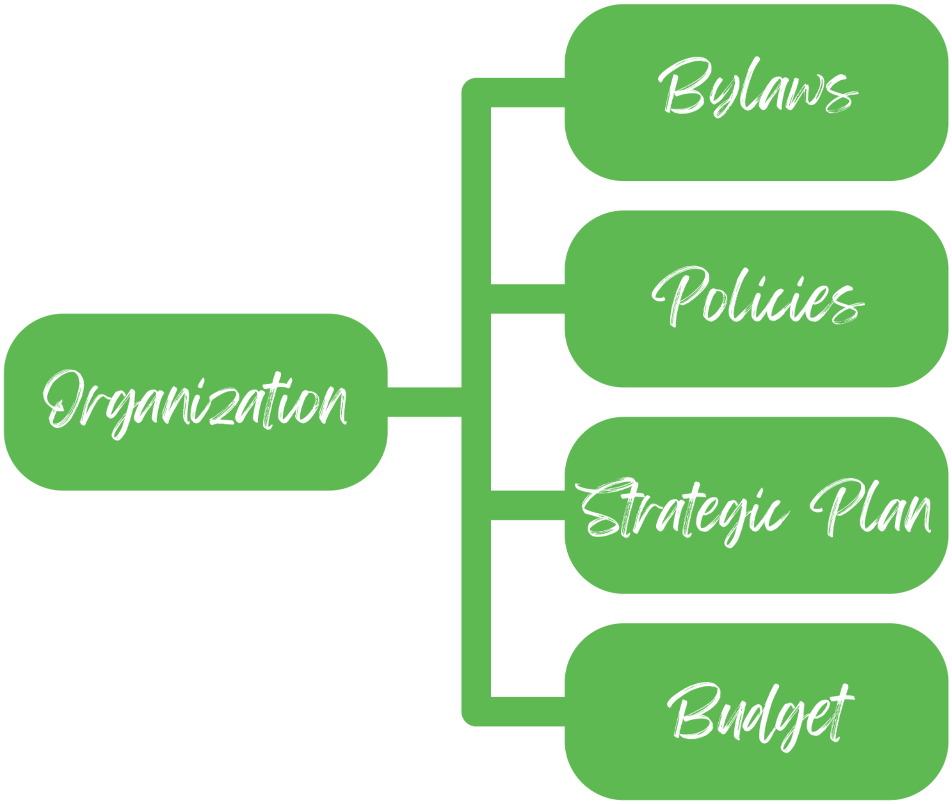
Sub-Committees can be formed by a committee for the purpose of carrying out a very limited and specific task or objective of the committee. Sub-Committees are often not decision-making bodies but recommending bodies. Their job typically involves getting into very detailed specifics and vetting decision-making for the benefit of the committee to which they belong.

- For example, if a committee is charged with raising money (RPAC), the RPAC Committee may decide to have an RPAC event Sub-Committee that sits under the RPAC Committee for a number of reasons, such as:
  - Getting into the details of a golf tournament
    - What to charge, date, auction items, how many players, etc.
  - This may not need to be considered by the entire RPAC committee, but a Sub-Committee to come up with all of the detailed events surrounding the event. They would then come back to the RPAC Committee to recommend the event, and the RPAC committee can approve, deny, recommend adjustments, etc.

Decision Making Process



What Drives an Organization?



Bylaws are like master governing documents of an organization that do not get changed frequently or easily and serve as a constitution of sorts. Almost always, the bylaws cannot be changed outside the approval of the membership.

Policies break down at a more detailed level what is supposed to happen and the rules of the road with and for the organization. Policies can technically be ammended at any time by a vote of the Board of Directors.

The **Strategic Plan** is the roadmap that guides the organization in the strategies and tactics it will take to achieve the goals created that align with their overall vision and mission.

The **Budget** helps refine goals for the organization and compels members to utitlize funds efficiently in the completion of their goals. The Budget is incorporated into the Strategic Plan to ensure funds are allocated appropriately.

Robert's Rules of Order

- The work of the board, and any committee, should always be geared towards supporting and enhancing the stated and adopted mission of the organization.
- Remember, people are counting on you to do your job with integrity, focus, and excellence.
- Avoid mission creep!

