

Hall of Fame Board Leadership

November 2017



PGATM

Session Goals

- Help you be a better board member
- Elevate your collective game to be an all-star leadership team for the PGA
- Provide 3 things you can do before and at your next board meeting
- Have fun

Agenda

- The Basics:

Starting on a Championship Team

- To Be the Best:

Earning a Hall of Fame Spot

- Wrap

The Basics

- Substance - what does the board do?
- Philosophy – what mindset should the director have?
- Blocking & Tackling – what happens ‘day-in, day-out’?

What does the board do?

- Strategy, Mission, Culture & Overall Policies
- Succession & Evaluation
 - Board
 - CEO, Senior Management
 - Compensation
- Financial, Risk Management & Legal Oversight
- **PGA First***

What does the board do?

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Govern, not manage.

What does the board do?

- Strategy, Mission, Culture & Overall Policies
- Succession & Evaluation

**Board
Team, not a collection of individuals.**

– CEO, Senior Management

- Compensation
- Financial, Risk Management & Legal Oversight
- PGA First

Philosophy: Boards 101

- Standards for board members:
 - “Reasonable person” (comparative standard)
 - “Reasonable inquiry, diligence”
 - Trust what others tell you unless...
 - “Role model” – how do you want/expect members to behave?
 - Legal, ethical
 - Transparent

Philosophy: Boards 101

- Standards:
 - Act in good faith (“motive without malice”)
 - Withholding material knowledge = bad faith
 - Ex. The ‘bad’ business partner
 - Saying nothing means you are saying “yes”
 - How will our decision affect:
 - All stakeholders?
 - The PGA – short and long term?

Philosophy: Boards 101

- Maintain **confidentiality**
 - Beware restaurants, elevators, Ubers, planes
 - If you aren't sure, ask; till then, assume it's confidential
 - “Loose lips sink ships” – err on the side of confidentiality
 - **“One strike and you're out.”**

Philosophy: Boards 101

- Do what is best for the PGA
 - Not yourself
 - Serving is a responsibility – not a perquisite, entitlement or reward
 - Refrain from asking for personal favors
 - Just because it's interesting/important to you, doesn't mean it is for the PGA
 - Not for your section, your club, your department, your employer

Philosophy: Boards 101

- ***Conflicts of Interest***
 - Two Rules: Disclose & Upfront
 - Policy, annual statement
 - “One strike and you’re out”
 - Perception versus Reality
 - Err on the side of caution

Blending & Teaching – Stance & Grip – Day in, Day out

- Show up
 - Be on time/stay till the end
- Prepare
 - Questions? Ask before the meeting.
- Participate
 - Stand up if bored
- Don't check emails, texts
 - Leave the room

Stance & Grip – Day in, Day out

- No surprises
 - Talk to the President, CEO/Executive Director first
- It's all about attitude
 - **Share ownership** of challenges & partner with management
 - Coach, assist, help (not fix, **not seek gotchas**)
 - Enthusiasm, energy (address challenges)
- Focus on the “main things” versus “major in minors”
 - Danger of having too much time on the schedule...

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- **Mini-Case #1: Improving Tournament Operations**

Improving Tournament Operations

Zach had just attended an interesting golf technology conference, played in a high-toned golf outing, and heard many great ideas about new approaches to growing the game, organizing events and collecting actionable data. On the flight home, he pulled out his laptop and eagerly wrote a long and detailed email to his section's Executive Director, listing several suggestions for improving tournament operations. He was especially intrigued by the notion that there could be cost savings in addition to an improved player experience.

As he clicked 'send', he wondered how efficiently tournaments were managed in his section. He had played in many section tournaments over the years and they seemed to go just fine, but were not without the periodic glitches. He certainly wouldn't consider them as cool as the recent event. Zach decided he would visit with the section staff member who oversaw this area.

Questions:

1. How do you think Zach handled this situation?
2. How should Executive Director respond?
3. Should Zach contact the section staff member and share his ideas with her?



Improving Tournament Operations

Questions:

- How do you think Zach handled this situation?
- How should the Executive Director respond?
- Should Zach contact the section staff member and share his ideas with her?

Seems like a simple situation but what now?

