



IPGA CONSULTANTS' FORUM - FEBRUARY 20-21, 2015
Orlando, Florida, USA

Participants:

Andrew Bergen, John Bohley, Karen Fryday-Field, Dee Incoronato, Joe Inskeep, Doris Lavoie, Rose Mercier, Susan Mogensen, Jannice Moore, Michael Palmer, Richard Stringham, Kathy Wiener, Kathy Wilkie and Steve Winninger (*see emails at end of this report*).

Special Thanks to:

Main Facilitator: Michael Palmer

Other Facilitators and Presenters: Karen Fryday-Field, Joe Inskeep, Susan Mogensen, Richard Stringham, Kathy Wiener, and Steve Winninger.

Note takers: Andrew Bergen, John Bohley, Doris Lavoie and Jannice Moore

INDEX	
Item	Pages
1. Forum Program	2 - 3
2. Notes from Friday Morning Sessions <ul style="list-style-type: none"> • Introductions • Review of 2014 Forums • Making our Contribution to Good Governance Count 	4 - 6
3. Notes from Friday Afternoon Sessions <ul style="list-style-type: none"> • Policy Governance Consistency Clinic • Tips and Tools Exchange • Review and Evaluation of Day One and Preparation for Day Two 	6 - 11
4. Notes from Saturday Morning Sessions <ul style="list-style-type: none"> • Welcome to Day Two: Thoughts to Start the Day • How IPGA can help its Consultant Members • Simplifying Policy Governance 	11 - 19
5. Notes from Saturday Afternoon Sessions <ul style="list-style-type: none"> • Simplifying Policy Governance - cont'd • Expanding our Horizons • Evaluation of the Forum 	19 - 21
6. Participants' Email Addresses	21
7. Attachments <ul style="list-style-type: none"> a) Consultants Forums 2014 - A Brief Recap - Kathy Wiener b) Simplifying Policy Governance - A Consultants' Rethink and Conversation - Karen Fryday-Field c) IPGA 2015 Consultants' Forum Evaluation Scores 	<ul style="list-style-type: none"> a) Attached to email sent with this report. b) To come in separate email. c) Attached to email sent with this report.

1. FORUM PROGRAM

Friday - February 20 , 2014 - POLICY GOVERNANCE® CONSULTANTS' FORUM – DAY ONE (Salon 1) <i>Rosen Plaza Hotel, 9700 International Drive, Orlando, Florida</i>	
Date and Time	Session
8:15 a.m. EST	Breakfast – Plated in Salon 1
9.00 a.m. EST	Introductions - Forum Moderator - Michael Palmer What possibilities and challenges do we each face? The best board I ever knew and why it worked? What do we each want to gain from this Forum?
9.30 a.m. EST	The 2014 Forums - a brief review - Kathy Wiener Highlights from the February 2014 in-person Forum and the September 2014 virtual Forum.
10.30 a.m. EST	Break
10.45 a.m. EST	Making our Contribution to Good Governance Count - moderator Susan Mogensen In this session we will explore how we can best build and maintain the consultant-client relationship: <ul style="list-style-type: none"> • What does our contribution consist of? • How can we get recognition for it? • How can we make sure it lasts?
12.15 p.m. EST	Lunch Break – Salon 2
1.15 p.m. EST	Policy Governance Consistency Clinic - moderator Richard Stringham Bring your tricky topics along for us all to explore using the IPGA Consistency Framework. Current topics being explored by the IPGA Consistency Framework committee include - defining moral ownership, defining any reasonable interpretation, providing interpretations without data, the use of negative language.
3.00 p.m. EST	Break
3.15 p.m. EST	Tips and Tools Exchange - moderator Steve Winninger An opportunity to share things little things that work well in explaining and maintaining Policy Governance - analogies, quotes, pictures etc. <i>Work in pairs then group sharing.</i>
4.30 p.m. EST	Review and Evaluation of Day One and Preparation for Day Two - Forum Moderator - Michael Palmer <ul style="list-style-type: none"> • What have you learned from each session? • Any quick points regarding process or other arrangements? • What do you want to make sure gets covered tomorrow?

