
REALBOARD™ ADVISOR

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VOL 24 NO 1
JANUARY 2019

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Ask You This...





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“Let Me Ask You This...”

The current innovative definition of community is ‘a feeling of fellowship with others as a result of sharing common attitudes, interests and goals.’ As a board member, you want to know you are doing the most effective job to achieve the best results. Likewise, as governance practitioners and consultants, we want to see your board succeed in achieving your mission.

Welcome to the community of GC Place. The underlying theme of our new education program and this edition of the REALBoard Advisor is ‘let me ask you this.’ Boards all have lots of questions. The age of the internet and our rapidly declining attention span (some sources say 8 seconds, less than that of a goldfish!) means we expect to receive instant answers, even if the problem is very complex. GC Place has been designed to be a community that addresses Policy Governance® issues, if not instantly, then in a timely manner. We’ll be presenting weekly articles, practical tips, videos, podcasts and webinars full of useful information.

We’re excited about sharing our collective wisdom gathered over 25 years of consulting with hundreds of boards... with you! Watch for your opportunity to join the community through this cost-effective subscription site, launching on February 5, 2019.

Our team had some fun designing this issue of REALBoard Advisor (Like our new look?). We laughed and talked about the

sometimes ‘politically incorrect’ ways of asking top of mind questions that board members have. Hence, the article titled, “How do we deal with a Bozo on our Board?” by senior consultants Richard Stringham and Rose Mercier. Many of you have had to deal with difficult people on your board, and Richard and Rose offer ten ways to avoid being ‘sucker punched’ by a bozo. Joe Inskeep addresses the ‘Elephant in the Room’ with his article on dealing with difficult issues in the boardroom. Andrew Bergen, in his article, ‘Didn’t You Get the Memo’ talks about how one or more board members don’t follow the board norms. He asks the all important question, ‘Does the board even have a norm?’ Ted Hull and Rose Mercier round out this issue with articles on budgets and clarity of roles in an organization.

Marian

Marian Hamilton
Editor

How Do We Stop Tripping Over Each Other?

ROSE MERCIER - SENIOR CONSULTANT

Using a vacation analogy, Rose tackles the issue of boards that lack role clarity.



Have you ever vacationed with a group of friends? You probably talked for months about the trip you hoped would be a once-in-a-lifetime adventure. Everyone was excited to be going to a country they'd all wanted to visit for years. You talked about what you wanted to see and do and eat and experience. You chose all the places you wanted to visit, where you might stay and the many different ways you could organize your time. With each day, everyone got more excited and committed about having an excellent adventure with good friends.

However, as soon as the plane landed, confusion set in. Jane had volunteered to book a rental van but Phillip was sure she'd forget or get one too small, so he booked a van as well...just in case. As a result, you and five friends were standing in the airport with two frustrated friends with non-refundable deposits on different vans – upping everyone's cost. Peter had booked an Airbnb for the first three days without confirming the final itinerary with Evan, who had been charged with route planning and had made major changes in the week before you left. It promised to be a very long drive to reach your first rented house. (Without telling anyone, Phillip had been checking his app to see if there was a place to stop somewhere between the airport and your destination. He had decided that the extra sleep was worth the cost of losing one prepaid night at your location and announced to the group that there was an inexpensive hotel four hours from the airport.)

Evan had booked a restaurant for the first night's dinner without checking on group members' preferences or allergies. Oops ... Phillip has a violent allergy to

garlic. Probably a good thing the group didn't have the energy to fight Phillip's insistence on stopping halfway. You and your best friend, April, had been assigned to prepare a packing/preparation list for everyone – get medical insurance, bring sufficient prescriptions for two or three extra days (in case of delays) – it was an extensive list prepared amidst many tangential conversations. Too bad you had overlooked reminding your friends that their passports needed to be valid for at least six months. Your seventh friend never made it onto the plane.

