

ORGANIZATIONS OF CHARACTER

EFFECTIVE BOARD WORKSHOP

**Organizations of Character:
Provide strategic intent to give the
organization has a strategic advantage**

BOARD WORKSHOP

- **What are Organizations of Character?**
- **Strategic Governance Model**
- **Strategic Planning**
- **Board Focus/Roles/Responsibilities**
- **Board Assessment**
- **Monitoring and Measuring Results**



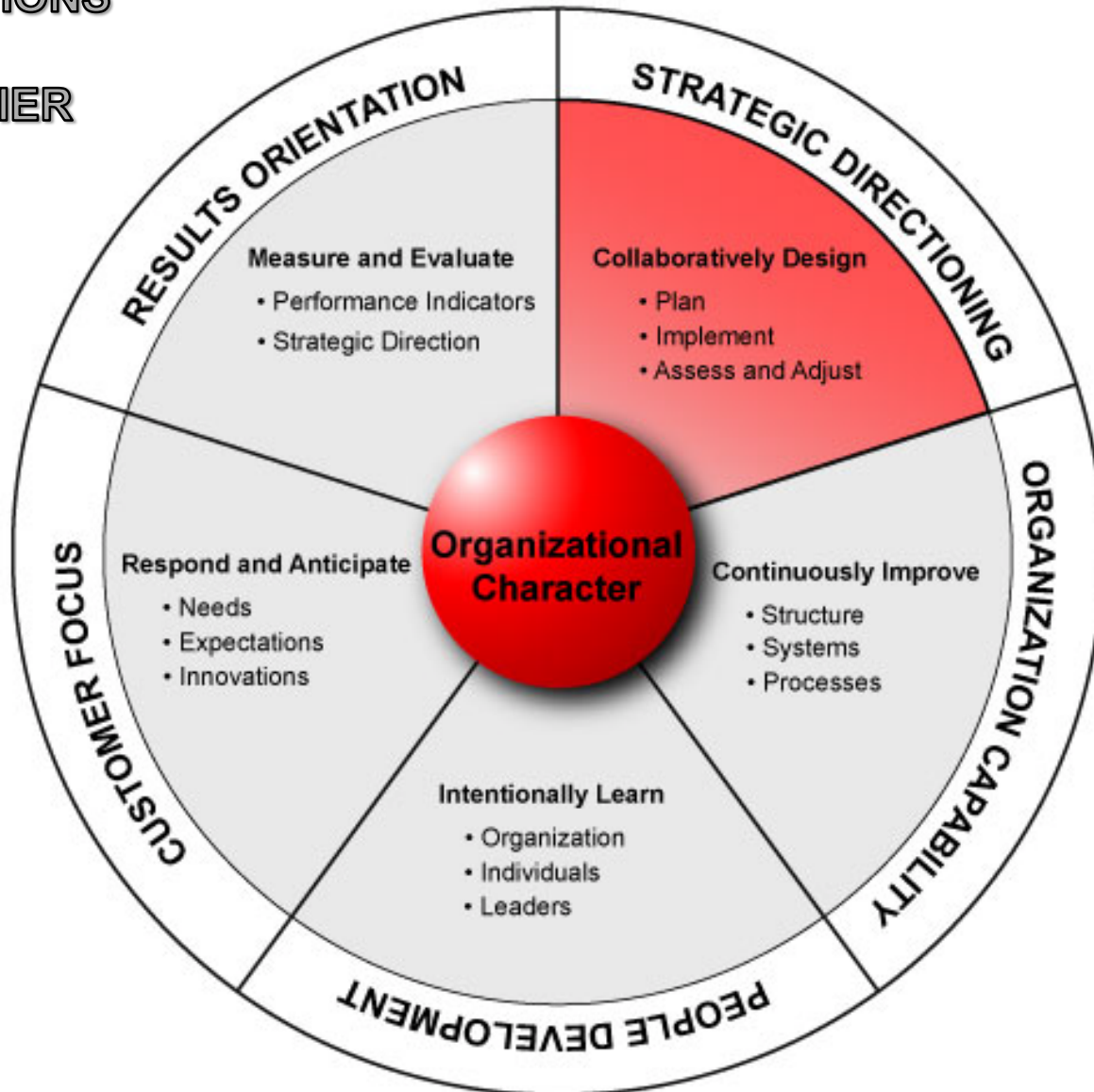
Organizations of Character™

Communities of integrity, discipline and value created by the stewards of human capabilities, resources and trust.