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**Saturday - February 21 , 2014 - POLICY
GOVERNANCE CONSULTANTS' FORUM – DAY
TWO (Salon 1)**

Date and Time	Session
8:15 a.m. EST	Breakfast – Plated in Salon 1
9.00 a.m. EST	Welcome to Day Two: Thoughts to Start the Day - Kathy Wiener Individual reflections from the Forum so far....
9.20 a.m. EST	How IPGA can help its Consultant Members - Michael Palmer <ul style="list-style-type: none"> • What's on offer now? • What could be created in the future?
10.30 a.m. EST	Break
10.45 a.m. EST	Simplifying Policy Governance - moderator Karen Fryday-Field Clients and consultants alike, would like to see the implementation of Policy Governance be simpler than it is today, in this discussion, participants will discuss: <ul style="list-style-type: none"> • Is simplification a realistic goal or is there something else we should be striving for? • How can we achieved this goal?
12.15 p.m. EST	Lunch Break – Salon 2
1.15 p.m. EST	Simplifying Policy Governance - moderator Karen Fryday-Field <i>continued</i>
2.45 p.m. EST	Break
3.00 p.m. EST	Expanding our Horizons - moderator Joseph Inskeep Learning and growing means going places and meeting with people we haven't met before - metaphorically and literally. In this session we will consider what new connections we could make individually and through IPGA's developing range of events and networks. <ul style="list-style-type: none"> • What other professionals could we learn from? • What other organizations should we be connecting with? • What do we know about the upcoming generations? • What new skills should we be developing?
4.30 p.m. EST	Evaluation of the Forum - Forum Moderator - Michael Palmer
5.00 p.m. EST	Close of the Forum

2. NOTES FROM MORNING SESSIONS FRIDAY FEBRUARY 20 - Notes from Doris Lavoie with additions from Kathy Wiener

9.00 a.m.- Introductions - Forum Moderator - Michael Palmer

Word of welcome - Rose Mercier, IPGA's Board Chair

What we would like to learn:

- Single attribute to make a consultant successful
- Tips for new consultant
- Learn from consultant & how to create better evidence
- Balance of simplicity & model consistency
- External & internal consultant
- Simplifying monitoring?
- More confidence & consistency
- Monitoring insights
- Potential as a community and thought leaders
- Getting the “corporate” business
- Bringing in other relevant disciplines into the model
- Help client to self-assess where they are re Policy Governance (realistically understanding)
- How to sustain Policy Governance & expand the market
- What is the potential with tech

9.30 a.m. The 2014 Forums - Highlights from the February 2014 in-person Forum and the September 2014 virtual Forum. - Session Moderator: Kathy Wiener

- Power point presentation - "Consultants Forums 2014 - A Brief Recap" - see attached

Small groups briefly reviewed the notes from the February 2014 Consultants' Forum and brainstormed the following issues as being of most importance. Each person then received three stickers to distribute among their highest priorities. The asterisks below represent the number of stickers placed next to that issue. The three issues with the most stickers appear in bold and are underlined. (Note: There was limited conversation about the overlapping nature of many things on the list but they were not reordered or collapsed before the stickers were allotted).

- Need to make PG as simple and accessible as possible without “dumbing it down” *****
- Critical for consultants to have long-term relationship with client****
- Helping CEO be really secure about PG, incl. skills and knowledge
- Supporting internal operations
- How does org. know at end of day that it is better off ---ROI beyond and holistically*
- Orgs. Need to realize they have to invest in governance***

- What is the value proposition and can we demonstrate it's being achieved?*****
- Being more explicit about how PG responds to the critical #corp. gov. conversations today***
- How we use other pieces in leadership development, etc. and integrate them**
- Broadening the market***
- How can we understand/hear the voices of operations more; what this feels like, how it's perceived
- What is/are sources of resistance to PG?*****
- What is important to clients?****

We have somewhat reached sustainability (2,500+ practitioners online) and now need to move forward

10.45 a.m.- Making our Contribution to Good Governance Count - Session Moderator - Susan Mogensen

This session explored how we can best build and maintain the consultant-client relationship: (What does our contribution consist of?; How can we get recognition for it?; How can we make sure it lasts?)

Small group discussion results:

Contribution	Your Key Strength	Tools/Resources	Gaps & Opportunities To Grow
Attracting Boards to Policy Governance	<ul style="list-style-type: none"> •Length & variety of experience •Compel to talk about value proposition with other groups (ASAE, CSAE, ICE, CLEAR) •Becoming a governance counsel •Word of mouth •Times of crisis •Experience as CEOs (success stories) •Sitting on other non-Policy Governance bds •Knowledge of the core principles and ease of comms •Being truly sold on the model •Having/being part of a network of orgs •You-tube videos 		<ul style="list-style-type: none"> •Investing in Policy Governance– capacity building •Research – able to prove it works •Advocacy – seeing adopters become advocates •References – leveraging them •Art of cold calls – difficult (business schools, ASAE, CSAE, ICE, CLEAR) •Boards “think” they are doing OK – they don’t know what they don’t know
Making Policy Governance understood	<ul style="list-style-type: none"> •Tailoring Policy Governance language to the org •Help clients see themselves in Policy Governance as quickly as possible 	Value of consulting in pairs/teams	<ul style="list-style-type: none"> •Being more engaging & less didactic •Understanding learning styles & teaching styles to match (Playacting &

