

**REAL**

*Leadership &  
Effective Governance*

Participant Packet





At Strategic Advantage Consulting, we believe that strong leadership is the foundation of every thriving organization. Our team is dedicated to empowering boards, staff, and volunteer leaders through tailored, results-driven training programs that foster clarity, collaboration, and confidence.

This session is designed to equip you with the tools, insights, and strategies needed to lead with purpose, make informed decisions, and drive meaningful impact. Whether you're stepping into a leadership role for the first time or looking to refine your skills, this program will challenge and inspire you to grow as a leader and serve your organization with excellence.

Thank you for your commitment to leadership development. We're honored to be part of your journey.

*Tim Weisheyer*

## *What is Effective Governance?*

Effective governance is when the work and actions of all parties within the organization are working in unison to accomplish the vision, mission, and strategic priorities of the organization in line with the adopted budget.

**ROLES &  
RESPONSIBILITIES**



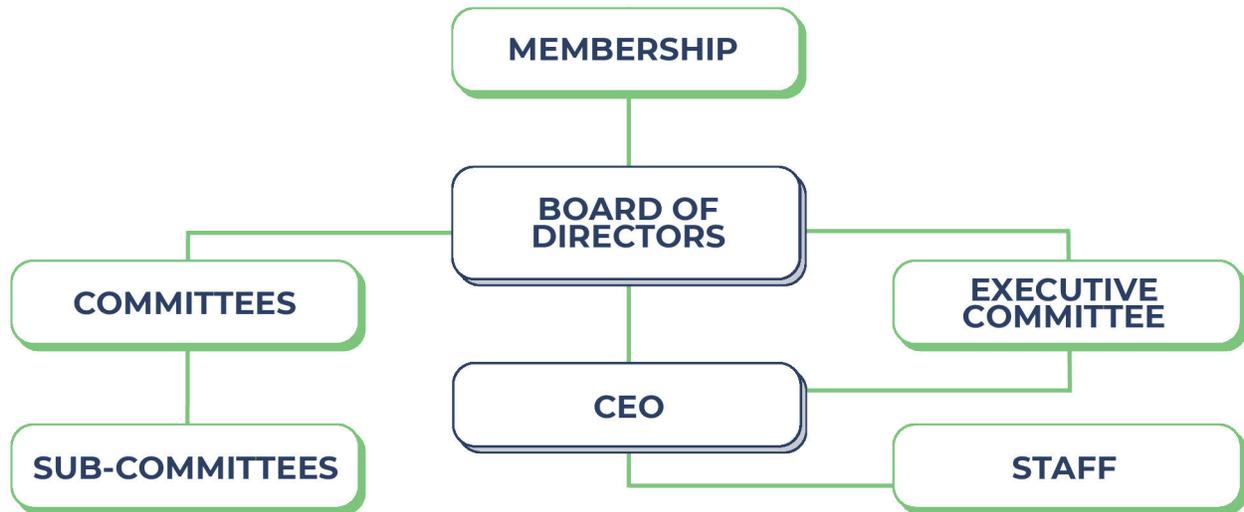
**ROBERT'S RULES  
OF ORDER**



**REAL  
LEADERSHIP**



# Know Your Role



## Membership

- Member-driven organization
- Annual General Membership Meeting
  - Accountability and transparency
  - Provides members the opportunity to make proposed or considered decisions