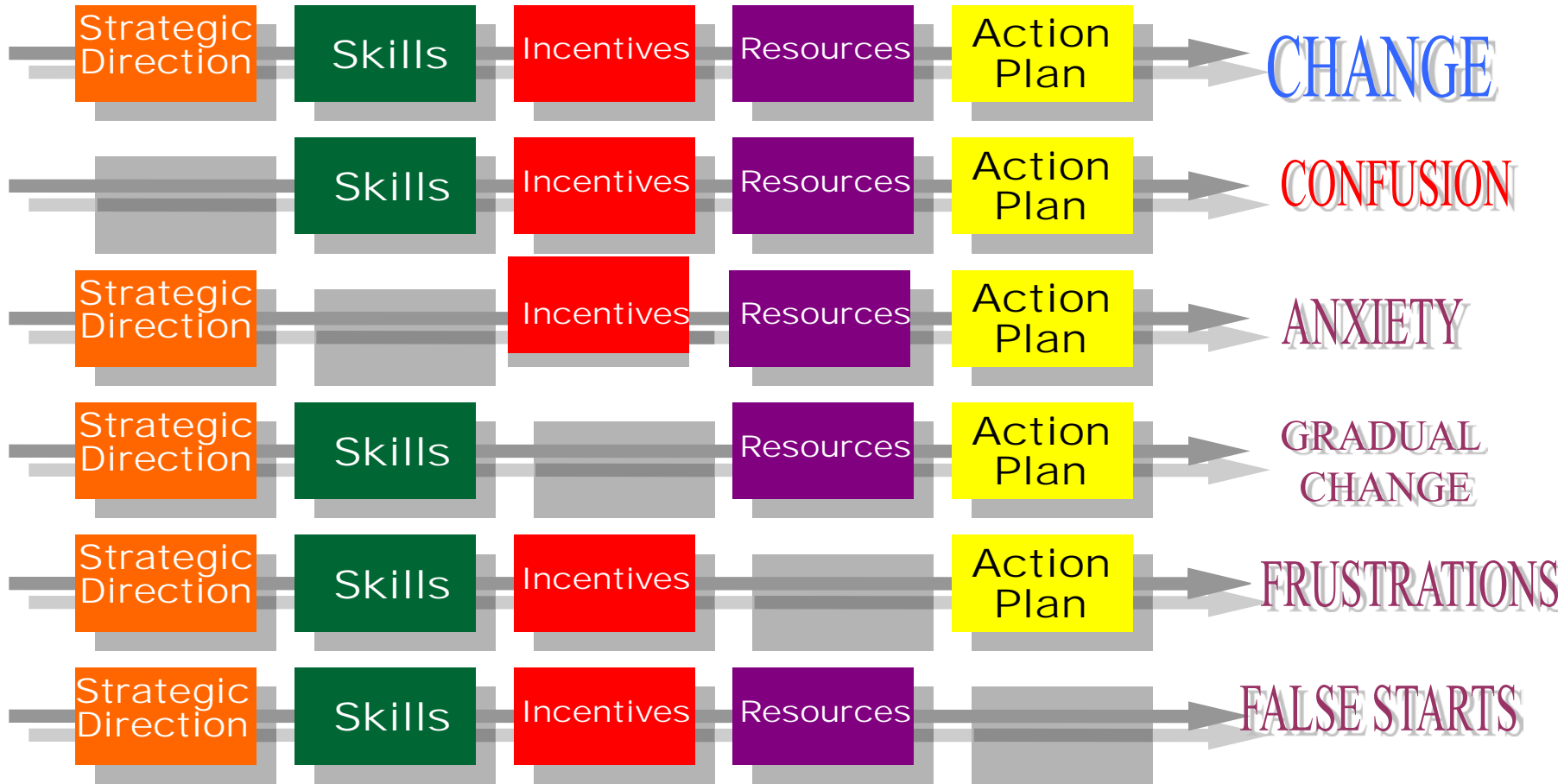


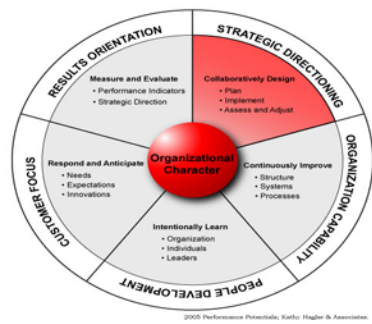
Every organization exists for a purpose. That purpose meets some need of others. Companies and institutions decide how they organize themselves to do the work necessary to fulfill that purpose.