And so it went. Friends were frustrated with each other; some things had been done by two people; other things had been left undone – there was no way of visiting the Vatican in July without having pre-booked an “escape the line” guided tour. No one had really wanted to visit Rome, but there it was on the itinerary. No one wanted to hurt Evan's feelings after the first night's change in accommodation. When departure day came, everyone was relieved to be heading home. No one felt like this was the vacation that they had so eagerly awaited, the good times were few and far between, and there was lots of finger-pointing when things went wrong. Worst of all, it cost more than anyone had budgeted.

Being on a board which hasn't taken the time to agree on where it wants the organization to go, clarify the role it plays and the role its CEO plays, and determine who is accountable for what can easily resemble the group of friends traveling around Italy in a van. This board will, at some point, become frustrated, not sure who made the decisions that got them into such an unhappy mess and looking for someone to blame.

It is possible to avoid being that board. The first thing a board needs to do is distinguish its job from that of its chief executive officer (whatever title has been assigned to the position, such as CEO, executive director, general manager, registrar, or president.). Policy Governance® is clear that it is the board's role to:

- Decide on the destination, who will benefit from arriving at that destination, and what it's worth to achieve this result.
- Determine decisions, actions or conditions that would be unacceptable to use in getting to the destination, even if they worked.
- Delegate to its chief executive officer the authority to bring the organization to its destination without crossing into unacceptable territory, along with the authority to decide what a reasonable person might agree is a justifiable definition of the destination or milestones along the way, and the territory within which it is reasonable to travel.
- Put a system in place to regularly check for evidence that the organization is on track or has arrived at the destination and has not strayed off road into unacceptable territory.

Policy Governance is also clear that it is not the board's role to 'help out' the chief executive officer or her staff - no 'booking an extra van' in case the staff forget, no preparation of an alternative set of directions for arriving at the destination. Boards easily fall into this trap by setting up committees or assigning individual board members with 'special expertise' to help staff do the work that the board has already delegated to the CEO, and for which she is accountable. How many

boards have human resource committees or finance committees or marketing committees or treasurers? It is not possible to hold a CEO accountable if the board is making or influencing staff decisions about the choice of programs, services, budgets, or business and operational strategies.

The board needs to stay vigilant and respect its own role and the role of the CEO as laid out in its policies. The board has a policy road map that documents in sufficient detail what it wants the organization to achieve, and the boundaries within which all staff (paid, part-time, contractor and volunteer) must work. The board's policy road map also outlines how the board delegates authority and how it will hold accountable those to whom it delegates that authority; this road map also documents how it expects the board itself and its individual members to conduct themselves as a governing body.

Just as a map and clear delineation of roles might have helped our group of friends realize the dream vacation they thought they were going to have, so do clear, written policies ensure role clarity - which ultimately stops the board and staff or individual board members from tripping over each other.

.....
“The first thing a board needs to do is distinguish its job from that of its chief executive officer.”

THE GOVERNANCE COACH NEAR YOU..

As of this publication date, a member of The Governance Coach™ team will be travelling to the following areas in 2018:

FEBRUARY 2019

- 1 Lloydminster, Alberta
- 8-9 Scottsdale, Arizona
- 14 Lethbridge, Alberta
- 16-17 Orlando, Florida
- 20 Toronto, Ontario
- 22-25 San Antonio, Texas
- 26-27 Fort Lauderdale, Florida
- 28 Edmonton, Alberta

MARCH 2019

- 1-2 Edmonton, Alberta

MAY 2019

- 2 Surrey, British Columbia
- 16 Toronto, Ontario
- 31 Oak Island Resort, Nova Scotia

SEPTEMBER 2019

- 5 Boston, Massachusetts
- 26-28 Edmonton, Alberta

NOVEMBER 2019

- 14-17 Toronto, Ontario

Share the cost of expenses! If your organization would like to hold a Policy Governance® workshop or meet with a member of The Governance Coach™ team while they are in your area, please contact:

Marian Hamilton - Office Manager
 Tel: (403) 720-6282

THE ELEPHANT IN THE ROOM

A Tiny Field Guide

JOE INSKEEP - CONSULTANT



What does one do about an ELEPHANT in the room? One popular option is expressed in the following whispered exchange:

Andrea: John, how did **THAT** elephant get into our boardroom?

