

CFLR

Board Development Retreat

With
Lee Livermore
“The Practitioner”

CFLR Board Development Retreat

The Purpose of the Training – Help you become better

- Understand your role as a board member
- Commit to creating the board you envision
- Develop strategies to set goals, be accountable and to communicate better

Questions to consider

- Why are you here today?
- What results do you want to achieve from this training?
- Where will the learning take place?
- When will you see results?

Ground Rules

- Be respectful of others
- Actively participate
- Be open to new ideas

Program Outline

- I) **Objectives, Survey Results, Desired Outcomes**
- II) **Tools for change**
 - a) **Vision and mission**
 - b) **Mind maps**
- III) **V-MOSA - Strategic Objectives**
 - a) **Self-talk**
 - b) **The Power of Pi**
- IV) **Opening Your Mind to Change**

Purpose of your life

Once you recognize that the purpose of your life is not to serve your business, but that the primary purpose of your business is to serve your life. You can then go to work on your business, rather than in it, with a full understanding of why it is absolutely necessary for you to do so.

~ Michael Gerber – The E-Myth

Personal Mastery

Live your life as a creative work.

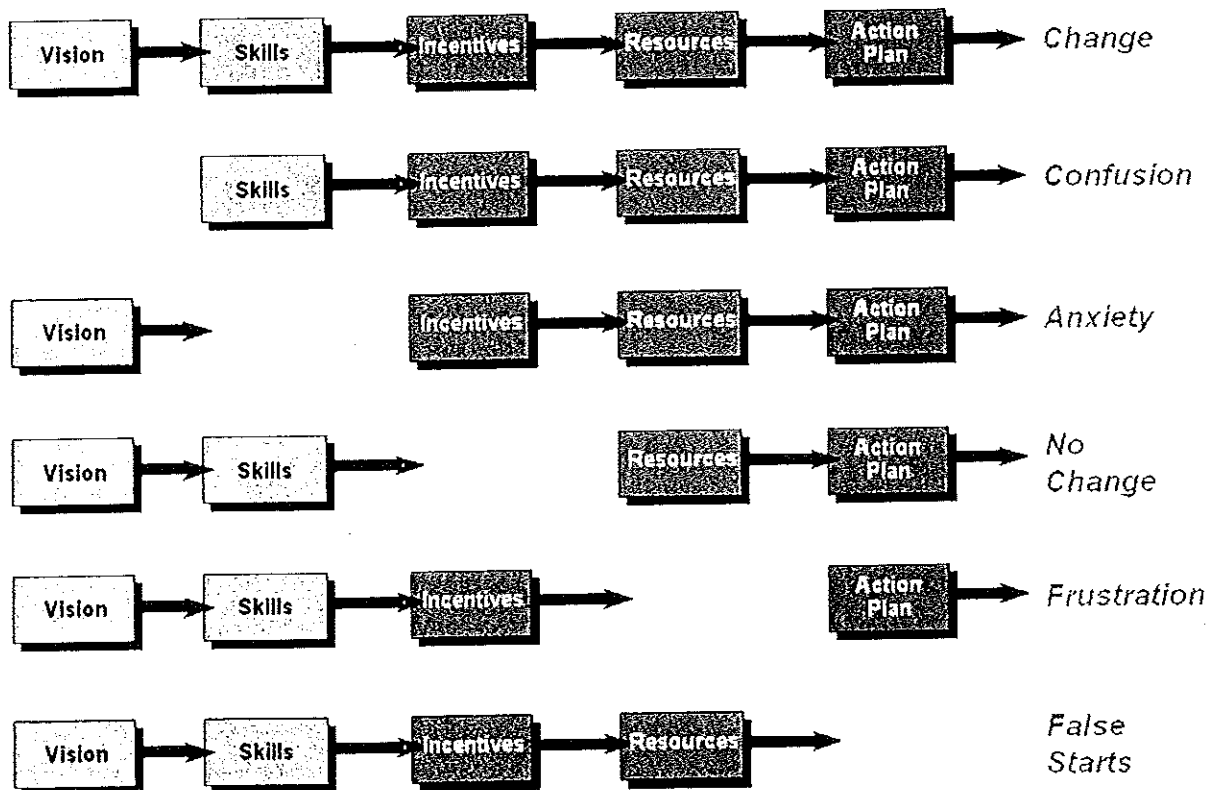
When personal mastery becomes a discipline—an activity we integrate into our lives—it embodies two underlying movements.