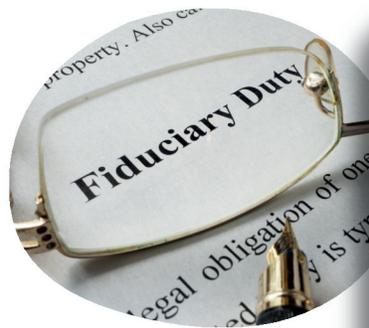
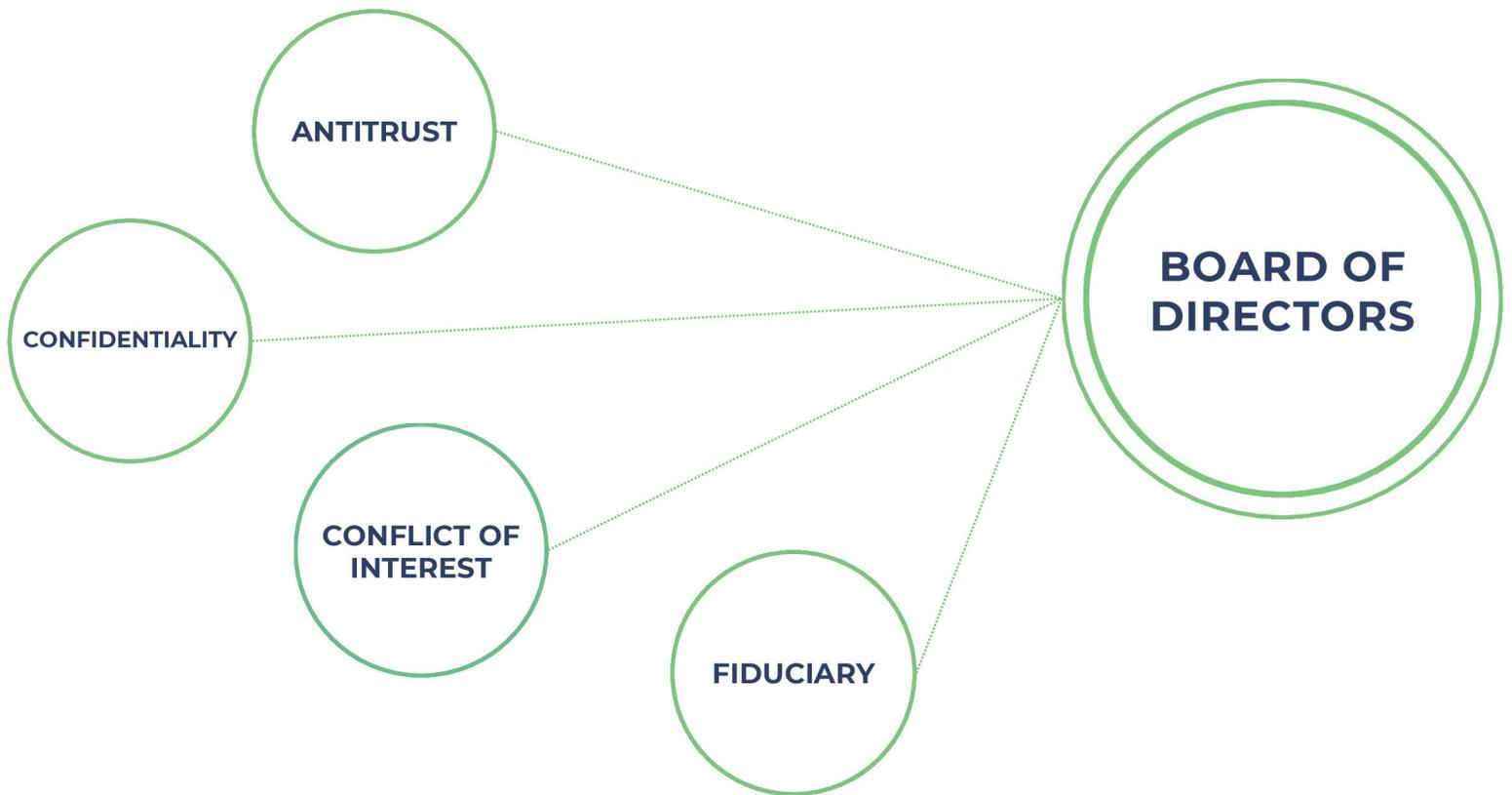
## Executive Committee

- Subset of the Board of Directors
- Given specific and limited authority to act on behalf of the Board of Directors in the absence of a regular meeting of the Board of Directors
- Serves as a vetting and recommending body
- Not superior to the Board of Directors but has been entrusted with certain duties and responsibilities by the Board of Directors.