ORGANIZATIONS OF CHARACTER



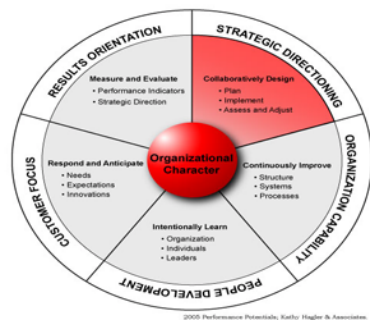
Managing Change





Board Governance Model





Board Governance Responsibilities

- Establish board self-management processes
 - Clarify organization's purpose
 - Connect to and represent owners
 - Delegate to executive
 - Assure performance

STRATEGIC GOVERNANCE MODEL

Board of Trustees

Strategic Governance Assessment

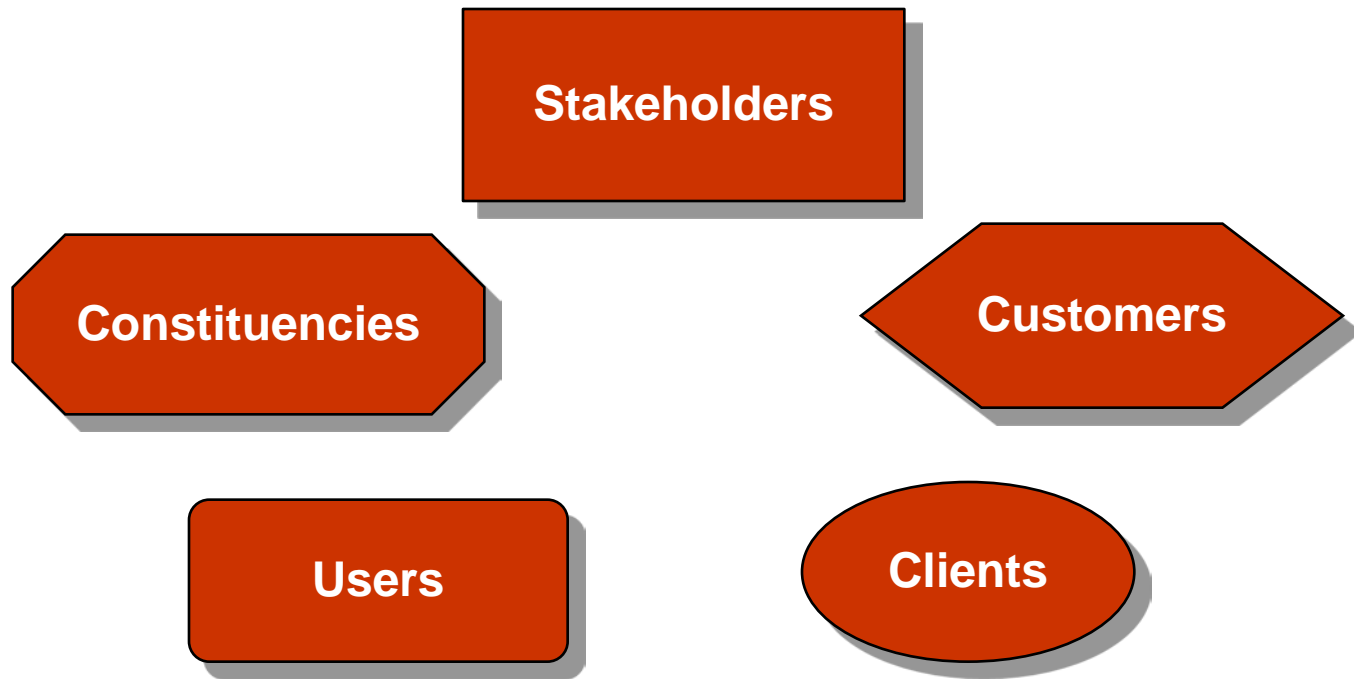
- **OVERSIGHT AND DIRECTION SETTING**
- **BOARD MEETINGS AND RELATIONSHIPS**
- **RELATIONSHIP WITH PRESIDENT**
- **STAKEHOLDER RELATIONSHIPS**
- **PERSONAL QUALITIES**

LET'S DO A PRE-TEST!

