

COGA

Moving Agriculture Forward with Accountability

CATAPULT
BUSINESS COACHING
VISION. PASSION. ACTION.

Funding provided by:

Canada 



**Investment
Agriculture
Foundation**
of British Columbia

Introductions



Icebreaker



What is a Leader?



What is a Leader?

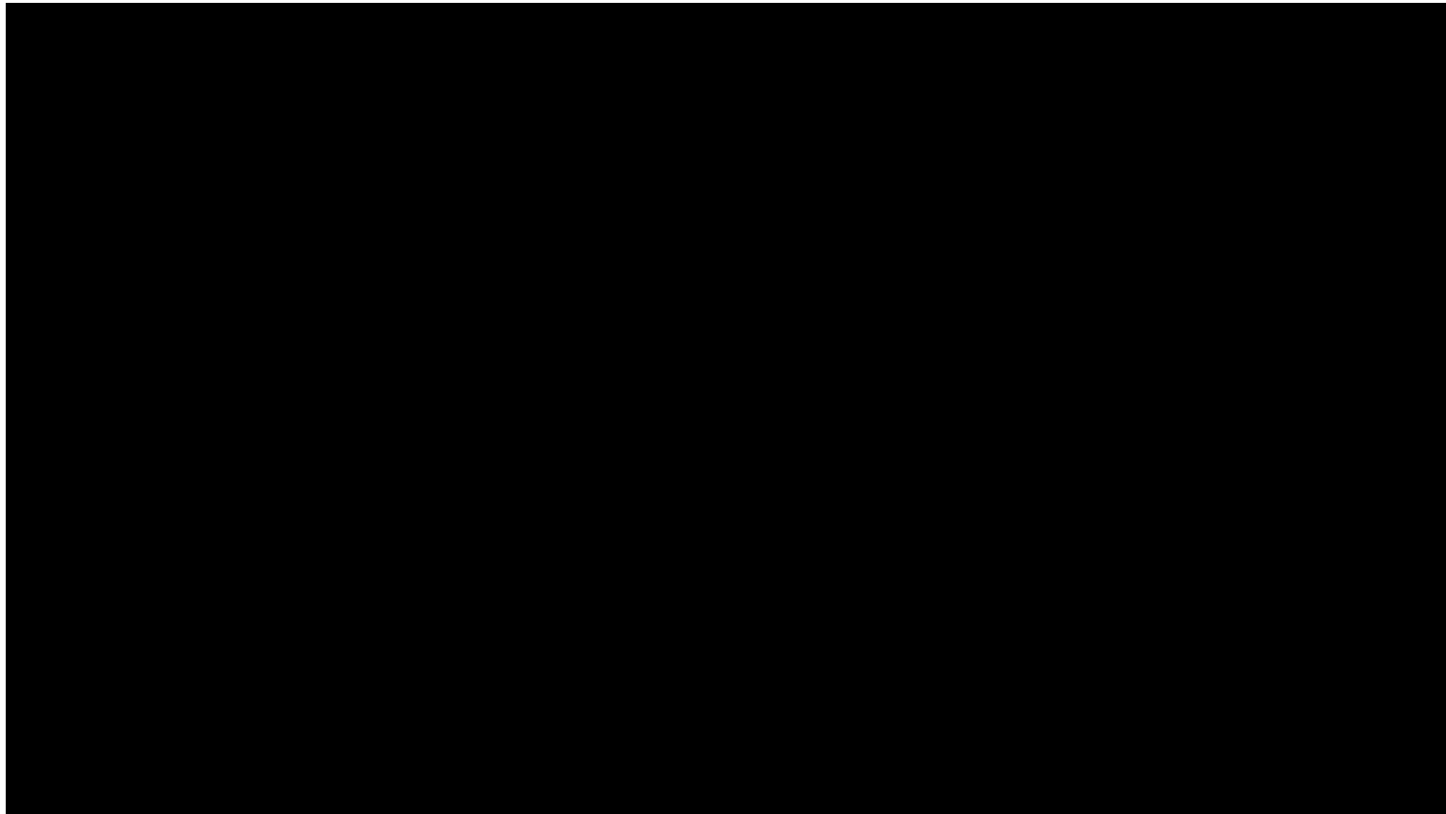
Wikipedia Definition of "Leadership"

- The "process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task".



MARTIN LUTHER KING "I HAVE A DREAM"

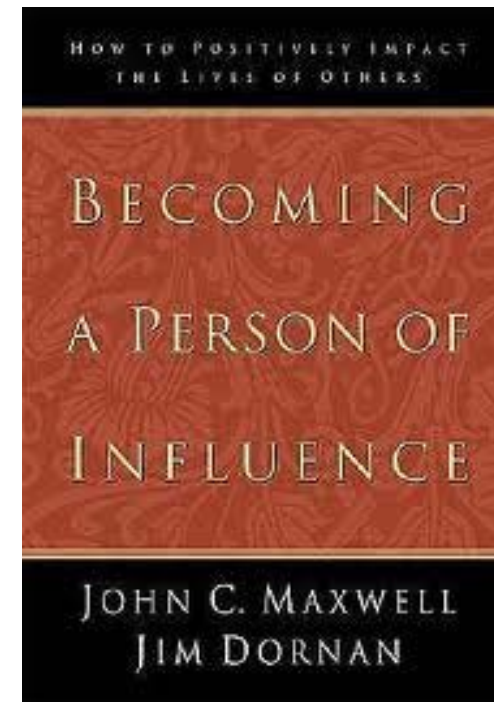
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John C. Maxwell and Jim Dornan: A Person of Influence

- **MODEL** Integrity With People
- **MOTIVATE** Nurture Other People
- **MOTIVATE** Faith in People
- **MOTIVATE** Listen to People
- **MOTIVATE** Understand People
- **MENTOR** Enlarge People
- **MENTOR** Navigate for other People
- **MENTOR** Connect with People
- **MENTOR** Empower People
- **MULTIPLY** Reproduce other Influencers





PEOPLE

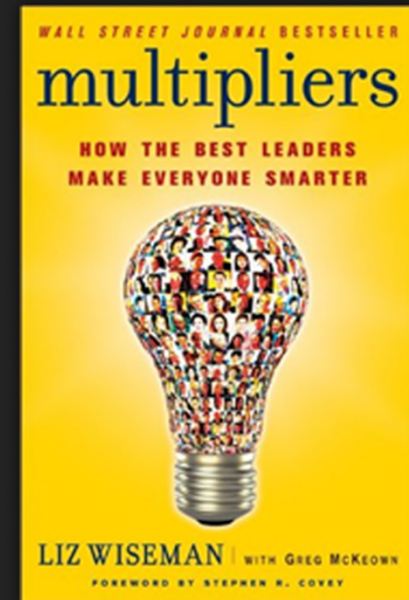
Multipliers

How the best leaders make everyone smarter



The Logic of Addition:

- “Our people are overworked”
- “Our best people are the most maxed out”
- “Therefore, accomplishing a bigger task requires the addition of more resources”

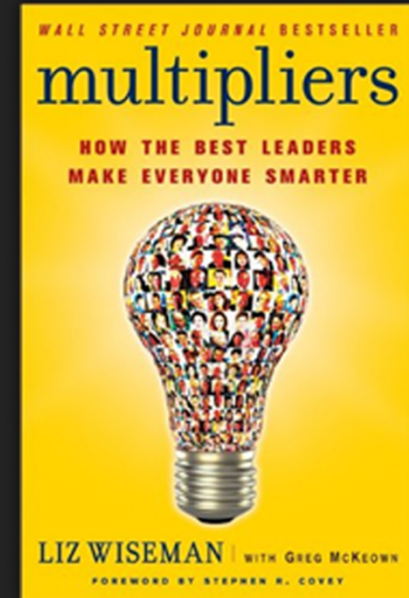


Multipliers
Liz Wiseman



The Logic of Multiplication:

- “Most people in organizations are underutilized”
- “All capability can be leveraged with the right kind of leadership”
- “Therefore, intelligence and capability can be multiplied without requiring a bigger investment”



Multipliers
Liz Wiseman



As a leader
are you a Diminisher
or Multiplier?





5 Key Traits of a Multiplier

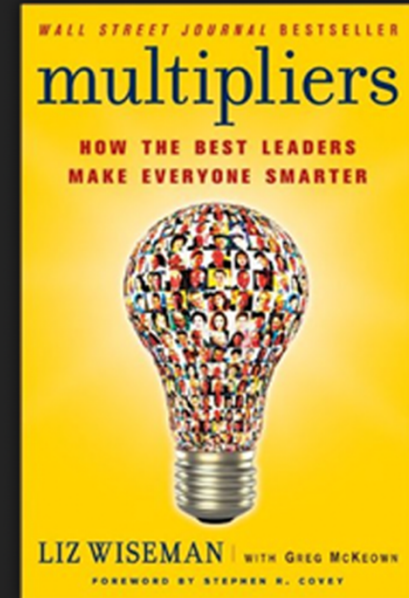
- Talent Magnet
- Liberator
- Challenger
- Debate Maker
- Investor



Are you an accidental Diminisher?

