

The logo for the Louisiana Association of Public Charter Schools (LAPCS) features the letters 'LAPCS' in a bold, sans-serif font. The 'L' and 'A' are blue, while the 'P', 'C', 'S', and the 'P' in 'PCS' are yellow. The text is set against a blue banner that tapers to a point on the right side.

LAPCS

**LOUISIANA ASSOCIATION
OF PUBLIC CHARTER SCHOOLS**



**GREATER NEW ORLEANS
FOUNDATION**

For a vibrant region.

Governance as Leadership: Positioning Your Board for Strategic and Generative Governance

March 26, 2015 8:30 am – 12 pm

Presented by: Frank Martinelli
The Center for Public Skills Training



Overview of Strategic and Generative Board Leadership

The “What”, “Who”, and “How”

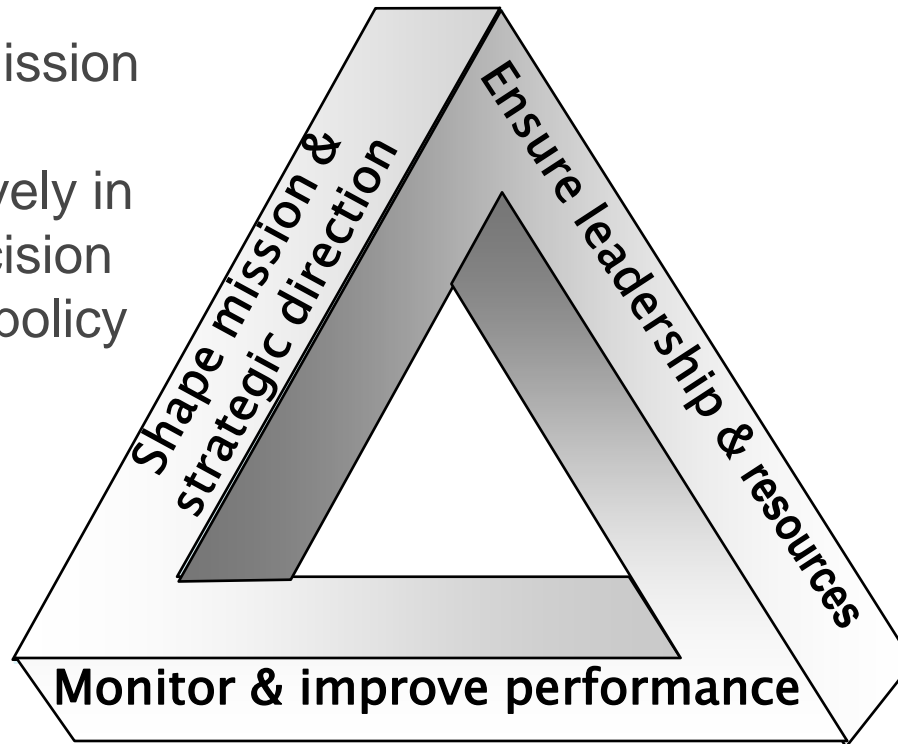


The Dynamic Board

McKinsey & Company

3 Key Roles Encompassing Nine Detailed Responsibilities

- Shape the mission and vision
- Engage actively in strategic decision making and policy decisions

