Leading and Participating in Effective, Cohesive Teams by Glenn Tecker and Leigh Wintz

February 27, 2016
8:30-10:30 am
COMPETENCY: Governance & Leadership

Levels 1, 2, & 3

Primary Themes Addressed:
- Effectively executes governance & leadership responsibilities
- Establishes and maintains collaborative, effective relationships
- Advances the organization by internalizing its mission, vision, and core values
- Sets strategic objectives to guide long-term goals
- Develops self and others as leaders
“It does not matter what the parts of an organization are doing as much as it matters how the parts are interacting in cooperation with each other.”

Peter Senge
1. What does being knowledge based mean for NEA?

2. What kind of things do you expect to happen differently in your organization as a result of its commitment to a knowledge based philosophy of governance?
Using a flip chart, draw a picture of NEA governance today, if it were depicted as a form of transportation.

Be prepared to explain what characteristics and attributes are represented by certain details of the picture.
Developing a Culture of Trust

Leadership mechanisms affecting the development of a culture of trust:

- What leaders pay attention to
- What and how leaders communicate
- How leaders react to critical incidents or crises
- What and whose behaviors are rewarded
- Who is recruited
Shaping a Culture of Trust

- Develop and widely communicate about organizational vision
- Use organizational vision to handle difficult times
- Consistently live the vision
Pre-requisites for a Culture of Trust

1. Clarity and consensus about what will constitute success.
2. Open access to common information.
3. Confidence in the competence of your partners.
Observations about Trust

- Trust requires a communication system and process that is open and that spans all segments of the organization.
- Trust occurs in organizations where there is open access to information about what the organization is doing, why it is doing it, and how well they are doing.
Observations about Trust

- Trust creates a satisfying and enjoyable environment that encourages involvement, open access to information, community building, support for grass-roots lobbying efforts, and a sense that the association is at the center of relevant activity within the industry, cause, or profession it represents.
Observations about Trust

- Trust allows an organization to eliminate unnecessary controls and create increased value for members through greater nimbleness and responsiveness.

- Reducing an association’s traditional aversion to risk is critical to building a culture of trust, and there must be common agreement on what taking the risk will accomplish.
What is Transparency?

A process by which information about existing conditions, decisions, and actions is made accessible, visible and understandable.
Trust and Transparency

- Transparency and trust are inextricably linked together.
- Transparency is a means to another end, a trusting environment.
- Increased transparency assists in creating a culture where trust abounds; ultimately creating an association that is satisfying and enjoyable to join and to participate in.
Trust And Transparency

Transparency is not what trust is about.

Transparency is a vehicle for behaving in a fashion that is honest and open.

- **Honest** = Tell the truth.
- **Open** = Share the why; not just the what – for both successes and failures.
Trust in Governance

Members will respect governance they perceive to be:

Credible and Legitimate
Need a Reputation for Both

When the process of governance is viewed as **credible**, members view the process by which decisions are made as one based on rationality, not on political power; the reasonable use of information gathered from a variety of sources.

When the process is viewed as **legitimate**, members believe that all of the views of all the important voices were part of the conversation that led to the judgment.
Behavior that Inspires Trust

Reliability. Don’t make commitments you can’t keep; clarify expectations and deliver on promises.

Congruence. Align language and actions with thinking and true feelings.

Acceptance. Withhold judgment or criticism; separate the person from the performance.

Openness. State intentions and talk straight; be honest about limitations and concerns.
Inspire a Shared Vision

• Articulate your personal vision of the future
• Engage others in dialogue about their hopes, dreams and aspirations
• Facilitate the creation of a common vision
• Communicate that vision in a compelling way.
Envisioned Future

An Envisioned Future:

NEA has successfully addressed their challenges. Key stakeholders are happy and pleased with the results. Leadership is receiving an award for their collaborative accomplishment. The award lists the positive characteristics of the relevant world now that the issue has been effectively resolved.

- How is the world different as a result of whatever was done?
- For whom is it different?
- What is the benefit to them?

Best expressed as full sentence statements with this format:

[Beneficiary]...[verb]...[condition or attribute]
Collaborate with the colleagues at your table. Working together write what is going to be said on that award. Use the flip chart. Be prepared to share with the group.
Vivid Description

• A vibrant, energizing and specific description of what it will be like to achieve the core purpose
• Painting a verbal picture of the vision
Sample Vivid Description

Henry Ford:
I will build a motor car for the great multitude... It will be so low in price that no man making a good salary will be unable to own one-and enjoy with his family the blessing of hours in God’s great open spaces... When I’m through, everyone will be able to afford one... the horse will have disappeared from our highways, the automobile will be taken for granted, and a large number... will be employed at good wages....
Current State

Driving Factors (+)

