

THE EFFECTIVE & POWERFUL BOARD

Goals

1. To state the processes that lead to an effective and powerful board.
2. To list the general organizational standards to be considered to promote clear, accurate, and appropriate board discussions and final decisions.

The EFFECTIVE board (by any title, kind, and purpose), board leader (by any title), and board members are usually a result of appointment or constituent/member voting. The *assumption* (and literal hope) is that the board leader and selected board members are intellectually capable, knowledgeable, and astute about the board's intentions and organizational standards.

The POWER of the board leader and board members comes from the ability to accurately and collectively solve constituent/member problems and understand the consequences related to their board decisions that are supported the board's organizational standards. The board leader and board members are granted the right/power to determine and, in some cases, perform board expectations on behalf of constituents.

When a voting system determines the individuals/constituents to be on a board, it is common that the “winners:”

- Have a recognized history of past positive board involvement, and/or obvious board support.
- Have a recognized personal investment in the current and future success of constituents or constituent responsibilities.

Be wary—A board leader attempting to establish a known effective and powerful board that produces appropriate decisions and responsible outcomes is usually a complicated process. It requires leadership skills of cognitive/intellectual ability, related psychomotor skills especially skills of overt courtesy and kindness, and an attitude of constituency appreciation for their support and relevant concerns. Breaking this trust as a leader is forever a personal mark of failure, distrust, and overall incompetence which can last a lifetime. However, a successful leadership meeting or going beyond all positive leadership expectations brings a sense of leadership trust and security that tends to dismiss feelings of possible leadership failure. Therefore, be the leader that emulates stability of purpose and devotion to the quality standards of the organization.

Laissez-Faire Discussions Versus Organizational Standards Discussion

The documented board organizational standards are established to provide the basis for appropriately directed board constituent discussions, processes, and decisions. Whereas, a laissez-faire

(minimally directed) discussion approach introduced and supported by a board leader occurs without identifying/referencing an appropriate organizational standard(s) that will guide a board conversation to produce appropriate decision-making. Without initially establishing at the beginning of a discussion there is an increased chance of board members migrating in thought and verbiage which discounts the support of the organizational standards. Laissez-faire communications support sloppy thoughts (a circus of thoughts), excess time-consuming inappropriate comments, and thoughtless misguided non-productive outcomes that fail to support the reasons for the board's existence.

The goal is to direct clear thinking and common-sense decisions for appropriate board decision-making. Therefore, it behooves the leader to conduct all board proceedings with a specific agenda and controlled objective discussions *enhancing and supporting the pre-established board organizational standards—therefore, discouraging laissez-faire communication.*

The Entropy Happening

An unstructured board without the active use of established organizational standards naturally migrates to dissolution, randomness, and unstructured chaos. Such a natural universal movement tendency in ALL THINGS is called Entropy. Therefore, this proven natural scientific happening supports the need for organizational standards as a guiding force for all board

discussions, supportive statements, and problem-solving as a prevention of overt Entropy.

List Of Organizational Standards

- Philosophy of the organization
- Mission of the organization
- Purpose of the organization
- Short-term objectives of the organization
- Long-term goals of the organization
- Job descriptions of the leader and board members—expected knowledge, psychomotor ability, kindness, supportive behaviors, attitude, and reasons for board membership termination.
- Frequency, time, and location of meetings

Closing Reminder: The Board Leader's Responsibility

The leader is responsible for directing board members' behavior and conversation as they consider all pros and cons related to any subject being discussed. Even though some topics during a board meeting become contentious, the leader's ability to manage different personality behaviors and emotions expressed regarding any ideas/concerns/pros and cons requires leadership calmness and an intellectual focus. Focus on organizational standards as a part of leadership guidance is required. It should be expected that

board members' opinions about any subject being discussed may vary; however, there is a necessity for respectful focus on the many aspects related to the topic being discussed and always requiring board members to relate their considerations, recommendations, and decisions to the established organizational standards.

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Recommendation: Review of Job Description article on the author's website: leadershippoweronline.com