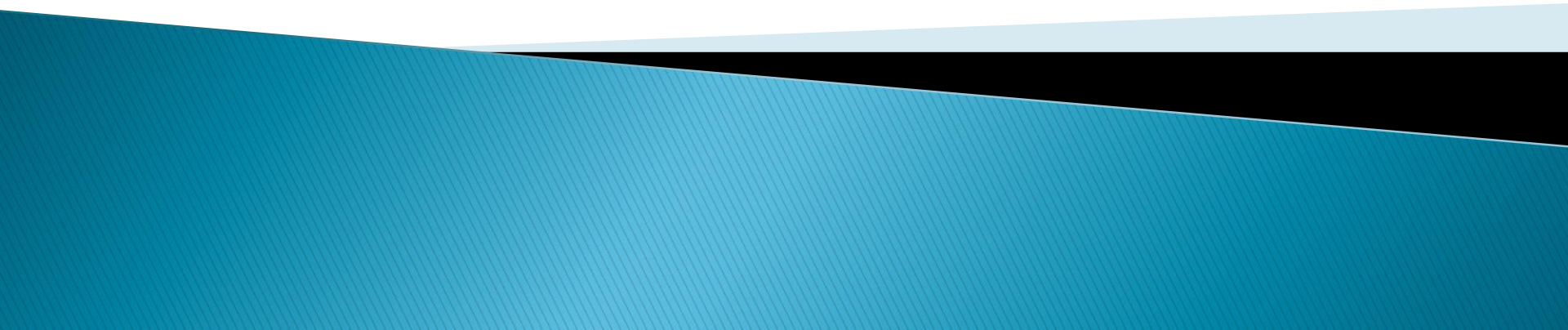


- Select, evaluate, develop the Executive Director
- Ensure adequate financial resources
- Provide expertise and access
- Enhance reputation of organization

- Oversee financial and risk management
- Monitor performance & ensure accountability
- Improve board performance

The Visionary Board

Profile of the Future-Focused Board



Visionary Board Leadership

- ▶ Visionary and future-focused
- ▶ Entrepreneurial spirit
- ▶ Risk-takers
- ▶ Strategic decision makers
- ▶ Effective communicators
- ▶ Systems thinkers
- ▶ Partnership and alliance builders
- ▶ Diverse



Source: The Center for
Public Skills Training

Governance As Leadership

Richard Chait, William Ryan & Barbara Taylor



3 Modes of Governance

- ▶ **Fiduciary Mode -- key questions**
 - "How are we doing to date?"
 - "Are we in compliance?"
 - "Anything wrong"?
- ▶ **Strategic Mode -- key questions**
 - "What should we be doing?"
 - "Where are we going?"
 - "What's the plan"?
- ▶ **Generative Mode -- key questions**
 - "What are the new possibilities?"
 - "What's coming next?"
 - "What are the new questions"?

Three Modes re: The Audit . . .

▶ **Fiduciary Mode – a key question**

- “Did we get a clean audit?” OR “What can we learn from the audit?”

▶ **Strategic Mode – a key question**

- “Does the audit pinpoint any issues that are strategic in nature?”

▶ **Generative Mode – a key question**

- “Does the audit hint at any emerging shifts or developments that could significantly challenge our business model or financial condition long term”?

Fiduciary Mode:



- ▶ **Oversee operations**
- ▶ **Ensure effective and efficient use of resources**
- ▶ **Ensure legal compliance and fiscal accountability**
- ▶ **Evaluate CEO**
- ▶ **Monitor organization results**

Strategic Mode: From Planning to Ongoing Thinking

- ▶ Ensure mission is relevant
- ▶ Scan internal and external environments
- ▶ Monitor outcomes & impact via critical success factors and benchmarks
- ▶ Review and modify strategic plan
- ▶ Select the CEO



Generative Mode



- ▶ Discover strategies, priorities, and realities
- ▶ Perceive and frame better problems and opportunities
- ▶ Suspend the rules of logic to tap intuition and intellectual playfulness
- ▶ Encourage robust discourse not quick consensus

Three Modes of Governance

	Fiduciary Mode	Strategic Mode	Generative Mode
Board's role	Steward/ Watchdog	Strategist	Sense Maker
Key question	What's wrong?	What's the plan?	What's the key question?
Problems are to be	Spotted	Solved	Framed
Way of deciding	Reach resolution	Reach consensus	Reach understanding

Toolkit for Strategic and Generative Governance

How Does the Board Organize Itself
for Effective Governance?

