

Revitalizing Boards

Pruning/Planting/Picking

Building strong boards

- Prune the old wood
- Plant the new crop
- Pick the ripe fruit



Building strong boards

- Prune the old wood
- Plant the new crop
- Pick the ripe fruit



Prune the old wood

- When is a long time too long
- Fossilization of leadership
- Is aging leadership/membership a problem or opportunity
- One purpose of leaders is to produce more leaders
- What is your organization doing to raise up new leaders?

A case study in ag leadership

When is a long time too long?

Harold Shull has served the Green County Farm Bureau as president for state record. Harold came back to the Shull Family Farm right out of State degree, worked for his dad for ten years before buying some land, leasing own cash grain and tobacco operation.

When he was twenty five, he was nominated and elected to the county Eight years later, having won the state discussion meet and serving one Chairman, he was nominated and elected as Green County Farm Bureau president in the state. Under his active leadership, Green County became chapters. Membership grew, a new office was planned, built, and paid

A case study in ag leadership

- Longevity in leadership....PROS and CONS? Examples from case.
- Leadership is often assumed by those who say, “***Well, I’ll take it if no one else wants to.***” Or “***We can’t find any young people willing to take it.***” TRUE? WHY or WHY NOT? WHAT DO THESE COMMENTS IMPLY ABOUT LOCAL RURAL LEADERSHIP?

A case study in ag leadership

- To follow on that thought, community development professionals use an acronym, **STP**, to describe rural and small-town leadership. It means, **Same Ten People**. THOUGHTS and OBSERVATIONS?
- How do you encourage young people to start? And how do you encourage old people to stop? Specific ideas to address the fossilization of leadership?

How do you know you're fossilized

- You're old – avg age of board
- Haven't added new members lately
- Motivation is waning
 - Stopped adding value
 - Serving out of guilt
 - Perks and status
- Fowler "Master your Motivation"
 - Choice
 - Connection
 - Competence

Why
Motivating
People
Doesn't Work...



