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CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

*Building a Positive Board-GM Relationship*  
*CBLD Online Recorded Workshop*  
*July 28, 2010*



Presented by  
Todd Wallace  
and Art Sherwood



*Files and recording: Available in the CBLD Library at*

*<http://cdsconsulting.coop/cbldlibrary>*

*For information about the CBLD program:*

*<http://www.cdsconsulting.coop/cbld>*

# Our guest panelists span the country...Welcome! They include...



# Two Board Presidents and 2 Managers

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-  **Amy Holt, President @ Lexington Cooperative Market in Buffalo NY**
-  **Rose Marie Klee, President @ Wheatsville Food Co-op in Austin TX**
-  **George Huntington, GM @ Bloomingfoods in Bloomington IN**
-  **Lori Burge, Development Manager @ People's Food Co-op in Portland OR**

# Learning objectives/Desired Outcomes

Those participating/listening to this workshop will learn:

- ☞ **Why it is important to have a ‘positive Board-GM relationship’**
- ☞ **What it means to have a ‘positive Board-GM relationship’**
- ☞ **What leads to a positive relationship including Board/GM/Joint responsibilities in the areas of**
  - Foundational work-formal relationship
  - Ongoing work-continuous improvement
- ☞ **About a guiding model including:**
  - Shared Purpose
  - Clarity of Roles
  - Robust Systems
  - Healthy Interpersonal Relations

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# How we will use the sixty minutes...

- ❏ **Intro, Importance (about 15 minutes)**
- ❏ **Discuss the components/model of building a positive relationship (about 5 minutes)**
- ❏ **Discuss each component (about 7 minutes each)**
  - Time is tight! So we will do our best to...
    - » One minute overview
    - » Four minute panelist discussion
    - » Answer a question if time permits! (two minutes)
      - ◆ Send questions via the web based tool
- ❏ **We will have a bit of time at end for open discussion and Q & A (whatever is left!)**

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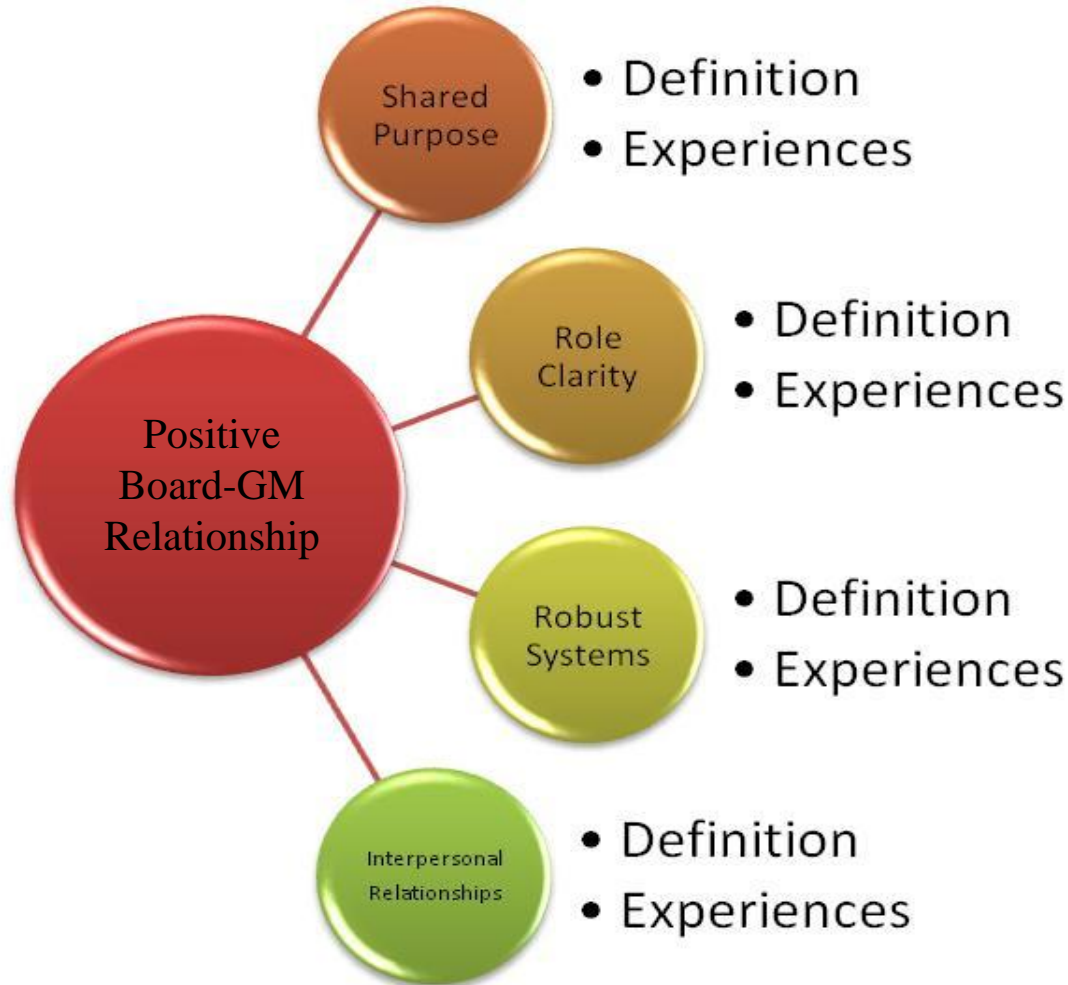
# What does it mean and why is it important to have a 'Positive Board-GM Relationship'?