The first is continually clarifying what is important to us.

The second is continually learning to see reality more clearly.

◇ VISION ◇ MAP or PLAN ◇ SYSTEM ◇ MASTERMIND

Elements of change



Board Vision Statement:

CFLR's priorities from the strategic plan:

1. Sustainability

- a. Growth of Services
- b. Financial stability/ fund development
- c. Capacity (culture/values/people)

2. Impact

- a. Transforming lives for those who need it most.

3. Recovery

- a. Help and Hope
- b. Prevention – Building safe and healthy communities
- c. Mental health
- d. Substance use disorders
- e. Behavioral issues

4. Advocacy

- a. Creation of community mindset/change – brand/message (mission/vision/culture)

Board Mission Statement:

Board meetings – defined as volunteer board members spending time together making governance decisions for the future of the organization.

Motivation and Decision Making Strategies

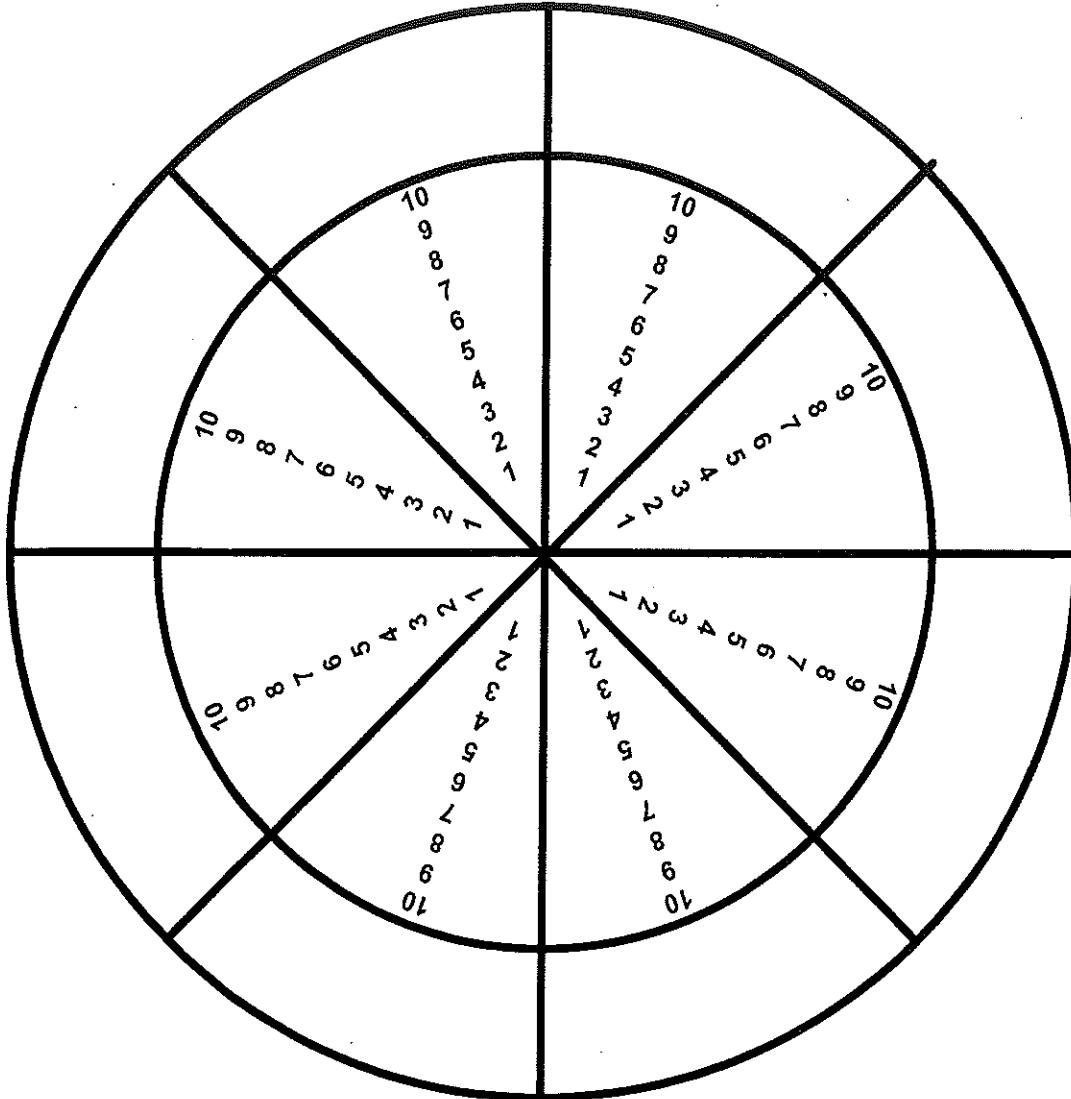
Strategies

A strategy is an ordered sequence of thoughts resulting in an ordered sequence of actions.