Take the quiz at:

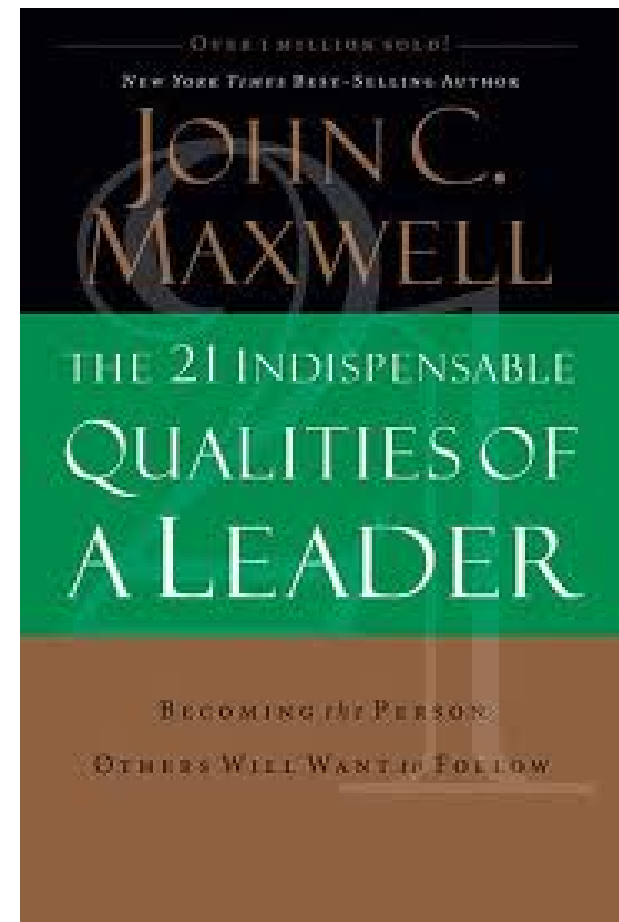
www.multipliersbook.com/accidental-diminisher



Multipliers
Liz Wiseman

What Qualities must a Leader possess?

-
- Character
 - Charisma
 - Commitment
 - Communication
 - Competence
 - Courage
 - Discernment
 - Focus
 - Generosity
 - Initiative
 - Listening
 - Passion
 - Positive Attitude
 - Problem Solving
 - Relationships
 - Responsibility
 - Security
 - Self-discipline
 - Servant Hood
 - Teach Ability
 - Vision



VISION. PASSION. ACTION.

7 Habits:

Habit #1: *Be Proactive*

Habit #2: *Begin With the End in Mind*

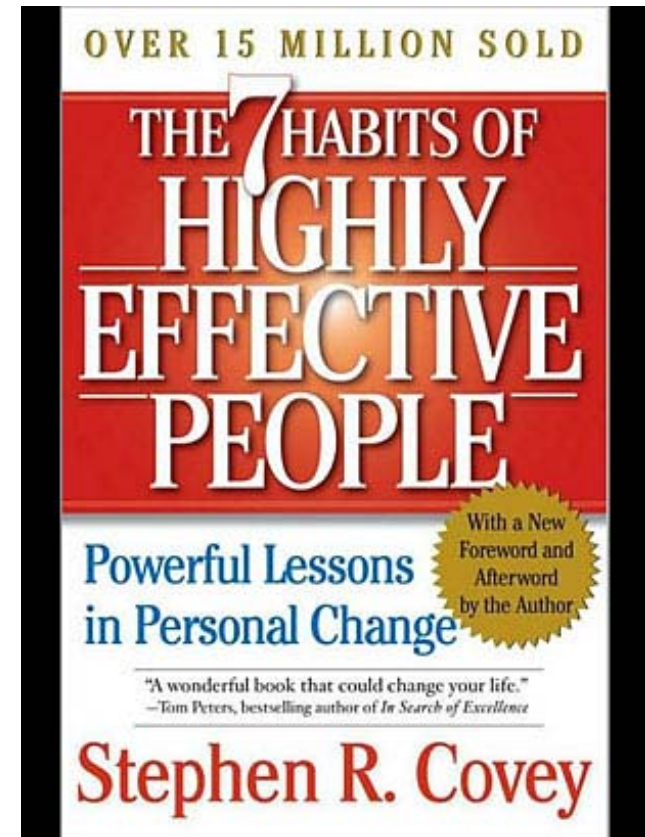
Habit #3: *Put First Things First*

Habit #4: *Think Win/Win*

Habit #5: *Seek First to Understand,
Then to Be Understood.*

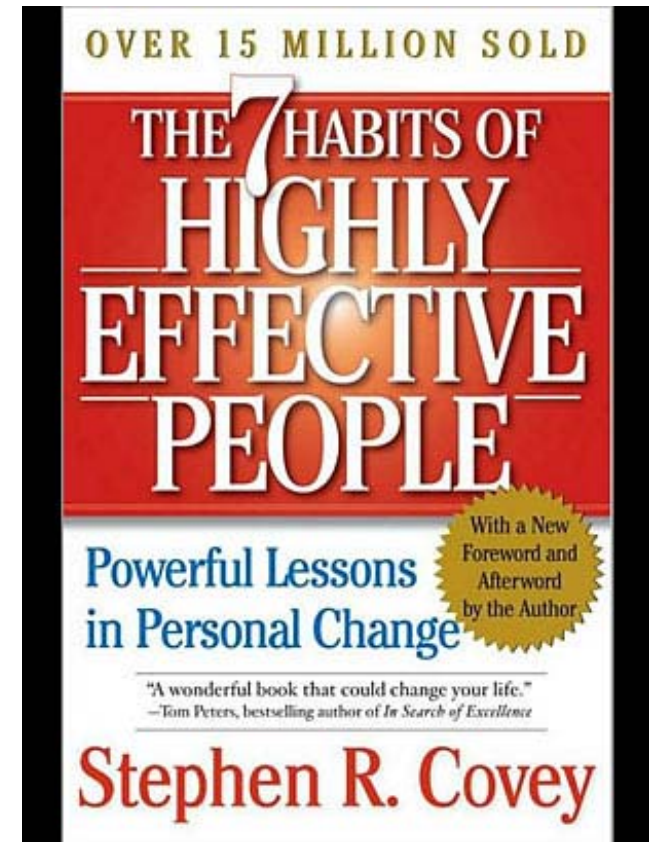
Habit #6: *Synergize*

Habit #7: *Sharpen the Saw*



*"You can say 'No' and smile
only when there is
a bigger 'Yes' burning
inside of you."*

- Stephen R Covey



Character is Key

SOW A THOUGHT,
AND YOU REAP AN ACT.
SOW AN ACT,
AND YOU REAP A HABIT.
SOW A HABIT,
AND YOU REAP A CHARACTER.
SOW A CHARACTER,
AND YOU REAP A DESTINY.

-CHARLES READE



Board of Directors Responsibilities

- Develop the Strategic Plan
- Develop Initiatives and Action Plans in Alignment with the Strategic Plan
- Develop Policies
- Develop Strategy
- Govern within the established Policies and Objectives
- Selecting, appointing, supporting and reviewing the performance of the General Manager
- Ensuring the availability of adequate financial resources for the initiatives and plans
- Approving annual budgets
- Accounting to the stakeholders for the organization's performance
- Setting the compensation of the organization's management
- “Don't Play With the Trains”; Leave that to Staff led by the General Manager
- Step in only when asked or when, obviously needed
- Always encourage and assist and reinforce

