



COLLABORATION, CREATIVITY, AND DECISION- MAKING: HOW TO HAVE A BOARD AND A STAFF THAT WORK TOWARD A SUCCESSFUL FUTURE



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Association of Jewish & Family Children's
Agencies



Our Objectives

- 1) How to minimize destructive conflict in organizations;
- 2) How to improve decision-making in Boards and Staff;
- 3) How to maximize productivity and creativity with limited resources

Board and Staff: Roles Defined

Board:

- 1 The Mission
- 2 The future
- 3 The financial health
- 4 The Executive Director

Staff:

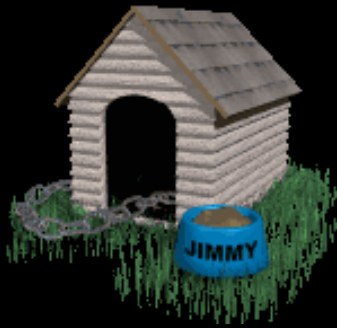
- 1 The operations/services
- 2 Implementing the plan set by the Board
- 3 Community relations

Why is collaboration and creativity more important than ever?



When things aren't working...

Public Relations

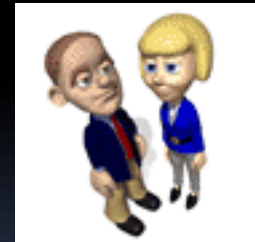


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A Few Stories...

- Where's the money?
- Who's in charge?
- Let's be creative and make money



Building the team...

A cohesive Board:

- majority carry out their responsibilities
- a strong president
- open discussion, disagreement, and cohesion after decisions are made
- minimal gossip, intra-board conflict
- one* clear message to Executive Director
- not afraid to fund raise
- ambassadors for the organization

Building the team...

A strong Executive Director...

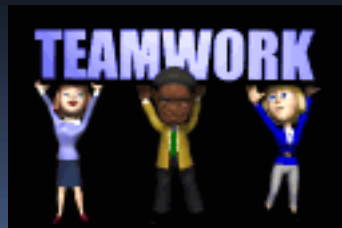
- manages staff to achieve maximum productivity with high morale
- respects direction provided by Board
- communicates with Board as necessary
- maintains excellent community relations
- does not recruit Board or divide Board