John: What elephant?

Exactly! What elephant? Having an elephant in the room is precarious, and the common response is to avoid looking. While this does not make the elephant disappear, it is the psychological equivalent of putting it under the table, which seems an even more precarious place for an elephant. But for many, the scariest option of all is to shove it up onto the table top, right into the middle of the group. Yikes!

That is because the ELEPHANT is the thing group members can't acknowledge. Yet.

Elephant issues come in a vast variety of sizes and shapes, some more fearsome than others:

- Bias in the boardroom: racial, gender or other
- Emotional bullying
- The pushing of personal agendas
- Doubts about board or CEO effectiveness

There are myriad others. Here are a few tips for the daring ELEPHANT whisperers among us.

First, it's worse than I said. There are actually a number of elephants in the room at a given time. Pick only one: maybe the one that gets most in the way of the group's effectiveness, or maybe the small one in the corner that's almost cute.

Second, stay safe. Engaging an ELEPHANT can be risky. Find a good mirror and gaze into it. Engage an issue when you have the skills, wisdom, patience and intention to be helpful.

Third, create legitimacy for the discussion. Make sure it's an appropriate topic raised for an acceptable reason, with the right people in the room, brought up at a time and place and in a way that's conducive to success.

Fourth, protect group safety where possible. Usually an ELEPHANT in the room means the group has been unable to deal with it openly. The elephant whisperer's intent is to foster movement, not fear. That comes from empowering the group's confidence and capability, rather than exposing its dysfunction. If people aren't afraid, they will continue to work together while they learn.

Fifth, consider subtlety. Sometimes the only way to approach the elephant without generating bullish resistance is subtly from the side. Doing this, you might get movement, though probably not applause. For example, instead of challenging the group's lack of diversity head on, tell the inspired story of how diversity contributes to board strength and wisdom.

This tiny field guide is drawn from the work of Robert Marshak, who's spent decades studying the hidden dimensions of organizational change. I had the good fortune of attending his five-day seminar on these dynamics some years ago. He has since written a book titled *Covert Processes at Work*. I highly recommend it for those of you who wish to gain more skill with the ELEPHANTS you encounter.

Didn't You Get the Memo?

ANDREW BERGEN - CONSULTANT

Andrew addresses the challenge of handling a board member that isn't following the board's norms.



We have all had the experience of working in a group where it seems someone didn't get the memo about how we're operating now. You've done lots of work building a culture at the board table and are intentional about operating in a healthy, productive way. And yet, there is that one individual who demonstrates behavior that appears to go against the group norms. What to do?

Let's look at this issue from the perspective of a few guiding questions:

First things first – do you **HAVE** a memo? Long before a board has a problem with any one or more of its members, it should already be dealing with the issues of behavioral expectations. One of the principles of Policy Governance® is that the board defines, in writing, its expectations for its own behavior and that of the individual board members. Have you clearly outlined in policy your expectations regarding board member behavior? It can be easy to make assumptions that everyone knows the expectations (or should know them), but unless they have been written down, there are no clear expectations, just a variety of interpretations and assumptions. In fact, you can (and **should**) even go so far as to write down the process the board will follow in the case of having to address problematic behavior by one of its members.

Second, how often do you evaluate the board's compliance with its own policies? Typically, problematic behavior begins long before it becomes a disruptive issue. If you are vigilant about self-assessment in a scheduled and rigorous manner, you will become aware of behaviors at an early enough stage that they are small enough to address without the kind of energy it takes after the behavior becomes disruptive.