Motivation Exercise Feedback:

Decision Making Exercise Feedback:

Life Management Wheel



Directions: For each section of the wheel, circle the number that represents your current level of satisfaction in that area. The higher the number, the more satisfied you are in this area

First: Assign a title for each section of the wheel based on a role in your life. Example: Spouse, Employee, Friend, Daughter/Son. Make sure to include a section for Self.

Why Meet?

Answer: To focus on making critical decisions – to further the organization's mission according to the strategic plan.

Board Leadership – The leader's role is to lead, orchestrate, move, cajole, and push nonprofit board members into acting in the best interests of the nonprofit.

Components of effective board governance:

- I. Planning
- II. Working
- III. Learning
- IV. Deciding
- V. Connecting
- VI. Speaking
- VII. Acting
- VIII. Enjoying

Exercise: Create a mind map with the components of effective board governance.

Exercise: Create a mind map to address the questions below.

What would the ideal board look like?

What are the qualities you want of a board leader?

How can board members be more accountable?

How can board meetings be more productive?

Do Your Thinking on Paper

Speak Fearlessly From the Heart

ACT

- Awareness
- Choice
- Trust

Meeting Effectiveness

Agenda format is like a roadmap that tell you "What" the topics are, the "Results", expected to be accomplished for each topic, "How" those results will be reached (the tools, techniques, process or method to tackle the topics), and the "Estimated Timeframes" allotted for each topic

Roadmap

What (Topic)	Result (Desired Outcome)	How (Process)	Time (Real/Estimated)
Get Organized (G-O)	Roles, Rules and Roadmap	Discussion	5m
Ground Rules	An understanding of acceptable team behaviors and norms.	<ul style="list-style-type: none"> ➤ Brainstorm ➤ Clarify ➤ Reach Consensus 	20m
Project Definition	<ul style="list-style-type: none"> ➤ An understanding of the task at hand ➤ Example: Board Mission Statement 	<ul style="list-style-type: none"> ➤ Review Project Definition Worksheet ➤ Q&A for clarification only Reach Consensus on: <ul style="list-style-type: none"> ➤ Who are you? ➤ What do you do? ➤ Who do you do it for? ➤ Why do you do it? 	<p>20m</p> <p>15m</p>
Define the problem	<ul style="list-style-type: none"> ➤ Current State & Desired State Statements ➤ Data Collection Plan 	<ul style="list-style-type: none"> ➤ "I" time (optional) ➤ Brainstorm (Round Robin) ➤ Clarify ➤ Assign responsibilities to collect data 	15m
Wrap Up	<ul style="list-style-type: none"> ➤ Summary of meeting ➤ Next Agenda & Roles 	Discussion	5m
Process Check/Feedback	<p style="text-align: center;">+ / ^</p> What worked/What needs to be improved	Round Robin	5m

Project Definition Worksheet (PDW)

What	Where / When / How	Responsibility
Project Initiatives:		
Purpose/Objectives:	<ul style="list-style-type: none"> ➤ Stated in the positive ➤ Specific and Measurable ➤ Learning objectives ➤ Document the process/ Project Management 	
Session Members:	<i>Critical</i> members: Their Role: <i>Essential</i> members: Their Role: <i>Political</i> members: Their Role:	▼ ▼ ▼ ▼ ▼
Approach	(Problem Solving Strategy) <ol style="list-style-type: none"> 1. Identify the problem 2. Establish the roadmap 3. Develop strategies for solutions and outcomes 4. Plan for and implement solutions 5. Gather Feedback and Evaluate process 	
Outcomes: (Expected)	To be a Learning Organization: <ul style="list-style-type: none"> ➤ That utilizes all the talent and resources to adapt to changes ➤ That operates efficiently, effectively and profitably 	
Timeframes: (Begin & end dates)	Begin: End:	
Resources: (Time, space, money, support personnel, etc.,)		
Criteria for Success: (What are the measures of the team's success)		
Scope of Authority: (An implementation plan, a recommendation, implementation, or results, expected by management team etc.)	Approval or sign off to implementation	
Boundaries: (Inclusions and exclusions)	Think win-win	
Other Information:		

“The quality of your communication is the response it elicits”

The Power of Pi

Persuasion

Is a process aimed at changing a person's (or group's) attitude or behavior toward some event, idea, object, or other person(s), by using written or spoken words to convey information, feelings, or reasoning, or a combination of them.