Improving Tournament Operations – Section Staff Member

- Reaction
 - Grateful for help and interest, eager to learn
 - Frustrated by extra work to respond (especially if ideas are not relevant; “idea du jour”)
 - Embarrassed that suggestions are good, worth taking
 - Angry, resentful – “what does Zach know? I’ve been doing this job for longer than he’s been alive...”
- Philosophy/attitude/tone
 - Default: “the boss”
- Audience
 - Zach
 - ED
 - Both
- Content
 - Detailed, point by point (is this great or terrible?)
 - General – “Great suggestions, will study, and get back to you”
 - General – “Thanks, great ideas.”
 - Other?
- Delivery Format
 - In person
 - Phone call
 - Email



Mini-Case #1:

Improving Tournament Operations

- Form & substance both matter
- Be self aware
- Bring a helpful “team” mindset*
- Are you governing or managing?
- Know that a great outcome takes time
- What is best for the PGA?

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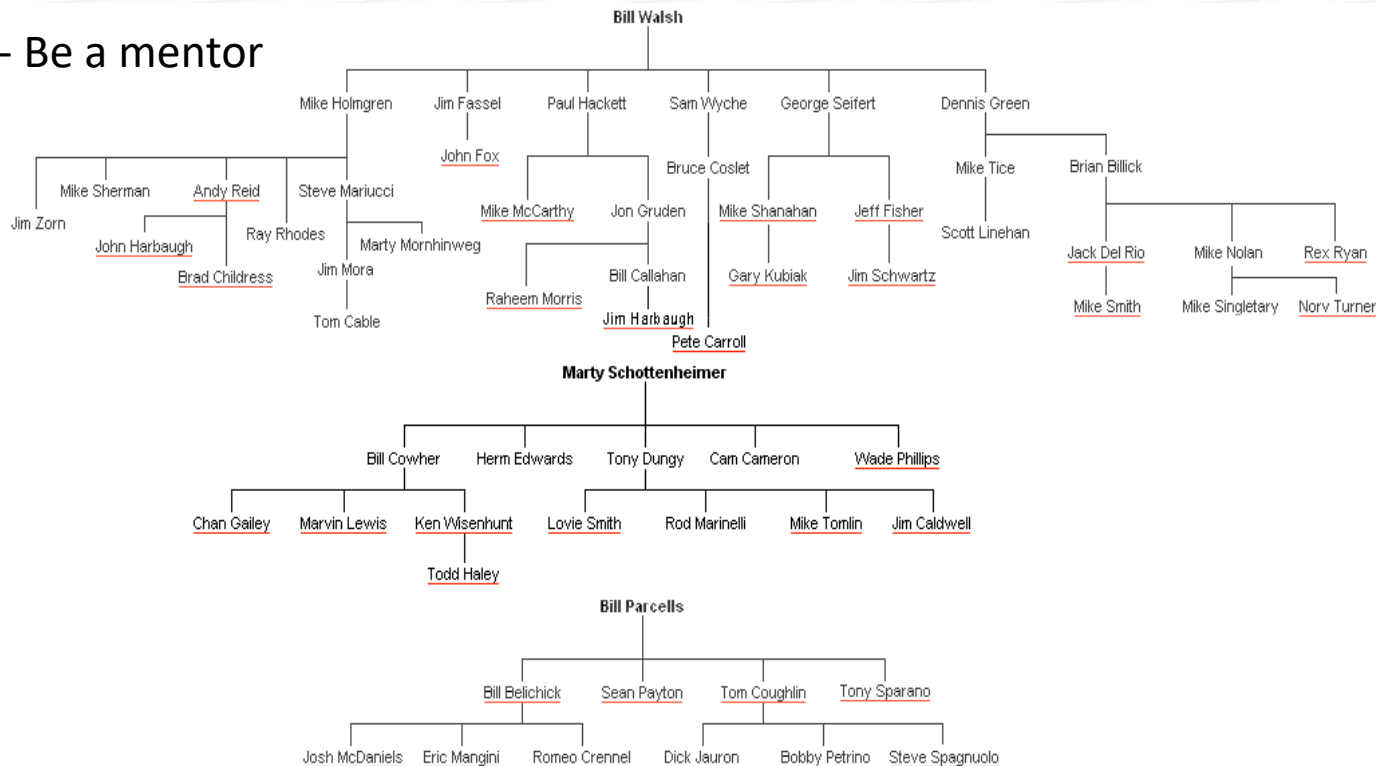
To Be the Best