and What Does

The New Science of Leading
Energizing, and

Susan F
Foreword by Ke

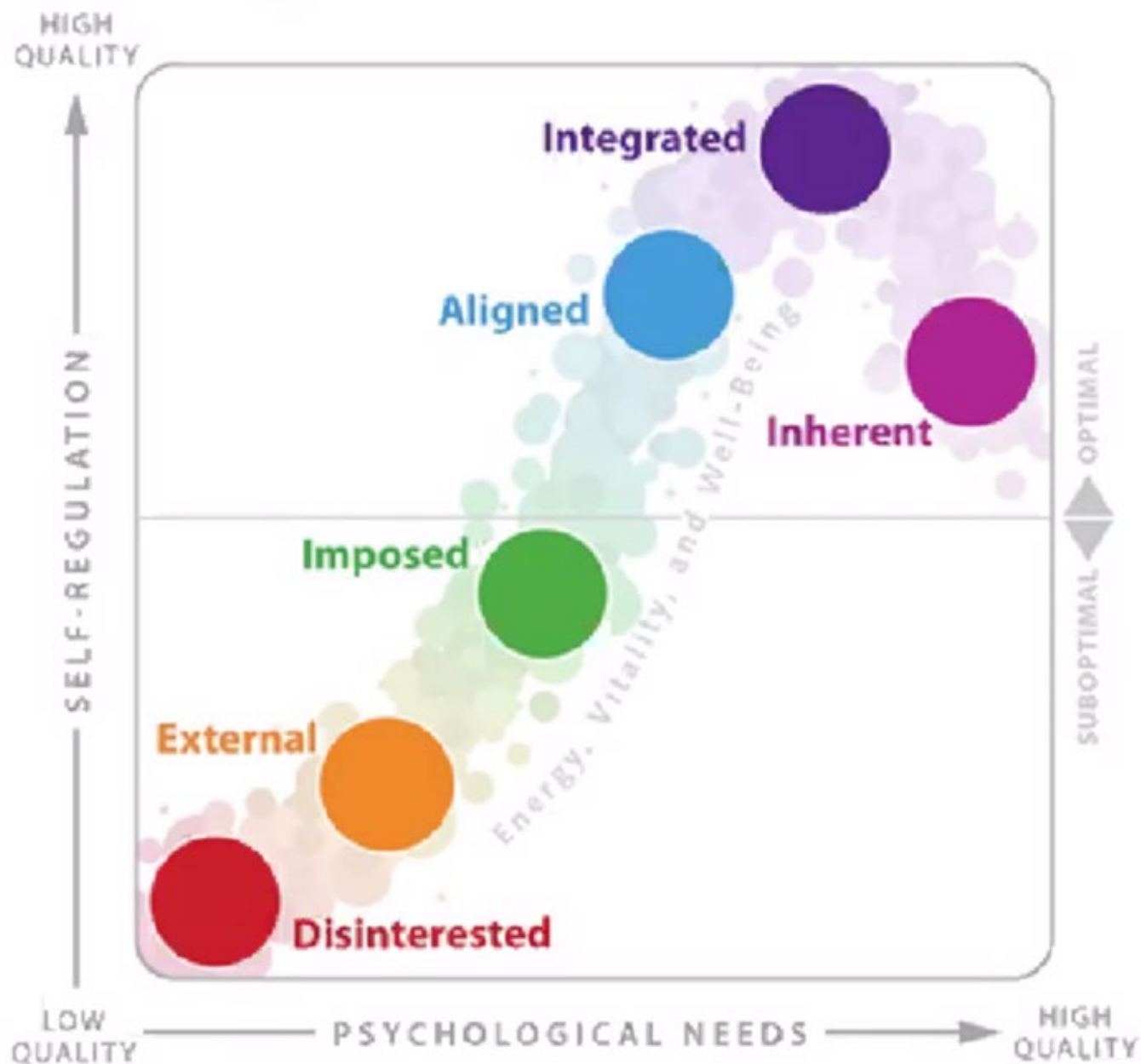
SUSAN FOWLER

Author of *Why Motivating People Doesn't Work...and What Does*

MASTER YOUR MOTIVATION

Three Scientific Truths
for Achieving Your Goals

Spectrum of Motivation



“Expertise Trap”

- Not familiar with new technology
- That’s how we’ve always done it - NDITWB
- Focus on risk rather than opportunity
- Colleagues working differently than you
- Proposing old tactics for new problems
- Refining solutions rather than generating new ones
- Younger people leave



S. Finklestein, HBR, May-June, 2019

Prune the old wood

- Term limits and/or rotations
- Appointment authority
- Diversity criteria
- Plaque out
- Continuous cultivation – forward looking
- Use youth development programs, don't send off to age
- What is your organization doing to raise up new board members?



Building strong boards

- Prune the old wood
- **Plant the new crop**
- Pick the ripe fruit



Plant the new crop

“... get new members”