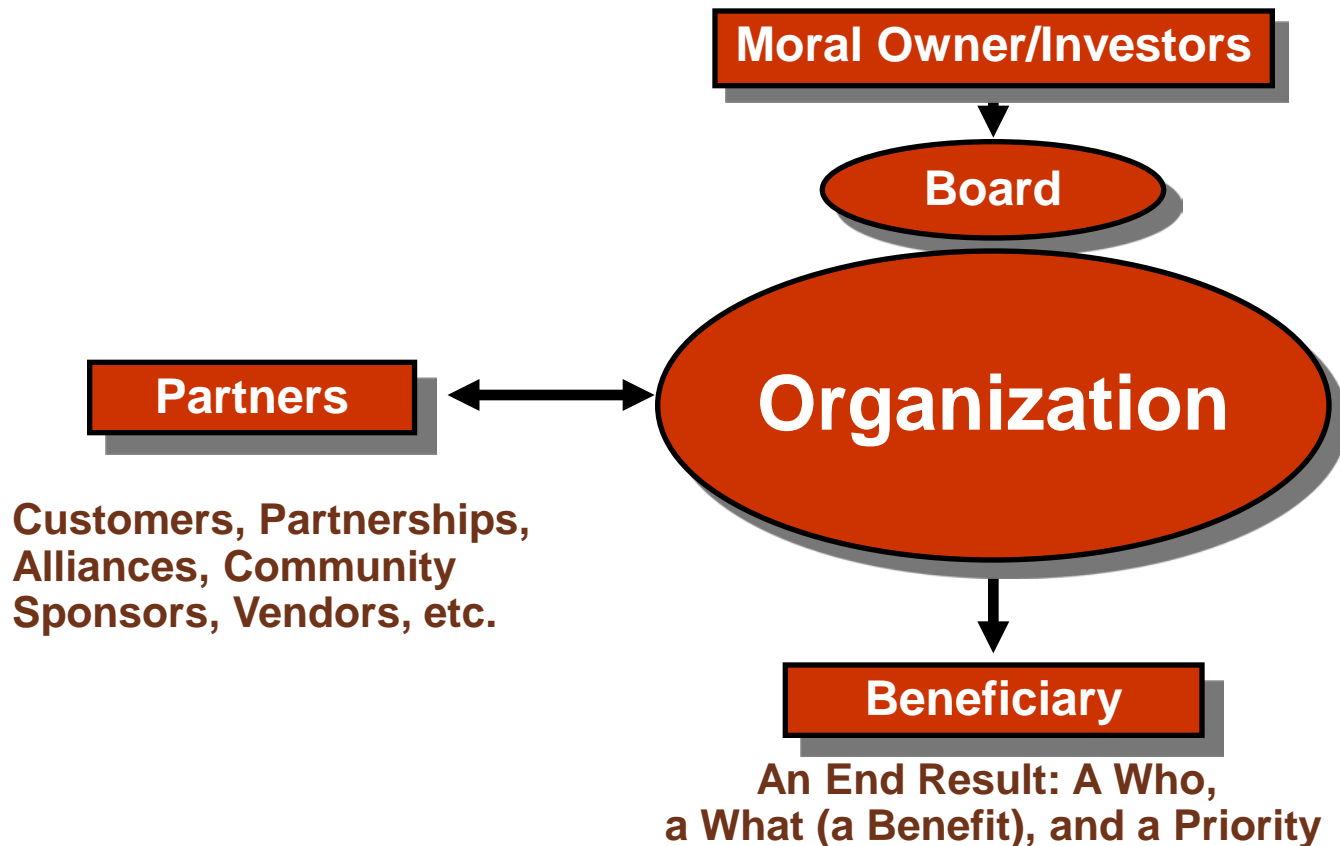
WHY ARE WE DOING THIS WORKSHOP?

1. What practices make-up strong boards?
2. What practices/behaviors cause weak boards?
3. What are value-added possibilities that boards can bring to the organization?
4. What threats should boards pay attention to?

Whom Does the Board Serve?



Whom Does the Board Serve?



OWNERSHIP FOCUS

Ends

The positive difference that an organization should make in the lives of people.