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Robert's Rules of Order
Cheat Sheet

To do this:	Say this:	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What is the vote needed?	Can it be reconsidered?
Adjourn Meeting	"I move to adjourn."	✗	✓	✗	✗	Majority	✗
Call an Intermission	"I move to recess for..."	✗	✓	✗	✓	Majority	✗
Register a complaint	"I rise to a question of privilege."	✓	✗	✗	✗	No Vote	✗ Usually
Suspend consideration of an issue	"I move to table the motion."	✗	✓	✗	✗	Majority	✗
End Debate and Amendments	"I move the previous question."	✗	✓	✗	✗	2/3	✗ [1]
Postpone discussion for a certain time	"I move to postpone the discussion until..."	✗	✓	✓	✓	Majority	✓
Move to committee to give closer study	"I move to refer the matter to committee."	✗	✓	✓	✓	Majority	✓ [2]
Amend a Motion	"I move to amend the motion by..."	✗	✓	✓ [3]	✓	Majority	✓
Introduce Business	"I move that..."	✗	✓	✓	✓	Majority	✓

The motions and points above are listed in the established order of precedence. When any one of them is pending, you may not introduce another that is listed below, but you may introduce another listed above the pending motion or point.

To do this:	Say this:	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What is the vote needed?	Can it be reconsidered?
Make follow agenda	"I call for the orders of the day."	✓	✗	✗	✗	No Vote	✗
Protest breach of rules or conduct	"I rise to a point of order."	✓	✗	✗	✗	No Vote [4]	✗
Vote on the ruling of the Chair	"I appeal from the Chair's decision."	✓	✓	✓	✗	Majority [5]	✓
Suspend rules temporarily	"I move to suspend the rules so that..."	✗	✓	✗	✗	2/3	✗
Avoid considering an improper matter	"I object to consideration of this motion."	✓	✗	✗	✗	2/3 [6]	– [7]
Verify a voice vote by having members stand	"I call for a division." or "Division."	✓	✗	✗	✗	No Vote	✗
Request information	"Point of information."	✓	✗	✗	✗	No Vote	✗
Take up a matter previously tabled	"I move to take from the table..."	✗	✓	✗	✗	Majority	✗
Reconsider a hasty action	"I move to reconsider the vote on..."	✓	✓	– [8]	✗	Majority	✗

1 Unless vote on question is not yet taken

2 Unless the committee has already taken up the subject

3 Only if the motion to be amended is debatable

4 Except in doubtful cases

5 A majority vote in negative needed to reverse ruling of Chair

6 A 2/3 vote in negative needed to prevent consideration of main motion

7 Only if the main question or motion was not, in fact, considered

8 Only if motion to be reconsidered is debatable

THE CHAIR

- Preside and maintain order
- Understand bylaws, policies, and procedures of the association
- Efficiently facilitates meeting in accordance with the agenda
- Announce all business
- Recognize members for debate & discussion
- Refrain from discussion and vote (unless a tie occurs) on a motion
- Remain fair and impartial

THE AGENDA

- Normal order of business
- Created and proposed by the Chair
- Adopted by the body (majority vote)
  - **PRO TIP: Requires a 2/3 vote to alter**
- Can specify time frames
- Can include time for minutes, standing committee reports, special committee reports, old business, new business, announcements, and adjournment

QUORUM

- Simple Majority
- Needed for all official business
- Meeting can begin without a Quorum present, but no motions or votes may be taken, except to adjourn
- Chairperson responsible for recognizing Quorum or absence of Quorum

THE QUESTION

- A motion is a question to the body
- A body may only consider one “primary” question at a time
- Usually require a second:
  - Minutes
  - Committee Reports
  - Point of Order
  - Withdraw a Motion
- No other business can be considered until the Primary Motion has been disposed of (pass, defeat, refer, withdrawn, etc.)
- However, other motions can be made that affect the content, debate, or direction of a Primary Motion.

MOVING A QUESTION

- Using language, “I move to...” and “I second the motion to...”
- Discussion of the primary question may lead to other topics that are out of order

AMENDMENTS

- Amendments to motions are allowed if they truly pertain to the motion/question being considered.
- Process:
  - Recognition by the Chair
  - Maker, “I move to amend the main motion by...”
  - Requires a second
  - Only discussion that pertains to the amendment is allowed
  - Vote

MOTION TO AMEND THE AMENDMENT

- No other amendments may be offered to the amendment.
- A second is needed.
- Members should only discuss the amendment to the amendment. Discussion on the amendment and the original motion will follow a vote on the amendment to the amendment.
- The QUESTION being asked is whether the body agrees to CHANGE the amendment that was already offered.
- The vote on this QUESTION only deals with the amendment to the amendment and not whether to adopt the original amendment or motion.
- Original motion
- Motion to amend
- Motion to amend the amendment
- Primary question (as amended)

THE QUESTION

- Members have several options available to them regarding each question that is posed to them.
  - Vote on the question
  - Table the question
  - Postpone the question
  - Object to consideration of question
  - Divide the question

PRO TIP: Tabling a motion and postponing a motion are very different and serve two different purposes.