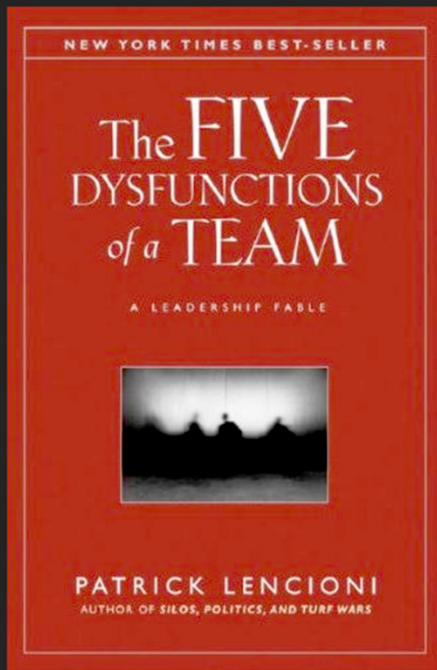




PEOPLE

Team Health

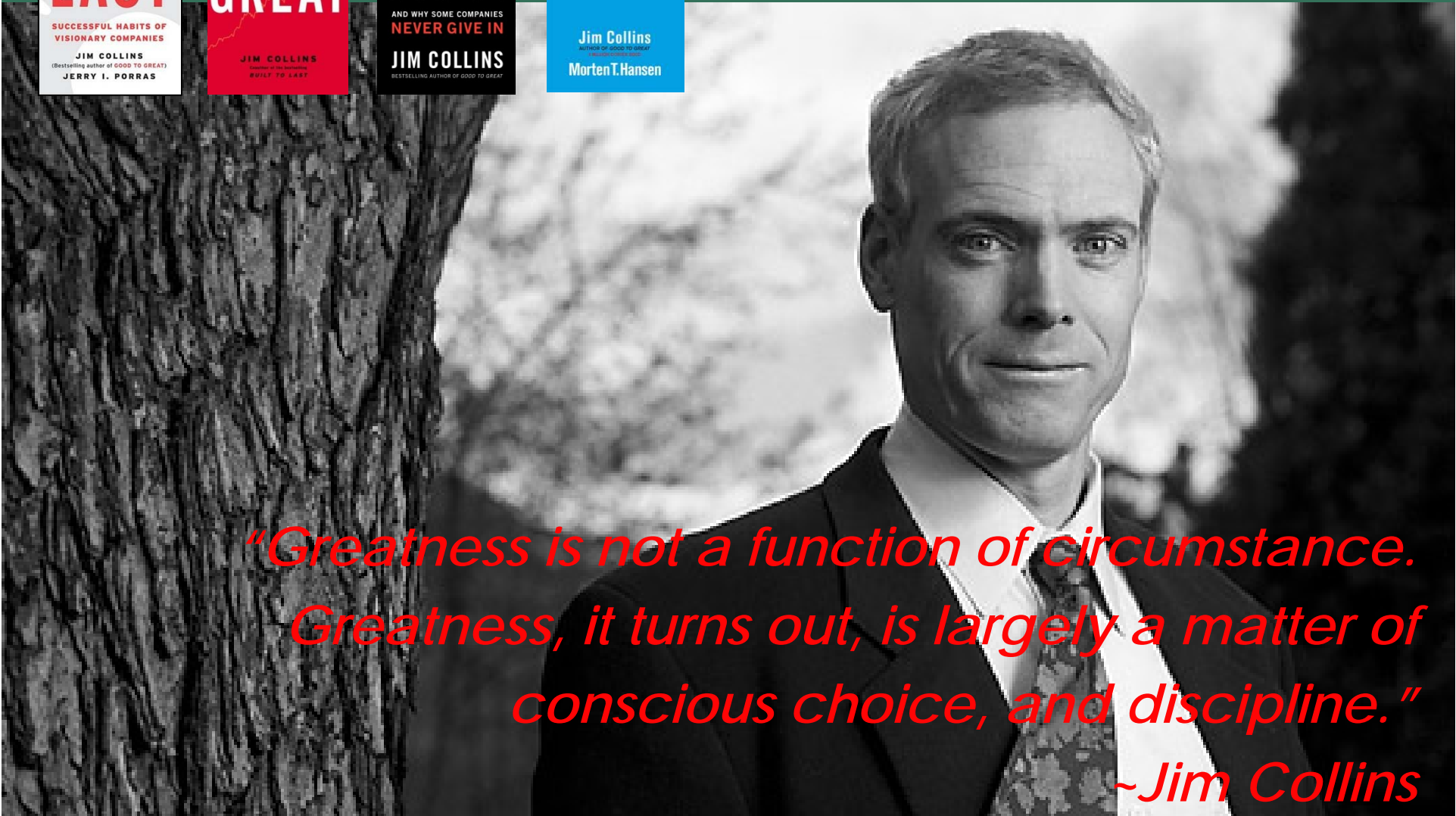
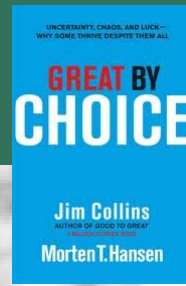
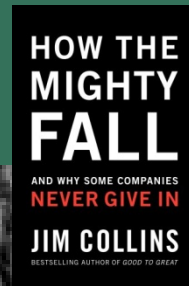
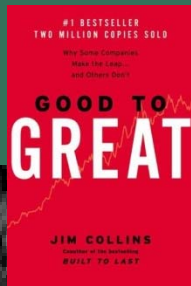
Do you experience the 5 Dysfunctions?





The Five Dysfunctions of a Team





*"Greatness is not a function of circumstance.
Greatness, it turns out, is largely a matter of
conscious choice, and discipline."
~Jim Collins*

Behavior Of The Leadership Team

- Hide Issues
- Opinions
- Statements
- Uncommitted
- Seek Credit
- Look Smart
- Pass Blame
- Weak Delivery

TEAMS ON THE WAY DOWN	TEAMS ON THE WAY UP
People shield those in power from unpleasant facts, fearful of penalties and criticism for shining light on the rough realities	People bring forth grim facts—"Come here and look, man, this is ugly!"—to be discussed; leaders never criticize those who bring forth the realities
People assert strong opinions without providing data, evidence, or a solid argument	People bring forth data, logic, and solid arguments to support their position
The team leader has a very low questions-to-statements ratio, avoiding critical input and/or allowing sloppy reasoning and unsupported opinions	The team leader employs a Socratic style, using a high questions-to-statements ratio, challenging people, and pushing for penetrating insights
Team members acquiesce to a decision but don't unify to make the decision successful—or worse, undermine it after the fact	Team members unify behind a decision once made, then work to make the decision successful, even if they vigorously disagree with it
Team members seek as much credit as possible for themselves, yet do not enjoy the confidence and admiration of their peers	Each team member credits other people for success, yet enjoys the confidence and admiration of his or her peers
Team members argue to look smart or to further their own interests rather than argue to find the best answers to support the overall cause	Team members argue and debate, not to improve their personal position but to find the best answers to support the overall cause
The team conducts "autopsies with blame," seeking answers rather than wisdom	The team conducts "autopsies without blame," mining wisdom from painful experiences
Team members often fail to deliver exceptional results and blame other people or outside factors for setbacks, mistakes, and failures	Each team member delivers exceptional results, yet in the event of a setback each accepts full responsibility and learns from mistakes

- Bring Issues
- Data
- Questions
- Unified
- Credit Others
- Best Answer
- Seek Wisdom
- Exceptional

Board of Directors Responsibilities



S: Strategic

A: Accountable

F: Fair

E: Effective

T: Transparent

I: Inclusive

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Management/Staff Responsibility

Management/Staff Responsibility

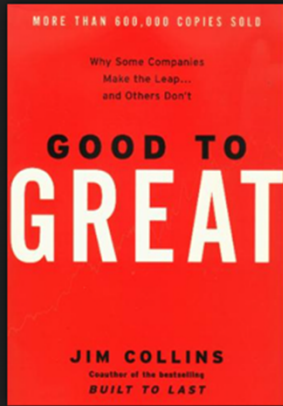
The General Manager is:

- The Director who presides over the organization's day-to-day, month-to-month, and year-to-year operations in accordance with the Board's Policies and Objectives
- The Decision Maker, in accordance with the Board's Policies and Objectives
- The Leader that executes the Strategic Plan in accordance with Board Policy
- The Communicator for the Organization to Stakeholders and Other Parties, in cooperation with the Board
- The Influencer of high-level decisions about Strategy and Policy
- The Advisor to the Board
- The Motivator of employees
- The Person responsible for employee performance
- The Team Player who, with the Board, Drives Change
- The Person who lives by the line in the Job Description "And such other duties that shall present themselves from time to time"

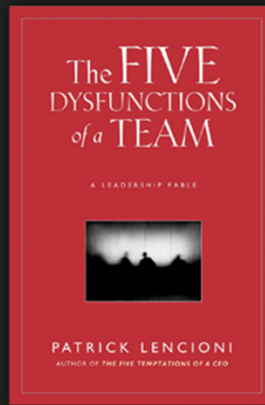
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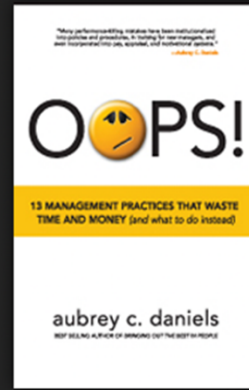
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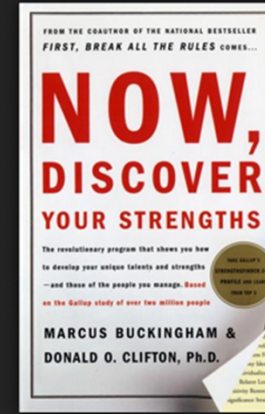
Good to Great
Jim Collins