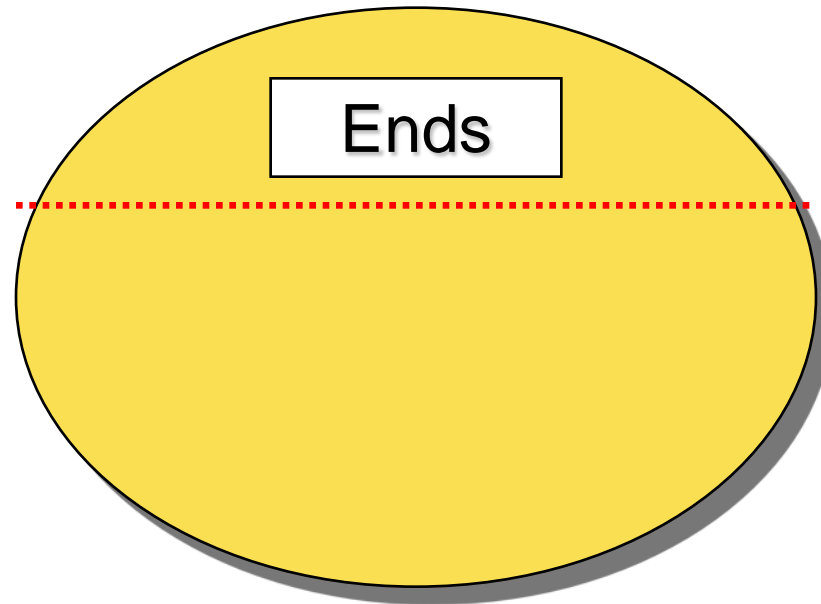
Ends: Three Elements

A group of people

The benefit they should receive

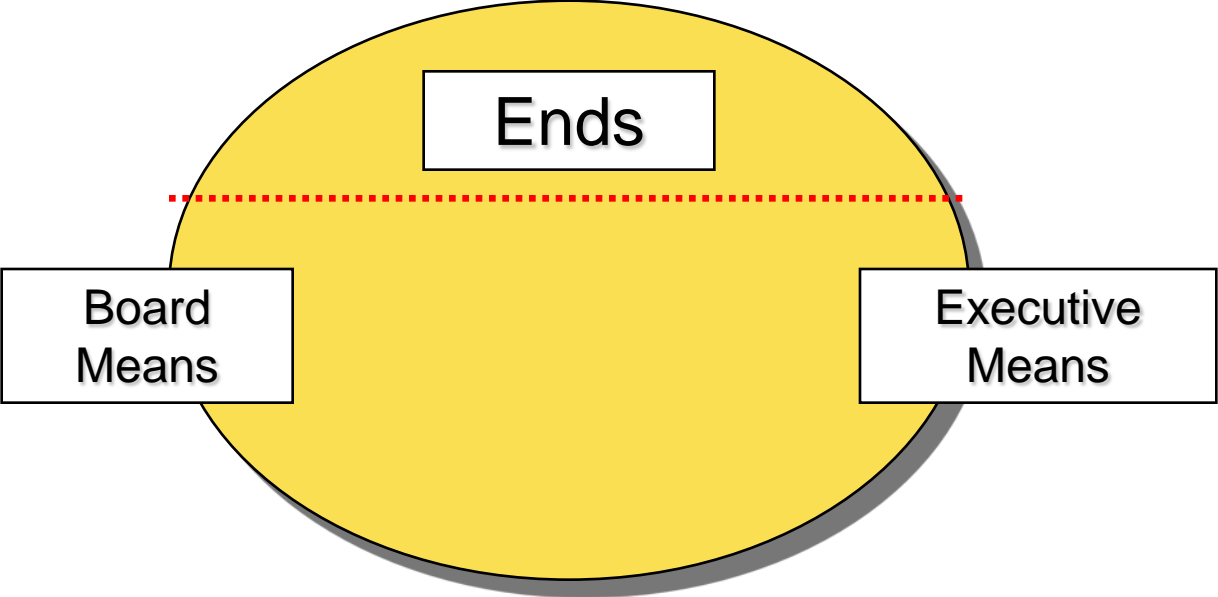
An acceptable level of cost for
benefit received

What are Means?

