
CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

Becoming an Effective Board President

CBLD Online Recorded Workshop

August 25, 2010



Presented by
Nina Johnson
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...



Our Distinguished Panelists

-  Donna Stroup, Board President at Bloomingfoods in Bloomington, IN
-  Alex Gyori, GM of Brattleboro Food Co-op in Brattleboro, VT
-  Steve Peterson, Board President at Oneota Community Food Coop in Decorah, IA
-  Our own CDS Consultant, Nina Johnson, former president of Mississippi Market, St. Paul, MN

CBLD Program Overview

 **What is CBLD? Cooperative Board Leadership Development,**
a program of **CDS Consulting Coop**

www.cdsconsulting.coop/cbld

 **We provide:**

- Online Recorded Workshops: real-time interactive and archived
- Field Guides: online resources about specific topics
- CBL101: an in-person multi-co-op training especially designed for newly elected directors (but useful for all directors and GMs)
- Planning and facilitation of an all-day board retreat
- Consulting hours for ongoing board support throughout the year
- CBLD Library: www.cdsconsulting.coop/cbldlibrary

Learning Objectives

Those participating in or listening to this workshop will learn:

- ❏ What is the Board President's *role*?
- ❏ What do we mean by “*effective* Board President”?
- ❏ Why is it *important* to have an effective Board president?
 - What effective leadership helps create
 - What goes wrong if it's not good
- ❏ How do I become an effective Board President?
 - Skills
 - Knowledge
 - Temperament



How we will use the sixty minutes...

- 🌀 **Intro (5 min)**
- 🌀 **Roles, Effective, Importance (10-15 min)**
- 🌀 **Overview components of becoming an effective Board President (3-4 min)**
- 🌀 **Discuss each component (about 7 minutes each)**
 - Time is tight! So we will do our best to...
 - » One minute overview
 - » Four minute panelist discussion
- 🌀 **We should have a bit of time at end for open discussion and Q & A (whatever is left!)—Send your question via the webinar question tool!**



What is the Board President's *role*?

☞ Typically defined in your Board Policy

☞ From the CBLD policy template: C6 - Officers' Roles:

"We will elect officers in order to help us accomplish our job.

3. The president ensures the Board acts consistently with Board policies.

a. The president is authorized to use any reasonable interpretation of the provisions in the Board Process and Board-Management Relationship policies.

b. The president will chair and set the agenda for Board meetings.

c. The president plans for leadership (officer) perpetuation,

d. The president may represent the Board to outside parties."

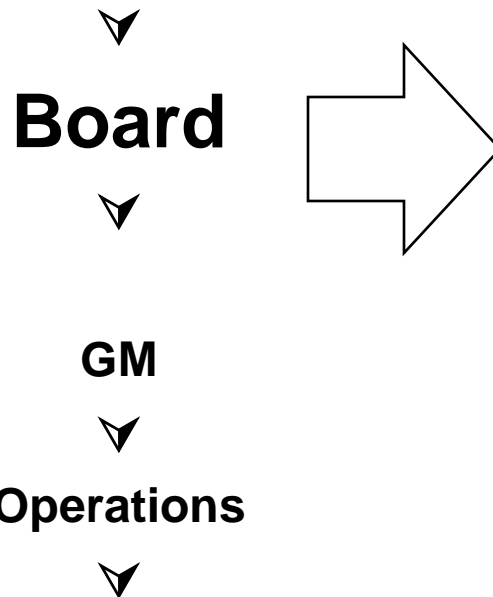
Board President as Servant-Leader

Concept developed by Robert Greenleaf

- ❏ Governance authority and accountability lies with the board as a whole, not with its president.
- ❏ We must formulate the board's job first, and only then derive the chairperson's role.
- ❏ In the board-president relationship, the board must unambiguously be the superior, the chairperson the servant.
- ❏ The president is charged to lead a process in which high-performance governance is the product.
- ❏ Although all board members bear a responsibility for governance discipline, the chairperson as first-among-equals not only guides the process but is empowered to make certain decisions.
- ❏ As point-person for board discipline, the chairperson is the leader.

Empowerment of the President

Member/owners



- Board delegates certain tasks to the President
- The President is empowered by the board

People's needs are met

What is the Board President's *role*?

Panelists:

- What is your reaction?
- Is this what you have experienced?
- What would you add?