## Board of Directors

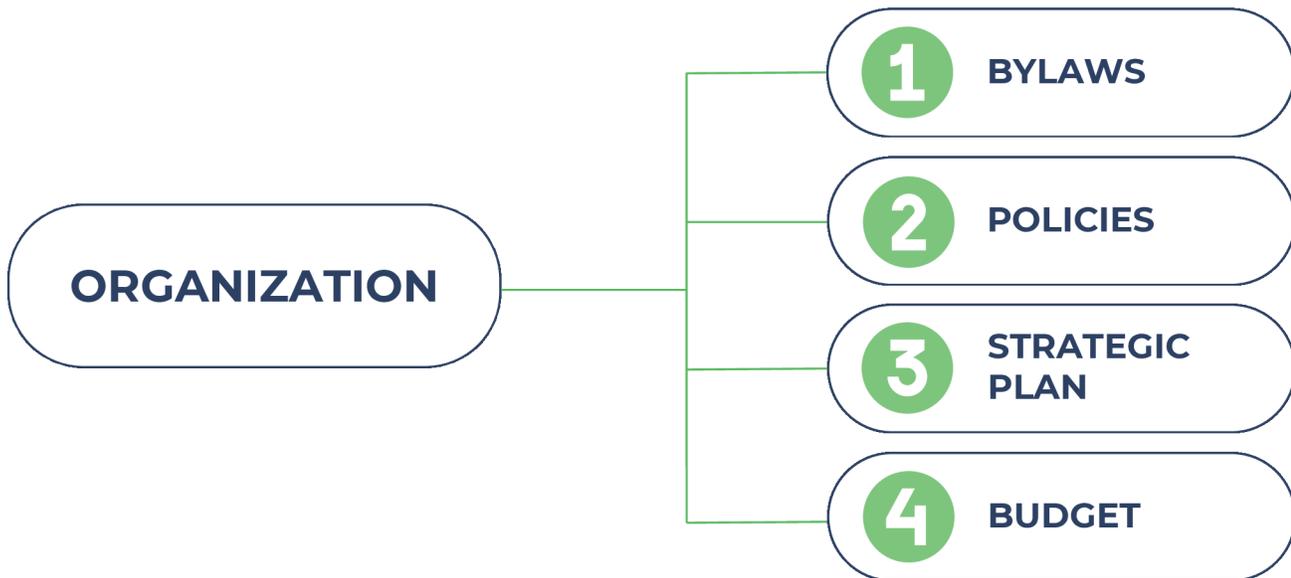
- Duly-elected body
- Oversee the governance of the organization
- Has a fiduciary responsibility to the organization
- Typically meet monthly
- The BOD has a few key and primary responsibilities

# Know Your Role



*"a duty of utmost good faith, trust, confidence, and candor owed by a fiduciary (such as a lawyer or corporate officer) to the beneficiary (such as a lawyer's client or a shareholder); a duty to act with the highest degree of honesty and loyalty toward another person and in the best interests of the other person."*

# What Drives an Organization?



## Bylaws

- Master governing documents
- Not changed easily or frequently

## Policies

- Detailed rules of the road
- Can be amended by Board of Directors

## Strategic Plan

- Guides the organization
- Provides strategies to achieve goals

## Budget

- Financial framework designed to accomplish strategic priorities



Your Strategic Planning Timeline



Get our Strategic Planning Timeline here to guide your organization's planning success.

# Know Your Role

## Chief Executive Officer

- Employee of the organization
- Works at the pleasure of the Board of Directors
- Does not work for any one member of the Board, including the President
- Responsible for the daily operations of the organization



“ WE CANNOT BE MERE CONSUMERS OF GOOD GOVERNANCE; WE MUST BE PARTICIPANTS, WE MUST BE CO-CREATORS. ”

Rohini Nilekani

## GOVERNANCE *Board of Directors*

- 30,000 FEET
- BYLAWS, STRATEGIC PLAN, POLICIES, AND BUDGET
- COMMITTEES/VOLUNTEERS
- AVOID MICROMANAGING

vs

## MANAGEMENT *Chief Executive Officer*

- DAY-TO-DAY OPERATIONS
- PROCEDURES, IMPLEMENTATION, EXECUTION
- STAFF/HR
- DETAILS MATTER

# Know Your Role

## Committees

- Established through bylaws and policies or by the Board of Directors.
- Charged with a specific task or tasks and should always and only work on the items specific to their charge.

### CHAIR

- Subject matter expert
- Formulate meeting agendas
- Scheduling meetings of the committee
- Facilitating the work of the committee
- Mastery of meeting management via Robert's Rules of Order

### VICE-CHAIR

- Partner and support for the Chair
- Assigned with specific tasks
- Step in as Chair of the committee as needed
- Groomed to become a future Chairman of the committee

### MEMBERS

- Selected for their subject matter expertise, passion, and/or willingness and ability to help
- Expected to be informed, knowledgeable, prepared, engaged, and regular and active participant

## Sub-Committees

- Formed by a committee for the purpose of carrying out a very limited and specific task or objective of the committee.
- Often not decision-making bodies but recommending bodies.
- Typically get into very detailed specifics and vetting decision-making for the benefit of the committee to which they belong.
- For example, if a committee is charged with raising money (RPAC), the RPAC Committee may decide to have an RPAC event Sub-Committee that sits under the RPAC Committee for a number of reasons.