How to maximize group process

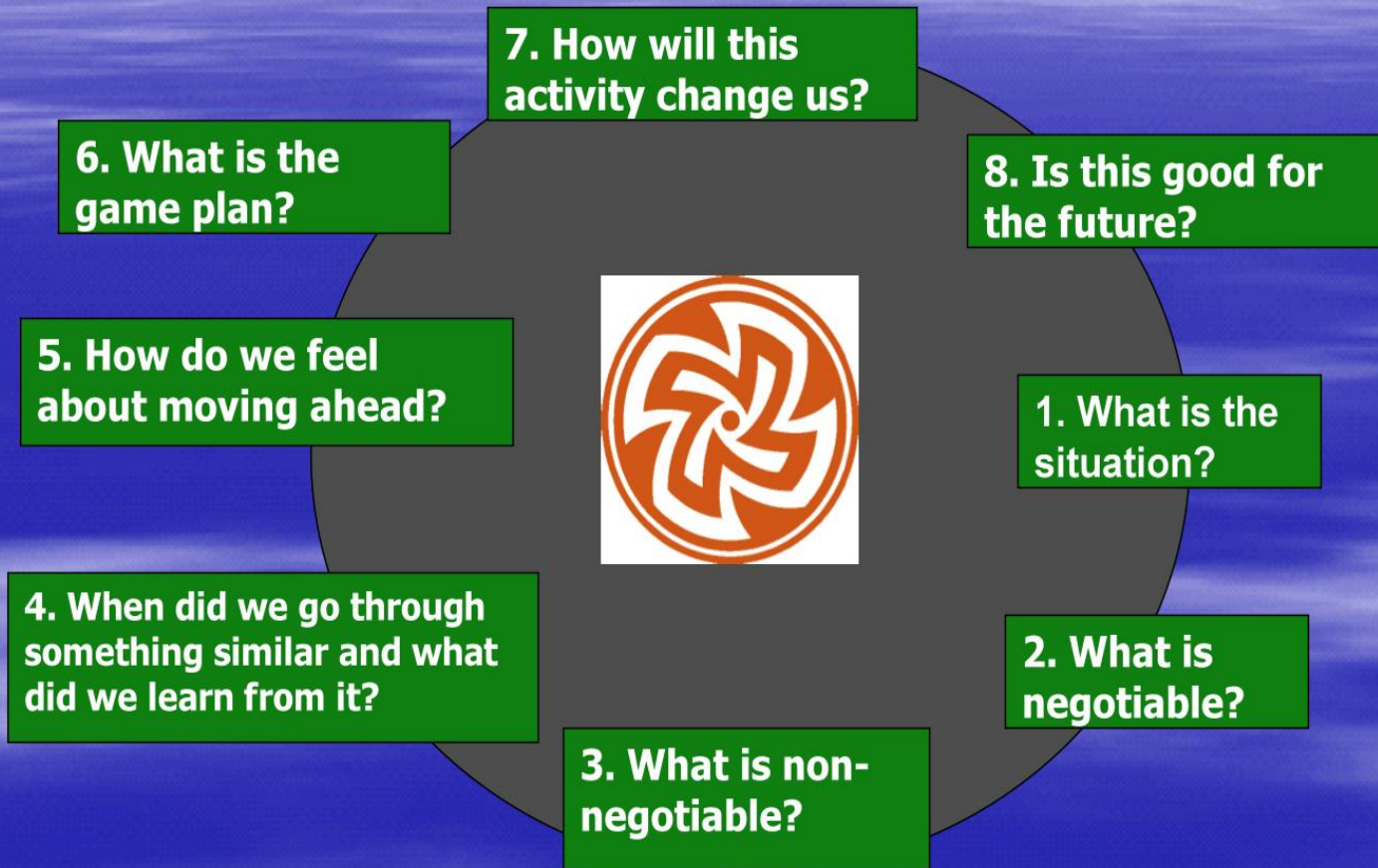
- Recruit and retain the right people
- Stay out of the minutiae and focus on the big picture
- Hold everyone accountable – Board members and the E.D.
- Manage ONLY the E.D.
- Conduct annual Board and E.D. reviews
- Allow for open disagreement with delineated boundaries

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- Developed in 1996
- When used, assured increased collaboration and creative problem-solving
- Ingredients include: Kabbalah, Buddhism, Native American Medicine Wheel +
- Can be used for planning and/or resolving conflicts