	<ul style="list-style-type: none"> •Beginning with ends •Knowledge of their industry (culture & context) •Using success stories (before/after) 		using experiential learning)
Implementation	<ul style="list-style-type: none"> •Patience and saying it different ways • 	<ul style="list-style-type: none"> •Rehearsing the 1st mtg, agenda, motion, etc 	<ul style="list-style-type: none"> •Less density of policy pkg •More CEO & staff support/educ
Maintaining the system	<ul style="list-style-type: none"> •Having a line item in Governance budget and the Ops budget •Ongoing orientation & educ 		
Inspiring to go beyond	<ul style="list-style-type: none"> •Discerning, moving to decision making processes, knowing good decisions •Help Board see that they are making progress – celebrating •Getting to generative ideas thinking 		<ul style="list-style-type: none"> •Too many get stuck in the mechanics of “doing PG”

3. NOTES FROM AFTERNOON SESSIONS FRIDAY FEBRUARY 20 - Notes from Jannice Moore

1.15 p.m. Policy Governance® Consistency Clinic - moderator Richard Stringham

Current topics being explored by the IPGA Consistency Framework committee include - defining moral ownership, defining any reasonable interpretation, providing interpretations without data and the use of negative language.

What is your understanding of the consistency framework?

- *How it came to be* – to help ensure that presentations at the IPGA conference were model-consistent, necessary to ensure authoritative source was satisfied with the way IPGA was providing information about the model
- *How it is structured* – differentiated between principles and practices; provided lower-level definitions of a principle; examples of criteria you could use to judge if something is model-consistent
- *What it is used for* – primarily for vetting conference presentations; committee also uses it to look at specific questions in practice; practitioner boards could use it to test if their behaviours were model-consistent; could be used to guide a board self-evaluation; could be used for products that IPGA might showcase; could be used to give to clients;
- *Limitations* – potential for other reasonable interpretations;

Approach

- Identify the real issue
- Identify which principles speak to it
- Check to see what the framework says about it in those principles

- Did it answer the question? If not, is something important missing from the Framework? If so, what and where?

What questions do you have about the framework?

- *Case: [drug and alcohol treatment organization] should the board allow some of its money to be used for a needle-exchange program? Is a controversial issue – Ends: Reduced harm associated with use of drugs. If board decides to prohibit it, where does it go?*
 - THREE ISSUES HERE:
 - Should the CEO advise the board if there is a controversial issue?
 - Can the CEO ask the board for input/perspective on something?
 - Where would the board place a policy about this issue if it chose to?
 - A reasonable interpretation might be to do or not do; most boards would have a communication and support policy that would require bringing it to the board as information – [but the policy is not the principle – different boards may have different policies] . you need to know this is happening, it is controversial, I have determined it’s legal, ethical, prudent, and why; board may choose to make a new policy
 - If a CEO wants to use the board as a “sounding board” for input, advise to do so outside of the board meeting (ask them if they are willing to serve this purpose, but be very clear that it is not about governance).

Relevant Principles:

Any reasonable interpretation # 9, item 1:

Need to distinguish the board speaking its values into the organization by policy, and the board providing insight, perspective that the CEO may choose to use or not.

Clarity and coherence of delegation # 8:

Executive Limitation # 6:

Position of Board # 2:

Is this a process that belongs to the board as a group at all?

The board needs to make a policy IF they expect the CEO to abide by their perspective
Where to put the policy? – abstract up to identify the VALUES that would make them say it’s unacceptable

Framework needs clarification - Principle 9 # 4 –: WHY is it “unacceptable”?
imprudent? Unlawful? Unethical?

- *Case: In non-profits, you always include “at what worth” at global level; In for-profit world, it isn’t there in the book examples. Does it have to be there? Or is it built in?*

Relevant Principle: Ends

In For-profits – the achievement of the result (e.g., an x % of return on investment) the “at what worth” is already embedded in the statement. [ROI is output divided by investment.] It is there. Could use “at a rate of return equal to or greater than xxx in the industry.” “Sustainable benefits” also embed the concept of cost. If you grow the capital value of the company, it is also a benefit to shareholder.

If a NON-financial ROI is included, then does there need to be another explicit worth statement?