Third, do you have the difficult conversations when necessary? It **always**

feels awkward to raise a difficult topic. We don't want to risk the conflict that might occur and the ensuing limbic system response. But short term avoidance will lead to increased anxiety later, making it that much more difficult to have the conversation. Perhaps you don't feel comfortable with your skills in addressing tough issues. This is normal – most of us feel unskilled here. But there are ways to learn these skills, practice them, and become adept at using them (but don't expect the feeling of awkwardness to disappear).

A friend of mine spoke of the breakdown of his marriage stating that there was never any big event that caused the breakdown. Early on in the marriage, however, a pebble appeared. And, instead of bending down to pick up the pebble and throw it away, it was left there on the floor because it felt awkward to address. And then another pebble showed up – and it, too, was left unaddressed. At some point, the pile of pebbles had grown to a size such that it was impossible to remove them all and the relationship ended as a result. Throw out your pebbles when they first appear.

Fourth, are you honest with yourself? This may be the hardest question. All of us contribute to the dynamics of the group we find ourselves in. “*What is my contribution to the current situation?*” is a difficult, yet vital question in ensuring a healthy group context. Be willing to examine yourself humbly and learn from the feedback that others are giving you. Every one of us has potential to grow.



WHO IS IT FOR?

- Board Members
- CEO's
- Board Support Staff
- Board Chairs

- Boards that
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How Do We Deal with a Bozo on Our Board?



RICHARD STRINGHAM & ROSE MERCIER - SENIOR CONSULTANTS

Richard and Rose offer practical suggestions for dealing with that difficult board member.

Perhaps as a child you had a Bozo punching bag. Remember those? They were inflatable, child height clowns with a base that anchored Bozo to the floor. As a result, you could wind up and give the clown a punch, after which Bozo would pop back up ready for the next punch! It wasn't because of his jovial nature; instead, it was his air-headed thinking that brought him back for another bop.

But what happens when the person across the board table is both real and difficult to deal with? We're not talking about just disagreeing; we're talking about ongoing dysfunctional disagreements, not just about ideas but most likely also about behaviours. Unlike Bozo, you can't physically punch him. Even if you metaphorically punch him and win this round, you still could lose the match!

You will likely have several more meetings ahead with this individual; so the ongoing relationship need not be warm, but it must be civil enough so that you can effectively contribute to the board's work. And while we all wish we could wave a magic wand and change persons we find annoying or difficult, the only person you can control is you. Here are ten things to help you avoid being side-tracked or sucker punched by the "Bozo" and ensure you can make a positive contribution.

Dump the labels: Whether it is Bozo or some other nefarious characterization that comes to mind, get rid of the label. Unlike many fictional characters, the person across the table is complex. She has reasons for her actions and behaviours which might not align with yours, but it is critical to acknowledge that others are entitled to a different point of view.

Listen to understand: There are a world of resources available on effective listening skills. We'll hit on just a few of those skills here, such as don't judge and don't assume motives. It is human to create narratives about what people are *really* doing and *why* they are doing it. These narratives fuel unhealthy speculation; trying to guess others' motivations is non-productive. Instead, they cloud our ability to remain curious about the other person's ideas. One of the wisest instructions in these circumstances (and pretty much any situation) is that of Steven Covey – Seek first to understand, then to be understood. If you listen only in order to reply, it becomes hard to find areas of mutual agreement.

Don't say: "I understand". Wait a moment, didn't we just say that you should listen to understand? Yes we did; but asserting that you understand provides no evidence that you actually do and can easily appear as a brush-off. Richard recalls working with an individual in a voluntary capacity who automatically spouted: "I hear you!" when it was obvious that he hadn't. Instead of feeling assured that the individual understood, Richard's reaction was exactly the opposite. In addition, it sent a signal that "this part of the conversation is over!" which added to the frustration. If you're looking for something to say to acknowledge that you're listening, you can use simple cues like "uh-huh," "hmmm" or nodding your head – but stay genuine.

Check your perception. Paraphrasing (not parroting), can be a helpful tool with a confirmation question: "Nikki: What I hear you saying is you think that we are ignoring the needs of the immigrant community. Do I understand you correctly?" You don't have to agree with someone to understand their concerns and to let them know what you have heard.