“... get new members”
is an
Outcome

not about
MEMBERS

it's about
PURPOSE

Motivation

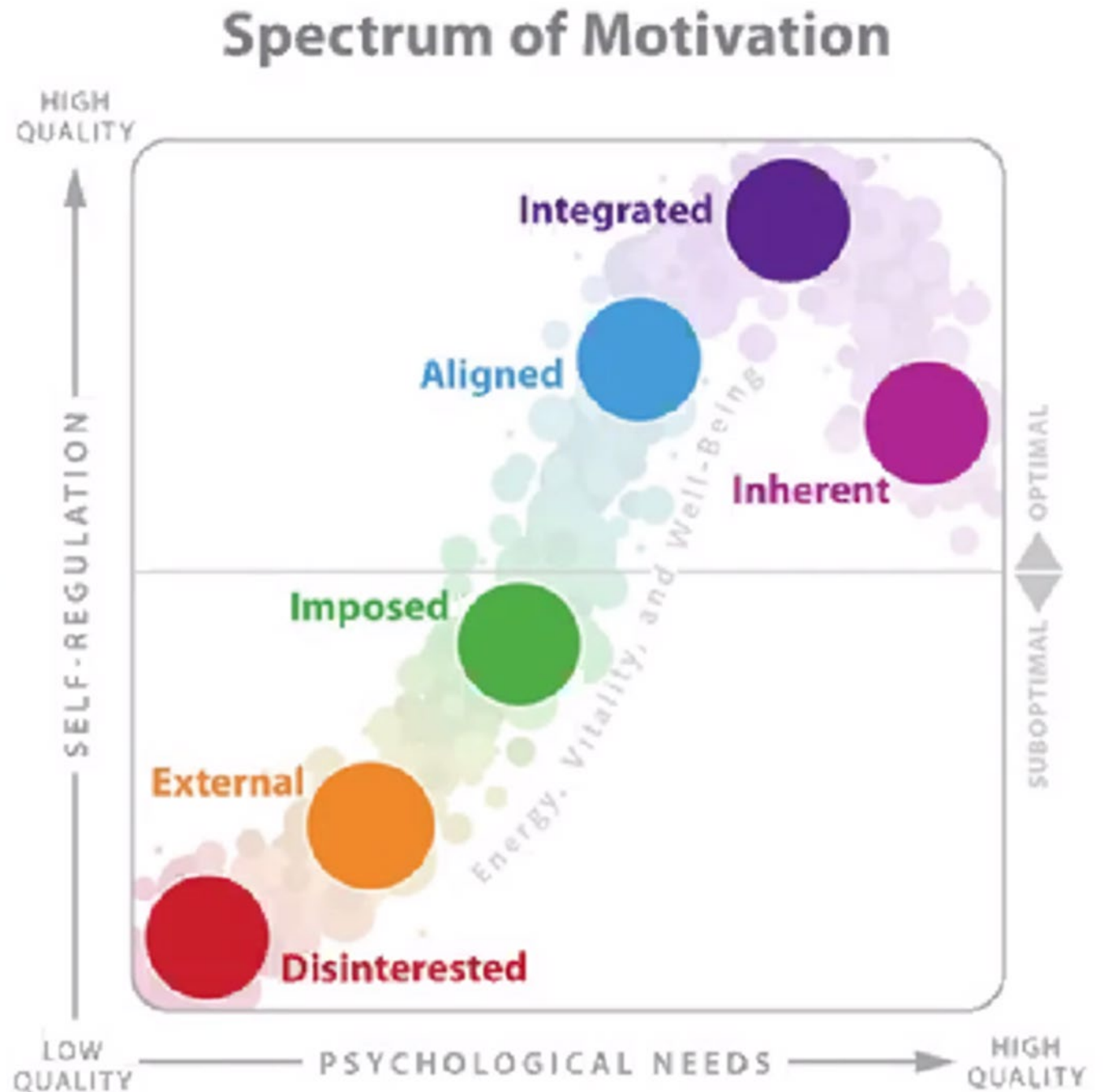
Mentoring

Intentional Action



Motivation

- Choice
- Connection
- Competence
- Mindfulness
- Values
- Purpose



Mentoring

- Formal and Informal
- Organic
- Onboarding
- Succession planning

Intentional Action

- **Recruit**
 - Active not passive
 - Good people who share your values
 - NOT “warm bodies”
 - Use leadership development programs
 - Local
 - State: Palmetto Leaf
 - National
 - Youth Leadership Development
 - DO NOT send off to age
 - Have something for them now
 - Find your replacement

Intentional Action

- **Clear expectations**
 - About values, purpose, mission... WHY
 - Job descriptions
 - Duties and responsibilities
 - Qualifications
 - Time commitment
 - Role in output/outcomes
 - DO NOT minimize the job... *“this won’t take a lot of your time”*
 - *“Responsibilities and Projected Time Requirements”*
 - Committee participation
 - Job descriptions for different roles
- **CLEAR EXPECTATIONS**