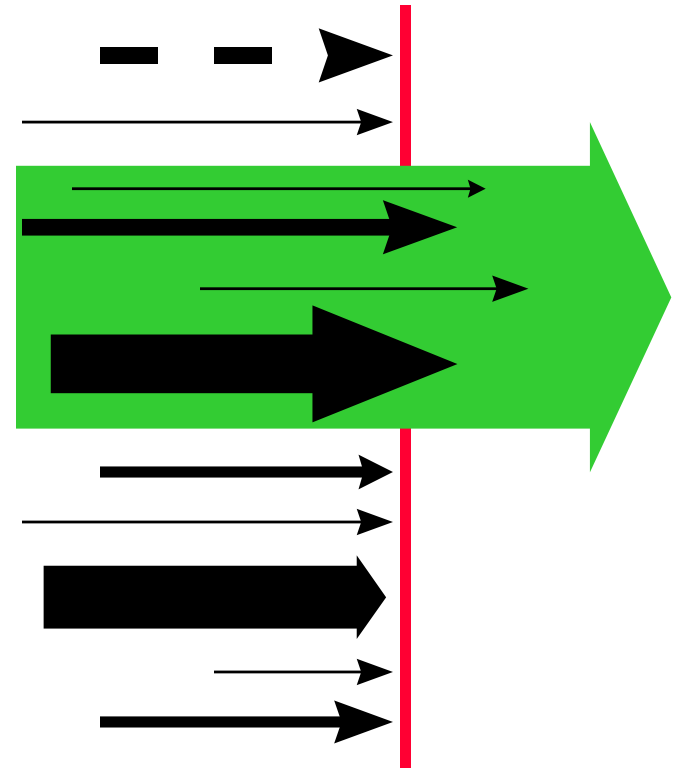
Core Strategies and Tools

- ▶ Build a dynamic CEO–Board Chair relationship
- ▶ Attention to meeting design and conduct
- ▶ Effective use of committees and workgroups
- ▶ Board and committee tools
 - Foremost issue worksheet
 - Critical issue briefs
- ▶ Unearth mental models
- ▶ Scenario planning



Dynamic CEO–Board Chair Relationship

- ▶ Being strategic about what work you focus on together contributes to a dynamic CEO–Board Chair relationship.
- ▶ Implications for orientation and training



Board Meeting Design and Conduct

Meetings that Advance Governance



New Thinking About Board Meetings

Traditional Approach

- ▶ Board meetings emphasize transmission of information and reports
- ▶ Same agenda structure
- ▶ **Focus on the past and present**

New Approach

- ▶ Emphasis on participation and action
- ▶ Focus agendas on critical issues
- ▶ Use meeting for strategic and generative thinking
- ▶ Meetings are outcome driven
- ▶ **Focus on the future**

Strategic Deliberation

- ▶ Incorporating strategic and generative as well as fiduciary mode thinking
- ▶ Use mission and vision as the basis for dialogue and decision-making on emerging issues.
- ▶ Look and listen for future trends.
- ▶ Provide opportunities to share strategic information at board meetings.
- ▶ Try new meeting techniques.



New Meeting Techniques



- ▶ Silent starts, 1 minute memos
- ▶ Counterpoints, role plays, simulations
- ▶ Surveys & prep activities
- ▶ Small breakouts and Discussion techniques
 - Catalytic questions
 - Retrospective thinking
 - Dominant narratives
 - Future perfect history

Ways to Deliberate Differently

Analytic Questions

What is the biggest gap between the case we make for support and our actual accomplishments and actions? What does that say about the organization?

Retrospective Thinking

What are our charter school's successes or setbacks? How and why did they happen? What does this mean for the future?



Ways to Deliberate Differently

Future-Perfect History

It is the year 2020 and we have achieved desired recognition! This achievement could not have happened if this board of directors had not

Dominant Narratives

How do you trace the charter school's past trajectory or saga? What does it mean? What does it suggest about what to do next?

Committees and Workgroups

Committees as “powerful engines
of governance” – Doug Eadie

Committee Effectiveness



- ▶ Committee participation as an expectation
- ▶ Help the board do its work
- ▶ Structure aligned with strategic plan
- ▶ “The fewer the better”
- ▶ Use of task forces and workgroups
- ▶ Assign strategic and generative thinking responsibilities

Board and Committee Tools



- ▶ Foremost critical issues worksheet
- ▶ Critical issue briefing papers
- ▶ Other planning approaches

Foremost Challenges Worksheet

Foremost critical issues and challenges that the organization needs to address over the 1–3 years. (How should board frame the issue?)	What roles would be appropriate for the board to play in addressing each issue listed in Column 1?	Clarify the board's need for information and education re: this issue. (To make good decisions in response to this issue, what will the board need to know and be able to do?)	What resources can the Board access to help address this issue?

Critical Issue Briefs

- Opportunities and threats for the organization
- How other organizations are responding?
- What major choices, decisions and/or shifts in direction does this issue challenge us to consider?
- What are high leverage strategies that will help us respond to this issue?