Influence

Is the capacity to have an effect on the character, development or behavior of someone or something. Influence occurs when a person's emotions, opinions, or behaviors, are affected by others.

Where Focus Goes, Energy Flows

Be aware of what you focus on and what attracts and draws your attention and focus.

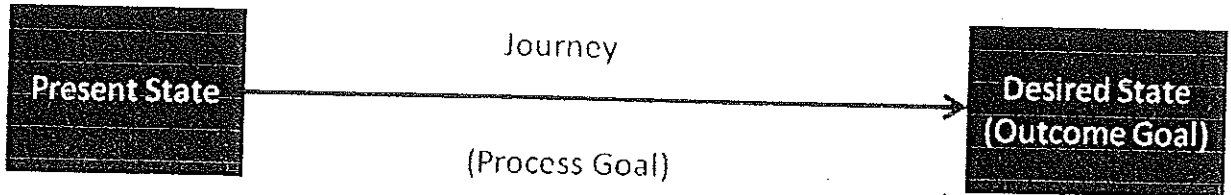
AIWATT

Am I Willing At This Time - To make the investment required, to make a *positive difference* on this topic.

Notes:

Goal Setting

- Outcome Goal – destination, where you are heading.
- Process Goal – your journey, how you are going to get there, the action plan



Goal criteria

- Stated in the positive
- Specifies the person's own part in achieving it
- Resources needed
- Specific and sensory based
- Checked for unseen consequences

Brainstorm some goals for the board

What would the ideal board look like? Where will you find new members?

How can the board support the Executive Director and provide clear and measurable directives?

Strategic Priorities (Imperatives)

1. Sustainability
2. Impact
3. Prevention
4. Recovery
5. Advocacy
6. Training

CFLR will measure success in the following key results areas

- KRA # 1: Progressive & Effective Board Leadership
- KRA # 2: Quality Programs and Services
- KRA # 3: Strong Market Position
- KRA # 4: Financial Sustainability
- KRA # 5: Progressive & Effective Internal Operations

V-MOSA

- Vision –

- Mission –

- Objectives –

- Strategies –

- Action plans -

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PEGASUS Meeting Format

- P. Present outcomes
- E. Explain evidence
- G. Gain agreement on outcomes
- A. Activate sensory acuity
- S. Summarize each major decision
- U. Use the relevancy challenge
- S. Summarize the next step (at the end of the meeting)



Presenting Outcomes

The best way to present your outcome or outcomes of the meeting is to write them down. The outcome defines the purpose of the meeting and sets the boundaries for all discussion and keeps the participants focused.

Explain Evidence

The evidence procedure tells the participants the criteria for a successful meeting. How will they know the meeting was a success? What will they see, hear, and feel as evidence of achieving the outcome.

Example statement: I will know this meeting was successful if we establish (state criteria).

Gain Agreement on Outcomes

This step is crucial to the effectiveness of the meeting procedures. Check with each person in the meeting, one at a time, to see that s/he does indeed agree on the stated outcomes. This agreement can be verified with a look and confirmed by a verbal response from each person. You need a complete visual and auditory confirmation that each member agrees on these outcomes.

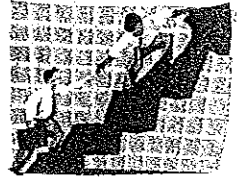
Activate Sensory Acuity

Sensory awareness is using and trusting your senses with each procedure to see and hear the procedures are working as desired.

Sensory acuity is being able to spot incongruencies (someone is not in total agreement with the procedure or outcome).

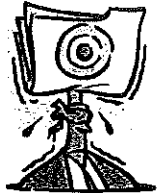
Summarize Each Major Decision

If you summarize each major decision as you proceed, participants know where they are and where they have been and can compare this with the meetings outcome.