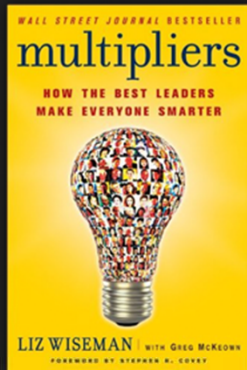
5 Dysfunctions of a team
Pat Lencioni



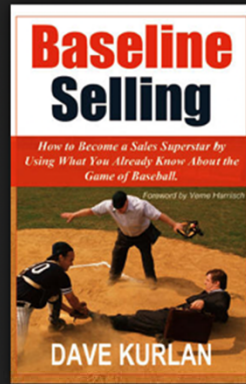
OOPS!
Aubrey Daniels



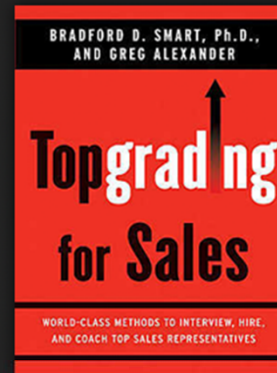
Now Discover your Strengths
Marcus Buckingham



Multipliers
Liz Wiseman



Baseline Selling
Dave Kurlan



Top Grading for Sales
Brad Smart & Greg Alexander



Top Grading
Brad Smart

COFFEE BREAK

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Every morning in Africa, a gazelle wakes up. It knows it must **run faster than the fastest lion** or it will be killed... every morning a lion wakes up. It knows it must **outrun the slowest gazelle** or it will starve to death.



Every morning in Africa, a gazelle wakes up. It knows it must **run faster than the fastest lion** or it will be killed... every morning a lion wakes up. It knows it must **outrun the slowest gazelle** or it will starve to death.

It doesn't matter whether you are a lion or a gazelle... **when the sun comes up, you'd better be running.**



A Bad Day in Africa...



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Four Decisions Overview

(Formerly Rockefeller Habits)

Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH

Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH



CASH

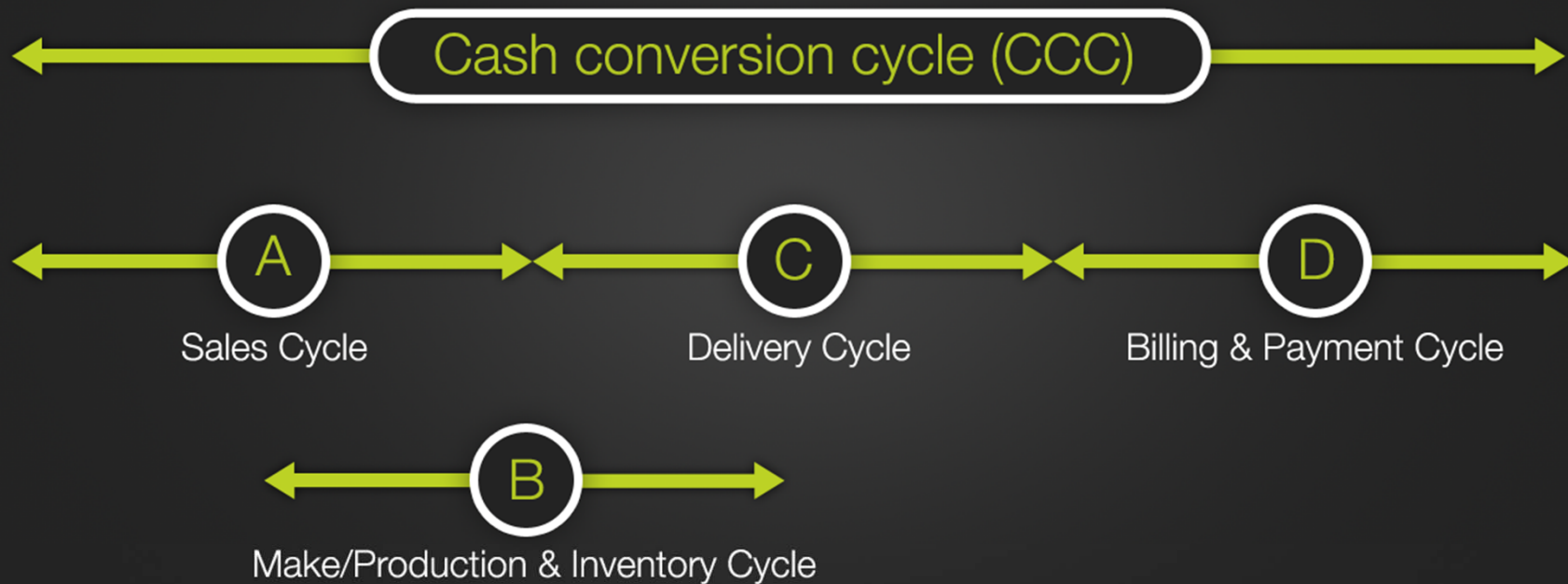
Cash Decisions

How can we increase cash flow without more outside financing?



CASH

The Cash Conversion Cycle™



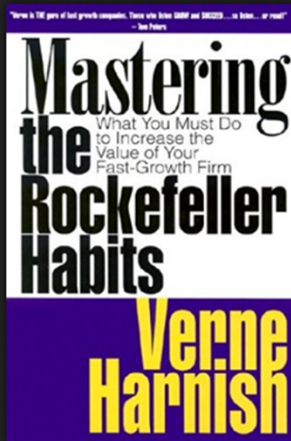


CASH

3 Ways to Improve

- Eliminate mistakes
- Shorten cycle times
- Improve business model





Mastering the Rockefeller Habits
Verne Harnish



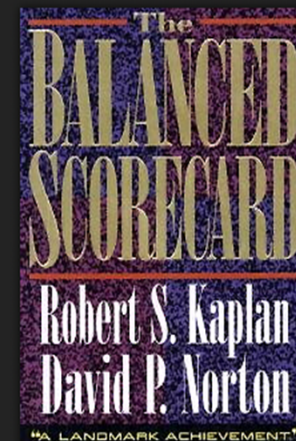
High Stakes Negotiation
Dr Victoria Medvec



Stop the Cash Flow Roller Coaster, I Want to Get Off!
Caroline Grimm Jordan



Make banks compete to lend you money
Rich Russakoff



The Balanced Scorecard
Robert Kaplan & David Norton

Four Decisions™

The four decisions for driving growth



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STRATEGY



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PEOPLE



STRATEGY



EXECUTION



CASH



PEOPLE

People Decisions

Would you enthusiastically rehire everyone on your team?



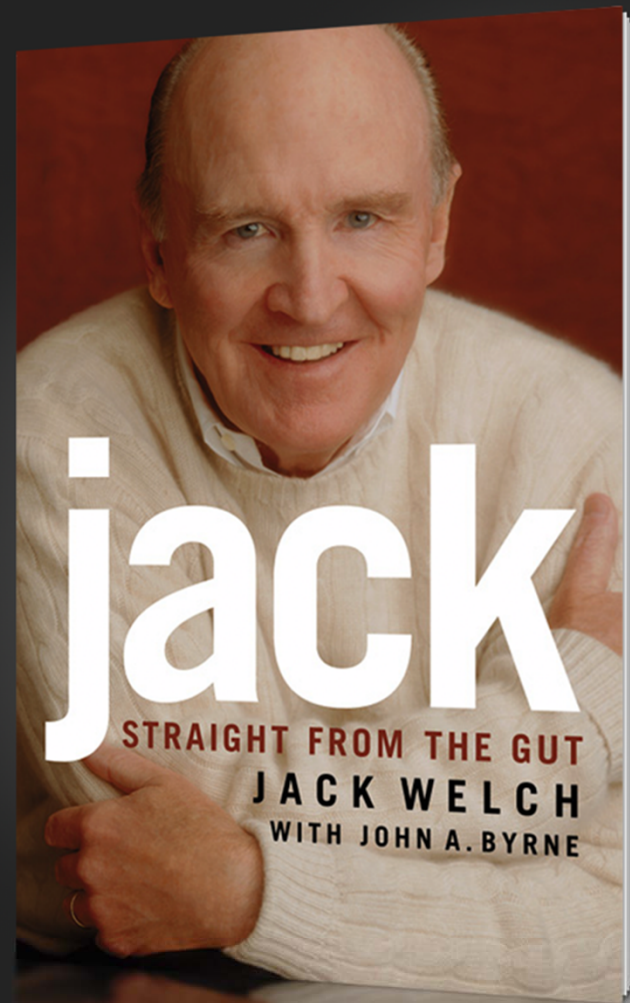
The Right Questions

- What are my RIGHT seats?
- Do I have the RIGHT people in each seat?
- Are the RIGHT people doing the RIGHT things?
- How do I:
 - *Find*
 - *Keep*
 - *Grow my team?*



Jack On People

*“Less people, paid more, with
a lower total wage cost.”*



Great People

The Container Store®

The Original Storage and Organization Store™



1 Great = 3 Good
Pay twice as much
251 hours of training



How do I find, select,
and hire the Right
People?