- Key Roles Must Be Stars
 - President
 - CEO/ED
- 5 Common Mistakes
 - Prevention
 - The Fixes

The Role of the President:

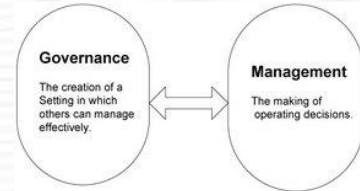
- Job 1: Build a high performing team
 - Be accessible
 - Be highly empathetic
- Support, advise, coach the CEO and executive team
- Ensure that the board is focused on what matters
- Model the behavior you want from your directors & management

- Be a mentor



The Role of the President:

- In a smaller organization with less resources:
 - More communication with the ED/CEO – coaching, advising
 - Ensure the board and CEO are on the same governance/management page
 - Greater focus on succession, hiring/firing/promoting
 - Senior executives
 - Board directors



The Role of the CEO/Executive Director:

- Pursue the mission
- Develop & execute strategy
- Build an incredible organization & culture
- Seek counsel (get your money's worth!)
- No surprises

To Be the Best

- Key Roles Must Be Stars
 - President
 - CEO/ED
- 5 Common Mistakes
 - Prevention
 - The Fixes

5 Common Mistakes

- Focusing on individuals*, not the team.
- Allowing structural impediments to persist.
- Tolerating low/negative value players.
- Allowing a good culture to erode/losing trust.
- Managing, not governing.

* Includes “me”

Individuals vs. the team

- Sports analogy – a roster of individual stars may not win the World Series or Super Bowl or... a Ryder Cup

Individuals vs. the team

- Sports analogy – a roster of individual stars may not win the World Series or Super Bowl or... a Ryder Cup
- Board member passion is critical – but if it is too much, it can become toxic
 - What does the organization owe me, not – how can I help the organization achieve its mission?
 - Don't let your identity = your role

Individuals vs. the Team

Prevention & Fixes

- Awareness is step one
 - Discuss and establish board norms
- Be a role model - make the team perform better?
 - Helping an officer &/or the CEO/ED
 - Talking to a new or struggling board member
 - Employing the Golden Rule

Allowing structural impediments to persist

Prevention & Fixes

- Low hanging fruit – board norms, scorecards, job descriptions, transparent processes
- Identify & acknowledge “legacy issues”:
 - Board Size & Make Up
 - 21 vs. <15 vs. 7-11
 - Diversity – skills, experience, gender, age, ethnicity, socio-economic
 - President
 - 2 years (8 years?)
 - Time commitment
 - Role description

Allowing structural impediments to persist

Prevention & Fixes

- Legacy – what traditions are strengths for the future?
 - How would you zero-base governance?
 - Benefits and costs
 - Examples: Kodak vs. Digital, Green Grass vs. Top Golf/GolfTEC

Allowing structural impediments to persist

Prevention & Fixes

- Low hanging fruit – board norms, scorecards, job descriptions, a board process
- Identify & acknowledge “low ceilings”
- Legacy – what traditions are strengths for the future?

Do what is best for the PGA & future generations of members.

Tolerating low/negative value players

Prevention & Fixes

- Keep score? Board evaluations, 360s, attendance records, etc.
- Players who hurt the team – coach or fire, if you can
 - Don't talk, participate
 - Talk too much
 - Disrespectful
 - Disruptive
 - Sucking the energy out of the room
 - Drama Hounds – cliques, dissent, rebellion
 - Lack of self-awareness

Tolerating low/negative value players

Prevention & Fixes

- Update & improve the selection process
 - Develop & use a board candidate scorecard
 - Screen out bad fits upfront
- Set expectations upfront – best of class onboarding process, formal mentoring & frequent “formal” feedback for all new directors.

Eroding a good culture - losing trust

- Lack of transparency
- Lack of communication
- Misaligned priorities



- Mistrust
- Cliques
- Rumors
- Assigning blame

Often precipitated by
a negative event or
crisis



Eroding a good culture - losing trust

Prevention and Fixes

Promote

- ~~Lack of~~ transparency
- ~~Lack of~~ Demand communication



Align

- ~~Misaligned~~ priorities
 - What's best for **PGA** ~~me/my~~ ~~section/district~~

- ~~Mistrust~~ **T**
- ~~Cliques~~ **One Team**
- ~~Rumors~~ **Facts**
- ~~Assigning Blame~~