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**Panel Guests, let us know your thoughts...**

-  *What does this mean to you?*
-  *What does it bring to the co-op if a positive relationship exists?*

# Components/model of positive Board-GM Relationship



# Shared Purpose leads to Positive Board-GM Relationship

## Definition

- Think of this as a shared understanding of what we (board/management/ member-owners) are trying to accomplish together. Also, alignment, engagement, and commitment to the long range direction/ goals/ evolution of the co-op.

## Panel Guests

- Thoughts about the importance of Shared Purpose
- Examples of how Shared Purpose has played a role
- Insights on how to build Shared Purpose

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# Clarity of Roles leads to a Positive Board-GM Relationship

## Definition

- Having clear understanding of what tasks, jobs, and functions, the board (as a unified body) will directly control, and what of those things it has decided to delegate to the management.

## Panel Guests

- Thoughts about the importance of Clarity of Roles
- Examples of how Clarity of Roles has played a role
- Insights on how to create Clarity of Roles

# Robust Systems leads to Positive Board-GM Relationship

## Definition

- Formal systems of communication and workflow including, policies (clear expectations for management, and for the board); well-established monitoring of those policies; GM evaluation and compensation.

## Panel Guests

- Thoughts about the importance of Robust Systems
- Examples of how Robust Systems has played a role
- Insights on how to create Robust Systems

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# Healthy Interpersonal Relations lead to Positive Board-GM Relationship

## Definition

- The “softer” side of the Board/GM relationship. This includes qualities like respectful treatment and discourse, integrity, candor, and an honest effort put forth to ensure effective interpersonal communication.

## Panel Guests

- Thoughts about the importance of Healthy Interpersonal Relations
- Examples of how this has played a role
- Insights on how to build Healthy Interpersonal Relations

# Learning objectives/Desired Outcomes

Those participating/listening to this workshop will learn:

- ☞ **Why it is important to have a ‘positive Board-GM relationship’**
- ☞ **What it means to have a ‘positive Board-GM relationship’**
- ☞ **What leads to a positive relationship including Board/GM/Joint responsibilities in the areas of**
  - Foundational work-formal relationship
  - Ongoing work-continuous improvement
- ☞ **About a guiding model including:**
  - Shared Purpose
  - Clarity of Roles
  - Robust Systems
  - Healthy Interpersonal Relations

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# THANKS!



- More information about Cooperative Leadership can be found in our library.
- [www.cdsconsulting.coop](http://www.cdsconsulting.coop) and then click on the CBLD Library