

# GOVERNANCE WORKSHOP

## EL DORADO COUNTY BOARD OF SUPERVISORS

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# GOVERNANCE CORE

## GOVERNANCE MINDSET

- ★ Systems Thinking
- ★ Strategic Focus
- ★ Manner Matters
- ★ Deep Learning: Evidence Based Decision Making

## GOVERNANCE TOOLS

- ★ Discussion Meetings
- ★ Governance Handbooks/Manuals
- ★ Board Self Evaluation
- ★ Board Continuing Education

## THE EFFECTIVE BOARD

- ★ Moral Imperative
- ★ 4 C's: Collaboration, Coherence; Commitment; Consistency
- ★ Agreed Upon Roles and Responsibilities
- ★ Creating and Sustaining a Positive Board Culture
- ★ Governing with Protocols and Policies



## RULES OF ENGAGEMENT

- ★ Listen carefully and intuitively; work to understand other's perspectives
- ★ Be open to challenge our own beliefs and ideas
- ★ Accept constructive disagreement as necessary to yield the best decisions – nothing is personal
- ★ Respect one another's thinking and value individual contributions



# TRANSFORMATIONAL TRANSITIONS

FROM CANDIDATE TO SUPERVISOR

FROM CAMPAIGNING TO GOVERNING

- ★ PERHAPS THE MOST PRODUCTIVE WAY TO BUILD A HIGHLY EFFECTIVE GOVERNANCE SYSTEM IS WITH THE PROFESSIONAL ONBOARDING OF NEW BOARD MEMBERS.
- ★ EARLY INTRODUCTION ABOUT SYSTEM THINKING, STRATEGIC FOCUS, DEEP LEARNING AND MANAGING PUBLIC MANNER CAN PAY GREAT DIVIDENDS



## UNIFIED VS. UNIFORM

“A unified board is not a lock step, uniform board, divergent opinions and points of view are welcomed and encouraged. Trustees should understand that they are part of an important team and that their point of view will be woven into the fabric of the County governance culture.”

