

Board of Commissioners Retreat

GOVERNANCE

DECISION MAKING

December 14, 2019



Chittenden Solid Waste District

AGENDA

1. Welcome and Introductions
2. Why We're Here
3. How We Make Decisions
4. Strategy and the Decision Chain
5. Lunch
6. Practice the Chain
7. Feedback on the Practice
8. Where Do We Go from Here?

Retreat Goals & Desired Outcomes

Retreat Goals

- Commissioners understand difference between Strategy and Tactics, and can provide examples of each
- Commissioners see how their personal strengths and weaknesses inform their decision-making
- Practice Board decision-making using a matrix tool

Desired Outcomes

- Fuller participation by each Commissioner in Board-level decision making
- Govern More, Manage Less

Charter Language, rev. 5/1992

Article II, Board of Commissioners

Section 1. Authority

The legislative power and authority of the District and the administration and the general supervision of all fiscal, prudential, and governmental affairs thereof shall be vested in a governing body known as the Board of Commissioners, except as specifically provided otherwise in this agreement.

Anything need changing?

Mission, Vision, Values

- **Mission:** The Chittenden Solid Waste District's mission is to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner.
- **Vision:** Products are designed to be reused or recycled and our community fully participates in minimizing disposal and maximizing reuse and recycling.
- **Values:** Work Safely; Encourage Innovation; Support & Inspire; Communicate Openly & Effectively; Be Transparent with Activities & Policies; Demonstrate Integrity; Deliver Results; Be Respectful

Still relevant?

Leadership and Decision Making Styles

adapted from "Emotional Intelligence" by Daniel Goleman

Coercive

Authoritative/Visionary

Affiliative

Democratic

Pace Setting

Coaching



Chittenden Solid Waste District

Coercive Style

Demands Compliance

- Drive to achieve
- Takes initiative
- “Do what I tell you”
- Strong sense of self-control
- Great in a crisis

Long Term: Negative

Authoritative/Visionary Style

Mobilizes Towards a Vision

- Self-confident
- Empathetic
- Change Catalyst
- “Come with me”
- Great when change requires a new vision

Long Term: Strongly Positive

Affiliative Style

Creates Harmony and Builds Emotional Bonds

- Relationship builder
- Communication is main focus
- Empathetic
- “People come first”
- Great during stressful periods or when there are rifts needing healing

Long Term: Generally Positive, but can be viewed as creating an entitled environment

Democratic Style

Forges Consensus through Participation

- Collaboration
- Team focused
- Communication is key
- “What do you think”
- Great when needing buy-in or employee input

Long Term: Positive

Pace Setting Style

Sets High Standards for Performance

- Drive for achievement
- Takes initiative
- Great for getting quick results from a highly motivated and competent team

Short Term: Positive; Long Term: Tiring

Coaching Style

Future Development

- Develops others
- Self-Aware
- Empathetic
- Great for helping employees improve performance or develop strengths

Long Term: Positive

Which Style Fits *First*?

- What's your Go-To style?
- How tricky is it to switch your style?
- Is there an “ideal” style for Board governance?

How CSWD Makes Decisions Feels...

Current State

- Rushed
- Uninformed
- Reactive
- Tactical
- Worried
- Overwhelmed

Desired State

- Deliberate
- Adequately informed
- Strategic
- Intentional
- Confident

Strategy

What people think it is

- A list of things to do
- A list of people doing the things
- A budget number “not to exceed”

What it actually is

- An Idea that defines and provides an organization with an integrating mechanism that focuses on a desired future, confirms the organization's mission, establishes long term goals and establishes a short term action plan to achieve its goals.

-Georgia Center for Nonprofits

Strategic Views

John Hillen, former CEO Sortera Defense Solutions:

- *In essence thinking strategically involves a perspective that is bigger picture, longer term, oriented around a future different from the present, and connecting many different activities and objectives in pursuit of one goal. A strategic thinker always assumes things must change.*
- “Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.” Sun Tzu
- “You have to be fast on your feet and adaptive or else a strategy is useless.” Charles de Gaulle
- “Good tactics can save even the worst strategy. Bad tactics will destroy even the best strategy.” General George S. Patton Jr.

Strategic Thinking vs Tactical Acting? We Need Both

Strategy = Thinking, Planning

- Insight
- Asks “What if...?”
- Blue Sky/Big Picture
- Decides where to Focus
- Confirms the Mission
- Analysis Paralysis

Tactic = Doing, Implementing

- Execution
- Jumps to Solutions
- Gets the Job Done, Any Job
- Organizes, Makes Lists
- Delivers on the Mission
- “Ready, Fire, Aim”

<https://bnbranding.com/brandinsightblog/strategic-thinking-vs-tactical-acting/>

Who Does What-Traditional Model

- Strategy: Board of Commissioners + Executive Director
- Tactics: Executive Director + Department Directors
- Implementation: Department Directors + Department Team Members

What are the dangers if the roles are unclear?

Is anything missing from the model?

Governance—Management

Governance

- Represents the will of a group of people
- Sets policy of the org based on the mission and vision

Management

- Day-to-day functions
- Carries out the policies set by the Board

Decision Chain

- Issue Focus / **Question to Be Addressed**
- Organizational Goal / **Mission Alignment**
- Lay of the Land / **What Do we Know?**
- Communication / **Who Needs to Know, How?**
- Strategy / **Chart the Path Forward**
- Resources/ **Budget Check**
- Tactics and Timeline / **Reality Check**
- Taking Delivery/ **Verifying Impact**

*Based on the Campaign Planning Matrix developed by the Sierra Club Training Academy

Practice

Q: Should we only accept plastics numbered 1, 2, and 5?

- Using the fact sheet provided, talk through the remaining factors of the decision chain.

Feedback

Process Debrief

- What did you feel worked?
- What didn't work?
- What was missing that you felt was critical information?