

1) Prioritize your relationships and build trust

- The highest performing teams are ones where there is trust and open communication.
- Trust is needed because hard questions/accountability is necessary.
- Actively work towards building this.
- Don't avoid problems. Work through conflict.
- Use structural tools (Board terms of agreement, ethics/conflict of interest policies, et.) to reduce possible misunderstandings.

2) Create Clarity

- Redefine roles and responsibilities between board and staff.
- Clarify expectations for staff and board.
- Don't tolerate ambiguity. Clarify situations where it exists (improve language in governing documents, policy documents, procedures, etc.)

3) Create a Transition Plan

- *Transition usually moves at the pace the board sets. Boards usually transition too slowly.*
- Don't stay in a place of transition. It creates confusion, frustration, and conflict.
- Make a plan to move through the transition steadily and quickly.
- Have specific goals and timelines to measure progress. Stay accountable.

4) Practice Board Disciplines

- Operate formally – not informally.
- Keep board business in the board.
- Respect by-laws, policies, guidelines.
- Develop regular (i.e. annual, quarterly) habits of planning and evaluation.
- Evaluate your own performance and plan for your own growth.

5) Learning to Think Big Picture – Together

- Develop a habit of creating a vision for the future and your plan for building it.
- Focus on thinking broadly (Goals and strategy. Not on specifics and tactics.) :
 - i. What do we want to accomplish?
 - ii. How do we know it will be accomplished?
 - iii. What makes this important to us?
- Listen to and consider other people's desires.

6) Regularly Invest In/Sharpen Your Governance Skills

- Set regular goals for the board to pursue.
- Learn to manage to outcomes.
- Consistently grow in your ability to understand financial statements, your governing documents and policies, how to run effective meetings, your lines of business, etc.



Christian Muntean has helped hundreds of businesses rapidly grow, increase profitability and accomplish their goals. His clients include regional and village corporations as well as start-ups to Fortune 500 companies. Christian is the author of the book *Conflict and Leadership*. He is also a regular contributor to Forbes.com.

Christian grew up in Anchorage. His wife, Marta, was born and raised in Nome. Her mother's family is from Noorvik. They have three awesome children. In his spare time, he teaches a strength & conditioning class and practices Brazilian Jiu Jitsu.

Please contact me if you have any questions or would like help with:

- Selling, buying or rapidly building value in a company.
- Board advisory services and training.
- Executive leadership development, advisory and coaching.
- Strategy and organizational growth.

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