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### Seward CASA Board Development Workshop

Heartland Center for Leadership Development

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Seward CASA Board Development Workshop  
February 21, 2009

10:00 a.m.      Opening and Introductions  
                    About the Heartland Center  
                    Agenda Review

10:10 a.m.      Six Basic Elements of Board Operations

Trainer reviews the agenda for the day and introduces the six basic elements, with an explanation of each (Page 1). Participants are asked to indicate, in the left margin, what percentage of time their board devotes to each element and, in the right margin, what they think is about right. After individuals report back and their ratings are recorded on a flip chart, trainer leads group discussion on how the board operates today vs. what board members would prefer.

10:45 a.m.      Self-Ratings

Trainer asks participants to rate themselves using the scale on Page 2, then engage in some sharing of what they think their particular strengths are and what additional skills or experience they may need when they start recruiting for expanded board membership.

11:00 a.m.      What Board Members Expect of Themselves and Others

Trainer reviews the lists and bullets on Page 3, as a summary of key board responsibilities, and answers questions or facilitates discussion within the group.

11:10 a.m.      Stages of Group Development

Trainer reviews the stages of group development beginning on Page 4, and asks the participants to engage in some group self-reflection on where they are along the stages path. Trainer concludes by pointing out that, when group membership changes, it likely will need to step back a page or two, emphasizing the importance of orientation for new board members as membership expands.

11:40 a.m.      Characteristics of Effective Groups

Trainer reviews the characteristics on Page 7 and the assessment tool Diagnosing Group Behavior on Page 9. As time allows, participants may rate their board on the 1 to 5 scale.

12:00 p.m.      Lunch Break

12:30 p.m.      Managing Conflict

Trainer refers to the 12 Winning Strategies for Managing Conflict on Page 10, but does not dwell on this resource unless the group indicates they'd like to spend some time with it.

12:35 p.m.      Meeting Effectiveness

Trainers ask each participant to write down three things that get in the way of meeting effectiveness. After a few minutes, everyone is asked to report, first, one item from their list as trainer records on a flip chart. In turn, all items are reported and recorded. Trainer leads a group discussion on how to overcome the obstacles listed.

1:00 p.m.      Techniques for Improving Meeting Effectiveness

Trainer refers to the meeting effectiveness tools beginning on Page 12, noting especially the Nominal Group technique (Page 16), which we used a few minutes ago. Trainer explains how this technique helps expand both creativity and buy-in from group members.

1:10 p.m.      Guidelines for Working Together in Community Development

Referring to the Tropman article, trainer refers to the Obstacles to Effective Group Decision Making:

- Problems of Procedure, such as focus by members on single issues.
- Problems of Process, such as the Abilene Paradox (Page 19), and
- Problems of People, such as personality differences.

Trainer ends with reference to Decision Avoidance Psychosis, Page 21.

1:30 p.m.      Philosophy of Motivation

Trainer refers to the resource on motivation, Page 28, but only briefly and pauses briefly on the Dimensions of Board Activities to review the frameworks within which board action takes place.

1:45 p.m.      Ethics of Board Members

Participants are asked to list, on their own, up to three ethical standards of board members. Trainer again takes ideas one by one, listing on a flip chart. Trainer facilitates a discussion on how ethical considerations weigh in as boards walk through their responsibilities. Trainer summarizes by reviewing the resource on Ethics and Accountability on Page 30.

2:00 p.m.      Recruiting New Members

Trainer asks each participant in turn to share how they were recruited for this board. What made you say yes? Trainer records list on flip chart, and then facilitates a discussion around how you would recruit someone else to serve on this board.

2:30 p.m.      Ten Ideas for Recruiting New Board Members

Trainer ends the workshop with a review of the 10 Ideas, Pp. 31ff.

2:50 p.m.      Review of Today's Agenda and Preview of Next Time

3:00 p.m.      Adjourn