DISCUSSION

- The Chair should work to ensure everyone has an opportunity to speak and no one monopolizes the conversation.
- A question or suggestion doesn't count as "speaking."
- Not every motion is subject to discussion.
  - Call the Question
  - Table the Motion
  - Motion to Recess or Adjourn
  - Object to Consideration

MOTIONS WITH NO DEBATE

- Object to Consideration – Avoid the motion altogether
  - (2/3 vote)
- Call the Question – End debate on the motion under consideration
  - (2/3 vote)
- Lay the Motion on the Table – To delay consideration of the question until another time
  - (Simple Majority)
- Recess / Adjourn – Each motion is not up for debate – except that a Motion to Recess can be amended
- Call for Division – Questions the Chair's interpretation of the vote; requires votes to be counted

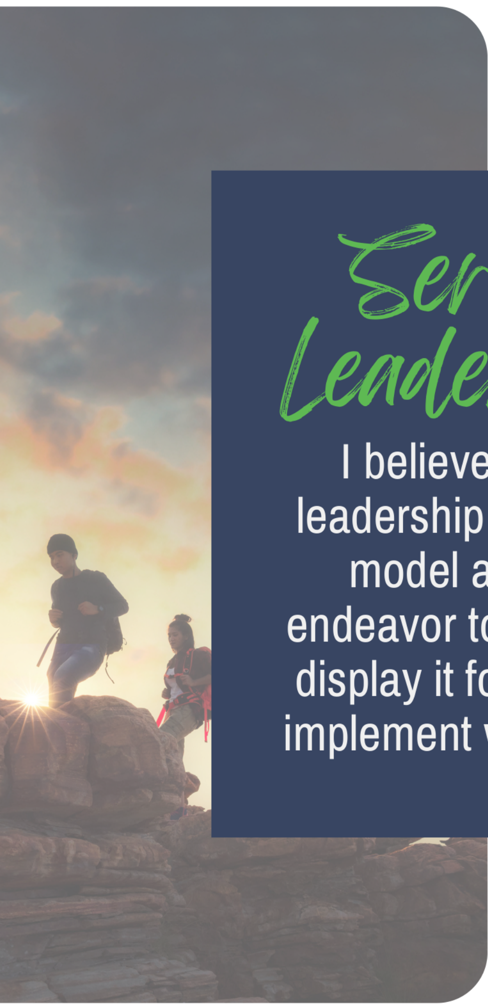
VOTE

- All members have a duty to vote.
- Members should only abstain for specific reasons.
- A member seeking to be excused from a vote must do so before a Roll Call vote is taken.
- A member can vote against their own motion, but cannot speak against their own motion.

- Most majorities are determined by the number of members present, so long as a quorum is present.
- Votes requiring a 2/3 majority would be based on number of members present under a quorum.

- A tie vote will defeat a motion.
- Chair has options under a tie:
    - Refrain from voting, allowing motion to be defeated
    - Chair can vote nay to force a tie and defeat a motion
    - Chair can vote aye, allowing motion to succeed

REAL Leadership



Servant Leadership

I believe servant leadership is the best model and I will endeavor to teach and display it for others to implement with fidelity.

KEY INTENDED OUTCOMES

- Know Yourself, Your Why & Your Team
- Building Trust
- Conflict Resolution
- Empowering Servant Leaders
- Restrain Your Ambition

Define a Leader

Characteristics

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-

What does real leadership look like to you?

An ideal leader is...

Define Your Strengths & Weaknesses

STRENGTHS

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-

WEAKNESSES

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-

A Step Further

Text 5 people you know, like and trust and ask them, "What are my strengths and weaknesses?"

What have you gleaned from seeking out this information?

Look Inward

Why are you here?

What motivates you?

What inspires you?

What are your values?

What is your why?

Getting to Know, Like & Trust Your Team

Questions you may want to think about or ask your coworkers, peers, superiors, etc. to learn more about them and how you can work together successfully.

- What motivates them?
- What are their talents?
- How do they serve the collective?
- Why are they on the team?
- What do they want to accomplish?

What types of relationships can be built within your team?

What have you learned about someone else's role in the association?