Final consensus on this was not clear.

- *Case: CEO choosing to participate in board committee meetings? What principles would you go back to?*

Relevant Principle

Board Means Policies: # 5

Board has the right to have anyone it wants on a board committee. Board has delegated some authority to the committee – therefore, unless the board has set further policy, it would be up to the committee to decide.

A wisdom issue rather than a principle issue – prudence – e.g., board nominating committee – might a CEO try to stack the board? Can be value in some committees to have the CEO’s perspective; Board can determine how/if it wants that engagement.

Framework refinement: Principle should specify board decides its own means Except anything which would be inconsistent with any other Policy Governance® principle

- *Case: What are the principles around board and staff communication?*

Relevant Principles:

Board Holism: # 3;

Clarity and coherence of delegation # 8;

Any reasonable interpretation # 9

There’s a filter, not a firewall

Framework question: Should the framework have something in it specifically about this issue?

- *How, when and why to use direct inspection while still being model-consistent?*

Didn't get to this one

3.15 p.m. Tips and Tools Exchange - moderator Steve Winninger

An opportunity to share things little things that work well in explaining and maintaining Policy Governance - analogies, quotes, pictures etc.

Work in pairs then group sharing.

- Life before Policy Governance as a card game – you're the CEO; I'm the board – I won't tell you the point of the game or the rules; I'll just tell you if you win or not; You're playing with cash; we're playing with poker chips
- Sense of humor and fun
- Susan's stick-men
- Scavenger hunt – connecting to the answers in the policy manual – whoever found the answers got to go to the next level to find the next clue - prizes
- Image for Reasonable interpretation: bring me a cup of coffee – what's the range of interpretation
- Dilbert cartoons – which Policy Governance principle does this illustrate?
- Go Fish – fish are cards for review at the end of a day – Principle: what does it mean, how is it important in Policy Governance; how could we apply it? Work in pairs;
- Making learning sticky: *Making Things Stick* (Chip and Dan Heath); create communication tools that have a lot of space (accessible) and maybe 3 words and/or a strong graphic [people trying to read and listen creates cognitive dissonance]; then have a more conversational connection with them, build relationship in that space.
- What's so great about Policy Governance: CEO - finally at the end of the board meeting I don't have to keep saying "I have to give my keys away". Policy and place, vs. personality, protects the organization
- Create opportunities to work together as a team
- Importance of being comfortable with silence
- Graphic of locomotive engine moving toward Ends; (Ends are beyond the organization); guy at the back shovelling coal in (the cost);
- Be sensitive to context - when using analogies, humor, etc. Do your homework
- Picture of rocks of different sizes in describing policy sizes – put the important/largest ones first
- Policy Governance® puzzle cards (diamond shape) – at end of a workshop – 4 x 4 grid – look for matches in phrases – then have to explain what the phrases mean

- Stories –e.g., “Kitchen parable” – clients can make it theirs, modify to be sensitive to their context
- Buy costume-related things/props. Throw it in the middle of a room, ask groups of 5 or 6 to produce a play that articulates their worst board nightmare – how do we really want it to look going forward
- Role play a short board meeting with consultant being the chair to illustrate how things would be different (scripted, agenda)?
- Blank cards – write a word or phrase to help you remember the principle; at end of day, pair up and teach back to the group [consolidating a notion into a key word consolidates learning]
- Board scenarios – short, very scripted – people agree to play the characters; other board members have questions to answer about the scenario; small groups analyze the answer – share out – create a song with the key ideas – assign a genre to the song. Some scenarios are excellent governance; some are terrible; video the board scenarios; [NOT role-playing – scripted; critique is on the case, not the people playing the role.]
- Speak to the values around the table that would allow us to do best work – put them up at beginning of meeting, and take turns, with a board member saying what that value meant to them (just a few at a meeting), at beginning of meeting – could do with policies – what they mean and why
- Policy champion – name is on a policy – introduces policy at the meeting to lead the review of the policy
- Values cards: 10 cards, sort of opposite words – which word speaks to you more; order from most to least important; as a board of directors, would your answers change as to what values should be most important to the board – emphasize difference between personal values and group values as a board; board responsible to write them down
- Values cards; personal values, shared values, narrow to 4 or 5 key; then – what about “creative” - what does it mean in the context of your organization?
- Refresher session: concepts of Policy Governance handed out on cards to returning board members – briefly explain this concept; how is our board applying this? New board members get questions to answer at the end: What did you observe about the group as they were engaged in this process? What did you observe about our board’s commitment to Policy Governance? Within the Policy Governance context, what do you suspect will be different in serving on this board compared to other boards you may have served on?