Share ownership



Eroding a good culture - losing trust

Prevention and Fixes

- Promote transparency
- Demand communication
- Align priorities
 - What's best for the PGA



- Trust
- One Team
- Facts
- Sharing ownership



Managing, not Governing

Prevention & Fixes

- No board is immune
- Set expectations upfront – President & CEO/ED
 - Where do you draw the line, all things considered?
- Board norm – call out transgressions

Unanimous Vote

Zach was troubled by the decision the board had just made. He felt like the issue was not discussed thoroughly and that the minority view, which had merit, was not well presented. His attempt to further present this unpopular viewpoint was cut short, both by stares from a couple of the more experienced board members as well as by a cough from one of the officers.

The vote had passed unanimously but it was clear that the board was not on the same page.

“Can you believe what just happened in there?” whispered Amy as she walked over. “There was no discussion on how the struggling members would deal with the burden we just approved.”

Carlton took a few steps over to join Zach and Amy. “Look, I’m new – is what just happened typical? It sure seems like the powers-to-be were not interested in talking more about the subject.”

“I’m not sure how I’m going to explain this to my colleagues in the section,” worried Zach.

Questions:

1. Is this a realistic outcome when a difficult issue is voted upon?
2. What might the President have done differently?
3. Could Zach, Amy or Carlton have done anything differently during the meeting?
4. What should they do now?



Unanimous Vote

- Questions
 - How should a board deal with a complex, controversial issue?
 - What can be done 'ahead of time' to ensure a productive process and outcome?
 - What can a board do once its 'in the rapids' and things aren't going smoothly?
 - What is your role as a director? As President?

Unanimous Vote

- How should a board deal with a complex, controversial issue?
 - Preparation is king – be fact-based and data-driven
 - President: talk to those with the minority view, understand the issues.
 - Directors: understand both sides well.

Unanimous Vote

- How should a board deal with a complex, controversial issue?
 - Preparation is king – be fact-based and data-driven
 - Acknowledge disparate view points and the rationale
 - Consider a compromise or 'new' solution
 - But... it's okay to disagree

Unanimous Vote

- How should a board deal with a complex, controversial issue?
 - Preparation is king – be fact-based and data-driven
 - Acknowledge disparate view points and the rationale
 - Note the possibility of a split vote and the need to be united post-decision
 - Discuss a “Plan B” for both sides
 - Confirm that ‘we are on the same team’ – problem solving vs. ‘winning’

Unanimous Vote

- How should a board deal with a complex, controversial issue?
 - Preparation is king – be fact-based and data-driven
 - Acknowledge disparate view points and the rationale
 - Note the possibility of a split vote and the need to be united post-decision
 - The President plays a critical role throughout
 - Listen, don't sell or steam roll
 - Problem solve, don't be defensive
 - Be attentive to dynamics in the room

Unanimous Vote

- What can be done 'ahead of time' to ensure a productive process and outcome?
 - Great pre-reads
 - Logical arguments, data, testimonials
 - FAQs

Unanimous Vote

- What can be done 'ahead of time' to ensure a productive process and outcome?
 - Great pre-reads
 - Opt in conference calls/meetings
 - Allow time for questions, additional context

Unanimous Vote

- What can be done 'ahead of time' to ensure a productive process and outcome?
 - Great pre-reads
 - Opt in conference calls/meetings
 - Individual 'reach outs'
 - President to talk to most vocal proponents, opponents
 - Listening, not selling

Unanimous Vote

- What can be done 'ahead of time' to ensure a productive process and outcome?
 - Great pre-reads
 - Opt in conference calls/meetings
 - Individual 'reach outs'
 - Plan B, C...
 - Understand alternatives

Unanimous Vote

- What can be done 'ahead of time' to ensure a productive process and outcome?
 - Great pre-reads
 - Opt in conference calls/meetings
 - Individual 'reach outs'
 - Plan B, C...
 - Set expectations of behavior
 - Stay calm
 - Be prepared to remind folks

Unanimous Vote

- What can a board do once its 'in the rapids' and things aren't going smoothly?
 - Argue issues, not people (and stay calm...)
 - “Disagree without being disagreeable”
 - Make sure everyone has said his/her piece
 - Call a 'time out' before a vote
 - Confirm – “we are doing what is best for the PGA”
 - Confirm – “once we leave this room, we are of one voice”.

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Thank You