



NAPLES GARDEN CLUB
nurturing, growing & contributing

**Naples Garden Club
2015 Board Retreat
October 29, 2015
Hole in the Wall Golf Club**

Attendance: Roberta Ross, Sandy Lasch, Linda LaRue Brown, Mary Beth Johns, Mary Raymond, Jean Lemmon, Pat McNamara, Jane Stone, Kathleen Maier, Candi Kelley, Arlette Bradley, Pat Fosberg, Beverly Metcalf, Renee Lewis, Lydia Galton, Raynelle Perkins and Arlene Cluff.
Absent and Excused: Janet Donald and Sudie Minamyer.

President Roberta Ross called the meeting to order at 9 a.m. Roberta introduced the theme for the Retreat, Team Communications. She also reminded the Board Members that for us the club comes first and that all our work is for the good of the Naples Garden Club. Our public behavior influences the community's perception of Naples Garden Club. All Board Members present, previous to the 2015 installation signed their Code of Ethics and Conflict of Interest policies forms.

Linda LaRue Brown, Governance Chair, announced that this was the Boards' seventh Retreat and that Lydia Galton, representing the Past Presidents' Council, was a participant in developing the first retreat. Linda stated that 85% of a Board's success was based on good communications among members. Linda then introduced Robin Larkin, *Performance Management Associates* who presented an interactive workshop:

Communicating for Success

Presenter Robin Larkin opened the Workshop by focusing on Communication for Results. The work of a group skilled in communications will be greater than the sum of that of its individual members.

The differences between groups and teams was discussed in detail. Board members must be a team to function effectively. Team members share leadership, are coached to be interdependent, feel ownership for the team, communicate openly and honestly, resolve conflict openly and jointly share both failures and successes.

Team leadership to be effective must be based upon a variety of skill and abilities:

- . Build and develop a team
- . Facilitate meetings
- . Active listener
- . Great communicator
- . Engage/Full participation
- . Facilitate problem solving

- . Resolve Conflicts
- . Strive for synergy
- . Manage change and diversity
- . Influence with authority

Robin then shared the background of the Marston Method, a personality profile which reveals dominant behavior patterns. This method, DiSC, (attached) reveals primary personality traits of Dominance, Influence, Steadiness, and Conscientiousness.

- . Dominance: self-confidence, decisiveness, risk-taker
- . Influence: enthusiasm, charm, sociability, emotion
- . Steadiness: patience, stability, calm, easy-going
- . Conscientiousness: cautious, diplomatic, restrained

Each person is a blend of the above; the profile reveals only the prominent style.

Analysis of the Board Members DiSC results revealed that 38% were highest in Dominance, 25% were highest in Influence, 6% were highest in Steadiness and 25% were highest in Conscientiousness. Communications between different styles could contribute to conflict or commonality.

Six steps in the communication process were described and discussed:

- . Formulate the idea - consider content, clarity and timing
- . Convert the message - consider body language, vocal quality and words
- . Send the message - consider content, form of communication,
- . Receive the message - consider process and ability to listen
- . Verify the message - summarize and paraphrase
- . Respond - sum up your understanding and respond accordingly

Discussion followed on blocks to active listening and of different personality types and how each could become a more effective communicator.

Positive and poor team communications were discussed.

Positive behaviors to be encouraged:

- . Opposing views
- . Accepting criticism
- . Sharing thoughts and opinions
- . Cross-functional communication
- . Everyone to participate
- . Staying on subject
- . Thanking people
- . Leaving disagreements "in the room"

Discourage these communications:

- . Twisting arms
- . Holding back information
- . Dominating
- . Challenging people vs. ideas
- . Verbal abuse

- . Cold shoulder
- . Negative body language
- . Interrupting
- . Being a naysayer

The workshop concluded with an exercise in team communication and was followed by a delicious lunch.

AFTERNOON AGENDA

AVOs and the Strategic Plan

Roberta Ross began the afternoon agenda with a presentation on All Volunteer Organizations (AVOs) (attached) and the roles and responsibilities of Board members, management and leadership. It is the duty of Board members to attend and participate in meetings and interact with each other and the general membership. Board members must be familiar with the clubs' Strategic Plan, Governance, Policies and Procedures, finances and budget. They must be active in recruiting new members and be aware of the needs of the community. As a Non-Profit Organization, members must demonstrate duty of care, loyalty and obedience to the club.

The responsibilities of the NGC to the Board is to provide insurance and reimburse expenses.

Roberta Ross discussed our Strategic Objectives and presented specific ways it is being addressed. The new plan of round tables for General Membership Meetings will promote better communication among members and between Board and members. The new ad hoc Awards Committee will acknowledge the special contributions to the NGC by members and friends of the club.