Restraining Factors (-)

Realization of Full Potential
Envisioned Future

Question 1: ___________________________________________________

Question 2: ___________________________________________________

Question 3: ___________________________________________________
Mega Issues: Four Important Components

1. Articulation of mega-issue questions
2. Dialogue before deliberation
3. Knowledge-based decision-making
4. Integrating strategic thinking and governance
A Framework for Dialogue and Deliberation

I. Dialogue to inform the issue
II. Dialogue to identify and evaluate strategic choices
III. Deliberation to determine consensus and reach a decision
IV. Craft a motion, deliberate and vote
Dialogue That Inspires Trust

• Suspend your natural inclination to immediately judge and sort.
• Promise to ask and answer.
• Own your idea.
Own Your Idea

“We know…”

How do we know?

“I believe…”

Why? What experience?

“I feel…”

Why? What values?
Four Knowledge Bases

1. What do we know about our stakeholders’ needs, wants, and preferences that are relevant to this decision?*

2. What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?*

3. What do we know about the “capacity” and “strategic position” of our organization that is relevant to this decision?*

4. What are the ethical implications?

*What do we wish we knew, but don’t?
| What do we know about needs, wants and preferences? | What do we know about current realities and evolving dynamics? | What do we know about capacity and strategic position? | What do we know about ethical implications? |
Choice: A discrete, but not necessarily mutually exclusive, alternative

1. Do nothing
2. Do something

What are the possible “somethings”? 
Our Choices
Choice: a discrete, but not necessarily exclusive, alternative

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Glenn Tecker

Glenn Tecker is Chairman and Co-CEO of Tecker International, LLC, an international consulting practice that has completed projects for over 2000 groups in the U.S., Europe, Canada, Asia, Mexico, and Central America.

Consulting Accomplishments

- Guiding member and staff leadership of the National Collegiate Athletic Association [NCAA] through a broadly participative and transparent process that redefined the organization’s core purpose and values, developed vision based strategy and action plans, and realigned the NCAA’s priorities to lead a re-focusing of the university athletic experience for the 21st Century.
- Developing new organizational, program, and operational strategy with the United States Green Building Council [USGBC]-enabling a diverse association serving the construction industry, facility management profession, government agencies and environmentalists with innovative practical solutions to global ecological concerns to successfully navigate through a period of multiple opportunities, complex demands and rapid growth.
- Redesigning the governance, operations, and cultures of national trade and professional associations to better fit today’s demanding high speed, rapidly shifting environments.
- Designing and conducting an institute for an international philanthropic organization to train representatives leading non-governmental ventures from 10 Asian nations with a tradition of conflict.
- Guiding engineering and technical associations through strategic planning and management systems to optimize the contributions of the nation’s infrastructure professionals dealing with increasing complexity, technology, and regulation.
- Devising strategy and developing competencies with school districts, educational agencies, and school board and teacher associations working to improve teaching, learning, and organization.
- Assisting the United States Environmental Protection Agency, the American Water Works Association, the Technical Institute of the Pulp and Paper Industry and other environmental advocacy organizations to foster global use of technologies that contribute to quality of life.
- Developing strategies and institutional competencies with members of the American Health Care Association and the American Association of Homes for the Aging for improving delivery of care to America’s expanding older population.
- Counseling real estate, credit union, savings and loan, insurance, and commercial bank leadership addressing dramatic changes affecting the property and financial industries.
- Working with community action agency leaders across the US to develop the competencies and knowledge needed to contribute to success of the nationwide welfare reform initiative.
- Providing research, training, and consultation to healthcare delivery, physician, and nursing organizations developing strategies to improve quality of care and access to services while containing costs.
- Facilitating planning activities of information, telecommunications and entertainment related organizations in high technology industries challenged by tough competition and constant dramatic change.
- Supporting research and program planning efforts of agricultural organizations addressing complex issues related to food safety, industry prosperity, and shifts in the demography and economics of agriculture.

Education and Professional Involvements

Glenn Tecker is also co-author of three best selling books – The Will To Govern Well – Knowledge, Trust and Nimbleness, Building a Knowledge-Based Culture... Using 21st Century Work and Decision-Making Systems in Associations, and Successful Association Leadership: Dimensions of 21st Century Competency for the CEO; co-designer of a curriculum for training the boards of organizations; editor of an education handbook for executives of non-profit organizations; primary developer of a guide for organizational self-assessment; and author of Merit, Measurement and Money, a book on staff evaluation, incentives and compensation. Tecker has served in an executive capacity with business, public agencies, and non-profit organizations. He has also been a Board member for both non-profit and for-profit corporations. Currently he serves as Board Chair of New Hope Academy – a non profit multi-campus non traditional alternative school in Pa. and as a member of the executive committee of the Board of Guide dogs for the Blind Foundation and America’s Vet Dogs in NY. In 1998, Glenn was honored as the recipient of ASAE’s Academy of Leaders Award - the highest possible recognition awarded by ASAE’s Board of Directors.
Leigh Wintz, FASAE, CAE, PRP

Leigh Wintz, FASAE, CAE, PRP is a Principal Consultant with Tecker International, LLC and co-author of The Will to Govern Well, 2nd Edition.