Recap: Learning Charades Game

One thing you learned:

- The importance of simplicity
- KISS principle
- Board and CEO have to dance together
- Need to see things through the client’s eyes

- Need to provide client support
- Networking opens doors
- Need to communicate with different people in different ways
- Using scripted rehearsals
- Ideas need to be sticky
- Playing enables learning
- Policy Governance provides strength

4. NOTES FROM MORNING SESSIONS SATURDAY, FEBRUARY 21- Notes from Andrew Bergen

9.00 a.m. Welcome to Day Two:

Activity to Start: Pilates with Karen Fryday-Field

Thoughts to Start the Day - Kathy Wiener
Individual reflections from the Forum so far....

Thankful for the synergy of the group

Feeling a shift in the nature of our conversations – an alignment between the Association and the Consultants in terms of common interests

- perhaps having to do with our conversation about the market: the moral imperative connecting with consultants' interests

Happy that the strategic plan has moved to an operational plan. Exciting to move to a renewed vision and strategic plan.

- Pushing the envelope on capacity building.
- Tools and resources.
- Advanced systems.
- Advocacy and research

Some of the Hub activity is incredible.

Roundtable sharing of our thoughts, the day, our PG experience:

- Amount of experience in the room is humbling
- Loved the case studies around the Consistency Framework
- IPGA is on the cusp of being able to change its trajectory and for the betterment of the world as a whole
- Enjoy the learning about process; i.e. how to connect sticky questions to the principles and consistency framework
- A chance to grow in Policy Governance understanding in an advanced way
- Sharing of tips and tools
- Deep conversations about model consistency
- Love the group atmosphere

- How important it is for us to recognize the set of principles and there are many ways to apply them
 - Being aware of what is principle based and what is practice based
 - Balance between guarding against rigidity and passionately pursuing model consistency
- Humbled by being a part of a group of thought leaders in this field
- Value the openness and willingness to share – and being vulnerable enough to allow for group critique – in an atmosphere where we are both collaborators and competitors at the same time.
 - This likely comes from the principle of servant-leadership
- Even though this event is about helping consultants be successful, it still shows through that this group also is here to find ways to impact the world
- Respect for what Caroline is doing to pull this organization to a better place. Miss having her here in this room
- Learning how to move toward making the pie bigger instead of stealing someone else's piece
- A lot of opportunity to broaden the market, in particular with for profit corporations
- It's important to articulate how good conversation can occur between CEO and Board – we are criticized sometimes that we implicitly create the perception that CEO and Board are not to talk outside of policy.
 - How to promote constructive/appropriate collaboration?
- Appreciate opportunity to learn from the experienced minds that are here.
- Appreciate the case studies, learning from issues that don't have an easily discernible answer.
- Lots of shared values and collaboration in the room; trust among the group
- Boils down to being of service, in a way that is powerfully helpful to others.
- Happy to be part of personal learning in a field that is helpful to others.
- Enjoy the warmth of the small group
- Thankful for Michael and what he brings
- Thankful to Caroline for offering her extraordinary gift which is a true example of servant-leadership
- Sense a shift toward focusing on the people who use this system, understand their needs and figuring out how to bring the model to them

9.20 a.m. How IPGA can help its Consultant Members - Michael Palmer

- What's on offer now?
- What could be created in the future?

A review of what IPGA is already doing, and then brainstorm on other ways.

Encouraged to participate in next *virtual consultant forums*

Do we want to come back to *Orlando* next year or somewhere else?

- Poll seemed evenly split.

- Warm destination is most important concern.
- Recognition that hard to get to Orlando from NorthWest.

Sign up for the *conference* soon please

Hubs, sign up for one please:

- Associations
- Board Administrators'
- Faith Based
- Governmental
- New to PG Consulting
- Simplifying
- Need about 3-5 members to start a new hub

Online Learning Events

- Several of them are coming up. Find them online here: <http://policygovernanceassociation.org/online-learning-events.html> and sign up

RFP system. Several consultants already use it and have received business through it.

