



Habits of Effective and Ineffective Board Members and CEOs



By Brenda Kelleher-Flight Ph.D.
www.gdpconsulting.ca

Most people want to be successful. However, our actual beliefs influence the habits and behavior patterns. Many of us either see the glass as half full or half empty. We may not even be aware of our actual approach to governing or managing but others are acutely aware of our philosophy.

Effective board members and CEOs:

1. Choose to be positive;
2. Congratulate others and themselves on a job well done before focusing on the next task;
3. Resolve conflicts between their needs, wants and desires;
4. Remember the good things;
5. Respect history and culture; and
6. Treat everyone equitably.

Choose to be positive

Excellence in governance and management is achieved when board members and CEOs maintain a positive stance even in the face of adversity. These individuals refuse to drag up stories of old mistakes. They refuse to form splinter group or encourage 'groupthink.' They welcome differences of opinion and see adversity as an opportunity for the organization to evaluate its practices and grow.

Congratulate others and themselves on a job well done before focusing on the next task

It is easy to focus only on the task. Effective board members and CEOs focus on Individuals. They acknowledge how the contribution of each individual or team lead either to the achievement of targets or to the resolution of issues. They reward proactive problem-solving and creative thinking. Think of the key individuals in your situation and ask, "How many of them did I compliment in the last six months?"



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Resolve conflicts between their needs, wants and desires

Our needs, wants and desires influence our values. When needs, wants and desires are in conflict, effective individuals decide where to invest their time and attention. They are neither impulsive or judgmental. They listen to all points of view, compare the input with their own thoughts and participate in the design of effective strategies.

Remember the good things

List the things the organization could celebrate. Effective individuals ensure these celebrations happen. They reward dedication, honor commitment to the organization, congratulate others when they move on to other opportunities, and make the good things the focus of their conversations.

Respect history and culture

Successful individuals respect the history of the organization and refrain from participating in decisions which would devalue or minimize the importance of the contribution of others. Opportunities to congratulate or bestow honors are sought.

Treat everyone equitably

Not everyone needs to be treated the same. As individuals we all have different needs and wants. What one person sees as a reward may not be viewed as an incentive by another person. Successful board members and CEOs recognize that the factors that drew a person to the organization may not be the same factors that will retain that person. They are cognizant of the importance of being flexible when meeting the needs of each person.

These six habits are easy to talk about but they are difficult to practice daily. This is true especially when there are not enough hours in the day to accomplish all that needs to be completed. The key is that each individual person needs to feel valued and appreciated. These habits need to be practiced with *sincerity*.