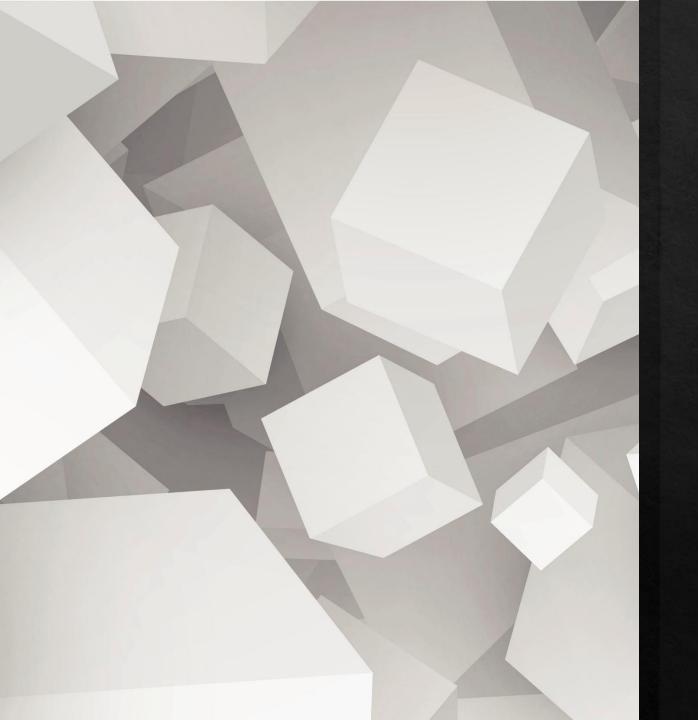
Highly Effective & Cohesive Boards

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We <u>don't</u> believe:

- We have all of the answers
- ♦ There is only one right way
- ♦ There are not demographic differences
- ♦ Everyone always has to agree
- Decisions will always be unanimous

We <u>DO</u> believe:

- Relationships are foundational to effective and cohesive boards
- Each board has their own best practices
- ♦ Each person can improve
- ♦ Each board can improve



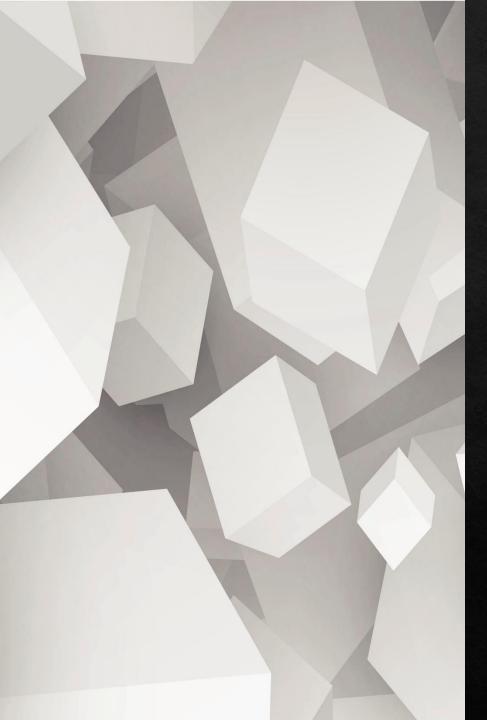
"Cohesive" Defined:

The action or fact of forming a united whole.

(Harmony, Oneness, Unification)

Expected Behaviors

Competence	Trust	Respect
 Make decisions and own them Stick to expertise Keep commitments Continuous learning 	UnitedOpen and authenticKeep confidences	 Assume good will Listen Mutual purpose Mutual respect Two and who



Competence

Keep Commitments

- Follow through on commitments/assignments
- Be prepared for meetings

Deliver Results

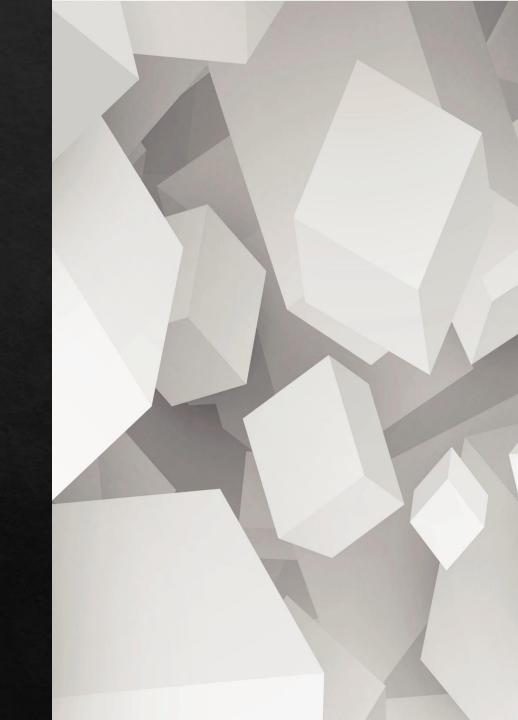
- Make decisions and own them
- Stick to expertise when communicating with others
- Follow clear processes

Get Better – seek feedback, continuous learning

- Culture of growth mindset
- Regular board assessment
- Master Board Certification
- Onboard new members
- Conferences

Trust

- Create Transparency open and authentic;no hidden agenda
- > Keep confidences
- > Be united on decisions once they are made
- > Can't keep a commitment let others know
- If something comes up, give a "heads up" as soon as you can
- > Right Wrongs restitution; apologize
- > Extend Trust





Respect

- Honor the diverse talents, viewpoints, perspectives, and contributions of all
- Assume good will
- Listen First create:
 - Mutual purpose (I care about your interests)
 - Mutual respect (I care about you)
- No independent contractors
 - ❖ Two and who . . .
- Demonstrate Respect how you treat folks
- Confront the brutal facts appropriately

"Cohesive" Thoughts:

- Cohesive = Harmony, Oneness, UnificationNot unanimity or sameness
- Relationship FoundationCompetence Trust Respect
- Always Demonstrating, Developing, Diminishing
- ♦ Establish a Board Code of Conduct
 - Consider reviewing through these lenses

"Effective" Defined:

Successful in producing the desired or intended result.