Consistency Framework Team to help us understand the model. Take advantage of the process by sending questions to them

- They will be creating case vignettes and how the model fits each situation

Demonstrated Impact Team

- Looking to find evidence to support the positive impact of PG®
- Anyone is welcome to join. Currently meetings every 6 weeks via phone
- Just launched first qualitative research project. Anyone who knows of someone who has implemented PG® to send contact information to the team. The process is that the Organization's rep would complete a 30-minute survey and then be interviewed by IPGA member on the telephone for up to two hours. Information to be assessed for its findings and released. All information will be aggregated and not identifiable to the organization. All organizations will need to release that they will be identified as having participated only. Need 20 organizations, currently have 6. Full details on the website: <http://policygovernanceassociation.org/assets/downloads/participation-pkg-for-the-demonstrated-impact.pdf>

Update from *Advanced Systems* thinking. Getting ready to do a test of a set of principles that need to be included in any advance governance system – an attempt to be part of a larger conversation, and providing thought leadership

Bookstore. Sell some books online. Will be an open bookstore at IPGA in June – 30% of sales to be returned to IPGA. Anyone can bring resources to sell. Criteria to be created yet, and will be communicated to the membership

- Can we beef up the selection of books that may not be PG® specific but related. Recognize the issue of getting books across the border
- Can we share reading lists?

What do we provide for *networking*?

Showcase of products with a commission back to IPGA being considered

Game of *Family Feud*:

The PG Gators won 5-4

Check in on yesterday’s list of *Interests*; were they covered? Created a list of what still needs to be covered – and then choosing two of them we want to spend some time brainstorming on in the next 20 minutes:

1. How to Expand the Market

Idea	Score
Expand social media dialogue – beyond website	7
Strategic Partnerships with others who might value the results. E.g., the corporate field of risk management, accrediting agencies	7
Land a big name client, a champion	5
Create a message that resonates	5
Presentations at settings outside of IPGA; potential webinars	4
Market Research. Need an understanding of what the market looks like.	3
Joining / being part of other associations (e.g., the OD Association that also talks about governing, even obliquely)	2
Target Trade Associations	2
Academic support, serious research around governance models	2
Power of networking with current board members. Give them talking points and have them connect with their networks	0
Dialogues with key leaders around governance and profile an interview on CNN. What do these key leaders think about the principles of good governance?	0
Speak our position when we see issues in media of governance gone awry. What does Policy Governance have to offer so other organizations don’t end up there – have a media kit ready to go.	0
What journals and media sites board members go to and use – and get our stuff on those sites	0
Identify resistance factors and create ways to address them	0

2. Potential Uses of Technology

Time ran out for brainstorming or discussion

10.45 a.m. Post-Break Disco Dance Lesson with John Bohley

10.45 a.m. Simplifying Policy Governance - A Consultants' Rethink and Conversation -
moderator Karen Fryday-Field

Clients and consultants alike, would like to see the implementation of Policy Governance be simpler than it is today, in this discussion, participants will discuss:

- Is simplification a realistic goal or is there something else we should be striving for?
- How can we achieved this goal?

First, what do we mean by simplify? And what do we mean by Policy Governance? Karen reviewed her PowerPoint (to come by separate email), including making a case for change.

Two kinds of people: those who actively change; those who set themselves up as victims
Brilliance of Policy Governance is its simplicity of concept

The challenge is the toughness of implementation in practice.

Personal Reflection on what it means to simplify, what comes to mind when we hear that word?

- To make accessible while getting to the core
- Brief and simple explanation of the benefits and elements of Policy Governance
- Essentials, flexibility, easy to understand, user friendly
- Concepts, principles, process and language easily understood in terms meaningful to users
- Scaled to the needs of the organization
- Making the theory practical, so they can picture themselves doing it
- Benefits to the organization, being clear about this
- It is already a simple system. Accessibility to tools that can help the process. How do I do Ownership Linkage (e.g.), policy templates.
- Few words plus images
- Plain English, picture tells 1000 words, essence
- Most important core principles that enable use, practicality. If it can't be done, it's not simple
- Organic, real in practice, make clear and accessible
- Help client understand what the commitments and resources will be – help them understand what this will take, timelines, cost, tools, etc.

Dictionary defines as:

- To reduce to basic essentials
- Diminish in scope or complexity
- To streamline

Is it the model that needs simplifying? Or the implementation? Or some combination of these?
Or is it another issue entirely?

It's an issue beyond whether is easy or hard to implement

One issue that is making it complex is the environmental misunderstanding about what Policy Governance is – so it's not necessarily about the complexity of the model. Rather it's a perception problem

Some of the basic essentials listed in Karen's PowerPoint

- Using Policy Governance requires a paradigm shift – it's not the way the rest of the world operates. People have a huge tendency to go back to what they know.
- Seeing what is instead of what could be can get us stuck in our own reality.
- Clarity of vision depends on knowing what's really important
- Policy Governance is facing change
- There is an obligation for the thought leaders (us) to begin to test this question. Need to have this conversation in a respectful way.
- The answer lies with us – it's not out there.