Examining Our Mental Models

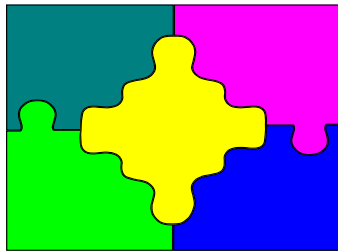
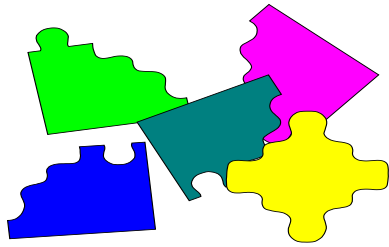
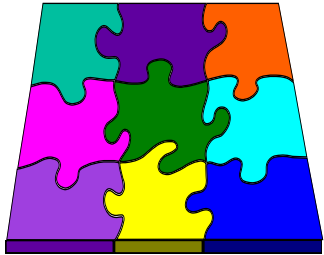
What are Mental Models



- ▶ Deep beliefs and assumptions we hold about how the world works.
- ▶ Shape the decisions we make in our work, the actions we take in response to events, and the ways in which we interpret others' behavior.



A Learning Process that Involves . . .

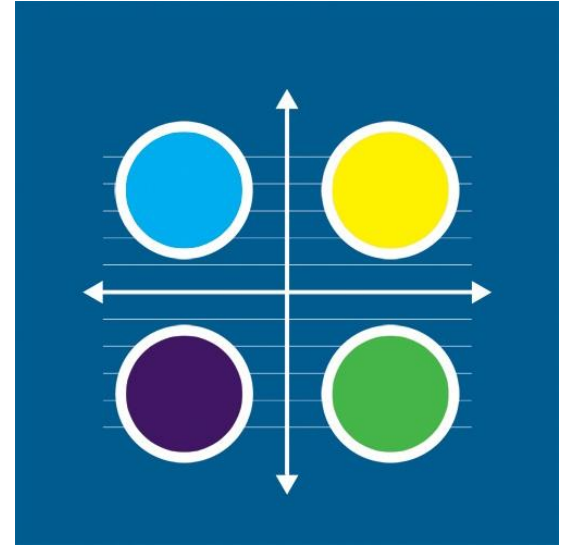


- ▶ **Unfreezing** ourselves from currently held beliefs, knowledge or attitudes.
- ▶ **Absorbing** new or alternative beliefs, knowledge attitudes and behavior.
- ▶ **Decisions and actions** based on the new state of mind.

Our Mental Models

- ▶ What shared Mental Models do nonprofits operate from that influence how leaders act internally and externally?
- ▶ Our mental models – Are they working?
 - Gaps between mental model and reality?
 - Gaps between mental model and what we do?