Intentional Action

- **Onboard**
 - It's more than orientation
 - Culture of the organization
 - Deliberate process
 - Starts with the job description
 - Onboarding plan
 - Continuous training

Intentional Action

- **Build a team**
 - Welcome new members
 - Get to know each other
 - Do some fun stuff
 - DO NOT sit and listen to reports
 - Getting to WE

Intentional Action

- **Provide good information**
 - *“Boards have no memory and won’t read”*
 - Clear
 - Succinct
 - TMI Avoid the fire hose
 - Give them what they need...and no more
- **INFORMATION IS THE FUEL THAT DRIVES DECISION PROCESS**
 - Economic input optimization

Intentional Action

- **Encourage the Heart**
 - Affirm
 - Reward
 - Acknowledge good work
 - Willingly accept constructive criticism
 - Complaining is a contagious disease

Intentional Action

- **Prune the nonproductive wood**
 - Policy for engagement/attendance
 - Term limits/rotations
 - Protect and preserve institutional memory
 - Acknowledge contributions and give 'em a plaque

Intentional Action

- **Recruit**
- **Clear expectations**
- **Onboarding**
- **Build a team**
- **Provide good information**
- **Encourage the heart**
- **Prune the old wood**

Building strong boards

- Prune the old wood
- Plant the new crop
- **Pick the ripe fruit**

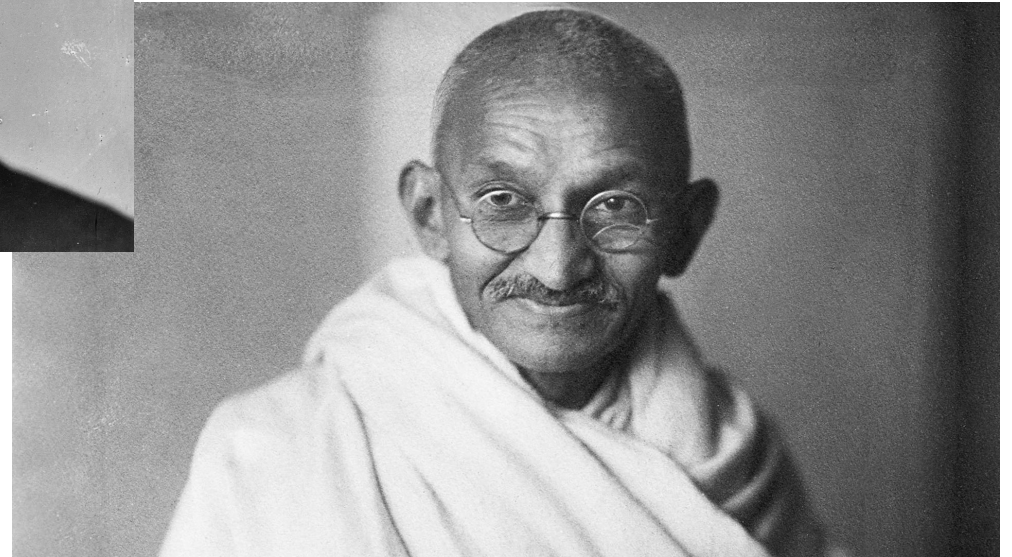
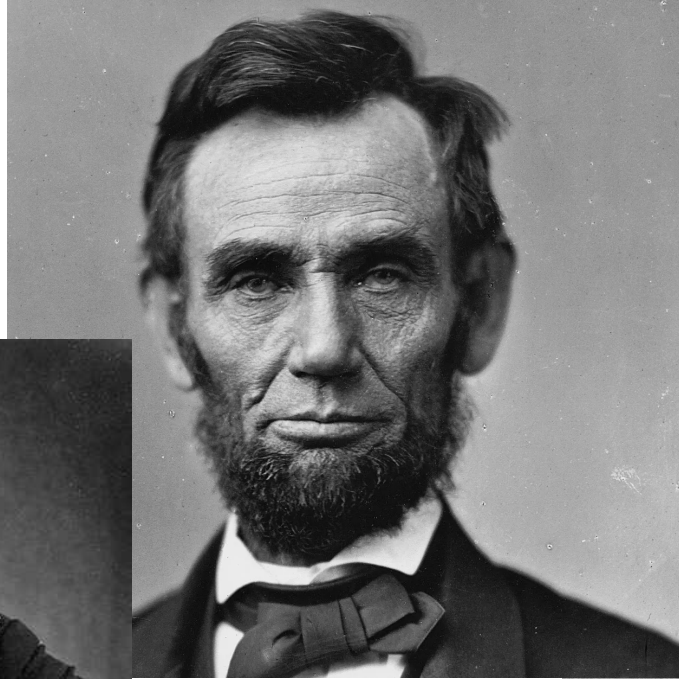