Campbell and Fullan

Unify vs. unifom

Add - +Mayo Clinic Quote and move to Campaigning



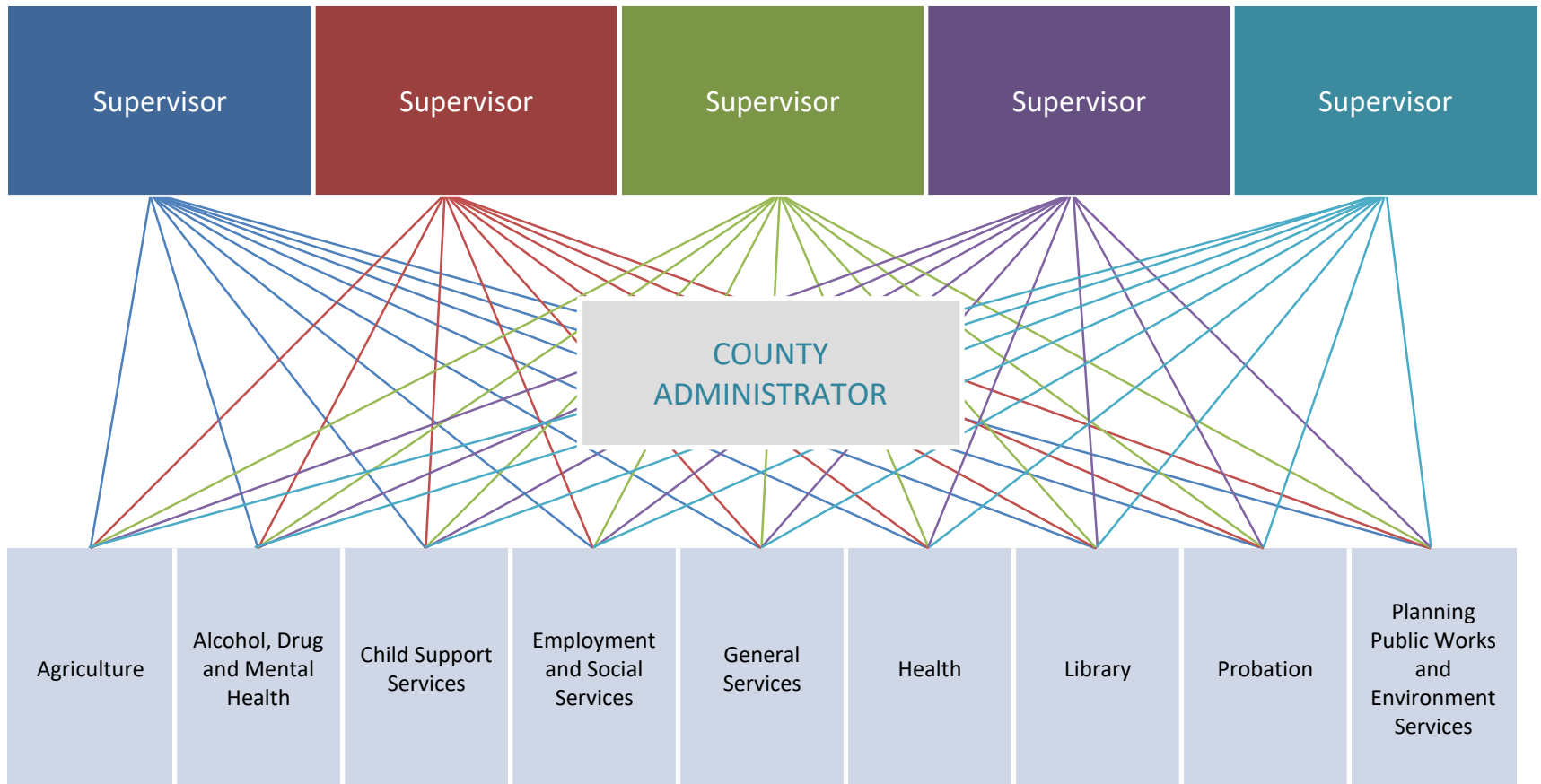
## UNIFIED VS. UNIFORM

One of the world's most successful medical institutions, the Mayo Clinic, describes itself as “Teamwork at Mayo Clinic: An experiment in cooperative individualism”

Nothing says it better. “Cooperative individualism” is an excellent description of the balance between individual strength and leadership and the importance of teamwork.



# BOARD OF SUPERVISORS





## EL DORADO COUNTY GOVERNANCE PRINCIPLES

- ★ Govern as a team, strategically focused and mission driven.
- ★ Make well-informed and transparent decisions.
- ★ Be accountable to each other for the highest standards of Board performance and effectiveness.
- ★ Establish clear roles, responsibilities and delegated decision-making responsibility.
- ★ Develop the organizational capacity and competencies of Supervisors, staff and other officials to operate effectively and fulfill the purpose of the organization.