Do not twist the other person's words. If paraphrasing is used as a "technique" instead of a tool it will only deepen the divide. Build trust by sincerely seeking to understand and explaining what you understand the other person to be saying. Accept that it may take more than one try to really understand.

Deliver a clear message. One of the most helpful skills is learning to deliver a

complete message. A message that states the "facts" (what you have observed), your conclusion about those observations, what you feel about the situation and what you need in this situation. This can be a powerful tool. Imagine being able to say something like, "This is the fourth or fifth time you've interrupted this discussion and I have lost track of the points being made. I think it is important for each of us to be able to state our case. I am pretty frustrated. I need us to listen to each other without jumping in mid-stream." Delivering a clear message takes practice but it is a very helpful skill when working with difficult people.

Seek to find common ground. "Can we agree that we want our children to succeed and what success looks like is where we are differing?" Finding areas of mutual agreement is essential if a board is to be effective.

Good policies are helpful. The board should state its expectations of the behaviour of its members in policy. And then it should review and monitor those expectations on a regular basis. Doing so provides reminders of the standards that the board has determined. Make sure that every person who joins the board has a thorough orientation to those policies. Rose worked with a board that reviewed their Code of Conduct at the beginning of every meeting to reinforce desirable behaviours.

Good policies won't necessarily overcome dysfunctional behaviour. Why not? If someone is really upset or just has a particularly strong point of view, the rules may be more an irritant than a source of help. But at least if you refer to your policies frequently, there is no excuse for not knowing what is expected and it is easier for board members to speak up if something is going off the rails.

You are not a punching bag! The Bozo toy was a piece of plastic filled with air. You are not. Set your boundaries and state clearly that you are unwilling to be yelled at, sworn at, demeaned, threatened, ridiculed, etc. "In spite of our differences, I'm willing to have a civil conversation; but you cannot talk to me like that." Treat the other with dignity and respect and expect the same in return.

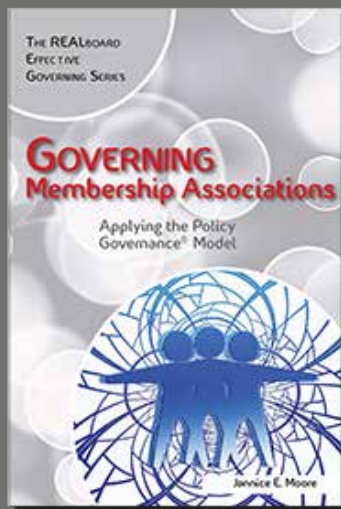


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"Seek first to understand, then to be understood. If you listen only in order to reply, it becomes hard to find areas of mutual agreement!"

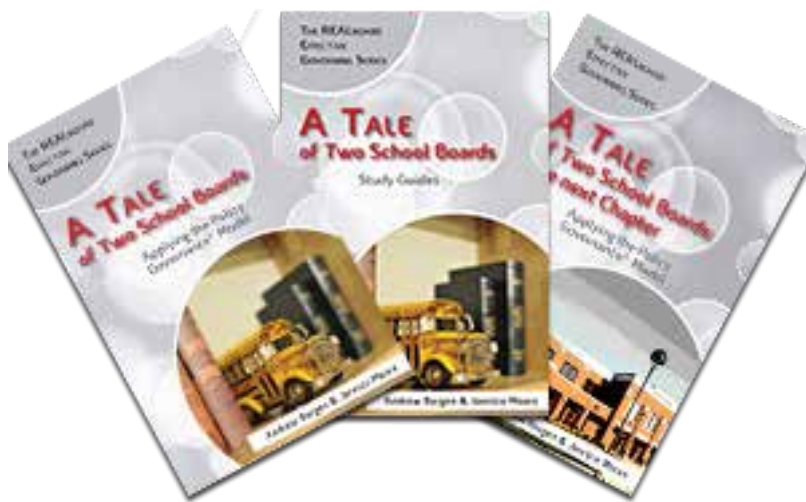
Governing Membership Associations

- Is your association board mired in operational details?
- Does it have time to talk about the difference you want to make for members?
- Do board members leave the meeting only to hold a parking-lot meeting to express frustrations that nothing was accomplished?
- Have you considered whether your association will remain relevant in the rapidly-changing world of the future?
- Does your association change direction every year as a new board chair is elected and wants to leave his or her mark?
- Do you have new directors who aren't sure what their job is?