What does it mean to be an

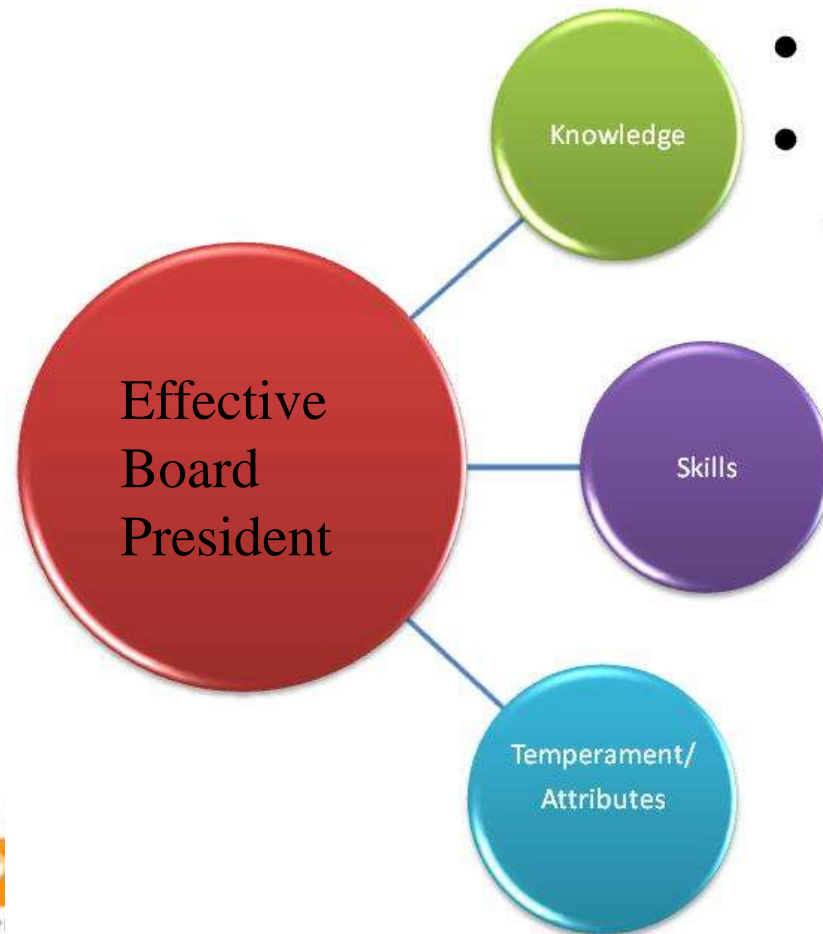
‘Effective Board President’? Why is it important to for the President to be effective?

Panelists:

- ❶ *How would you describe an ideal Board President? Why is effectiveness important?*
 - *Give us two or three words that you would use to describe and please explain.*
 - *Please share why you think it is important for the president to be effective. What does the co-op gain?*
 - *STORIES?*



Developmental Components for Becoming an Effective Board President



- Definition
- How to develop?

Each developmental component deals with tasks and people...

	Tasks	People
Knowledge -Concepts -Theory -Facts	What knowledge is needed to do the tasks of the President?	What knowledge is needed to effectively deal with people as the President?
Skills -practiced ability	What skills are needed to do the tasks of the President?	What skills is needed to effectively deal with people as the President?
Temperament/ Attributes -disposition -qualities	What T/A are needed to do the tasks of the President?	What T/A is needed to effectively deal with people as the President?

How to become an Effective Board President

Knowledge

- Be familiar with your board's policies and your chosen system of governance (e.g. Policy Governance)
- Have an understanding of the board and coop's history and culture
- Have a vision for how the board can excel

Knowledge



Panelists:

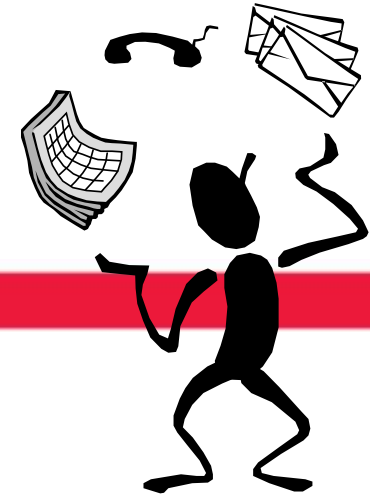
- What's your reaction to this list? What's missing?
- How did you gain your knowledge?
- Share a story or suggestions for how to build knowledge

How to become an Effective Board President

Skills

- Run effective meetings; respect directors' time
- Plan long-term and short-term agendas
- Listen well, speak articulately
- Balance the voices-make sure each director has a chance to (and does) speak
- Manage conflict
- Delegate tasks and leadership
- Have a positive working relationship with the GM

Skills



Panelists:

- What's your reaction to this list? What's missing?
- How did *you* gain your skills?
- Share a story or suggestions for how to build task skills and people skills

How to become an Effective Board President

Attributes/Temperament

- Be passionate about creating effective group process
- Have just the right amount of time to do the job
- Be approachable and welcoming to all
- Be respectful of disagreement
- Have the ability to delegate



Attributes/Temperament

Panelists:

- What attributes or temperament do you see are most important for Board Presidents to have?
- Please share a story or suggestions for how to develop the right attributes/temperament

Let's Review! Learning Objectives

In this workshop we learned about:

 **The Board President's job**

- Tasks
- People/Servant-Leadership

 **Why it is important to have an effective Board president**

- What effective leadership helps create
- What is harmed by poor leadership

 **Becoming an Effective Board President:**

What it means and how to do it

- Skills
- Knowledge
- Temperament



Additional Resources



🔍 www.cdsconsulting.coop/cbldlibrary

- Policy Template
- Agenda Planning
- Board/GM relationship
- Planning for Board Leader Succession
- and much more!

🔍 Servant-Leadership (www.greanleaf.org)

🔍 “The Chairperson’s Role as Servant-Leader to the Board” by John Carver, pub. by Jossey-Bass

🔍 Each other-talk to other board Presidents!

THANKS!



- ❑ More information about Cooperative Leadership can be found in our library.
- ❑ www.cdsconsulting.coop and then click on the CBLD Library