PEOPLE

TopGrading™

How leading companies win by hiring, coaching,
and keeping the best people.

DISC Personality Assessment

- The assessments classify four aspects of behavior by testing a person's preferences through the use of a 24 question intake form.

- www.profilesglobal.com



- **Dominance**

control, power and assertiveness

- **Influence**

social situations and communication

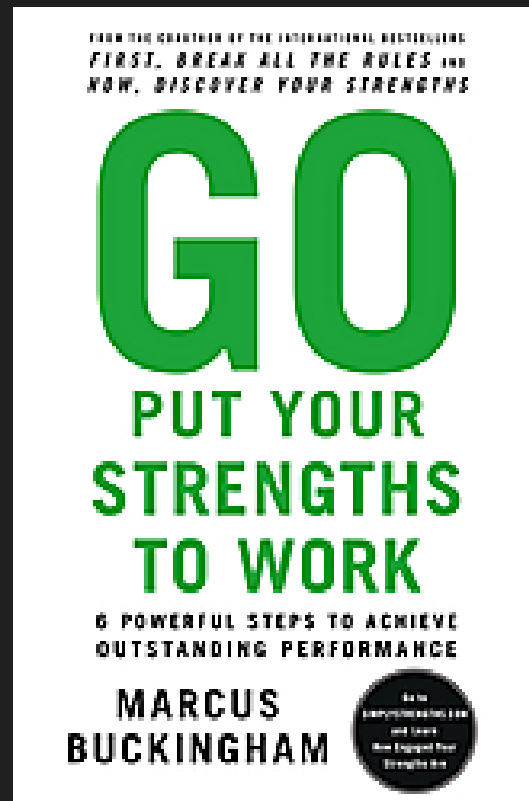
- **Steadiness**

patience, persistence and thoughtfulness

- **Compliance**

structure and organization

Retention



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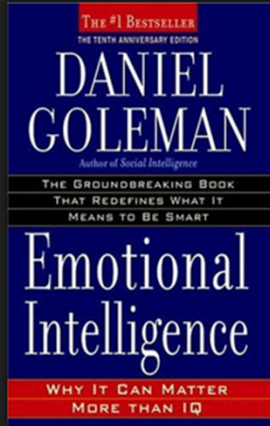


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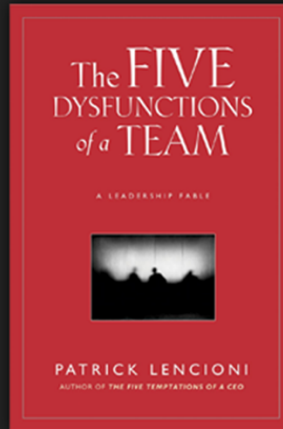
Love

Loathe





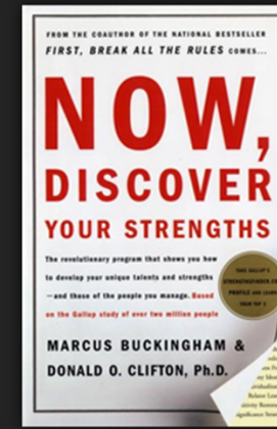
Emotional Intelligence
Daniel Coleman



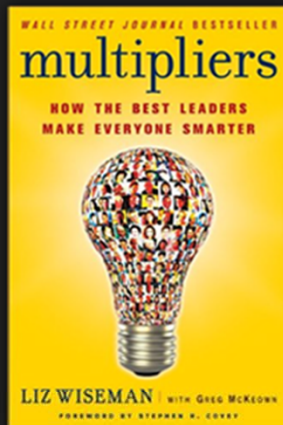
5 Dysfunctions of a Team
Patrick Lencioni



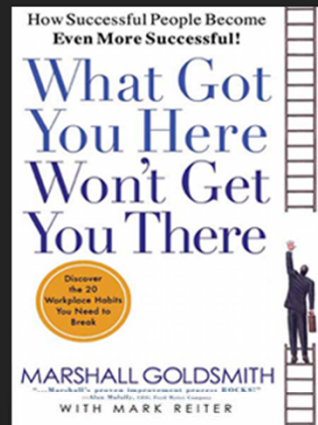
OOPS!
Aubrey Daniels



Now, Discover Your Strengths
Marcus Buckingham
& Donald Clifton



Multipliers
Liz Wiseman



What Got You Here Won't Get You There
Marshall Goldsmith



TopGrading
Brad Smart



Who
Geoff Smart & Randy Street

Four Decisions™

The four decisions for driving growth



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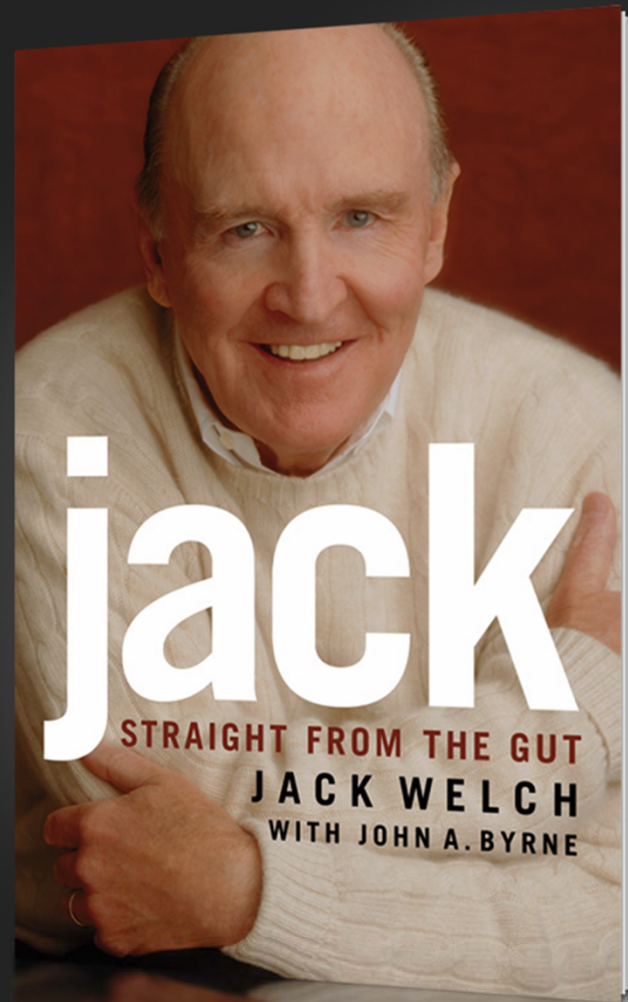


Strategy Decisions

Can you state your strategy in a sentence?



“Strategy is not a lengthy action plan. It is the evolution of a central idea through continually changing circumstances.”





Core Ideologies

- Core Values
- Core Purpose



STRATEGY

Core Values

Your handful of rules



STRATEGY

Core Purpose

What is your passion?