Membership associations have a tremendous potential to improve society. However, that potential can be forfeited by poor governance. This book provides solutions. It provides practical examples of how the Policy Governance® system can be applied in the real world of associations. Jannice Moore combines her experience of having worked within associations, both at the senior management and board levels, with the expertise gained in over twenty-five years of coaching boards in using this system. Instead of becoming mired in a myriad of detailed operational issues, boards can provide proactive leadership so their associations will thrive. They can delegate operational details with confidence, knowing the accountability that accompanies delegation will be in place.



\$35



A Tale of Two School Boards - Two Volume Set plus Study Guide

A Tale of Two School Boards

Meet Anthony Reyes and Katherine Billings, the fictitious – but very believable – chairs of two school boards. Andrew Bergen and Jannice Moore have combined their years of experience in applying the Policy Governance® model to school boards in the form of a novel. Follow Anthony's adventures: he begins as a frustrated chair, then learns how Policy Governance could transform the way his board governs. Katherine shares the experiences of her board, that has been using the model for some time, and Anthony's Norcrest School Board begins a learning journey as it moves to adopt this system of governing.

You will be engaged in identifying questions and potential myths you might hold about Policy Governance as you learn about it through Anthony's eyes. The book is accompanied by two study guides – one for readers new to Policy Governance, and one for readers already using Policy Governance.

A Tale of Two School Boards: The Next Chapter

In the words of author, Andrew Bergen, "I was just too fond of Anthony to say goodbye, so the tale continues!" The sequel to *A Tale of Two School Boards*, takes the reader along with chair Anthony Reyes and the Norcrest School District Board. They encounter numerous situations, learning how to apply the Policy Governance system to direct and control the organization in the "real world" of a variety of situations commonly faced by school boards. You will also get a glimpse of how the board's use of this system affects the operational organization as Nathan Bentz, the Superintendent, learns how to write monitoring reports, understand and apply policy internally, and support his staff in understanding how the board's governance system impacts their work.

\$45 each or \$85 for the set

Set Includes:

- A Tale of Two School Boards & Study Guides
- A Tale of Two School Boards: The Next Chapter

Why Shouldn't We Approve The Budget?

TED HULL - CONSULTANT

Ted answers the question of why boards don't need to "approve" the budget.



We're a new Policy Governance® board. We get the idea of Executive Limitations setting boundaries around the means the CEO can use to accomplish the Ends, but surely we have to approve the budget!"

First, you need to get past the idea that the reason a board is not supposed to approve the budget is because the Policy Governance model says so. There needs to be a principled reason why it shouldn't do so.

If you are familiar with Policy Governance you will be acquainted with the principle of policy sizes. The board will develop the broadest, most inclusive policy and then move to more specific and detailed policies. For example the broadest policy usually includes an Executive Limitation that limits the CEO from causing or allowing any activity which is imprudent. The board will then create a more specific policy that expands on its interpretation of *imprudent*. For example, it prohibits the CEO from operating with a financial plan that would create fiscal jeopardy. The board may further specify that the CEO cannot include a plan that anticipates the organization spending more money than it receives, or creating a financial plan that is not based on credible projections of revenues and expenses, with documentation of assumptions.

