

PRESIDENTIAL GUIDE TO MANAGING NEGATIVE BOARD OF DIRECTOR'S BEHAVIOR

GOAL: To control and monitor members of the board of directors behavior as president of the board of directors.

Hopefully, with intent and purpose at each board of directors' meeting, they (the chosen few) enter the board of directors meeting room accompanied by the board of directors' president. Quietly, they take their appointed seats facing any constituent attendees. The president addresses or distributes the agenda, the microphone for recording is turned on, and the meeting commences according to the state regulations and whatever other sharing processes are established, outlined in writing, signed, and dated by each member of the board of directors—all this under the keen, watchful eye of the president of the board of directors. The president then begins to recite the board of directors' organizational standards--Philosophy, Definition, Mission/Purpose, Long Term Goals, and Short-Term Objectives currently being addressed. All the stated organizational standards are expected performance by members of the board of directors on behalf of the constituents. The president requests the members of the board of directors to stand and invites the constituents to do likewise. Everyone in the room faces the American Flag and becomes united in their verbal Pledge of Allegiance to the Flag of the United States of America—the democratic platform for the board of director's proceedings.

As mentioned above, this is just the beginning of a board of directors' expectations. As you see, the selected individuals were appointed (in some way) to represent their constituents, not only for the hour(s) of a scheduled board of directors meeting in a designated conference room but also in their community at large—their lifestyle, desires, thoughts, legitimate concern for others, etc. Accepting this responsibility as a member of a board of directors on behalf of their constituents comes with an expected all-encompassing level of reasonable goodness, exemplary behavior expectations in and out of the designated conference room, and the everyday practice of a democratic and respectful way of life.

However, some members of the board of directors can sometimes forget their constituent's *all-encompassing* role expectations! Even they, as members of the board of directors and supposedly the "finest" of the constituent population (and trusted to be so), too often lose their way in trying to set positive and personally conforming examples of expected civil, moral, ethical, and honest behaviors in their everyday personal lives--especially in the presence of constituents and others who know their expected role as members of the organization's board of directors.

Historical and recent evidence has shown that if a member of the board of directors intentionally performs against the expected goodness of the board of director's role, a wide net of disrespect is cast. This wide net of disrespect now includes a pervasive negative feeling regarding all persons on that board of directors and others willing to tolerate, participate, or support the negative behavior. With the overt negativity seen or heard, all members of that board of directors and the constituents of the board of directors are quickly and negatively judged. So, you see--the negative behavior of just one member of the board of directors in any given situation often becomes a pervasive negative problem for the entire board of directors and its organizational population.

PRESIDENTIAL INTROSPECTIVE THOUGHTS AND CONSIDERATIONS

A giant consideration and question of presidential responsibility is this: How does a president of a board of directors (the intended rule-maker, manager, and leader of all aspects of board performance and democratic happenings) control the negative behavior of one or more of the members of the board of directors? The problem to be addressed is the negative behavior of any member of the board of directors that negatively reflects on the overall positive intentions, organizational standards, job descriptions, and positive team players who trusted their choice for that management and representation.

The Answer: The president holds members of the board of directors accountable through a Criminal Background Check and a job description. The job description represents the ongoing personal accountability of the board of directors' positive and supportive cognitive knowledge related to their assignments, their overall behavior and actions, and their attitude about their role and responsibilities as a member of the board of directors. Compliance with these expectations results in a positive representation of all constituents and curtails negative board of directors' behavior as a representative of their values and interests for success.

Sometimes, even the best of us must be reminded that others measure the worthiness of our positions (any position) with an eye on our appropriateness of behavior in our personal situations and all aspects of our other behaviors. Otherwise, others think (and rightfully so) that if a person cannot make appropriate *personal* decisions regarding behavior away from the board of directors' role, how can a member of the board of directors make responsible decisions on behalf of constituents?

A MEMBER OF A BOARD OF DIRECTORS EXPECTED BEHAVIORS—THE JOB DESCRIPTION

One of the profound expectations of the board of directors' president is writing the job description of the board of directors' members. One of the main general concepts to be shared and enforced with the boards of directors by a board president is that the role of a member of a board of directors and representative of constituents requires *discipline* in behavior when in the conference meeting room and the community of constituents and non-constituents.

Each board member must understand, sign, and date the job description content. It is also the president's responsibility to ensure that there is no positive criminal background—that is, a criminal background check is to be done on each member of the board of directors and any other person who has anything to do with fiscal or money responsibilities. Therefore, constituents trust that the president of the board of directors is watchful regarding the history and current behaviors of each member of the board of directors. The presidential role also requires reprimanding of negative behaviors by all/any member(s) of the board of directors that reflect negatively on compliance with their job description and the organizational standards. Any person on or off the board of directors responsible for managing funds/money must have another compliant person on or off the board of directors co-responsible and co-signing for the correct recording of all acceptance and distribution of funds.