Customer or Owner?

"Imagine walking into a national restaurant chain and buying a sandwich. You sit down, eat your food, and leave. When you do this, is your behavior that of a customer or an owner?

"Most people would answer that this is the behavior of a customer – and they would be correct. The entire interaction is a transactional exchange of value, where you exchange an amount of value you own (money) for a product with a value that you want (a sandwich). That is classic customer behavior."

Customer or Owner?

"Now let's assume that you enjoyed your food so much that, when you go home that evening, you decide to go online and buy stock in the company. The moment when you purchase the restaurant's stock, is your behavior that of a customer or an owner? You are behaving as an owner because you're making a long-term investment in the organization. This behavior is neither transactional nor episodic; you're interested in seeing growth of value over time.

"The day after you buy stock, you go back to the restaurant, buy another sandwich, and eat it. Is your behavior that of a customer or an owner?"

Customer or Owner?

Discuss the question with an elbow partner for 2 minutes.



The board member conundrum

"What this illustrates is that someone can be both an owner and a customer. In fact, this is an incredibly common scenario."

"Many of the people who are owners of the organization (community members) are also customers (parents/staff)."

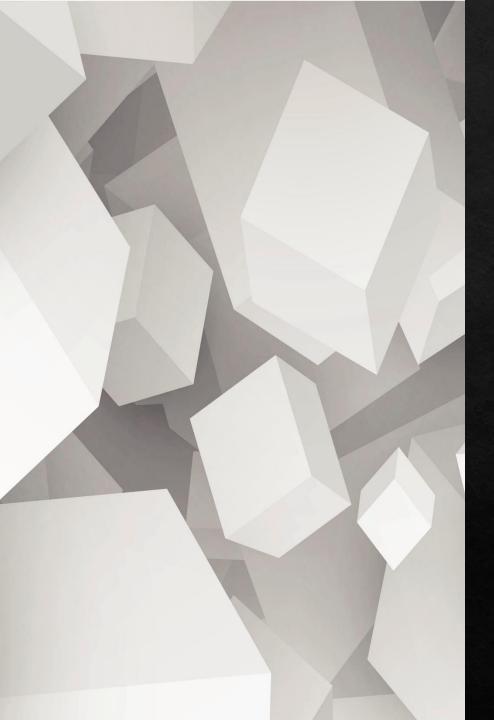
"If someone is both an owner and a customer of the school system, the challenge for the board is to determine who the person is being in the moment."

How to figure it out...

"The way to figure out how someone is behaving at the moment is to refer back to the restaurant example. If they are behaving in a way that is transactional and seeks value from the organization, themselves, or their family, it is customer behavior and the issue needs to be handled by staff."

"If they are behaving in a way that's more long-term and involves investing in increasing the value of the organization, then it is owner behavior and the issue is appropriate for the school board to address."

"You may be talking to an owner, but if they're behaving like a customer, you need to direct them to the staff."

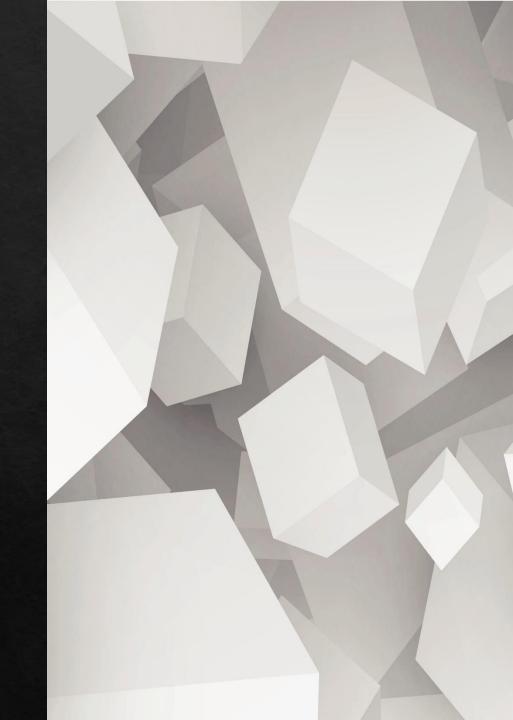


Why are these distinctions important?

- 1. Improved customer service
- 2. Less chance that issues will fall through the cracks
- 3. Less risk of duplicating efforts and wasting resources
- 4. Improved decision-making
- 5. Improved fairness

How can owners respond to customers?

- □ Express gratitude
- □ Listen
- Connect
- □ Invite



Whose work?

Owner Work

- > Set vision and goals
- > Develop and approve budget
- > Policy development
- Superintendent/BA hiring and oversight
- Accountability for student achievement
- > Advocacy
- Community engagement

Customer Service Work

- ✓ Communicate vision and goals
- ✓ Budget management
- ✓ Policy implementation
- ✓ Focus on student achievement
- ✓ Address employee issues
- ✓ Attend to student issues
- ✓ Resolve patron concerns

Building Blocks

Highly Effective and Cohesive Board

Owner Work

Customer Service Work

Competence

Trust

Respect

Student Success

Highly Effective and Cohesive Board

Owner Work

Customer Service Work

Competence

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