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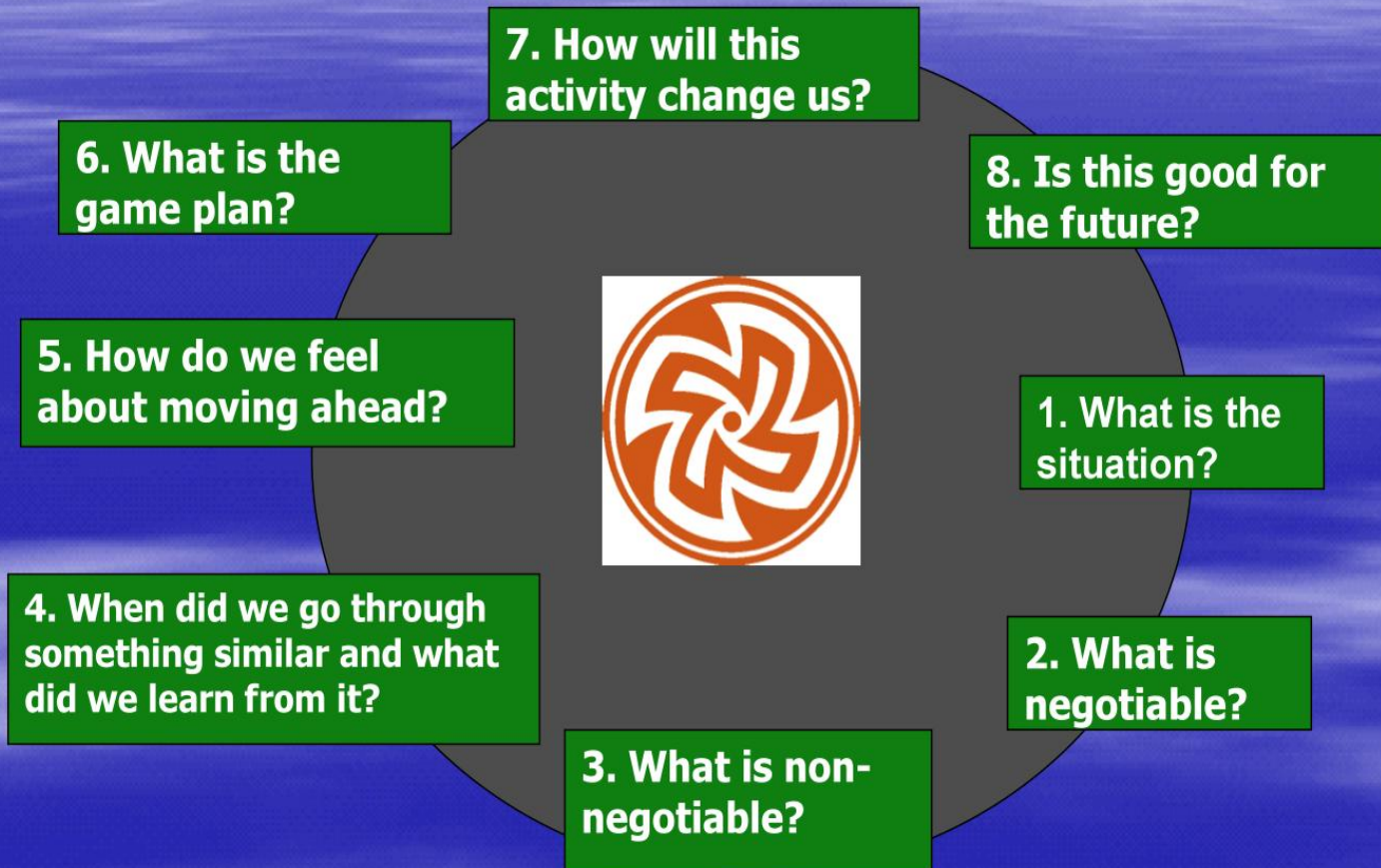
Key Aspects of The Working Circle

- Everyone asks all the questions together
- You can go back and forth among Questions 1-5, but don't go to Question 6 until you have thoroughly answered 1-5
- Always answer Questions 7 & 8, as that assures group understanding and a focus on group intention
- Write answers to questions and the game plan and distribute to everyone who participated

What is your situation?

- State the situation that requires investigation, analysis, resolution in one sentence. It should not include judgmental statements
 - Example: We need a well defined strategic plan for 2011 ~ 2014
 - Example: We need to improve the relationship between the Board and the E.D.
 - Example: The Board wants the E.D. to have a more motivated, productive staff

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Next steps...

- Communicate what you have come up with to the appropriate parties – the rest of the Board, the Executive Committee, the E.D.
- Establish a time line, levels of responsibility
- Determine how you will know if you succeed or not
- Set up meetings over time to measure progress

Most important!



- Be consistent!
- Hold people accountable
- Communicate successes and failures to the Board and to the E.D.





Thanks for attending!



We offer free online assistance – just email us at www.TheWorkingCircle.com and you will receive a confidential response within 2 business days.