NOW--There is *another* concern---it is the expected behavior as a member of the board of directors away from the meetings that shows an element of personal psychological astuteness, critical thinking, and

common sense (The Three Amigos). When a member of the board of directors practices the positive “Three Amigos,” it is not just expected to occur at the board of directors’ meetings. The “Three Amigos” intellectual thought process must be a daily routine of a stable, intelligent, and responsible member of the board of directors. The eyes of constituents (and others) not only recognize the person as a board member, but they also recognize, remember, and determine the *appropriateness* of a member of the board of directors’ behavior away from the board meeting and the decisions they make as their representative. A positive correlation exists between responsible constituent representation in the board of directors conference room and responsible choices away from the board of directors’ role.

PRESIDENTIAL CONTROL OF NEGATIVE BOARD OF DIRECTORS INDIVIDUAL BEHAVIORS—THE JOB DESCRIPTION

The board of directors’ president has management responsibilities in addition to being a role model. A board president is not intended to be a board of director voting role—it is an administrative management and leadership role. The signed, dated, regularly reviewed expectations of every member of a board of directors (job description) are the responsibility of the Board of Director’s president. Noncompliance to a board of directors’ job description or restitution to unacceptable job description behaviors is clearly stated in writing on each job description as a reason for dismissal by the president from the board of directors -- regardless of constituent support.

The role of the president of a board of directors requires a stable, honest, and forthright person of either gender to expect rightful behaviors that conform to the signed and dated job description of each member of the board of directors. The job description indicates the expectations of conduct set forth by the constituents served.

RECOGNIZED PREDICTORS & PRECURSORS OF MEMBERS OF THE BOARD OF DIRECTOR’S NEGATIVE BEHAVIORS

One of life’s most profound lessons is the recognition of probable carryover from one aspect of a person’s behavior(s)—good or bad-- into other elements of their lives. Recent and past general behaviors (good or bad) often predict future behaviors. And—ANY GENERAL PERSONAL NEGATIVE BEHAVIOR INCLINATIONS of members of the board of directors are evident to others and are frequently observed in board-related decisions and behaviors in some way.

Examples of general behaviors with likely negative board of directors’ outcomes: (Are any recognizable?)

1. A significantly messy and unorganized living environment can often mean messy and disorganized thoughts, resulting in inappropriate decisions for other organization members!
2. Dishonesty in a person’s life can often mean half-hazard, thoughtless, and disorganized choices as a member of the board of directors’ dealings and decisions!

3. A decision to present an “unkept” self-appearance in social or constituent situations can often mean half-hazard, thoughtless, and disorganized choices as a member of the board of directors!
4. Inappropriate comments and behavior in the presence of others (anybody) can often mean a lack of good judgment and sensitivity in making important decisions as a member of a board of directors and positive representation of constituents in formal or social situations!
5. Unkind, disrespectful, or caustic words, thoughts, and behaviors often mean an inability to represent and relate kindly and thoughtfully to the needs of others!
6. Hidden misuse of monetary constituent funds and unwillingness and resistance to account for the accurate and rightful distribution of appointed funds often means blatant dishonesty and a lack of a caring attitude toward those represented. There is evidence of egocentricity resulting in such situations!
7. Request and support of nepotism (family) and cronyism (friends) on the board of directors can often mean a futuristic desire and attempt by family and friends of collective control of outcomes for the personal gain of family and friends! (A side note: Required termination of a board member’s family member or friend might necessitate termination of other board family member(s) or friend(s) on the board of directors due to the possible and sometimes natural effort for presidential “payback” attempts.)
8. A history of criminal behavior or a positive criminal background check often means a problem with futuristic attempts at criminal behaviors!
9. A history of thwarting responsibility often means the inability and lack of desire to be responsible! This lack of accountability usually implies the absence of meeting job requirements and a lack of knowledge to perform the assigned job!

CLOSURE:

The presidential role on a board of directors is intended to be a powerful position and can be an intellectual, psychological challenge. As president of a board of directors, it is an honor to be chosen and an immense responsibility to be accurately performed. Be prideful, as a board of directors president, that you are “the chosen one” to control and prevent the movement toward unproductive negative randomness away from the original intent of the organizational standards.

ENTROPY is a universally natural and negative movement toward randomness in or by any board of directors’ behavior or intended outcomes — and job description expectations need to stabilize behavior.

Additional supportive articles by Dr. Carolyn Taylor are available at leadershippoweronline.com, and some selected articles on the PCI Publishing Co. (Little Rock, Arkansas) website. Some supportive articles include:

Entropy

Critical Thinking

Job Description – Development and Job Application

A Board – Power Through Selection & Process

Hidden Power – Secrets of Acquiring & Maintaining Control

Evaluation – The Power of Job Descriptions

Job Description: Understanding Theories & Processes

Understanding the Role of Organizational Standards

The Organization – Steady As She Goes

Understanding An Organization's Board of Directors

Nepotism, a Family Affair

Carolyn Taylor, Ed.D. M.N. R.N.

Doris J. Moore, Editorial Consultant

Hugh G. Frankson, Editorial Consultant