Lydia Galton advised that a change in Strategic Plan and any additions must be created and approved by the entire Board. This Motion will be presented at the November Board Meeting, for approval of the Strategic Objectives discussed.

Finances and Budget

Pat McNamara, Finance Chair, reviewed the Budget and Statement of Activities. Board members have a fiduciary responsibility to understand the finances of the club, including reading financial reports. The current budget was presented and approved at the April, 2015 General Membership Meeting. Monthly updates are provided by the Finance Committee as well as placed on the Website. Committee Chairs must know the size of their budget and stay within it. Pat expressed her willingness to meet with new Board Members and Committee Chairs to help further explain anything that they do not understand about their budget. Reimbursement Forms are available on the Website. The Certification of Exemption is presented to the seller by a Board Member at time of purchase to avoid taxes on approved purchases.

The Budget process begins in February when the Finance Committee contacts the committee chairs to determine their needs for the following year. A Budget is developed and presented at the March Board meeting.

The approved Budget is then presented at the April General Membership Meeting for a vote.

Pat also spoke about our House and Garden Tour expenses and how they are deducted from revenues. Board members discussed and suggested a plan of accounting wherein all related Club expenses would be included in the deduction so it may be said that 100% of proceeds after deducted expenses went back to the community. This will be explored by the Finance Committee and Board. The Club does puts 100% off its' share, after costs, back into the community.

Silo vs. Cross-Functional Teams

Linda LaRue Brown reviewed the Silo vs. Cross-Functional Teams concept presented in the mornings workshop. Our Board is a Cross-Functional Team in which Board and Committees act both together and separately. Board Members completed a questionnaire, WHO DOES WHAT, (attached) which lists 15 functions in our Club and asks the members to state whether Committee, Board or Both have a primary responsibility for that function. Although some were clearly Board responsibilities, many required both.

Lemons into Lemonade

Sandy Lasch led a discussion on Conflict which results from people seeking their own self-interest rather than attempting to reach consensus. Conflict arises from a clash of Perception, Goals and Values. She shared a list of myths and truths related to Conflict (attached). Results demonstrated that conflict can bring about positive results if managed skillfully. Negative behaviors may surface during conflict, so Conflict Resolution is a necessary process in effective team communication. The goal is a Win-Win result where the task gets done and done correctly and the people involved feel comfortable and positive.

Ambassadorship, On Stage/Off Stage

Sandy Lasch spoke of the importance of communicating enthusiastically our Brand, Mission and Programs to the community. We are known by our messages to any audience, Club member, Naples Botanical Garden staff or member, any potential member or sponsor and the general public.

Naples Garden Club – Know Your Facts (attached) was provided for Board Members to answer or find the answers. These facts will provide answers to questions we may all encounter in our Board and community activity.

Our mission as it applies to the H&G Tour and the NFS

Roberta Ross closed the Retreat with a short message regarding our Fundraising Event, the H> and our educational Naples Flower Show.

She stated that all the Board has fabulous Chairman who work very hard in each of their roles. Now we must learn to communicate with each other to complete the effort. Please remember we are a Garden Club who promotes fundraising, so we may give back to our community the benefits of our H>. We are not a Fundraising Organization who promotes gardening.

Respectfully submitted,
Jean Lemmon, Secretary
15-10-29 Draft

BOARD ROLES & RESPONSIBILITIES

ALL VOLUNTEER ORGANIZATION (AVO)

Naples Garden Club is an All Volunteer Organization. In its *governance* role, the board fulfills its responsibilities by acting as a collective body. In its *management* and *leadership* roles, board members fulfill these responsibilities through their actions as individuals. Each Director has a specific area of responsibility, as well as board responsibilities, and is expected to commit time, energy and enthusiasm to Naples Garden Club and to their specific area of responsibility.

ROLE OF THE BOARD

(Governance Role)

1. Determine the organization's Mission and purpose
2. Ensure effective organizational planning
3. Ensure adequate resources
4. Exercise fiduciary responsibility and oversight
5. Determine, monitor and evaluate progress of the organization's programs and services
6. Enhance the organization's public standing
7. Ensure ethical and legal integrity and maintain accountability
8. Recruit and orient new board members and assess board performance

MANAGEMENT AND LEADERSHIP ROLES

1. Attend and participate in all board meetings on a regular basis, and special events as able.
2. Prepare for meetings by reading agenda financial statements and reports prior to the meeting
3. Chair/participate in a board committee and serve on an ad-hoc committee as

necessary.

