

# Defining Decision and Work Group Norms

...and the behaviors that  
will support them

*Providing A Template  
for Discussion*



# A Template for Discussion

- Relationship Norms
- Conflict-Management Norms
- Decision Making Norms
- Communication Norms
- Meeting Norms (optional)
- Preparation Norms (optional)

## Relationship Norms

We will:

- a. Contribute ideas and solutions
- b. Recognize and respect the differences in personal style
- c. Be flexible and respect the collaborative relationship among EC members and between the EC and the staff.
- d. Strive to achieve the best possible outcomes
- e. Treat EC members, staff and invited guests as equal partners in discussions, while recognizing the Board's ultimate authority to determine policy and strategic direction.
- f. Recognize our obligation to the members to spend the time they pay for us to assemble on issues of strategy, policy and program; not personality attributes, personal styles or individual values
- g. Personally support, promote and protect a leadership culture that celebrates the value of diversity in perspectives
- h. Recognize that personal disputes that sometimes can arise between individuals have no place in the activity of the EC or the Board
- i. Refrain from initiating, participating in, or tacitly accepting by not challenging conversation focused on the qualities, lifestyle, or interests of any individual.

*\*Alpha and numeric designations are only for reference during discussion*

# Our Behavioral Compact **Relationships**

<b>We promise to ...</b>	<b>We promise not to ...</b>	<b>If we see a problem we will...</b>
1.		
2.		
3.		
4.		
5.		
6.		

## Conflict-Management Norms

We will:

- a. Not interrupt another member
- b. Acknowledge valid points made by meeting members
- c. Not dismiss any relevant and reasonable idea without exploring it
- d. Build upon each other's ideas
- e. Not make personal attacks on another member
- f. Encourage effective dialogue before decision-making by :
  1. Asking questions that encourage exploration rather than declaring positions prematurely.
  2. Signify whether a statement is fact or opinion by:
    - i. Using the preface "We know" when stating fact; followed by citation of the source
    - ii. Using the preface "I think" or "I believe" when stating an opinion; followed by explanation of the reasons for the perception
    - iii. Using the preface "I feel" to indicate personal discomfort, satisfaction or pride in the way in which discussion is proceeding
- g. Every EC member shares responsibility to call for the Chair to declare a "pause" in discussion to reflect on EC process if discussion is heated, inappropriate or going in circles.

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# Our Behavioral Compact **Conflict Management**

<b>We promise to ...</b>	<b>We promise not to ...</b>	<b>If we see a problem we will...</b>
1.		
2.		
3.		
4.		
5.		
6.		

# Decision Making Norms

We:

- a. Make decisions by formal vote
- b. Make judgments by consensus when it will help move discussion forward
  1. We try to clearly define options in advance or by brainstorming
  2. We evaluate options in a fact-based manner
  3. We test for consensus giving everyone a voice
  4. We do not stay silent if we cannot support a decision; we at least register our unease and request time to reflect and assess other facts
  5. We only revisit decisions if new information is discovered.

*c. We have achieved consensus if everyone at the meeting **can support the decision – even if they would not have selected it on their own.** Everyone at the meeting should feel they were part of the decision and own it. You can test for consensus by summarizing the position and asking for a 5 point scale of agreement:*

- 1. I really don't like it!*
- 2. I like it, but MANY changes are required.*
- 3. I like it, but 1-2 changes are required.*
- 4. I can live with it.*
- 5. I really like it!*

**If EVERYONE gives a rating of 4 or 5 you have consensus. If not, explore what changes are required to reach consensus.**

# Our Behavioral Compact Decision making

We promise to ...	We promise not to ...	If we see a problem we will...
1.		
2.		
3.		
4.		
5.		
6.		



## Communication Norms

- a. EC members, committees and work groups will use the CEO as the first and primary source of communication about issues, events or activity related to the organization's operations. Board policy addressing potential exceptions to this norm resulting from exceptional and emergency situations will guide EC behavior in the event of such circumstances.
- b. Do not let issues fester - direct conversation should be used to discuss concerns.
- c. We will each do our pre meeting homework - carefully read notifications/ new materials/ issue briefings to maintain a sense of activity within the enterprise.
- d. We will recognize that our association officer name badge is present even when not worn and govern our statements, behavior, and interaction with others accordingly.

*\*Alpha and numeric designations are only for reference during discussion*

# Our Behavioral Compact Communications

We promise to ...	We promise not to ...	If we see a problem we will...
1.		
2.		
3.		
4.		
5.		
6.		