# EFFECTIVE GOVERNANCE

**GOVERNANCE  
MINDSET**

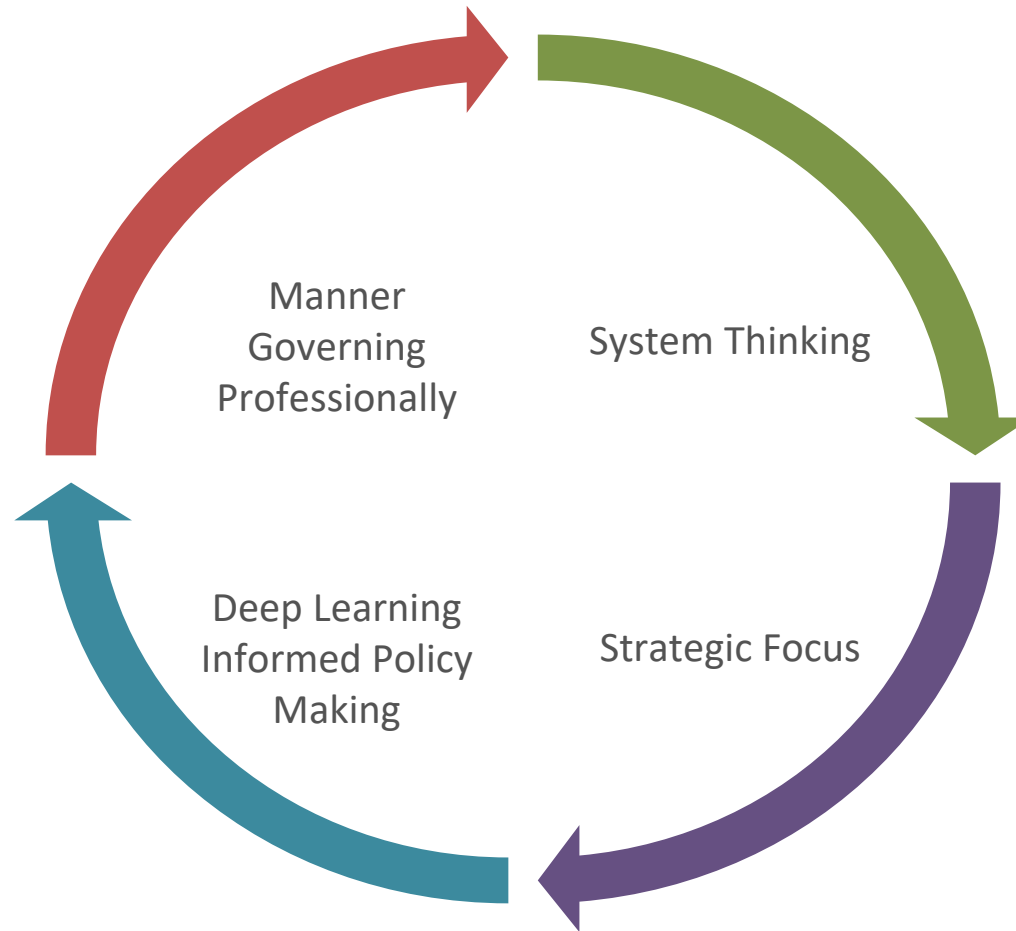
MORAL  
IMPERATIVE

COHERENCE

BOARD  
INFRASTRUCTURE



# GOVERNANCE MINDSET





# SYSTEM THINKING

“The discipline of system thinking provides a different way of looking at problems and goals not as isolated events, but as components of larger structures” *Peter Senge*



“Actions are not taken in isolation.

A systems thinker understands that everything is connected to everything else. The goal of systems thinking is to take those actions that will most positively influence the system as a whole.”



## PERIPHERAL VISION

“Incorporating systems thinking into your behavior requires what David McCamus, former chairman and CEO of Xerox Canada, calls Peripheral vision: The ability to pay attention to the world as if through a wide angle, not a telephoto lens, so you can see how your actions interrelate with other areas of activity”.

Campbell/Fullan

The Governance Core



## STRATEGIC FOCUS

- ★ The value of the board is in the strategic oversight and support that the board provides.
- ★ What the board brings to the table is the passion, the drive, the commitment to achieve the moral imperative, not distracted by day-to-day administrative challenges.

Campbell/Fullan

The Governance Core



## GOVERNANCE MINDSET DEEP LEARNING

“Supervisors with a governance mindset are committed to making decisions based on quality information, evidence, and data.