What insight have you gained about one of your team members?

How is trust built and lost?

BUILDS TRUST

LOSES TRUST

Five Dysfunctions of a Team

All Conflict Comes Down To:

How can we keep conflict healthy?

How do you empower your team?

Real leadership isn't needing all of the praise, acknowledgment, and recognition.

Principles to Live By

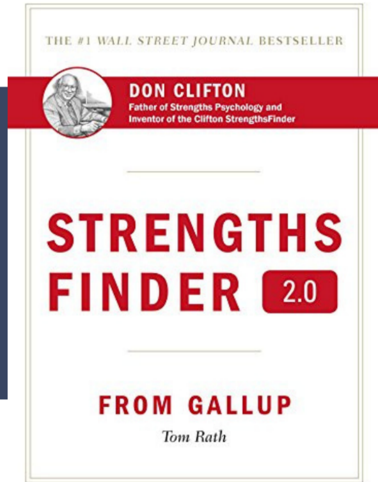
What principle(s) are most important to you and your integrity?

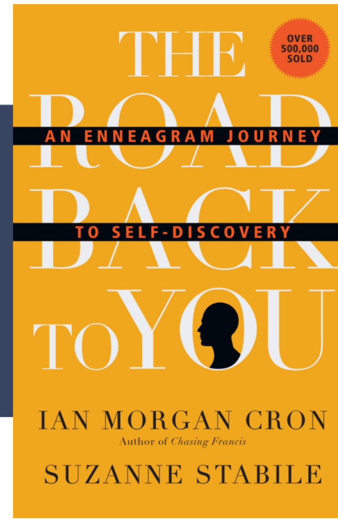
Leader Pledge

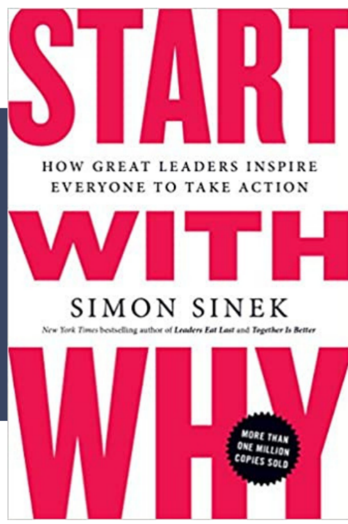
- Demonstrate strong ethics and provide a sense of safety
- Empower others to self-organize
- Foster a sense of connection and belonging
- Show openness to new ideas
- Encourage organizational learning
- Nurture growth

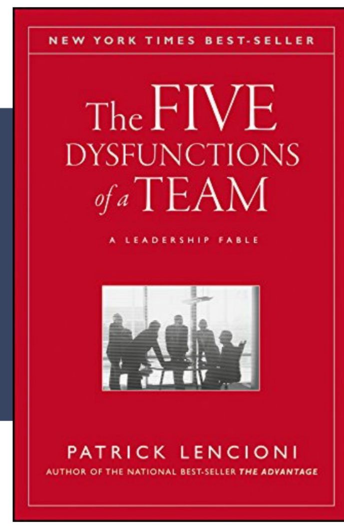
What type of leader do you plan to be?

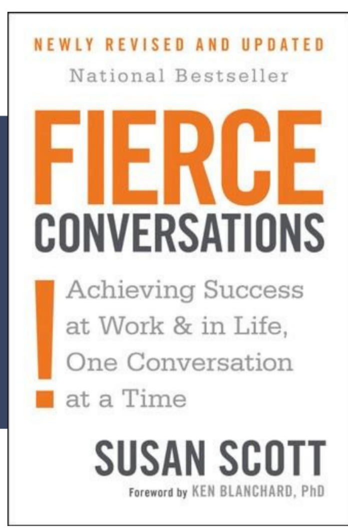
Continued Growth Reading List

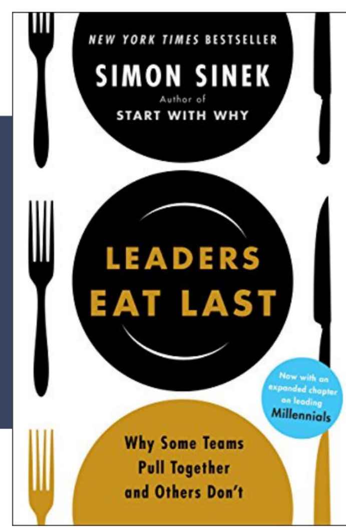












Notes:

Thank You

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SCAN ME