4. Meet deadlines - Submit Committee Reports, newsletter articles, requested information by established deadlines.
5. Become Familiar with finances, budget, and financial/resource needs.
6. Be alert to community concerns that can be addressed by NGC's mission, programs and services.
7. Understand policies, procedures, bylaws and standing rules of Naples Garden Club.
8. Help communicate and promote NGC's mission and programs to the community.
9. Participate in board discussion by having the courage to speak and the courtesy to listen.
10. Develop future leaders and plan for your succession.
11. Financially support Naples Garden Club in a manner commensurate with one's ability.

RESPONSIBILITIES OF NAPLES GARDEN CLUB TO BOARD MEMBERS

1. Carry Directors and Officers (D&O) Insurance in an amount agreed to by the Board of Directors.
2. Reimburse approved, budgeted expenses within one month of submission to the Treasurer.

WHO DOES WHAT?

Listed below are a number of tasks or responsibilities typically carried out in most nonprofit organizations. Please think about who has primary responsibility for the task listed. Please identify these committees.

Write in one of the following:

Committee

Board

Both - where the task is clearly a shared effort

1. Develops and implements the programs. _____
2. Takes the lead in fund raising. _____
3. Prepares for the board meetings. _____
4. Determines fees your organization should charge for major fundraising event(s)

5. Identifies, recruits, orients and involves new board members. _____
6. Ensures that adequate financial controls are in place. _____
7. Creates a fund raising plan and strategies. _____
8. Settles discord among board. _____
9. Approves the annual budget reflecting the organization's goals and policies.

10. Promotes the organization in the community. _____
11. Assume responsibility for upholding the bylaws and following the policies. _____
12. Gathers evaluative information and develops reports on the organization's performance in
meeting the Strategic Plan. _____
13. Determines/reviews the organization's mission and purposes. _____
14. Monitors income and expenses regularly. _____
15. Selects, organizes and monitors committee chairpersons. _____
16. Implements an annual self evaluation of the board. _____

17. Insures that all activities strengthen NGC's Messaging Platform and Visual Identity. _____

18. Responsible for ensuring that all programs and activities reflect the priorities stated in the

Strategic Plan. _____

llb/15.20.10, draft #3

Turning Lemons into Lemonade

How often have you heard the following in committee meetings?

- We can't do that ...
- We've already looked into that, and it just won't work
- We always do it this way
- You just don't know how things work here
- Don't even consider a change ... the members won't support it
- Why can't we just do it the way it's always done ... it works!
- Why do you have to make things harder? Just do it the easy way!

...Or seen those eye-rolls!

It's conflict

As both a committee chair and Board member, you need to know how to recognize conflict and manage it constructively

Conflict is tension that arises when people or groups do not get what they need or want, and are seeking their own self-interest

Conflict among committee members (answers to handout, subject of discussion)

Myth	Truth
• Destructive	• Natural
• Dysfunctional	• Inevitable
• Will Go Away	• Healthy
• Can Be Avoided	• Necessary
• Creates Win/Lose	• Constructive
• Breakdown in Communication	• Manageable
	• Can Build Relationships
	• Motivational

Conflict arises from clash of

- Perceptions
- Goals
- Values

Especially when people care about the outcome!

Outcomes

- Win-Win
- Win-Lose
- Lose-Win
- Lose-Lose

We bring different goals and perspectives to every situation

- Getting the task done
- Getting the task done right

- Getting along with people
- Being appreciated by people

10 different behaviour patterns exhibited by people under pressure.

- **The Steamroller:** Aggressive and angry. Victims can feel paralyzed
- **The Sniper:** Sarcasm, rude remarks & eye rolls. Victims look and feel foolish.
- **The Know-It-All:** Wield great authority and knowledge, can't stand to be contradicted or corrected. But they will go out of their way to correct you.
- **The Grenade:** Explode into uncontrolled ranting that has little, if anything, to do with what has actually happened.
- **The Think They Know It All:** A cocksure attitude often fools people into believing their phony "facts."
- **The Yes Person:** Wants to please others. Never says no.
- **The Maybe Person:** Procrastinating, hoping to steer clear of choices that will hurt feelings. Avoids decisions. Causes frustration.
- **The Blank Wall:** Offers only a blank stare, no verbal or nonverbal signals.
- **The No Person:** Spreads gloom, doom, and despair whenever any new ideas arise, or even when old ones are recycled. Saps energy from a group in an amazingly short time.
- **The Whiner:** Feel helpless. Become overwhelmed by the unfairness of it all. Want things to be perfect, but nothing seems to go right. Want to share their misery.

We all become difficult people at times ... the key is to recognize this and know how to respond to our natural instincts

What to Do?