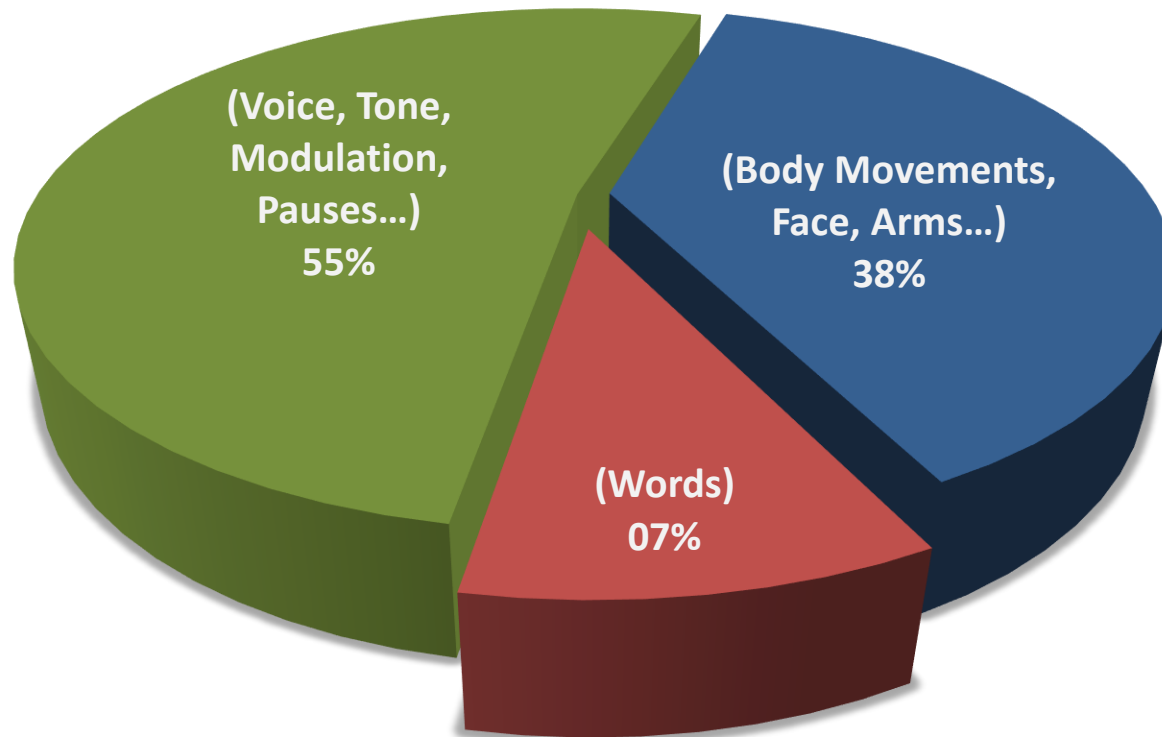
They realize their governance power through their knowledge and deep understanding of the issues surrounding the moral imperative”.

Campbell/Fullan

The Governance Core



# THE GOVERNANCE MINDSET MANNER





# EFFECTIVE GOVERNANCE

GOVERNANCE  
MINDSET

**MORAL  
IMPERATIVE**

COHERENCE

BOARD  
INFRASTRUCTURE





## A SHARED MORAL IMPERATIVE

- ★ A moral imperative is system wide, strategic and represents a deep commitment of the board and the CAO.
- ★ It is a unifying force that leads to a unity of Purpose, Strategic Goals and Success Indicators.



## MORAL IMPERATIVE

- ★ If there is not truly a clear, shared moral imperative
- ★ If there is not a specific means of implementing it in practice
- ★ If there are not measurable outcomes that mark progress and attainment
- ★ If the board and the CAO cannot articulate the State of play about the moral imperative as a system in action
- ★ THEN “IT DOES NOT EXIST IN REALITY”.