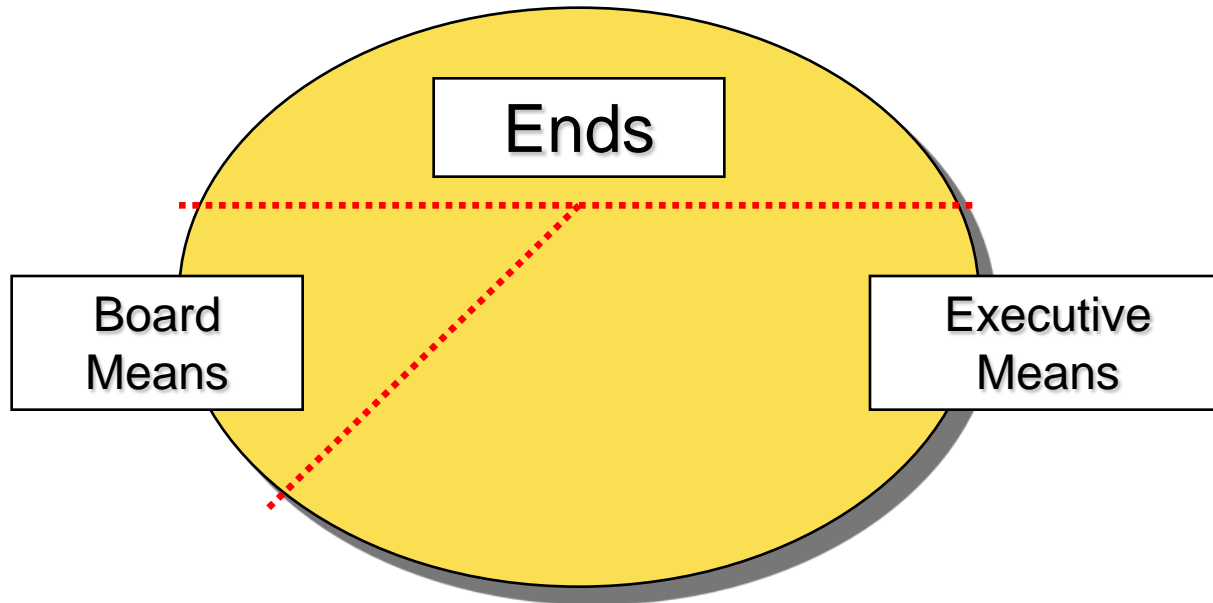


Anything that is not an End

Means: Board & Executive



What are Executive Means?



Anything that is not a Board Means

Board Governance Responsibilities



- Leadership Oversight

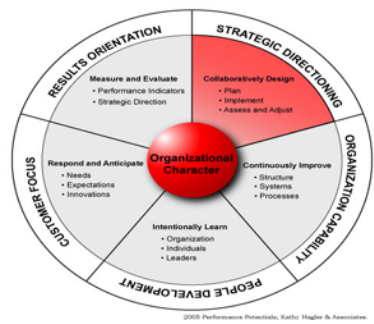
- ❖ Strategic Direction
- ❖ Policy Development

- Operational Oversight to Assure Performance

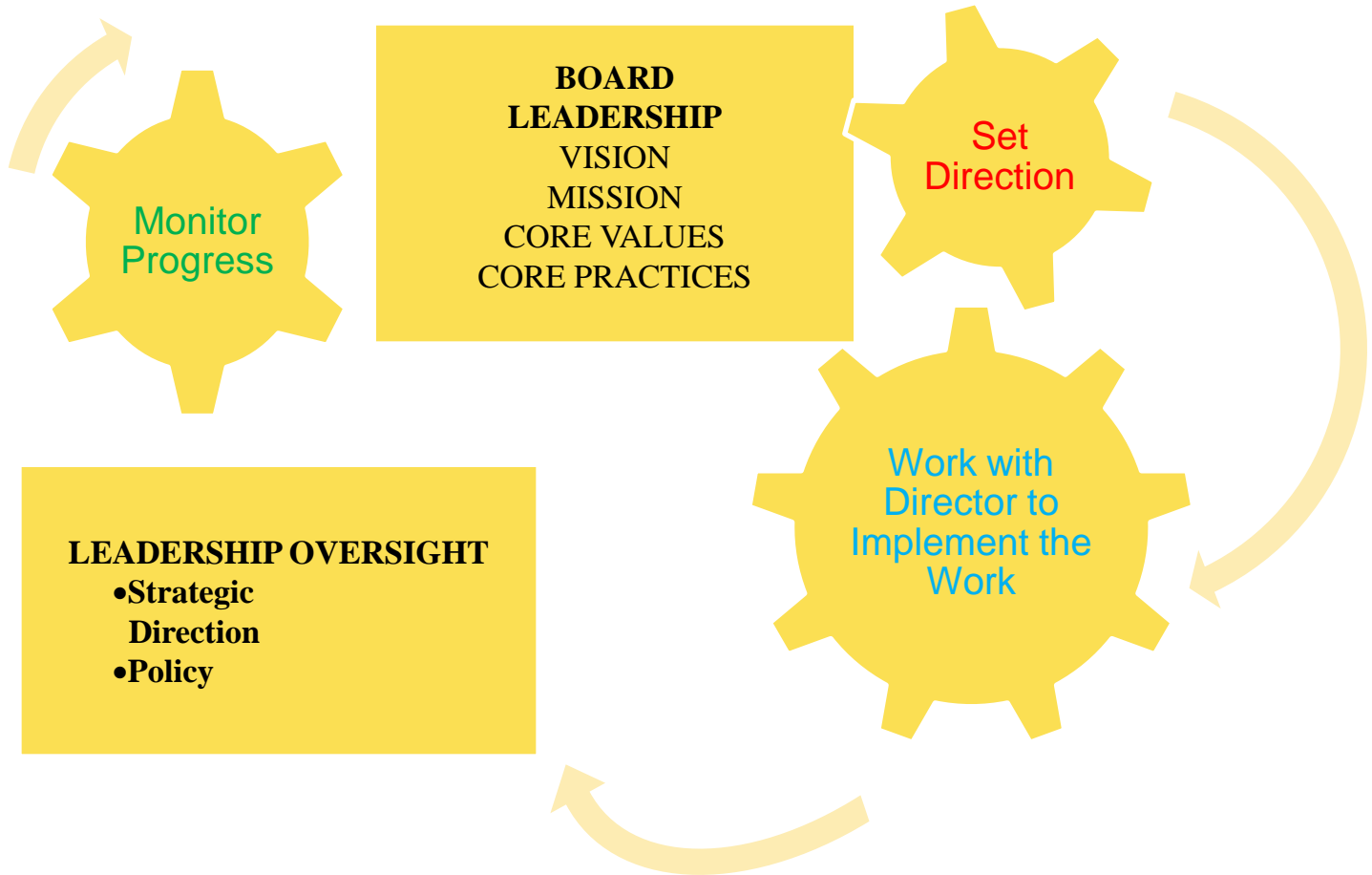
- ❖ Finance
- ❖ President
- ❖ Implementation
- ❖ Infrastructure