Scenario Thinking



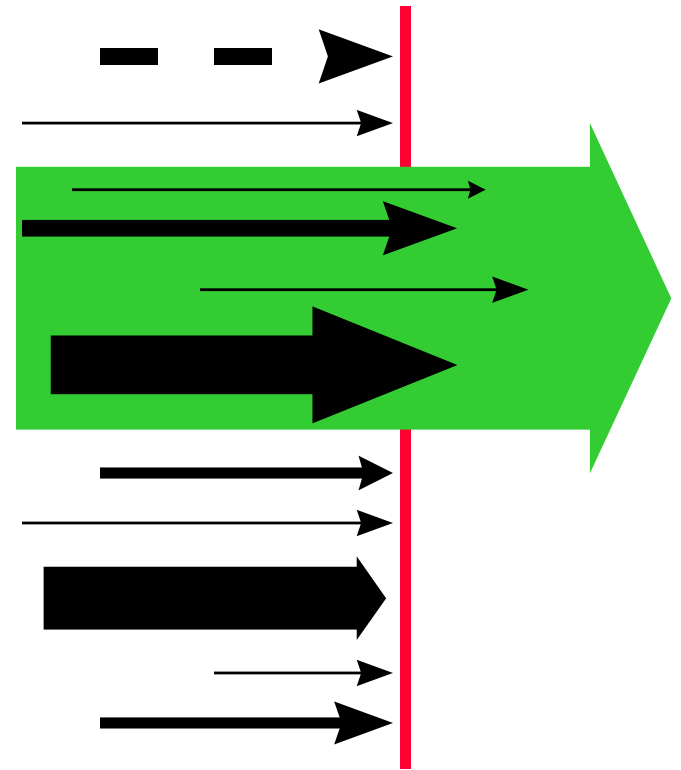
Scenario Thinking Steps

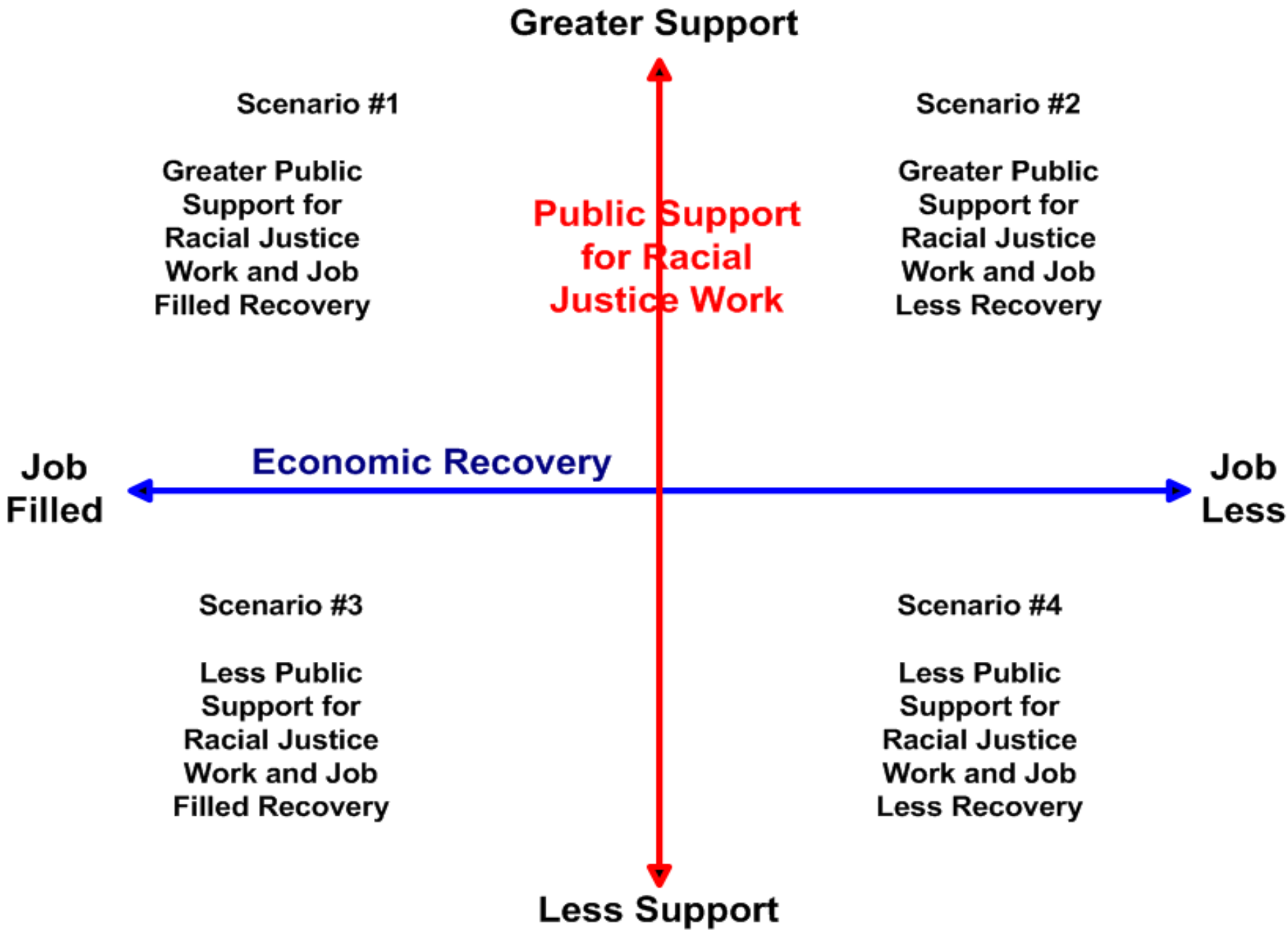
- ▶ Step 1. State the purpose – foster generative conversation.
- ▶ Step 2. List the key factors that influence the future in which the organization will operate.
- ▶ Step 3. List the driving forces among these key factors.
 - Forces that are highly predictable or predetermined (i.e. demographics)
 - Forces that are uncertain (i.e. public opinion).
- ▶ Step 4. Rank the key factors and driving forces by importance and by uncertainty.
- ▶ Step 5. Develop alternate futures.