# EFFECTIVE GOVERNANCE

GOVERNANCE  
MINDSET

MORAL  
IMPERATIVE

**COHERENCE**

BOARD  
INFRASTRUCTURE



## **FOUR CONDITIONS NECESSARY FOR EFFECTIVE GOVERNANCE**

### **COHERENCE, COLLABORATION, COMMITMENT, CONSISTENCY**

1. Governing with coherence around the strategic goals
2. Governing in an environment of collaboration
3. Governing with a commitment to the achievement of the strategic goals
4. Governing in a consistent manner and focused on the strategic goals



# COHERENCE

“...COHERENCE CONSISTS OF THE SHARED DEPTH OF UNDERSTANDING ABOUT THE PURPOSE AND NATURE OF THE WORK. COHERENCE, THEN, IS WHAT IS IN THE MINDS AND ACTIONS OF PEOPLE INDIVIDUALLY AND ESPECIALLY COLLECTIVELY. THERE IS ONLY ONE WAY TO ACHIEVE GREATER COHERENCE AND THAT IS THROUGH PURPOSEFUL ACTION AND INTERACTION.”

Fullan & Quinn.

- Coherence: The Right Drivers in Action for Schools,
- Districts and Systems, Corwin, 2015



**COHERENCE**

OUR VISION IS OF A GOVERNANCE SYSTEM,  
SUPERVISORS AND CHIEF ADMINISTRATIVE  
OFFICER WORKING TOGETHER AS A COHESIVE,  
UNIFIED TEAM WITH A COMMON VISION  
DRIVEN BY A SHARED MORAL IMPERATIVE.

Campbell/Fullan  
The Governance Core



# COLLABORATION

“Collaborative work is a key driver in shifting behavior, it is the social glue that moves the organization toward coherence. Deep collaborative work requires new ways of working together, trust, shared leadership, sustained focus, and a commitment to collaborative inquiry”.

Fullan & Quinn.

- Coherence: The Right Drivers in Action for Schools,
- Districts and Systems, Corwin, 2015



# EFFECTIVE GOVERNANCE

Governance  
Mindset

Moral Imperative

COHERENCE

**BOARD  
INFRASTRUCTURE**





## GOVERNANCE INFRASTRUCTURE

Developing a well-defined governance infrastructure that provides definition, guidance and direction:

- ★ Board Responsibilities
- ★ Governance Principles
- ★ Norms
- ★ Protocols

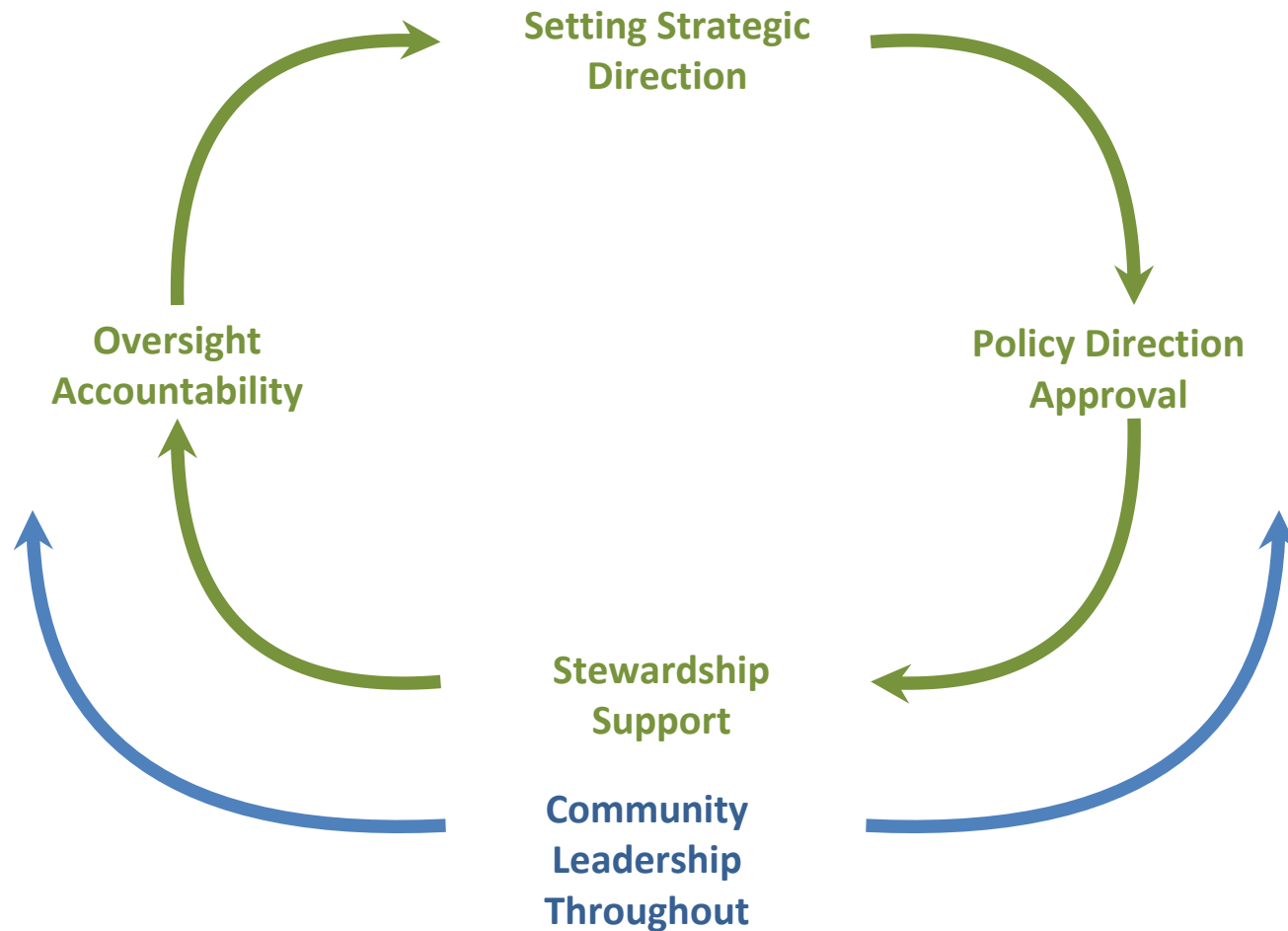


# GOVERNANCE RESPONSIBILITIES OF THE BOARD

1. Establishing strategic direction and related outcomes
2. Providing ongoing policy direction and approval
3. Stewardship and support for the work of the county
4. Oversight and accountability
5. Community Leadership