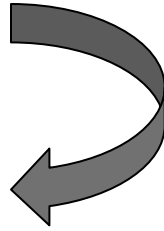
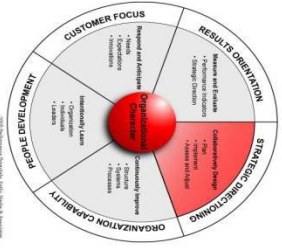
- Cultural Oversight

- ❖ Values and Climate



LEADERSHIP OVERSIGHT

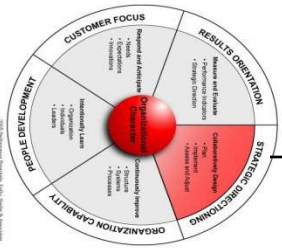




- Our Mission**
- Our Vision**
- Our Current Situation**
- Understand the gap**
- Our Goals and Strategies**



Current Situation



STRATEGIC PLAN

MISSION

Our purpose

Who we serve

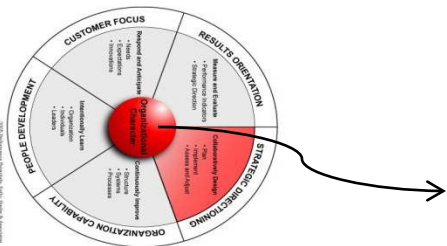
What are our products and services

VISION

Where we are headed

Our Values

Our evaluation criteria for organizational behavior and key decisions



ORGANIZATIONAL CORE VALUES

EXAMPLE

- Acting with integrity
- Serving all in an atmosphere of caring
- Sustaining our quality of life for future generations
 - Respecting the dignity of opinions
 - Innovating for the 21st Century
 - Leaving a legacy of learning

STRATEGIC PLAN IMPLEMENTATION

EXECUTIVE TEAM WORK

- Communicating the plan to different audiences
- Establishing your Key Performance Indicators
- Determining leads, sponsors
- Establishing priorities
- Establishing reporting protocols and schedules to Board

Implementing OUR PLAN

- Report on progress
- Determine the rightness of the direction based on the KPI's
- Review in terms of overall goals
- Check progress toward the Vision

ADJUST

ACTION

APPROACH

- Review the Initial Strategies
- Confirm that these Strategies and actions are key steps to achieve the Goals
- Revise/add as appropriate
- Create an action plan
- Implement
- Communicate, Communicate

- Hold Community Conversations
- Inspire Shared Vision
- Determine the Goals and Strategies
- Communicate our Direction
- Prepare for Strategy Implementation

Implementation principles

- Establish clear ownership/sponsorship for each goal
- Utilize existing responsibilities and committee structures wherever possible
- Only create new teams/committees where necessary to ensure successful implementation
- Each owner/sponsor will review and modify their team's membership to ensure broad stakeholder representation and needed expertise is on teams
- Use consistent processes, templates and reporting across all goals and strategies
- Steering Committee will oversee the implementation of the entire plan

BISHOP KELLY HIGH SCHOOL



**Strategic Plan
2010 - 2015**

PSSC CAREERS!