## Preparation Norms

- a. Meeting agendas will be posted two-weeks in advance.
- b. Report materials will be received 10 days in advance of the meeting
- c. All possible efforts will be made to assure that all meeting materials are accessible and discernable for all EC members. Where necessary translation is not technically possible, an officer will contact any EC member unable to fully review the material prior to the EC meeting and provide a descriptive oral explanation.
- d. EC members will be notified of unavoidable exceptions to this rule as soon as they are known
- e. The EC may approve discussion or action on exceptions to the 10 day advance receipt rule at an EC meeting, except that an objection by 2 or more EC members to granting an exception will be honored.
- f. Members will have completed assigned tasks and come to each meeting prepared to act on agenda items
- g. If an EC member is unable to make a scheduled meeting/function, the member will notify CEO and Chair as soon as possible prior to the meeting

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# Our Behavioral Compact Preparation

We promise to ...	We promise not to ...	If we see a problem we will...
1.		
2.		
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5.		
6.		

## Meeting Norms

- a. We will:
  - 1. Be on time to all meetings
  - 2. Devote our whole attention to business during meetings, refraining from engaging in outside work during meetings/on-line searches/emails, etc – or side-bar conversations
- b. Each meeting will have an agenda prepared by the Chair in consultation with the Executive Director. The agenda will be posted at least one week in advance of each meeting.
- c. Minutes will be kept of each meeting and posted within two work weeks after each meeting and include motions, main points of discussion, and total votes for and/or against and/or abstentions.
- d. The quality of information in minutes is the responsibility of EC members. Draft minutes will be provided to all EC members within 30 days of the meeting documented. EC members have a responsibility to review draft minutes within 5 days of receipt and advise the Secretary of any needed revisions.

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## Meeting Norms (continued)

- e. Any EC member may request that the Chair call for a discussion of the appropriate level of record for any particular discussion or action item. Options include, but are not limited to: documentation of motion, major points of discussion and overall vote tally; drafting and approval of a formal resolution containing “whereas” clauses that explain the major reasons for a Board’s decision and “resolved” clauses declaring the decision; an extensive record of motions, amendments, and dispositions with statements either attributed or not attributed to board members by name.
- f. To promote meaningful and accurate minutes, portions of an EC meeting may be recorded for the convenience of the Board secretary at the secretary’s request with approval of the chair and announcement to the EC prior to recording. An objection to the audio recording of any discussion by 2 or more EC members will be honored. Any audio recordings of an EC discussion are considered work products and will be destroyed upon approval of the minutes of the meeting at which the recording was made.

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# Our Behavioral Compact **Meetings**

<b>We promise to ...</b>	<b>We promise not to ...</b>	<b>If we see a problem we will...</b>
1.		
2.		
3.		
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# About Tecker International, LLC

For more than 30 years, Tecker International (LLC) has helped thousands of clients meet goals, impact lives and change the world. TI is a client-focused, mission-driven international consulting practice offering a broad range of services tailored to fit our clients' unique needs. In partnership with our clients, we identify opportunities, overcome challenges and create structures and processes nimble enough to adapt to environments of rapid change. Our knowledge-based, outcomes-oriented approach has helped to transform associations, not-for-profit organizations, institutions and businesses of all kinds.

The collective competencies of the Tecker team enable us to provide the talent, skills and expertise to achieve the goals of each of our clients. Drawing on the firm's knowledge base and experiential resources, we employ a friendly, collaborative approach to empower organizations to succeed. In addition to being expert strategists, skillful facilitators and subject-matter experts, Tecker consultants are also top-notch educators who are always willing to share fresh ideas and proven methods of success. When you engage with Tecker, you choose a team of friendly, responsive, respected professionals, with extensive knowledge of personal and organizational dynamics. Their passion and enthusiasm inspires and motivates leaders to take action and tackle challenges head on.

TI specializes in managing change, strategic planning, governance remodeling, repositioning companies and programs, strategic alliances and consolidations, market and member research, executive coaching, parliamentary procedure and a variety of other disciplines. We offer in-depth subject matter knowledge of specific industries, businesses and professions. TI builds a sustaining culture of innovation to support an organization's ability not only to survive but to thrive. Our clients return to us again and again because they experience the measurable, positive outcomes our knowledge-based strategic thinking and planning creates. We guide volunteer and staff leaders to lead with confidence and clarity.

With so many consultants to choose from, what factors set the Tecker team apart?

- We are committed to superior thinking achieved by a team that is constantly learning and sharing through client engagements, original research, full community participation and by serving as faculty for the ASAE CEO Symposium.
- We listen to our clients and their needs are our first priority.
- For each engagement, we build a shared vision of the future based on knowledge, not opinion.
- We provide practical tools to achieve the shared vision of the future.
- We ensure implementation by including all key stakeholders in building and supporting change.
- We understand that there are no best practices, only good practices customized to the unique needs and cultures of each of our clients.
- We develop successful volunteer/staff teams based on their unique roles and their importance to the success of the organization.
- We help staff create plans for communication, action and evaluation to ensure successful follow through on decisions made.
- We have a genuine love of what we do and a deep appreciation of the value diverse perspectives bring to analytic and creative discussions.