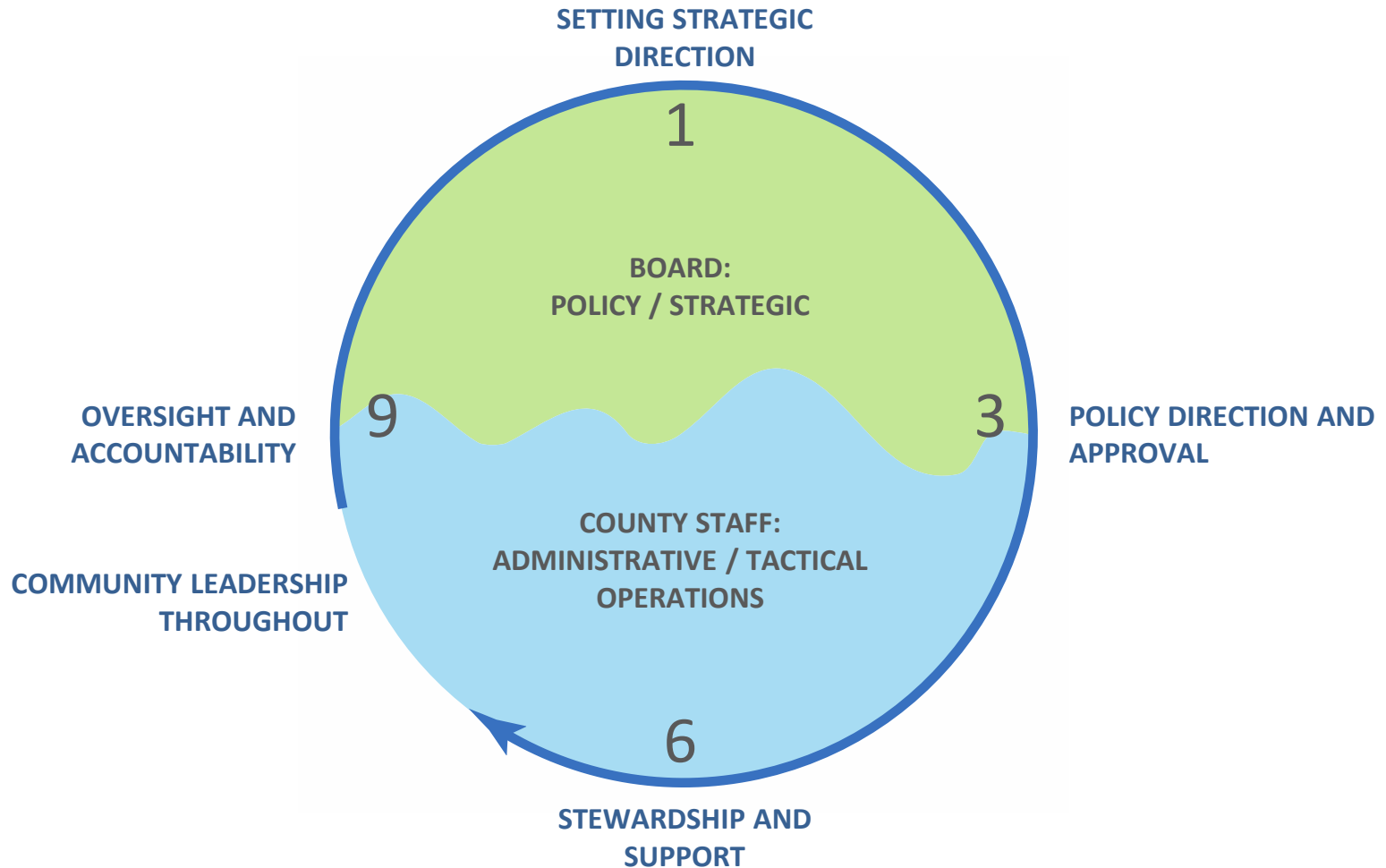


# GOVERNANCE RESPONSIBILITIES





# UNDERSTANDING RESPONSIBILITIES





## GOVERNANCE PRINCIPLES

- ★ High performing boards govern with a set of principles that guide their work. These principles are a framework of governance standards against which the board can measure itself. It is also a way to communicate the principles they have established for their own work to both the county staff and the community. It represents a commitment by the board to high quality governance and transparency.

Campbell/Fullan

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## GOVERNANCE NORMS

- ★ A normative structure that sets board standards on how supervisors will treat each other, the staff and the public.
- ★ Norms exist whether they are explicit or not—if norms are not explicit then behaviors can become habits—some very toxic.