Pick the ripe fruit

- Institutional memory v. Fossilization
- Role of leaders to make more leaders
- Leaders
 - Model
 - Inspire
 - Challenge
 - Enable
 - Encourage

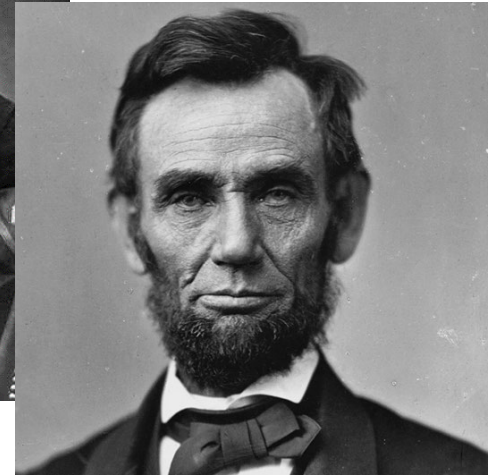
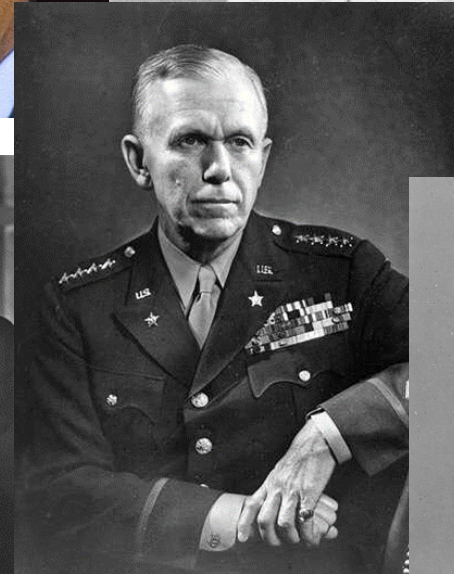
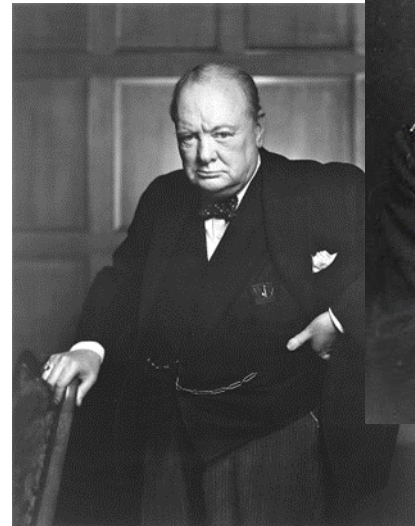
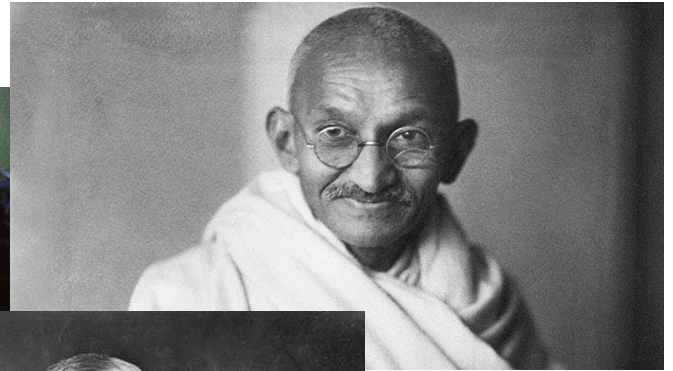


