

VALDOSTA - LOWNDES COUNTY



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**CHAMBER OF COMMERCE**

Leading Businesses.  
Leading Communities.™

# *The Perfect Board*

Excerpts from the book by  
Calvin K. Clemons

# Elements of GREAT Board leadership!

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- Loyalty
  - Care
  - Obligation
  - Confidentiality
  - Competency
  - Respect
  - Unity
  - Willingness
  - Leadership
  - Delegation
  - Conflicts of Interest
  - Diversity
  - Meetings
  - Meeting Attendance
  - Executive Committees
  - Strategic Planning
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# Loyalty

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- "The Director must put aside individual interests; this includes considerations for the Director's family, friends, associates, other organizations and above all, the Director's employer."
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# Care

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- "A Director must be informed. It is not acceptable to say you did not know about an issue. It is your duty to be fully aware of the board's issues and actions."
  - "(Directors) must be prepared to speak or provide input as well as actively participate in discussions and deliberations."
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# Obligation

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- "Directors are responsible for acting in the best interests of the organization. They are to use sound judgment, prudence and diligence in discharging their responsibilities. Wise Directors use the same benchmarks of performance for the organization as they would in running their own businesses."
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# Confidentiality

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- ❑ "There is a saying, 'What goes on at a Board of Directors' meeting, stays in the meeting!'"
  - ❑ "The right of Directors to speak out (in board meetings) and voice their opinions without fear of recrimination is vital to the effective functioning of a board."
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# Competency

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- "Participation in committees, task forces and other organizational activities often show how well a person accomplishes assignments and gets along with others. This process can be viewed as the organization's 'farm system.'"
  - "Seldom does a 'rookie' break into the starting line-up of a major baseball team. Why let a rookie serve as a member on the Board?"
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# Respect

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- "A Director must give respect in order to receive respect. Have you ever seen a Director read a newspaper or a book (or a BlackBerry) during a meeting? This is a clear indication that the person does not respect the other people in the room or even the organization."
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# Unity

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- "At meetings, Directors need to be encouraged to state their opinions and seek support from other Directors. They should be freely allowed, without recrimination, to take a stand on the issues or their beliefs. However, they also have to be fully aware that should their view not prevail, they must support the decision of the majority."
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# Willingness

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- ❑ "A Director must be willing to serve. A person whose arm needs to be twisted is certainly not willing to be a Director."
  - ❑ "Unwilling people generally do not make good Directors. They miss meetings; they don't prepare well. They only value the position or office for the recognition it can bring them."
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# Leadership

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- “From time to time, Directors may have to make difficult decisions. It must be remembered that Directors represent their constituents and should be acting with those constituent’s best interests in mind.”
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# Delegation

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- ❑ “The Board of Directors is empowered to ensure that the organization operates smoothly and effectively. The Board does not ‘run’ the organization.”
  - ❑ “The Board makes policy and strategic decisions. The Board follows up, monitors and evaluates the implementation of those policies and decisions.”
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# Conflicts of Interest

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- "Conflicts of interest often arise when a Director has a relationship, personal interest or situation that may appear to influence, or actually does influence the judgment, decision-making or action of that Director. The relationship may be personal, professional or business related. It may be real or just 'perceived'."
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# Diversity

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- ❑ "The Board of Directors represents the members of the organization. The Board has to be as diverse as the breadth of those members."
  - ❑ "Simply stated, the Board has the responsibility to do all it can to ensure the participation and involvement of all segments of the population, both professionally and culturally."
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# Meetings

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- ❑ “Most of what happens with a Board occurs in meetings.”
  - ❑ “Organized, structured, open and smooth-flowing meetings should be the standard sought by every Board of Directors.”
  - ❑ “Directors need to prepare properly for a Board meeting. The agenda should be read and reviewed. Minutes, financial statements, committee reports and policy statements need to be read and reviewed prior to the meeting as well.”
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# Meeting Attendance

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- ❑ “The Board depends upon its Directors to participate and attend all meetings. Directors are required to attend meetings, period.”
  - ❑ “Directors should make it a priority in their lives that if they are going to commit to being Directors, then they will attend and actively participate in Board meetings. If they cannot make this commitment, perhaps they should back away.”
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# Executive Committees

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- ❑ “Executive Committees serve an important role, but sometimes they can also be harmful to the health of the organization!”
  - ❑ “Some Boards ‘entrust’ the Executive Committee with far too much power. Be careful! Keep the Executive Committee in your sights and do not allow it to exceed its authority.”
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# Strategic Planning

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- ❑ "To succeed, an organization needs to have a vision and a plan."
- ❑ "The strategic plan becomes the 'roadmap' for the future. It serves as a guide for the Board, committees and staff"
- ❑ "It combines all the ingredients of the organization into one coordinated effort that helps the organization grow in an organized and orderly fashion."

# Strategic Plan, continued

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- “It should include:
    - A mission statement
    - A situational analysis (environmental scan)
    - Goals and objectives
    - Strategies and tactics
    - The written plan
    - Implementation
    - Controls and metrics”
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# The Perfect Valdosta-Lowndes Chamber Board

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- Working together
  - Moving the Chamber forward
  - Sharing and discussing ideas
  - Thinking BIG
  - Having courage to do the right thing for the Chamber and the community
  - Planning ahead
  - Leading businesses.
  - Leading communities.
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