# EFFECTIVE LEADERSHIP IS ABOUT LOOKING FOR YOUR REPLACEMENT

- Looking for opportunities to grow your committee members as a Chair
  - Who is most capable to move into the Chair or Vice Chair position in the future?
  - How do you help hold them accountable?
    - Shepherding people to be part of the group that is leading others



*Remember, you were selected out of others to be in this role and now it is your turn to grow and develop others.*

## KEYS TO A SUCCESSFUL MEETING

### BEFORE

- Give adequate notice
- Have a specific purpose
- Create a detailed agenda
- Provide materials early
- PREPARE!

### DURING

- Focus on tasks from agenda
- Be present
- Take minutes
- Set expectations for what needs accomplished

### AFTER

- Distribute a summary outlining specific deliverables and expectations by the next meeting
- Follow up with progress checks

# Robert's Rules of Order

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 The work of the board, and any committee, should always be geared towards supporting and enhancing the stated and adopted mission of the organization.
- 
 Remember, people are counting on you to do your job with integrity, focus, and excellence.
- 
 Avoid mission creep!

Get your RRO Cheat Sheet here!



## Robert's Rules of Order Cheat Sheet

To do this:      Say this:

		May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What is the vote needed?	Can it be reconsidered?
Adjourn Meeting	"I move to adjourn."	✗	✓	✗	✗	Majority	✗
Call an Intermission	"I move to recess for..."	✗	✓	✗	✓	Majority	✗
Register a complaint	"I rise to a question of privilege."	✓	✗	✗	✗	No Vote	✗ Usually
Suspend consideration of an issue	"I move to table the motion."	✗	✓	✗	✗	Majority	✗
End Debate and Amendments	"I move the previous question."	✗	✓	✗	✗	2/3	✗ <sup>1</sup>
Postpone discussion for a certain time	"I move to postpone the discussion until..."	✗	✓	✓	✓	Majority	✓
Move to committee to give closer study	"I move to refer the matter to committee."	✗	✓	✓	✓	Majority	✓ <sup>2</sup>
Amend a Motion	"I move to amend the motion by..."	✗	✓	✓ <sup>3</sup>	✓	Majority	✓
Introduce Business	"I move that..."	✗	✓	✓	✓	Majority	✓

*The motions and points above are listed in the established order of precedence. When any one of them is pending, you may not introduce another that is listed below, but you may introduce another listed above the pending motion or point.*

Make follow agenda	"I call for the orders of the day."	✓	✗	✗	✗	No Vote	✗
Protest breach of rules or conduct	"I rise to a point of order."	✓	✗	✗	✗	No Vote <sup>4</sup>	✗
Vote on the ruling of the Chair	"I appeal from the Chair's decision."	✓	✓	✓	✗	Majority <sup>5</sup>	✓
Suspend rules temporarily	"I move to suspend the rules so that..."	✗	✓	✗	✗	2/3	✗
Avoid considering an improper matter	"I object to consideration of this motion."	✓	✗	✗	✗	2/3 <sup>6</sup>	-- <sup>7</sup>
Verify a voice vote by having members stand	"I call for a division." or "Division."	✓	✗	✗	✗	No Vote	✗
Request information	"Point of information."	✓	✗	✗	✗	No Vote	✗
Take up a matter previously tabled	"I move to take from the table..."	✗	✓	✗	✗	Majority	✗
Reconsider a hasty action	"I move to reconsider the vote on..."	✓	✓	-- <sup>8</sup>	✗	Majority	✗

<sup>1</sup> Unless vote on question is not yet taken      <sup>2</sup> Unless the committee has already taken up the subject      <sup>3</sup> Only if the motion to be amended is debatable      <sup>4</sup> Except in doubtful cases      <sup>5</sup> A majority vote in negative needed to reverse ruling of Chair      <sup>6</sup> A 2/3 vote in negative needed to prevent consideration of main motion      <sup>7</sup> Only if the main question or motion was not, in fact, considered      <sup>8</sup> Only if motion to be reconsidered is debatable

**REAL**

*Leadership*

## KEY INTENDED OUTCOMES

- Tim's 4 C's of Leadership
- Know Yourself, Your Why & Your Team
- Building Trust
- Conflict Resolution
- Empowering Servant Leaders
- Restrain Your Ambition

“ I BELIEVE SERVANT LEADERSHIP IS THE BEST MODEL AND I WILL ENDEAVOR TO TEACH AND DISPLAY IT FOR OTHERS TO IMPLEMENT WITH FIDELITY.

Tim Weisheyer



# Define a Leader

Characteristics

•	•
•	•
•	•
•	•
•	•
•	•
•	•

What does real leadership look like to you?

_____
_____
_____

An ideal leader is...