The Reasons People Give to Not Use Policy Governance

- Too much work
- Too complex
- There is a cost – in money, in organizational capital
- Fear of change, especially when it's not understood
- The language – people who don't like word Ends, "moral" ownership, can trigger things. Showed video on writing the same thing but in better words. ("Please help, I'm blind" vs. "It's a beautiful day and I can't see it.")
- Lose control, won't know what's going on
- What is our job going to be?
- We'll be abdicating our fiduciary responsibility
- Too much monitoring
- Too hierarchical
- Too rigid
- Ignores reality
- Too much work for CEO
- Too much process, not enough substance
- It's cult-like...there is something behind the curtain that no one will explain

From OUR perspective, what about Policy Governance® is complex? Is complexity the real issue or what else might be at play?

Theoretical Complexity		Practical Complexity / Cumbersome	
Concept	Rationale for Complexity	Concept	Rationale for Complexity
Board will lose control	We give latitude for interpretation and we no longer approve plans	Monitoring	Because board members aren't SME's so can't really ascertain if it's verifiable evidence.
Policy Sizes	How do you differentiate? How do you know where something goes? How do I level it up? How do I see it at a higher level?		Keep clean record of board decisions
Moral Owners	Hard to define the owners when they're moral. Is it people, a set of values, etc.?	Interpretation	Interpreting the use of key words in the interpretation that are internal in the organization
Language/Terms	It uses differing language than normal in our organization	Ends / Interpretation	How CEO translates into strategic goals, milestones, benchmarks – the operational definition
At What Cost	Easier for some to think of priorities than it is to put numbers on it	Interpretation / Monitoring	Board asking wrong question, "Do I agree with it?" vs. "Would a reasonable person make this interpretation?"
Ends	Confusing Ends with mission, vision, goals in strategic planning they're used to	Interpretation	Weak rationales. Can make interpretations appear dreamed up. And board doesn't challenge this AND not always easy to find relevant metrics. <i>(Perhaps an area where we could provide relevant leadership)</i>
Ends	They're not inspiring / potential confusion between marketing needs and governing needs	Board Self-monitoring	Writing monitoring reports about their own GP policies

Theoretical Complexity		Practical Complexity / Cumbersome	
Concept	Rationale for Complexity	Concept	Rationale for Complexity
Executive Limitations negative language	Sometimes leads to backdoor prescriptions being written; social services tends to think that use of any negative language is bad	Writing Executive Limitations	Helping boards ask the question, "Why?" or "What situation are we really trying to avoid?"
Executive Limitations negative language	Boards are supposed to tell what to do; still stuck in old models of leadership where the leader gets to tell people/ has to have all the answers	Meeting Agendas	How to change from old practice and planning for what comes next, perpetual agenda
Interpretation	Too subjective; turns into "I don't like it so therefore it's not reasonable". How is it different than giving CEO free reign	Creating policy manual in a Policy Governance consistent way initially	Having to write something about everything. How can we possibly cover everything in the organization?
Confusing management with governance	We're all used to managing, from being parented to being a first employee...but where do we get experience at governing?	Ownership Linkage	How to actually do it? And how to use the input you get?
What constitutes board action?		Monitoring	Can be burdensome, costly to put systems in place to collect evidence
Board Holism	But I was elected to represent this particular interest!	Becoming Adept	Having patience to get there
Coherence of whole system	Hard to see how all the pieces fit and work together	Performance Assessment	How to really evaluate the CEO? Perception that CEO has all of organization on his/her shoulders. What about the board's contribution
		Loss of Board as strategic planner	We don't do strategic plans anymore. Not yet understanding the potential for the board to be the

Theoretical Complexity		Practical Complexity / Cumbersome	
Concept	Rationale for Complexity	Concept	Rationale for Complexity
			strategic thought leader.
		Committees	How do they fit in? What should / shouldn't they do? How to deal with new published work on use of board audit committees?

5. NOTES FROM AFTERNOON SESSIONS SATURDAY, FEBRUARY 21- Notes from John Bohley

Joe Inskeep led the group in a mindfulness/relaxation exercise.