Consulting Accomplishments
Leigh is a skilled facilitator with an energetic style and sense of humor. Leigh has worked with clients for 20 years to:
- implement modern board governance techniques that empower staff to do achieve results and keep boards focused on the future and strategic decision making;
- identify and overcome barriers to organizational effectiveness in governance, staffing, communications, and programs;
- secure support for acceptance of significant organizational change, such as restructuring, governance redesign, strategic planning outcomes, name changes and dues increases;
- train volunteer and staff leaders to be more strategic in focus; linking market research to strategic planning.

Career Experience
Leigh spent 25 years as CEO of two international women’s associations. Prior to becoming an association CEO, she was assistant administrator of a 600 bed hospital in southern Maryland and a senior manager of several different health care organizations. She maintains her license as a registered nurse and has volunteered for eight medical missions to developing countries with Operation Smile.

Her practical and real-world advice to clients is borne out of her ongoing interaction with the ever-changing challenges that face non-profit and human service organizations in today's world. In addition to being a certified association executive (CAE), Leigh is a professional registered parliamentarian (PRP) who specializes in writing or revising bylaws and presiding at conventions. She is a frequent speaker and workshop facilitator on management, parliamentary pearls and perils, women’s issues and international meeting planning and management.

Education and Professional Involvements
A Fellow of the American Society of Association Executives (FASAE), she served on ASAE’s board of directors for three years and in 1992 won ASAE’s international management award. Active in other professional organizations, she has served on the board of directors of the Delaware Valley Society of Association Executives and the Professional Convention Management Association (PCMA) where she served as chairman of the board in 2006. She has also served on the board of directors of the National Association of Parliamentarians, the General Federation of Women’s Clubs and both the National and Virginia Easter Seal Societies.

Leigh is a graduate of George Mason University in Fairfax, VA with a bachelor’s degree in nursing and a master’s degree in nursing administration.
About Tecker International

Tecker International, L.L.C. is an international consulting practice focused on meeting the special needs of associations managing through change. The most successful approaches to research, strategy development, thoughtful counsel, facilitation, and education are carefully integrated to help its client’s organizations solve complex problems and reach new goals.

Clients define the attributes that distinguish Tecker International within the marketplace as including:

- Insightful counsel and talented facilitation that inspires thoughtfulness, commitment, and action.
- Expertise in the special dynamics and challenges of leadership in associations, non-profit corporations, and other voluntary environments.
- An unrivaled knowledge base of alternatives and insights gathered through experience with non-profit, for profit, and public organizations.
- Tools and approaches that make strategic thinking and learning both productive and enjoyable.

Glenn Tecker, Chairman and Co-CEO and Paul D. Meyer, President and Co-CEO and the other nationally respected consultants in the practice, have helped leaders to successfully “move ideas” through organizations serving a wide variety of industries, professions, and causes. The collective competencies of Tecker International enable us to provide the talents, skills and expertise needed to achieve each project’s unique objectives. The technical and technological resources of our firm help our clients achieve necessary understanding and support while avoiding unnecessary expenditures of time and money.

Working in partnership, consultant and client identify desired results, roles, responsibilities, and costs. Our commitment to a collaborative approach has enabled us to assist clients to produce thinking, experience, and outcomes widely cited as practical models and successful case studies.

Some recent assignments include:

- **Reshaping an organization’s structure and processes** to be better able to make a greater number of increasingly complex decisions more quickly with greater confidence.
- **Helping member and staff leaders build and sustain a collaborative partnership** and create an enabling culture which supports the organizations’ ability to act on its most important opportunities.
- **Converting an organization’s traditional planning into an ongoing process** for planning strategically and integrating governance, program development, performance assessment and budgeting with that process.
- **Repositioning an organization for success** in a more competitive environment by redefining a brand and value proposition better matched to the needs and preferences of key audiences.
- **Designing processes for managing an organization’s knowledge assets** that enable inventorying, cataloguing, sustaining, and accessing “content” regardless of its original “container”.
- **Defining organization-wide systems for new product and service development** within compressed timelines and appropriate levels of risk.
- **Constructing strategic alliances or consolidations** among like-minded organizations to increase membership value, improve program quality, and obtain cost efficiencies.
Please complete the evaluation for this breakout session!