



Board Engagement Survey

Issue Manager (IM) Team

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Board Survey Synopsis

- ▶ The report provided a high-level analysis of the themes that emerged from the board survey.
- ▶ The overarching theme from everyone's feedback is the need for clarity.
- ▶ Clarity can be achieved in four opportunity areas:
 - ▶ structure,
 - ▶ the rules of the game,
 - ▶ recognition, and
 - ▶ identity.
- ▶ The report does not delve into recommendations or specific tactics to address the opportunity areas.
- ▶ Those ideas ought to come from the people in the room who decide what solutions would be most meaningful for the group.

Clarity

- ▶ Sources of conflict appear most when individuals in the group lack clarity.
- ▶ This muddiness stifles creativity, raises tension between individuals, and limits how far each person is willing to put themselves out there with ideas, recommendations, or elevating barriers to discuss.

Brian's definition of clarity:

When there's absolute clarity, there is no gray area preventing anyone from being able to perform to the best of their abilities. We do an exercise with groups where participants sit back to back, one with a simple drawing of an object while their partner has paper and pen. The person with the picture has to explain to their partner how to draw without using obvious words like "draw an arm" or "put a food in the middle." The question is - can we both get to a point in our relationship where we can draw the same picture? If we ask the Board "what's the roles of a HAB member?" or "what do we need to create the best advice?" can we all draw the same picture? If not, we don't have clarity. Values, cohesiveness, trust, structure, rules and norms, all these things play a role in creating organizational clarity.

Structure

- ▶ This refers to technical components including
 - ▶ roles,
 - ▶ meeting cadence,
 - ▶ agendas,
 - ▶ breakout sessions vs. group discussions, and
 - ▶ culture

Rules of the Game

- ▶ Groups only go as far as the individual members are willing to extend themselves.
- ▶ If members do not know where they can push for innovation and be creative, the group never pushes itself.
- ▶ This limits growth and contributions.

Recognition

- ▶ This does not mean celebration or personal accomplishments.
- ▶ What is referred to is clarity, being able to easily recognize something in key areas such as
 - ▶ mission progress,
 - ▶ value of contributions, and the
 - ▶ overarching value proposition of the HAB.

Identity

- ▶ Trust includes 3 components -
 - ▶ Knowledge, our experiences with one another.
 - ▶ Calculus, the individual rules we all have internally such as communication or leadership style.
 - ▶ Identity, what we know about a person's experience, skills, strengths, and personality.
- ▶ Conflict arises when two individuals have differing ideas.
 - ▶ The better we understand those differences and learn to value them, the higher performing we become as a group.

Conclusion

- ▶ The report is intended to give direction and language around how the board can take meaningful action to deepen cohesion and reduce sources of unhealthy conflict.
- ▶ It is not meant to be one-size-fits-all or a silver bullet.
- ▶ That work becomes the responsibility of the Board, the executive committee, and potentially a issue manager (IM) team.
- ▶ The solutions exist within the people in the room and next steps are for those people to determine what works for all members of the HAB.