

# **Introducing: Leading Resources Inc. (LRI)**

**February 8, 2023**

## **I. Background to LRI's work with C2C**

C2C has contracted with LRI to provide board governance support to the Office. This includes strategic and logistical support for the Office to effectively staff C2C's Governing and Advisory Boards and run the public meetings of the board.

For the February 8, 2023 Governing Board meeting, the C2C Governing Board chairs have asked LRI to deliver a workshop: The Five Habits of High-Performing Public Agency Boards. The workshop will be interactive and provide an opportunity for the C2C Governing Board members to reflect on these five themes in small groups. This pre-read is intended to give board members a preview of the topics that will be discussed.

## **II. About LRI**

For nearly 25 years, LRI has been dedicated to developing leaders and leading organizations. We blend five practice areas to strengthen organizational performance and achieve significant results. Those practice areas are:

1. Strategic planning
2. Board governance
3. Leadership development
4. Stakeholder engagement
5. Performance improvement

LRI operates under the following set of core values:

- To act ethically at all times and build trust with our clients and each other.
- To serve our clients with utmost attention to quality and customer service.
- To partner with our clients to create valuable outcomes.
- To research and develop services, products and processes that provide measurable benefits.
- To deliver our services and tools in easily accessible, innovative ways.

LRI has extensive experience in planning and facilitating change in highly complex environments in the public and private sectors. We assure diverse stakeholders are engaged, that decision-making processes are clear, that expectations are aligned, and that the appropriate best practices are used to achieve desired organizational outcomes.

For more information, please visit [www.leadingresources.com](http://www.leadingresources.com)

# FIVE HABITS OF HIGH-PERFORMING PUBLIC AGENCY BOARDS

When a Board of Directors serves in a governing capacity for a public agency, the Board needs to act in certain ways in order to assure high levels of performance throughout the organization. This tool lays out the five habits of high-performing governing boards for public agencies.

## **Habit 1: Board members cultivate the Board as a distinct entity.**

- 1) Board members recognize the Board as a distinct entity that governs the organization.
- 2) The Board directs the organization via the executive director.
- 3) Individual Board members do not direct the executive director or other staff, except when authorized to do so by the Board.
- 4) Committees are advisory to the Board; they do not direct the organization, its executive director or staff except when authorized to do so by the Board.
- 5) Individual Board members make it clear when they are offering ideas or suggestions that they are not binding on the executive director.

## **Habit 2: The Board focuses on results – and on monitoring results.**

- 1) The Board's job is to define the goals that the organization is to achieve, along with measures of success.
- 2) The Board expresses its goals and measures of success in a written plan or policies.
- 3) The Board makes sure that there are clear delegations to the executive director.
- 4) The Board regularly monitors the goals it has set, using the measures of success.
- 5) The Board uses the monitoring process to identify ways to improve the organization's performance.

## **Habit 3: The Board ensures sufficient resources are on hand and that those resources are managed effectively.**

- 1) The Board regularly reviews the finances of the organization.
- 2) The Board helps develop and approves the organization's budget.
- 3) The Board assures resources are sufficient to meet the organization's goals.
- 4) The Board assures an audit is conducted of the organization's finances.
- 5) The Board does not let individual Board members or committees determine how money is spent.

## **Habit 4: The Board develops itself so that it can effectively serve the organization's needs.**

- 1) The Board regularly monitors and discusses its effectiveness and structure.
- 2) The Board clarifies the roles of the Board, Board committees, Board members, Board officers, and executive director.
- 3) The Board assures an orderly succession of Board leadership.
- 4) The Board assures new Board members are oriented to be effective as Board members.

## **Habit 5: The Board provides feedback and support to the executive director.**

- 1) The Board regularly evaluates the executive director on the basis of the organization's success in achieving the goals.
- 2) The Board assures the executive director receives the coaching, mentoring, and training support that he or she needs.
- 3) The Board respects the role of – and delegations to – the executive director and does not micro-manage him or her.
- 4) The Board assures the appropriate compensation for the executive director.