- Maintain Positive Relationships
- Do Your Homework
- Begin with a Clear Goal
- Have the Courage to Respond
- Listen, Ask Questions & Create Dialogue
 - withhold Judgment
 - never assume
 - seek first to understand
 - each person contributes
 - work toward win/win solutions
 - be objective
 - consider the other opinion
 - work toward shared understanding
 - brainstorm
- Reach an Agreement and Execute

Conflict can be constructive. Managed well it promotes change and adaptation, awareness of self and others. It can even strengthen relationships and heighten morale. Managed poorly however, conflict can also be destructive. Its ability to hurt individuals and damage relationships is what affects us most because, despite our effort to tell ourselves not to, we take it personally.

Conflict, whether out in the open or submerged, is one of the leading reasons for board member and executive director resignations. Community organizations and their boards of directors can be fertile ground for conflict because they tend to be:

- Diverse in their membership
- Involve passionate, caring people
- Struggle with being unified and focused in terms of mission and goals in the face of many important demands
- Be an expression of alternative democratic structures and processes: non-authoritarian, non-hierarchical and
- inclusive.
- Requires hard leadership by a volunteer board and an executive director.
- Operate in a dynamic, frequently adversarial, political context

Conflict Among Board Members

A recent study of more than 50 boards in Minnesota found that most members had joined in order to "network, make friends, and do good." The study also reported that avoiding conflict is the most common reason for a member's resignation.

It is not unusual for half the membership of a board to resign or drift away from a board as a significant conflict unfolds. This loss of leadership and talent drains the nonprofit's resources. Time and money must be expended to solicit and orient new board members, and to bring them up to speed. In addition, resigning board members may cost the organization in contributions and reputation. For these reasons, it's important that you both manage the conflict to a resolution and keep as many board members as possible committed to your organization.

Facilitating a conflict among board members holds real danger for an executive director. He or she frequently ends up caught in the choppy waters between warring bosses--likely to sink no matter what the outcome. In a board conflict, it is nearly impossible for an executive to maintain each board member's belief in his or her impartiality. Some board members will inevitably believe that the executive is somehow manipulating the situation or come to view him or her as an ally of the opposing party. True or not, these beliefs will erode the board's trust and confidence in the executive—the key factors for a successful working relationship between an executive and board.

Even if you have strong ideas about the issues dividing a board, it is wise to let the board chair take the lead in resolving conflicts within the board. After all, managing the board is the chair's job. Unfortunately, many chairs do not understand or accept the full scope of their responsibilities. And many would rather not deal with conflict even when they understand that it is their role.

One factor that adds to the challenge of handling board conflicts is the emotional rancor that often develops. A discussion that begins as a difference in members' views on a business issue can quickly become intense and personal. Some board members make personal attacks or embarrass others as they argue their points. The negative feelings created by public embarrassment perpetuate the dispute even when the conflict can be settled easily.

When exchanges get negative and personal, it becomes increasingly difficult for the opposing board members to communicate constructively, and uninvolved board members grow increasingly uncomfortable as they observe the bitter exchanges. A skilled chair will encourage the parties to resolve their issues away from the boardroom. On boards, as in other group settings, small conflicts left unresolved tend to simmer into a stew of resentment. Early intervention by the board chair can help prevent this.

One of the most frequently used strategies is to set up a private meeting. This is not done to keep the conflict a secret but to preserve a certain level for the disputing parties and the uninvolved board members. To conduct a private meeting, the board chair can use shuttle diplomacy, speaking privately with individual board members. Also, he or she can bring a limited number of disagreeing members together privately for a facilitated discussion outside of the boardroom. This can be especially helpful when a board conflict is among only a few of the board members.

The number of members a chair may convene without turning the meeting into an official board meeting depends on the organization's quorum stipulations. If the number of people actually in the conflict constitutes a quorum, it is a formal meeting of the board and all members should be invited to attend. If uninvolved members know the meeting topic, they can choose whether to attend, but they should not be excluded.

When a conflict that includes loss of face (the result of being belittled or shamed) erupts in a board meeting and is then resolved privately, be sure that the noninvolved members who witnessed the confrontation know that it has been resolved. Otherwise, they may be confused or believe that important decisions are being made behind their backs. The board chair can simply state that the problems between the disagreeing members have been cleared up.

Don't be surprised to find board leaders uncomfortable with conflict and its management. Remember, few people enjoy or expect to have to resolve conflict as their contribution to the work of your organization. The power relationship between an executive and the board, as well as the impossibility of the executive being perceived as neutral, argue strongly against the executive serving as the conflict manager.