**BIGGEST CHALLENGE TO NORMS: APPROVE, FILE AND FORGET**

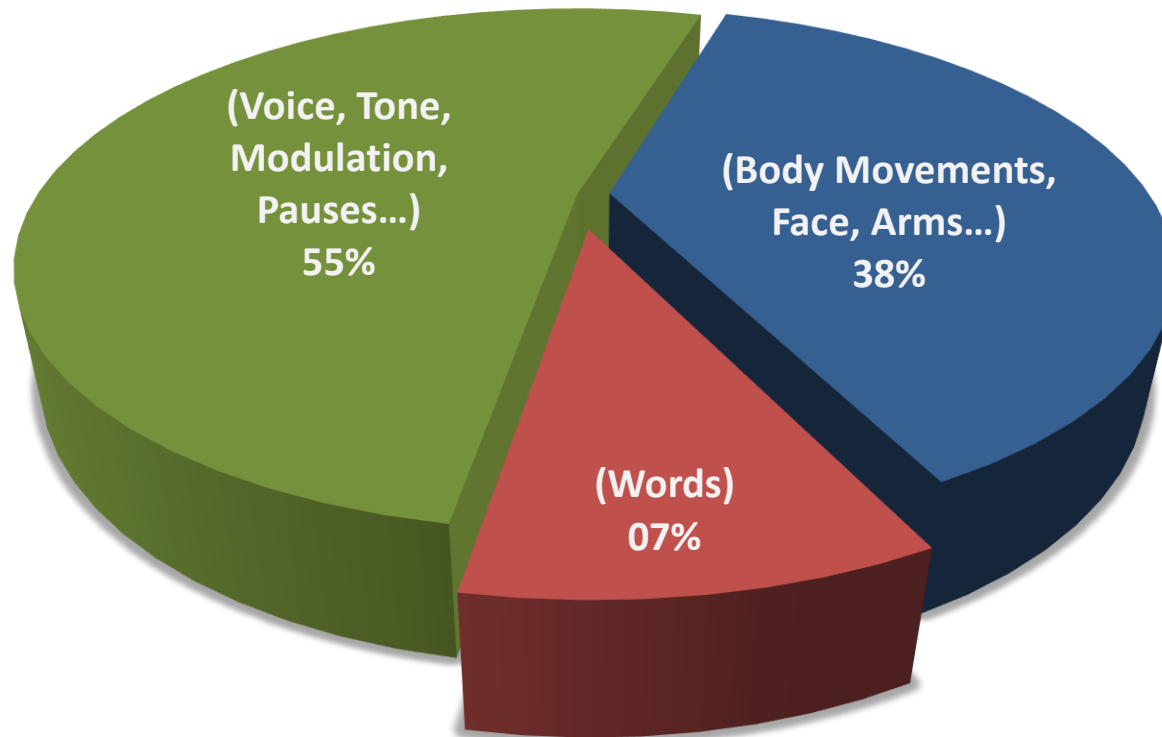


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# THE GOVERNANCE MINDSET MANNER







# PROTOCOLS TO FACILITATE GOVERNANCE LEADERSHIP

Every successful organization operates with some form of ‘rules of the road’.

Protocols provide the guide rails within which the board will function. Without agreed upon processes, procedures, and protocols, it is virtually impossible for the board to function in a cohesive, consistent, and professional manner.”

Campbell/Fullan

The Governance Core



# PROTOCOLS TO FACILITATE GOVERNANCE LEADERSHIP

## Four Main Reasons to Adopt Protocols

1. The discussion leading to the agreement
2. Resolving problems before they occur
3. Orientation for new supervisors
4. Benchmarks against which board self-evaluation can occur



# EL DORADO GOVERNANCE PROTOCOLS

## Unity of Purpose

- ★ Using Meetings as Strategic Leadership Tools

## Roles and Responsibilities

- ★ Role of the Board Chair
- ★ Role with Advisory Bodies
- ★ Interactions with County Staff
- ★ Role of Supervisor's Assistants

## Board Operations

- ★ Board Meeting Agenda Development
- ★ Public Comment in Board Meetings
- ★ Self-Monitoring of Board Effectiveness

## In the Community

- ★ Handling Complaints from the Community



# GOVERNANCE INFRASTRUCTURE TOOLS

- ★ DISCUSSION MEETINGS
- ★ GOVERNANCE HANDBOOK
- ★ BOARD SELF EVALUATION
- ★ CONTINUING GOVERNANCE EDUCATION



# EL DORADO GOVERNANCE HANDBOOK

## BOARD DISCUSSION

## IN DEPTH REVIEW OF THE EL DORADO COUNTY GOVERNANCE HANDBOOK



## FINAL THOUGHTS

- ★ Agreements don't exist until we commit them to writing.
- ★ Clarity is sustained by periodically visiting and discussing the board's unity, role, culture and structure.
- ★ Governance handbooks only work if you use them.