Great Leaders

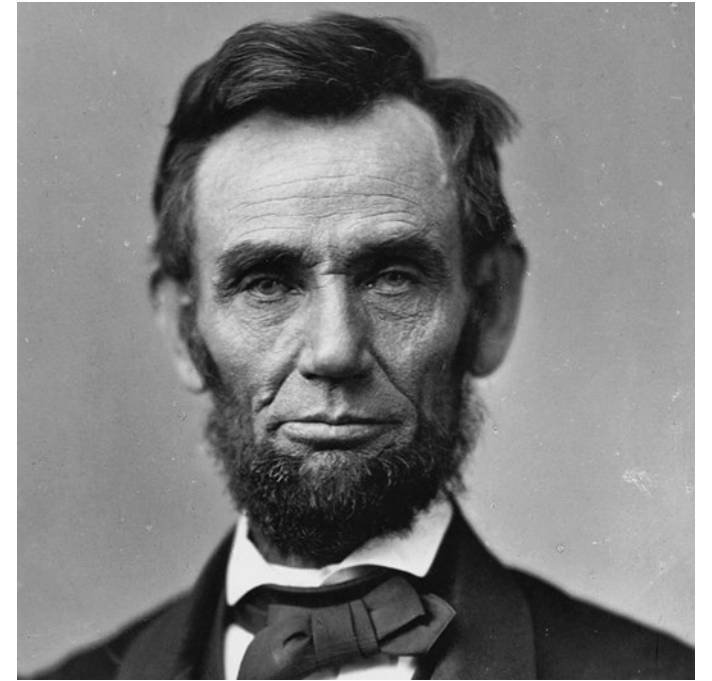


Great Leaders

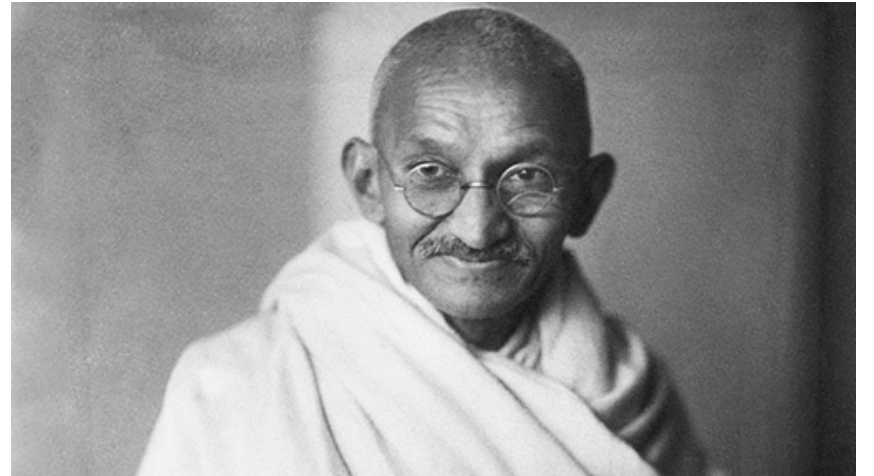
Model the way
Inspire a shared vision
Challenge the process
Enable others to act
Encourage the heart



What then
makes
A Leader



Born
or
Made



Traits



Skills



Behavior



Let it Happen
or
Make it Happen

Building strong boards

- Prune the old wood
- Plant the new crop
- Pick the ripe fruit