GOALS

**VISIONS, MEASURES,
TIMELINE**

Blue: C

Changes from
last version in
yellow

Strategic Priorities

X= continuing

PSSC's operational plan

Completed



= addition since last revision

Strategy 3.a Develop and implement increased opportunities for students to practice and prepare for industry assessments, advanced placement opportunities, and college credit bearing courses

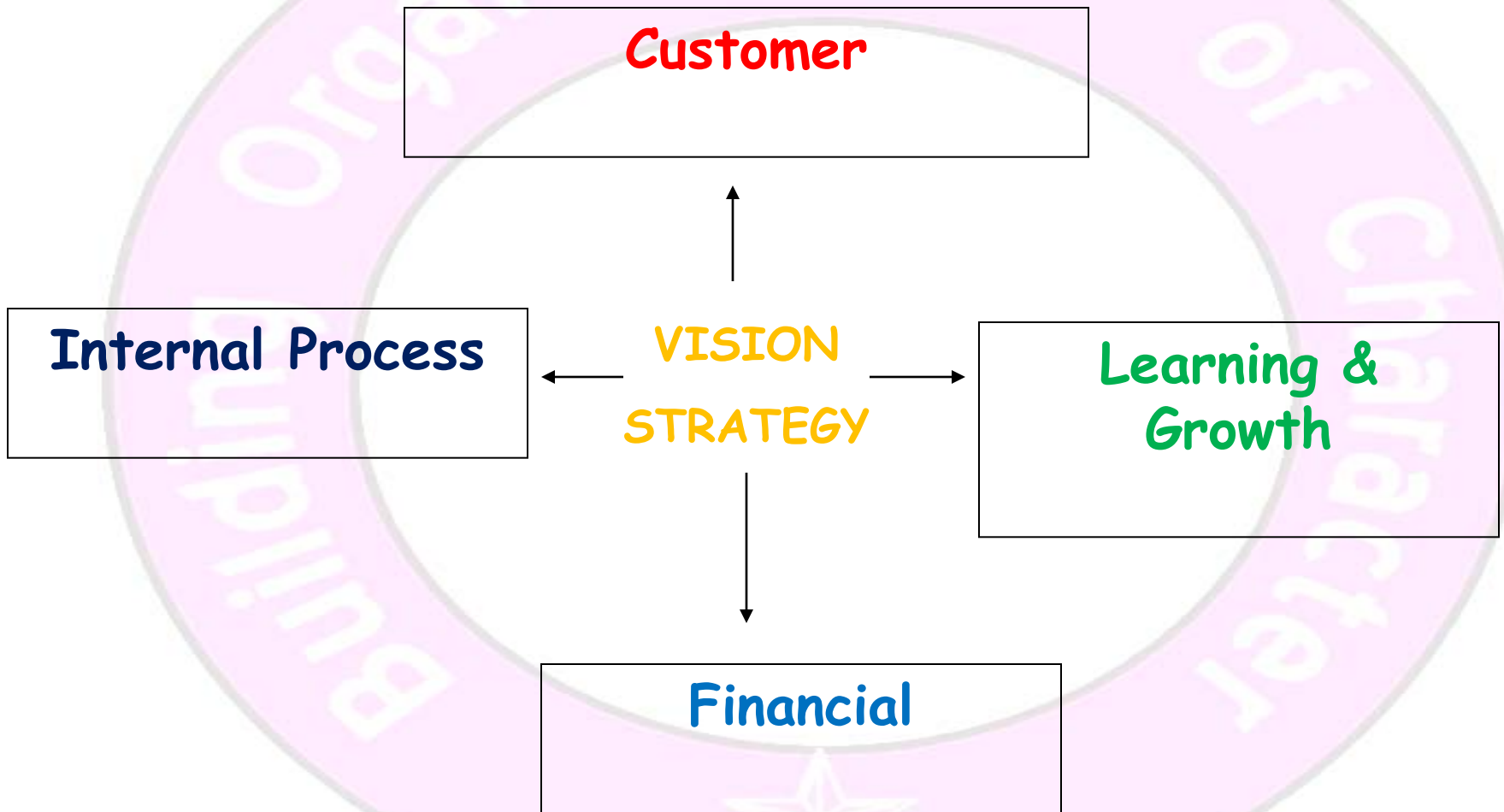
ACTIONS	IMPLEMENTER	RESPONSIBLE PERSON	TIMEFRAME	Completed	Operational Plan
3.a.1 Create internships that model CTE programs	All instructors	Dave			
3.a.2 Adjust curriculum to lead to industry certifications	All instructors	Dave			
3.a.3 Increase industry interaction with students in the classroom	All instructors	Jay	Sept and continues	X	X
3.a.4 Increase number of classes with AP certification	All instructors	Jay	Sept	✓	X

CLARK COUNTY SKILLS CENTER

STRATEGIC PLAN

ANNUAL REPORT

The Balanced Score Card Provides Evidence of Strategy





2005 Performance Potentials; Kathy Hagler & Associates.

**LET'S RETAKE
THE
ASSESSMENT**



**CREATING YOUR
ACTION PLAN**