Use the Relevancy Challenge

To avoid information that is not relevant to the outcomes presented ask the question: *How is this relevant?* Challenge the information and not the person.



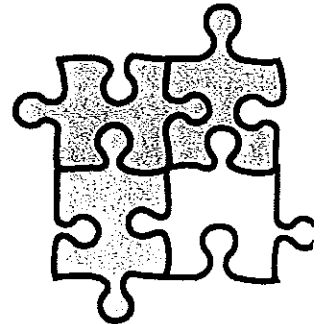
Summarize the Next Step

The meeting is almost complete. First, though, you need to summarize the meeting's major decisions, the final outcome, and the next step to be made by the group or by individuals. In some cases, assign specific dates for those next steps.



Discover the ABC's to achieving outcomes

- A. Aim for a specific result
- B. Be Positive
- C. See/Hear/Feel sensory data
- D. Dovetail your desires with those whom you are communicating with
- E. Entertain short – and long-term objectives



Practice:

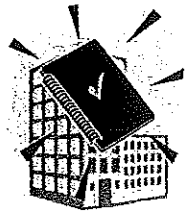
Working together in groups of two or more and using the ABC's state an outcome you would like to achieve for your team or program

Learning Results

Identify the key elements to pre-meeting check lists

There are three things that you should do before you call a meeting:

1. Decide on your outcomes (An outcome is the result that you want)
2. Decide on *how you will know* when you will get your outcome by using your sensory acuity (see, hear, and feel data)
3. Decide who will attend the meeting Using the “two-thirds rule”



The two-thirds rule states:

The “Two-thirds Rule” states that each person invited to the meeting must have information needed for a decision on two out of three agenda items

Exercise:

Plan your next meeting using the pre-meeting check list and Pegasus format

1. Decide on your outcomes for the meeting
2. Decide on how you will know when you have reached your outcome(s), use your sensory acuity: What will you See, Hear, Feel
3. Decide who will attend the meeting using the “2/3 rule”

Understand How to Add Balance to a Meeting

A successful meeting needs a fine balance between structure and freedom. Once you have gained your outcomes and you have extra time left, this is the perfect opportunity to play and be creative.

You need a small amount of freedom from structure to promote creativity. Once the procedures are accepted, meetings will proceed toward outcomes at a fast pace. You may want to include some time and space for brainstorming or playing with future possibilities or for the creative free flow of ideas.

What it takes to change

To change, take risks, accept responsibility, and be accountable for your actions.

To respect all people, promoting unity, trust, pride and dedication to our mission.

To achieve a high quality of work life through involvement of all our people in an environment of openness and fairness in which everyone is treated with dignity, honesty, and respect.

To promote good communications among all employees, by operating in an open atmosphere with freedom to share ideas and speak one's mind without fear of reprisal.

The Fifth Discipline Field book

Lee Livermore

Lee Livermore is a consultant and life coach who works with people who want to become clear on their life focus and with organizations that want to become "Learning Organizations."

As a consultant and professional speaker, Lee is devoted to teaching methods of systemic thinking. His programs are innovative models for personal and professional development.

Lee's core belief is,

"Success is a journey that was never intended to be traveled alone."

As a speaker, Lee asks simple yet powerful questions, engaging his audiences to enhance their self-awareness and discover the secrets to reinventing themselves. Lee promotes that "Personal Mastery" await anyone who is willing to get clear about what they want and is willing to strive to see reality clearly.

What is Life Coaching?

Have you ever questioned the direction your life is moving in? Are you doing what you are really passionate about? Lee has researched and interviewed people from all walks of life asking those same questions.

Personal and Professional Life coaching is a confidential and personal relationship between you and your coach. Your coach is an accountability partner to accurately assess and match the client needs with a customized program and tools to allow the client to become a practitioner of the change that they desire.

To learn more, contact Lee for a free 30 minute consultation.

The Serenity Prayer

God grant me the serenity
to accept the things I cannot change;
courage to change the things I can;
and wisdom to know the difference.

Living one day at a time;
Enjoying one moment at a time;
Accepting hardships as the pathway to peace;
Taking, as He did, this sinful world
as it is, not as I would have it;
Trusting that He will make all things right
if I surrender to His Will;
That I may be reasonably happy in this life
and supremely happy with Him
Forever in the next.

Amen.

--Reinhold Niebuhr