Scenario Thinking: An Example YWCA

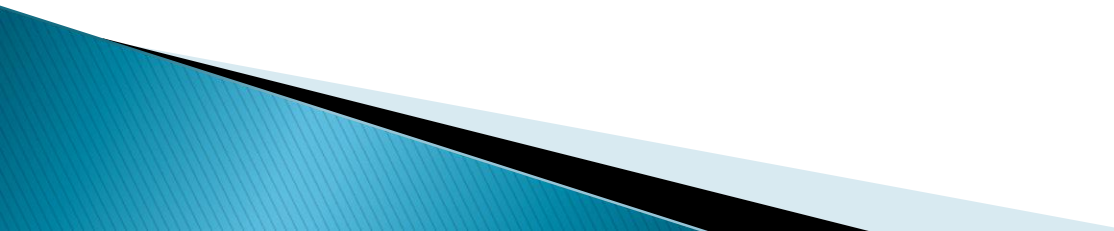
Identifying Critical Uncertainties

- ▶ Economic recovery from recession
- ▶ Public support for racial justice work

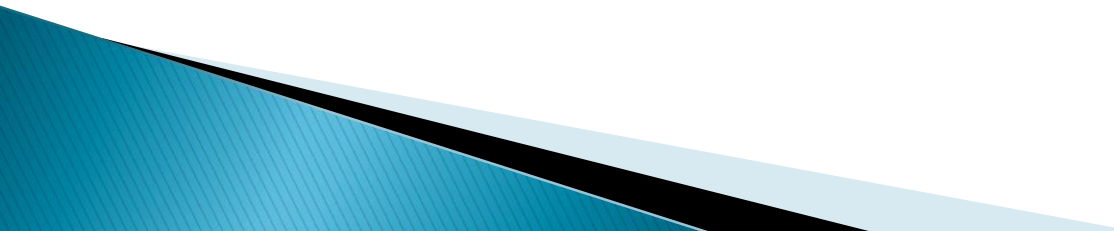




Scenario Development

1. Develop an initial description of this scenario –
– how you might expect this scenario to play out for the pool – what would be happening in such a future?
 2. What is the impact of this future scenario on the pool and/or community/members served?
 3. What are the implications for the pool? – What actions would we take to advance our mission if we knew this were the future?
 4. Write a short story or narrative that describes the assigned scenario.
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Identifying Strategies

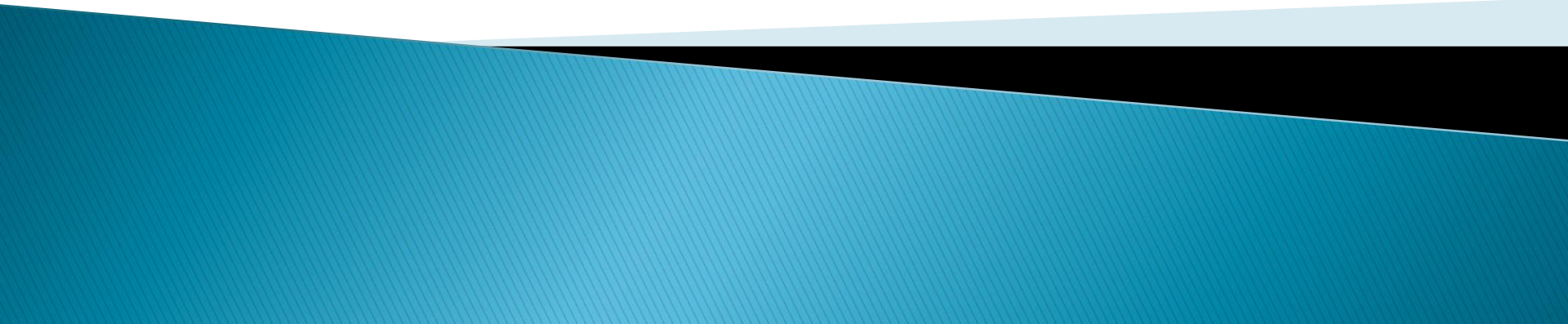
- ▶ Revisit scenario stories noting any new insights and learning
 - ▶ Identify strategies for operating strategically in each future with a focus on strategies that could seem to work in multiple futures
- 

Recap: Core Strategies and Tools

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Overview of Generative Governance Resources



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