Let's trace the typical process of boards that don't use Policy Governance. The CEO presents a budget to the board, looking for approval. The budget is usually not accepted as presented, but instead is tinkered with until eventually the board lands on something that it *feels*

comfortable with. The board may not be able to articulate *why* it is comfortable except that the budget *looks good*. Once the board approves the financial plan – which is essentially what a budget is – the board now owns that plan, because the board, not the CEO, ultimately decided what the plan is. Whoever has the authority to approve a budget obviously has the authority to withhold that approval.

The board is saying "yes" when it could have said "no." It may feel like it doesn't have the option to say no. After all, the CEO has far more information and the board feels pressure to approve some iteration of the budget that has been presented. Thus, the board is faced with two challenges. The first is that the board has capitulated to a plan it admittedly doesn't totally understand, in the absence of any criteria against which to judge the plan. It has agreed, less because it approves of the plan than because it doesn't have a good reason to say no. The second challenge is that it now cannot hold the CEO accountable for accomplishing – or not accomplishing – the plan that the board ultimately approved.

Using the Policy Governance model, the board will first have identified some values around plans. For example, the board would consider it imprudent not to have any plan, including a financial plan. Furthermore, the board would find it unacceptable to have a poor plan, such as one without credible projections of anticipated revenue and expenses. A financial plan that includes spending more money than is received will usually

.....
“The board gets to specify in advance its values about prudence related to the budget. Once those values are locked in place the board knows before it ever sees the budget what would be unacceptable”

be unacceptable to a board, again because it would not be prudent.

Therefore, the question the board needs to ask itself before it ever considers a budget is “What values do we have regarding financial planning? What would we consider to be unacceptable?” One of the characteristics of an unacceptable budget is one which is imprudent, often further interpreted as one which projects more money going out than coming in. Some boards might determine a different version of prudence, such as not permitting accumulated surpluses to fall below a designated amount. The point is that the board gets to specify *in advance* its values about prudence related to the budget. Once those values are locked in place – otherwise known as Executive Limitations – the board knows before it ever sees the budget what would be unacceptable. The criteria for acceptability are not whether any or all board members would have developed the budget a certain way. The criteria are compliance with the CEO’s reasonable interpretation of the Executive Limitations policy relating to financial planning.

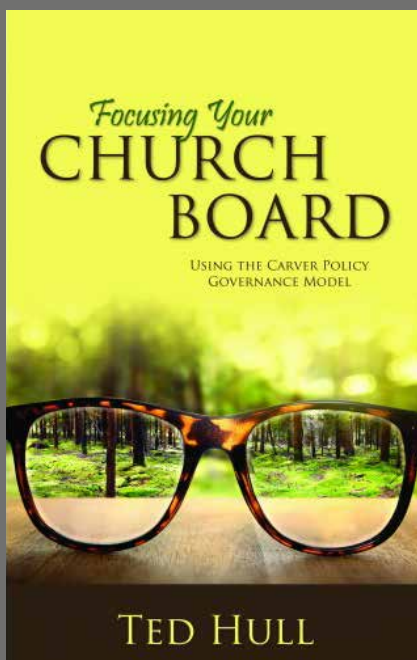
Have you noticed that boards are often far more concerned about the details of the plan than they are about the end results? The year-end is celebrated if the organization breaks even or achieves the anticipated surplus. Little regard is given to the fact that the details of the plan were not met. Who cares if more was spent on property management but less was

spent on salaries, as long as the bottom line is black? I can tell you who cared twelve months ago: the board. It spent a lot of time and attention examining those questions at the beginning of the year, but now is surprisingly unconcerned at the end of the year. So if it doesn’t care about those details at the end of the fiscal year, why does it place so much concern on them at the beginning of the year?

A Policy Governance board does not need to *reactively* approve or withhold approval of the budget as presented by the CEO. It needs to decide *proactively* what would be sufficient cause to reject a budget or financial plan. Then it will delineate those criteria using Executive Limitations.