1.15 p.m. Simplifying Policy Governance - moderator Karen Fryday-Field
continued

Simplifying Policy Governance. Karen Fryday-Field moderated the second part of the discussion on this topic. *(See Karen's notes to follow)*

Participants identified pieces of the simplifying Policy Governance agenda that they intended to continue to think about: Dee Incoronato (monitoring and any reasonable interpretation), Jan Moore (cumulative utilization of all of the principles), Andrew Bergen (images and metaphors), Kathy Wiener (top 10 benefits), Doris Lavoie (supporting reasonability), Susan Mogensen (top 10 benefits), Rose Mercier (top 10 benefits), Steve Winninger (operational definitions), John Bohley (Executive Limitations and negative language), Kathy Wilkie (20,000 foot level overview of Policy Governance and need for investing in governance), Joe Inskeep (20,000 foot level overview), and Karen Fryday-Field (20,000 foot level overview).

3.00 p.m. Expanding our Horizons - moderator Joseph Inskeep

Three questions were posed for discussion:

- 1) What new skills do I want to develop?
- 2) What profession, discipline or professional could I learn from now?
- 3) What other organizations could I connect with now?

What new skills do I want to develop?

Participants mentioned proactive business solicitation, simplifying presentations, 20,000 ft. level view of Policy Governance, demonstrated impact, inspiring boards to go beyond just

maintaining the system, use of board consistency framework, translating impact into investment, influencing curriculum for certificate program for CSAE, how to do sales/sell to a group, build case studies and vignettes, coaching skills around implementation, refining high-level model explanations, coaching skills to push the envelope with our own organization on interpretation and Ends policies, better engagement of participants in general Policy Governance overview presentation, Thiagi (interactional training games), etc.

What profession, discipline or professional could I learn from now?

Participants mentioned the New to Policy Governance Consulting HUB, organizational development professional network, futurists, change management, appreciative inquiry, collective impact/outcome evaluation, other professionals participating in the Kansas City consultants' forum, on-line connections, facilitation skills, help boards engage in generative thinking, Franklin Covey training, good friend, this group, etc.

What other organizations could I connect with now?

Participants mentioned state association of community mental health and addiction services boards, organizational development professional organization, Greenleaf Leadership, schools and tribal council, CSAE, succession planning for small organizations (topic for future presentation at IPGA conference), International Association of Facilitators, organizations connected with current clients, etc.

4.30 p.m. Evaluation of the Forum - Forum Moderator - Michael Palmer

See attached excel spreadsheet for full results

Michael Palmer moderated discussion of two topics.

The first topic - was technology helpful to consultants, a topic identified early on in the forum as a topic of interest. The following were identified by participants: mind mapping (brainstorming tool), YouTube instructional videos, Our Boardroom (board documentation system), Prezi (cloud-based presentation software), Elance (on-line staffing platform), Zoom (for virtual meetings), Readytalk (web conferencing), Skype (conversing with video), Teleseminar (telephone conferencing), Lync (web conferencing), Google hangouts (video conferencing and meetings), Cloud service (storage, etc.), Dropbox (shared documents), Constant Contact (email and on-line marketing), Ringo (low cost international calls), etc.

The second topic was messaging to expand the market (IPGA membership). Several participants offered to participate in a future telephone conversation about this topic (possibly a meeting of the Resource Development committee). In conclusion, participants shared what they were personally thankful for about the forum experience.

Summary of results from Evaluation forms from Michael Palmer

1. We had a number of non consultants attend over 30% said they were board members or CEOs (although several said they are also consultants)
2. The overall session rating was 4.67 out of 5.0
3. The overall value for dollar spent was also 4.67 out of 5.0
4. Presenters and Quality of communication from staff were the highest rated (4.83 and 4.75 respectively)
5. 100% of the respondents said they would recommend the consultants' forum to others.
6. Eleven out of 12 respondents said they expect to attend next year (1 said "don't know")
7. A variety of topic suggestions were made for next year's forum. Bringing in someone from the outside was mentioned 4 times
8. A variety of suggestions were made as suggestions for next's planning committee. Sending out presenter's presentations ahead of time was mentioned twice

Overall the forum was a resounding success based on everyone's feedback!

A few quotes from messages sent to IPGA CEO, Caroline Oliver during and after the Forum:

I wish you could have been here – this was the best consultants’ forum I’ve been to in the last number of years – lots of productive thinking! And Michael is an excellent facilitator. I learned some great things just from watching him.

We had a brilliant two days and we all want to thank you for your work in bringing this together and your tremendous leadership in moving IPGA forward. There is a general sense that IPGA is on the cusp of an upward trajectory.

Thanks again for your leadership and hard work in making the Consultants’ Forum a quite memorable and exciting experience as well as the foundation for serious future work.

6. Participants' Email Addresses

Participants' Email Addresses <i>(in alphabetical order by first name)</i>	
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And, just for fun, here's a photo of you all - a great group!!!