Core Purpose - WHY



Core Purpose - WHY



3M Worldwide



Core Purpose - WHY

- Innovation





Core Purpose - WHY

- Innovation
- Competition



3M Worldwide



Core Purpose - WHY

- Innovation
- Competition
- Happiness





Core Purpose - WHY

- Innovation
- Competition
- Happiness
- Escape



3M Worldwide



STRATEGY

SWOT

Strengths, Weaknesses, Opportunities, Threats



BHAG

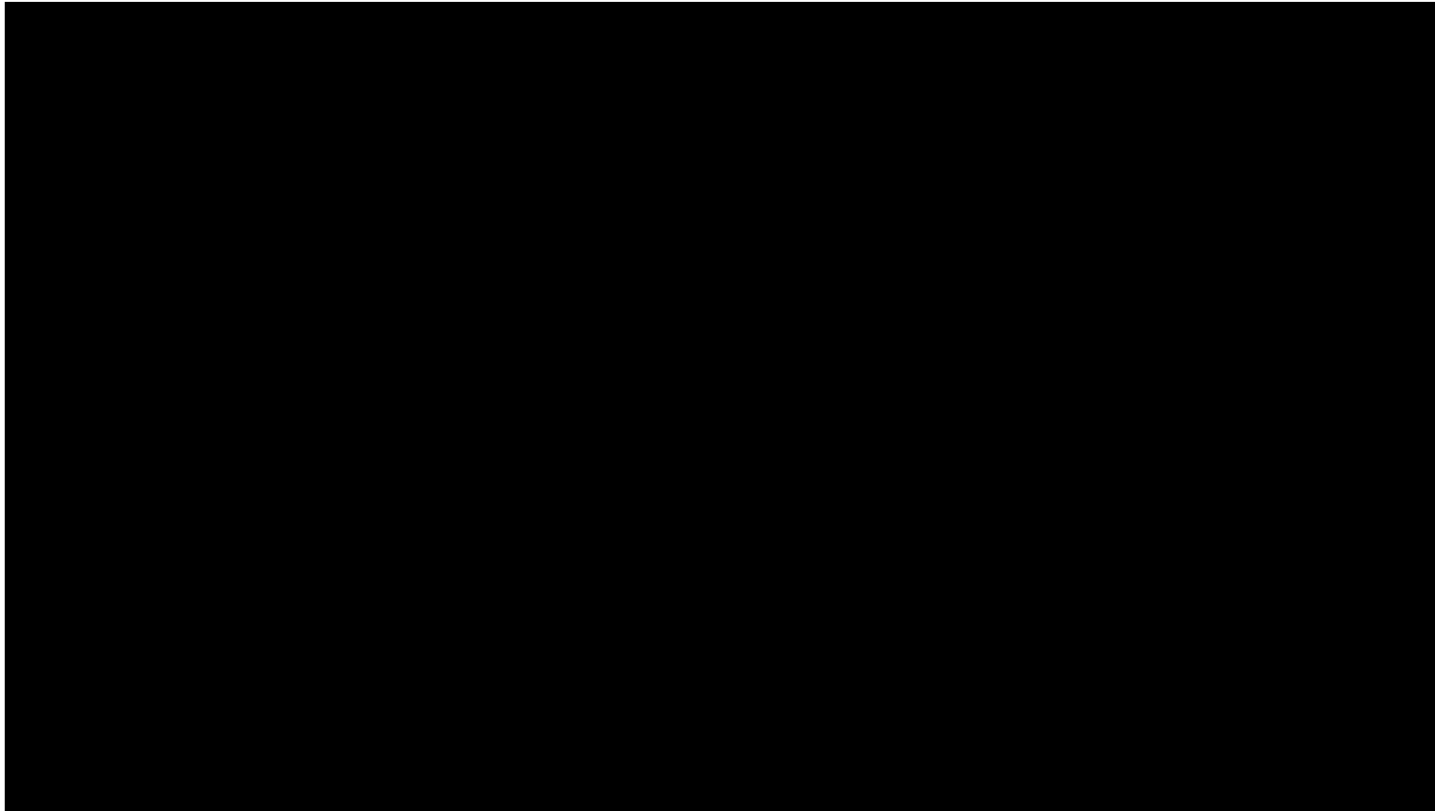
- Your purpose / passion?
- Best in the world?
- Your profit /X?



BHAG Criteria

- 10 - 30 years
- Challenges you to greatness
- Reinforce business fundamentals

A BHAG

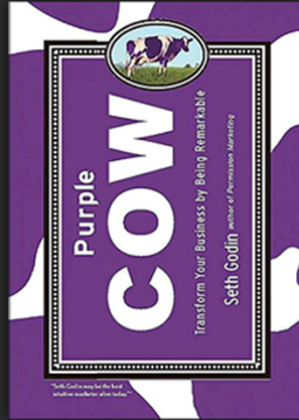




BHAG: Starbucks™



#1 consumer brand on the planet



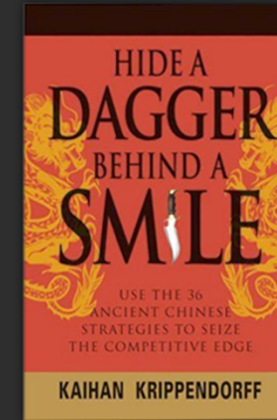
Purple Cow
Seth Godin



Good to Great
Jim Collins



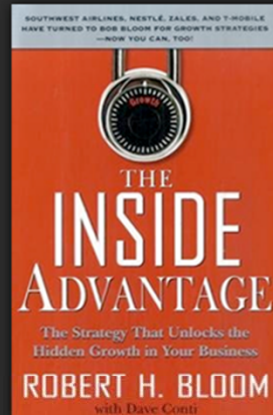
Blue Ocean Strategy
W. Chan Kim &
Renée Mauborgne



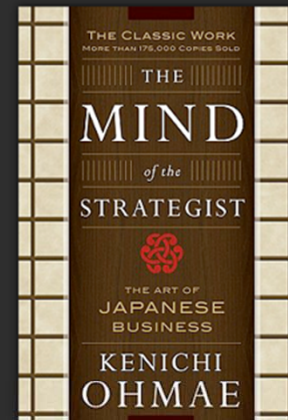
Hide a Dagger Behind a Smile
Kaihan Krippendorff



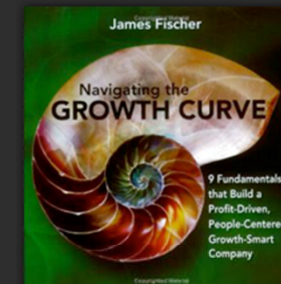
Big Think Strategy
Bernd Schmitt



Inside Advantage
Bob Bloom



The Mind of the Strategist
Kenichi Ohmae



Navigating the Growth Curve
James Fischer

Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH

Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH



1 Priorities





2 Metrics







3 Meeting Rhythms





Employee Feedback





Customer Feedback

Strategy: One-Page Strategic Plan

Organization Name: _____

People (Relationship Drivers)

Employees	Customers	Shareholders
1 _____	1 _____	1 _____
2 _____	2 _____	2 _____
3 _____	3 _____	3 _____

CORE VALUES/BELIEFS (Should/Shouldn't)	PURPOSE (Why)	TARGETS (3-5 YRS.) (Where)	GOALS (1 YR.) (What)																																						
		<table border="1"> <tr><td>Future Date</td><td> </td></tr> <tr><td>Revenues</td><td> </td></tr> <tr><td>Profit</td><td> </td></tr> <tr><td>Mkt Cap</td><td> </td></tr> <tr><td colspan="2" style="text-align: center;">Sandbox</td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table>	Future Date		Revenues		Profit		Mkt Cap		Sandbox												<table border="1"> <tr><td>Yr Ending</td><td> </td></tr> <tr><td>Revenues</td><td> </td></tr> <tr><td>Profit</td><td> </td></tr> <tr><td>Mkt Cap</td><td> </td></tr> <tr><td>Gross Margin</td><td> </td></tr> <tr><td>Cash</td><td> </td></tr> <tr><td>A/R Days</td><td> </td></tr> <tr><td>Inv. Days</td><td> </td></tr> <tr><td>Rev./Emp.</td><td> </td></tr> </table>	Yr Ending		Revenues		Profit		Mkt Cap		Gross Margin		Cash		A/R Days		Inv. Days		Rev./Emp.	
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Gross Margin																																									
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A/R Days																																									
Inv. Days																																									
Rev./Emp.																																									
	Actions <i>To Live Values, Purpose, BHAG</i>	Key Thrusts/Capabilities <i>3 - 5 Year Priorities</i>	Key Initiatives <i>Annual Priorities</i>																																						
	1 _____ 2 _____ 3 _____ 4 _____ 5 _____	1 _____ 2 _____ 3 _____ 4 _____ 5 _____	1 _____ 2 _____ 3 _____ 4 _____ 5 _____																																						

Core Competencies	Profit/X	Brand Promise KPIs	Critical #: People (B/S)
			● Green
			● Yellow <i>Between green and red</i>
			● Red
	BHAG®	Brand Promises	Critical #: Process (P/L)
			● Green
			● Yellow <i>Between green and red</i>
			● Red

Strengths: 1 _____ 2 _____ 3 _____

Weakness: 1 _____ 2 _____ 3 _____

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Your Name: _____

Date: _____



Process (Productivity Drivers)

Make/Buy	Sell	Record Keeping
1 _____	1 _____	1 _____
2 _____	2 _____	2 _____
3 _____	3 _____	3 _____

ACTIONS (QTR) (How)	THEME (QTR/ANNUAL)	YOUR ACCOUNTABILITY (Who/When)																																																																		
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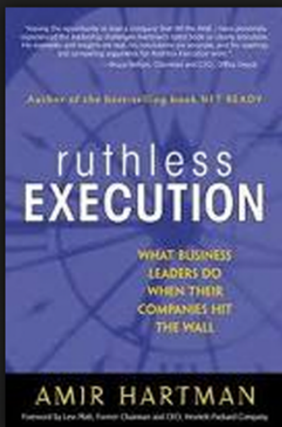
Critical #: People (B/S)	Celebration	Critical #: People (B/S)
● Green		● Green
● Yellow <i>Between green and red</i>		● Yellow <i>Between green and red</i>
● Red		● Red
Critical #: Process (P/L)	Reward	Critical #: Process (P/L)
● Green		● Green
● Yellow <i>Between green and red</i>		● Yellow <i>Between green and red</i>
● Red		● Red

Opportunities: 1 _____ 2 _____ 3 _____

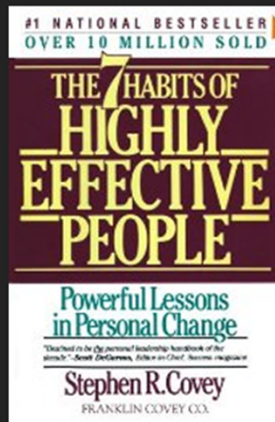
Threats: 1 _____ 2 _____ 3 _____

Need help implementing this plan? Visit www.gazelles.com or call 1-866-922-GROW to learn about Gazelles Coaching Services.