Imagine coming into a board meeting where the CEO has reasonably interpreted the board’s Executive Limitation policy on planning. Now both the board and CEO understand what would be unacceptable. Then the paper copies of the budget are presented face down on the board room table. (These documents should be presented in advance of the meeting, but imagine this for the sake of illustration.) The board already knows before it collectively turns over the document what criteria will determine whether the budget will be acceptable or not.

Once you have this process in place, you will never want to go back to the onerous exercise of reviewing, tweaking and approving budgets.



Focusing Your Church Board

Church boards are often the scene of confusion, conflict and chaos. What’s the job of a board? What’s the role of the pastor in relation to the board? Should there be an elder board and an administrative board? Ted masterfully uses illustrations and analogies to bring these questions, and others, into focus. He looks at the foundation of governance, both from a biblical and historical perspective. Ted then introduces Policy Governance® and confronts questions regarding whether this model can work in the church.

He approaches the topic of church governance in an engaging style that has you laughing and nodding – even if you tend to be a “doubting Thomas.” Suspend your doubts long enough to read and absorb the message of this book.

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Welcome to The Governance Coach™ Team



Richard Onley

Richard is a CA CPA with over 30 years of Public Accounting experience and is now transitioning his practice to consult with Boards and CEOs in Policy Governance® and Leadership Development. His clients have ranged from small owner operated organizations to large multinational public corporations. Richard has experience with a wide variety of Boards in the for profit and not-for-profit sector including service as a University Board Director and as the Vice-President of Finance and Administration. He is committed to maintaining high levels of expertise in his field, and as a lifelong learner, he is a Candidate for a Master of Leadership and Administration. He has specific training in coaching and building teams that grow their Emotional Quotient and work together to build high-performing organizations. Richard holds a Certificate denoting successful completion of the accredited Policy Governance Proficiency program from the International Policy Governance Association (now Govern for Impact). Richard currently serves on the Board for Special Olympics Ontario, and a Toronto Private School and is a past member of the Lieutenant Governor's Ontario Aboriginal Forum. He resides north of Toronto. We look forward to adding his financial expertise to our team.



David Gray

We are delighted to welcome our first consultant from outside North America. David hails from New Zealand. He is personally trained in the theory and implementation of Policy Governance® by John and Miriam Carver at the Policy Governance AcademySM and has 40 years' experience as a senior executive, CEO, board member and board chair in organisations across the public, private and not-for-profit sectors. He holds a Diploma in Business (human resource management) and Graduate Diploma in Business (Māori development), and has served as director of the Human Resources Institute of New Zealand, and chief executive of several organizations including YMCA New Zealand and several Maori organizations and trusts. David has coached a number of organisations through the implementation of Policy Governance and authored a publication on applying Policy Governance within Māori organisations (Te Kete Kāwanatanga). He has been appointed to consulting panels for governance services by the Ministry of Education, Sport New Zealand, Callaghan Innovation and Te Puni Kōkiri. He has been an active volunteer and governance advisor for many years to faith groups and social service providers and community development groups. David is a member of the board of Govern for Impact (formerly International Policy Governance Association).



Have you read the REALBoard Buzz™ (aka our weekly Blog)?

Explore subjects such as:

- Board Agenda Planning
- Board Communication
- Board Development
- Board Recruitment
- Board Self-Evaluation
- CEO Evaluation
- Clear Delegation
- Ends
- Executive Limitations
- Governance Best Practices
- Governance Failure
- Monitoring
- Owners and Ownership
- Policy Governance for Charities
- Policy Governance System
- Strategic Foresight
- Strategic Leadership

Read the REALBoard Buzz™ and also discover a whole host of features and resources for your board on our website including:

- Reading Resource list
- Policy Governance Board Practices Profile™ for boards new to the model
- Policy Governance Application Check-Up™ for boards using Policy Governance®
- FAQ's - everything you wanted to know about Policy Governance but didn't know to ask
- The REALBoard™ Advisor
- Videos
- Coaching, Workshops, & Webinars
- Benefits of Policy Governance

.... And much more including our new 'GC Place' coming in February 2019!

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