_____
_____

Tim's 4 C's of Leadership:

_____	_____	_____	_____
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# Define Your Strengths & Weaknesses

STRENGTHS

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WEAKNESSES

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## A Step Further

Text 5 people you know, like and trust and ask them, "What are my strengths and weaknesses?"

What have you gleaned from seeking out this information?

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# Look Inward

Why are you here?

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What motivates you?

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What inspires you?

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What are your values?

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*What is your why?*

# Getting to Know, Like & Trust Your Team

Questions you may want to think about or ask your coworkers, peers, superiors, etc. to learn more about them and how you can work together successfully.

- What motivates them?
- What are their talents?
- How do they serve the collective?
- Why are they on the team?
- What do they want to accomplish?

What types of relationships can be built within your team?

What have you learned about someone else's role in the association?

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What insight have you gained about one of your team members?

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# How is trust built and lost?

BUILDS TRUST

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LOSES TRUST

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## Five Dysfunctions of a Team



# All Conflict Comes Down To:

How can we keep conflict healthy?

*How do you empower your team?*



*Real leadership isn't needing all of the praise, acknowledgment, and recognition.*

# Principles to Live By

What principle or principles are most important to you and your integrity?

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**Unlock 3 Strategies for Developing Strong Leadership Skills and Building Successful Teams!**

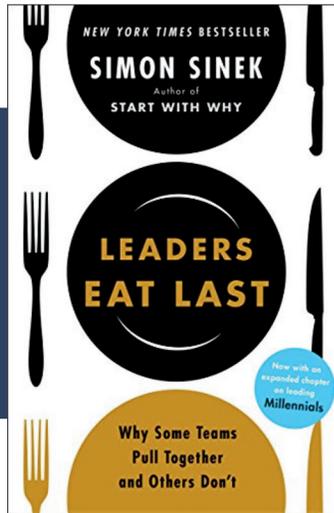
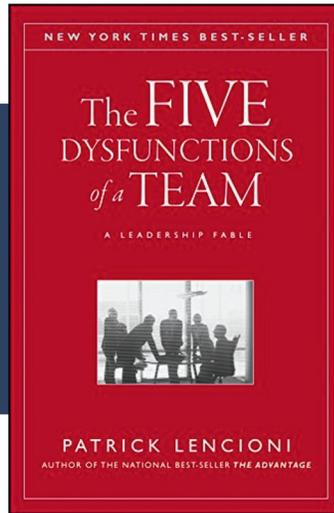
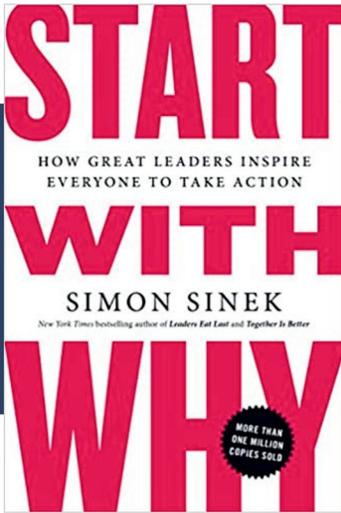
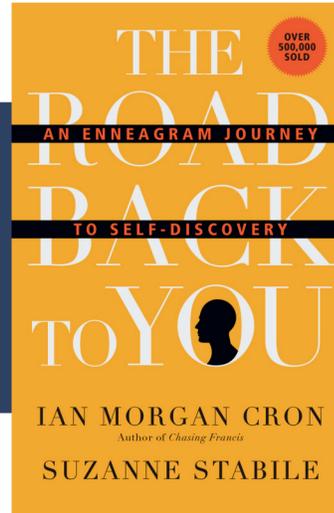
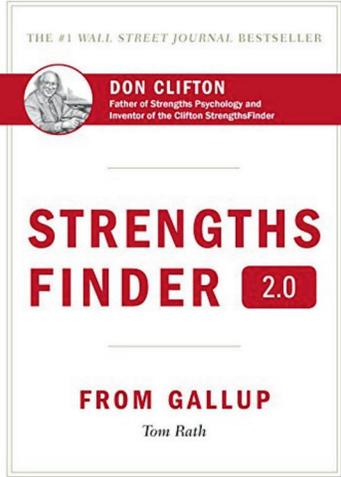


*Leader Pledge*

- Demonstrate strong ethics and provide a sense of safety
- Empower others to self-organize
- Foster a sense of connection and belonging
- Show openness to new ideas
- Encourage organizational learning
- Nurture growth

*What type of leader do you plan to be?*

Continued Growth Reading List



Notes:

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Thank You