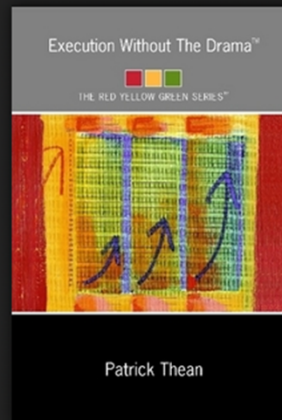




Ruthless Execution
Amir Hartman



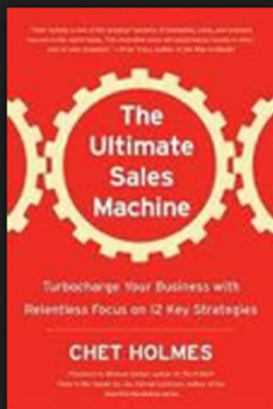
The 7 Habits of Highly Effective People
Stephen R. Covey



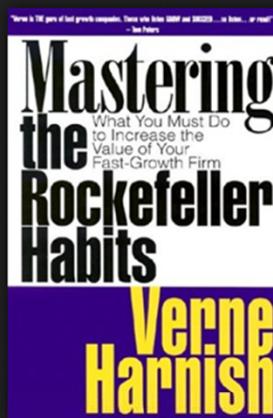
Execution Without the Drama
Patrick thean



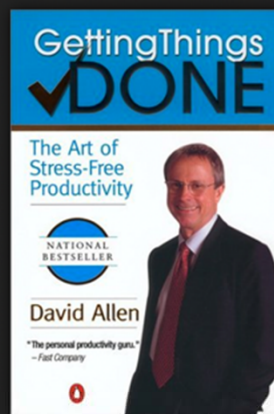
The Checklist Manifesto
Atul Gawande



The Ultimate Sales Machine
Chet Holmes



Mastering the Rockefeller Habits
Verne Harnish



Getting Things Done
David Allen



Execution
Larry Bossidy

Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH

Lunch Break



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Board Meetings



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Meeting Assessment

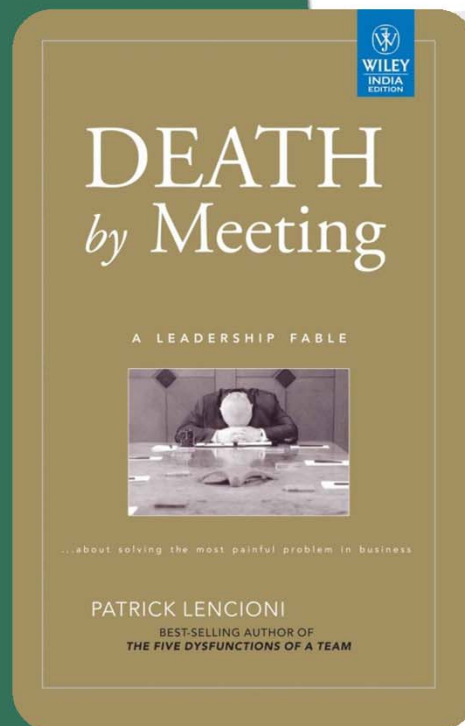
1. Are your meetings *dull and uninspiring*?
2. Do Commission members *question the usefulness of meetings*?
3. Are *critical issues avoided* or overlooked during meetings?
4. Do you wonder if Commission *members are holding back* during meetings?
5. Do Commission *members complain* about having to attend meetings?
6. Do you find that meetings *end without resolution* of critical issues?
7. Do you *discuss administrative, tactical and strategic topics* during the same meeting?
8. Are important *discussions cut short* because of time restraints?
9. Is your Commission *reluctant to go off-site more than once a year* to review the state of the business or organization?
10. Do Commission *members seem disengaged* during meetings?

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Staying the course...

Death By Meeting

By Patrick Lencioni



Five Tips for Better Meetings

1. Know the Purpose (Discuss vs. Decide).
2. Clarify what is at stake (In context).
3. Hook them in the first few minutes.
4. Set aside enough time.
5. Provoke conflict or debate.



Board Meetings



To Keep Meetings Productive

- Circulate Agenda and all reports and documentation via paperless system well ahead of Meeting (minimum one week before or at very least on the Friday before a meeting).
- Keep Focused on Agenda
- Encourage honest and frank debate on issues until all possible scenario's and opinions are placed on the table for consideration
- Make way for clear and concise consultation with Stakeholders, where applicable
- Confront the brutal truth and decide on an outcome even if it is to refer the matter to the next meeting or to the General Manager for further consideration
- Decide to be proactive with issues
- Always refer back to the Foundational Statements and Strategic Plan
- Separate meetings focused on Strategy for those focused on Administrative Reports from those focused on Execution
- Rely on Committees but minimize the number of Committees (Strike Forces and Task Forces)
- Be prepared to reconsider a decision or have a second look
- Instill laughter as part of a meeting
- Having a meal before or during a meeting is a good way to build camaraderie
- Minimize the rules

Reports to the Board

Reports to the Board

- Reports from the General Manager with history, background, discussion, possible ramifications, recommendations for action and justification of recommendation in accordance with the strategic plan or foundational statements or SAFETI
- The Board should receive a monthly state of financial affairs including a statement of financial position and statement of income compared to total budget and prorated budget year to date, Explanatory notes should be made for extraordinary items
- Reports that are verbal should be focused and on topic and present any recommendations even if to adopt as a report
- If there are issues that a General Manager needs assistance with, those should be reported
- Accountability must always flow through the meetings as well as Strategic, Accountable, Fair, Effective, Transparent, Inclusive

Documentation of Decisions

Documentation of Decisions



- Decisions that are far reaching (beyond administrative decisions) and that will impact the Industry must be reported in a format that respects SAFETI. History, background, issues, decisions, consultation, legal advice, further consideration, justification and final decisions must all form part of a report on the issue

Minutes



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Minutes

- A summation of the decisions, not necessary discussion surrounding the decisions made at a Board Meeting or Committee Meeting.
- Contents should include:
 - Board Members Present
 - Others Present
 - Resolutions to adopt Agenda and Past Minutes
 - Brief Summary of Any Reports (If in writing, reports may be appended to minutes)
 - Adoption of Financial Reports (Should be appended)
 - Summary of Items on the Agenda and any discussion and action items, as a result
 - Items of significance, including motion made and seconded, discussion and the result of the vote (if a Director abstains or wishes his vote recorded this must be reflected) (If a Director excludes himself/herself due to potential conflict of interest, this must be reflected)
 - Adjournment and next meeting

Accountability

Accountability

- Accountability is not a Once a Year Event; it should and must be part of a Commission's Culture (Have I mentioned Culture yet?)
- Accountability must be part of the DNA and can be a "weapon" to silence the vocal minority
- Accountable is a simple exercise as is Strategic, Fair, Effective, Transparent, Inclusive

Reporting to Stakeholders



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Reporting to Stakeholders

- **ONCE A YEAR?**
- **TWICE A YEAR?**
- **QUARTERLY?**
- **WHEN THERE IS AN ISSUE?**
- **WHEN STAKEHOLDERS HELP IS NEEDED?**

AND...THE ANSWER IS!

Reporting to Stakeholders



**THERE IS NO RIGHT ANSWER....KEEP THEM INFORMED REGULARLY (QUARTERLY?)
THROUGH ACCOUNTABILITY MEETINGS. BE PROACTIVE IN DISCUSSING EVEN THE WORST
CASE SCENARIO. FACE THE BRUTAL TRUTH!**

THEY WILL APPRECIATE IT!

Board Succession



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Board Succession



- ADVICE: HAVE AN ACTIVE BOARD SUCCESSION PROGRAM, NOT TO DEVELOP “AN OLD BOYS CLUB” BUT TO ENSURE THAT WHAT YOU HAVE STARTED AND PARTICIPATED IN WILL CONTINUE
- WITH AN EFFECTIVE, SIMPLE AND ALIVE STRATEGIC PLAN, THOSE WHO MIGHT HAVE A DIFFERENT VIEWPOINT WILL SOON SEE WHAT THE DIRECTION IS

Board Orientation



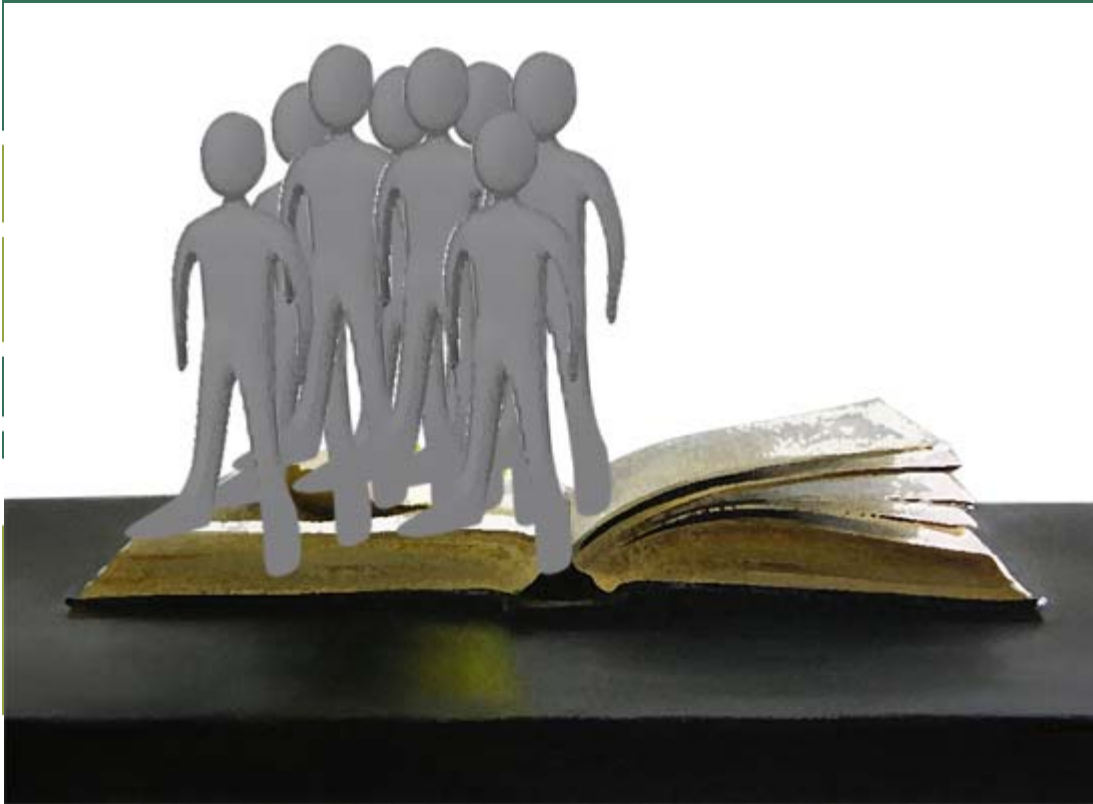
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Board Orientation



- Orientation **IS NOT** a handshake and a “Welcome to the Club, we have “One Meeting a Month and you are expected to be there”
- Orientation **IS A VERY DETAILED EXPLANATION OF:**
 - The History and Why the Organization exists
 - The Strategic Plan and Foundational Statements
 - The Action Plans
 - The Industry Acronyms Explained
 - The Industry Aspirations and Its Stakeholders and whether they are in alignment and, if not, why
 - The Staff; who will the Board Member interact with and what is their Job Description
 - What are the expectations
 - Pay
 - Travel
 - Committees, Strike Forces and Task Forces and where would you like to serve
 - A Session (Informal) with the General Manager one on one
 - A Session (Informal) with each Board Member one on one
 - And then the question “Do you have any questions or any concerns?”; and if there are any the willingness to provide honest answers

Get everyone on the same page!



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Four Decisions™

The four decisions for driving growth



PEOPLE



STRATEGY



EXECUTION



CASH



3 Meeting Rhythms





3 Meeting Rhythms

Purpose:

- Daily 7-12 min → Synchronize
- Weekly 60-90 min → Status, refocus
- Monthly → Review, learn
- Quarterly → Priorities
- Annual → Strategy, plan

2010

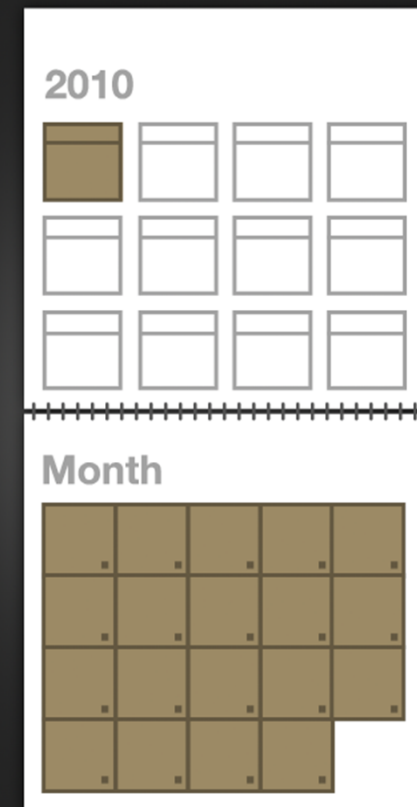
Month



3 Meeting Rhythms

Monthly Agenda:

- Review progress on quarterly priorities
- Discuss the numbers (KPI Dashboard)
- Mid course (quarter) adjustments
- Collaborate on a strategic opportunity





3 Meeting Rhythms

Weekly Agenda:

- Status – Last week's results & impediments
- Individual accountability – Priorities & KPIs
- Build strong leadership team collaboration
- Chief Executive commentary, guidance & inspiration

2010

Month



3 Meeting Rhythms

Daily Agenda:

- What's up (victories, top priority)
- Daily metric
- Where are you stuck? (impediments)
- Word or thought for the day

2010

Month



Huddles = Synchronization

- Speeds up your business
- Ensures teamwork
- Heals relationships

Try a "Huddle"

1-800-GOT-JUNK



Best Practices Results:

- 12 Service Values
- Astonish customers



THE RITZ-CARLTON®



Be sure to have lots of fun!

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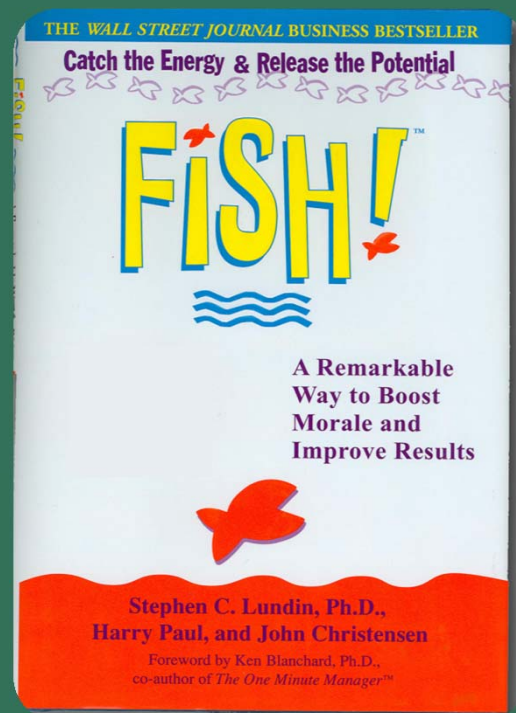
Are we having *fun* yet?



Staying the course...

FISH!

by Stephan Lundin, Ph.D, Harry Paul & John Christensen



- Play!
- Make Their Day!
- Be Present in the Moment.
- Choose Your Attitude.

- Examples of **fun**
in Your
Workplace...
- Choosing
Your
Attitude...



Rewards, Themes and Thank You's



Appoint The (Unofficial) Director of Fun!



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AND ALL OF THIS MAY REQUIRE CHANGE; SO HOW DO WE COPE WITH THAT?



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BUILD A WINNING TEAM



Feedback and Questions

Greatest Learning and Take Away...



We welcome your feedback...
Please return your completed survey's.

Casey Langbroek, FCGA
Certified Business Coach, Gazelles International



P. 604.392.8010
F. 604.858.4334
C. 604.819.5283
H. 604.792.0234
E. casey@catapultcoaching.ca
W. <http://www.catapultcoaching.ca/>

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