

20 Signs the Board (or Individual Board Member) Has Left the Strategic Role

1. Board member(s) insist on doing their own research instead of asking the Tactical Team for the information.
2. Board member(s) bring their own discussion materials to Board meetings instead of asking the Tactical Team to provide it (similar to #1).
3. Board member(s) operating with outdated norms/expectations and/or lacking formally adopted Board Operating Procedures that clearly describe desired behaviors aligning to the Strategic Role.
4. Board member(s) “calling out” individual Tactical Team members and/or other Trustees in a duly called meeting.
5. Board member(s) failure to personally detach from a Board decision.
6. Board member(s) failure to follow existing guidelines (if guidelines/norms exist).
7. Board member(s) desire/occurrence of having to conduct “meetings prior to/after the meeting.”
8. Board member(s) that dominate discussion and do not listen critically to other Trustee perspectives.
9. Board member(s) not participating in discussion and sharing either support or concerns(s).
10. Board member(s) openly not supporting the final decision of the Board.
11. Board member(s) inability to disagree agreeably and not recognize that it is important that they think together, not alike.
12. Board member(s) not prepared for discussing items on the agenda.
13. Board member(s) stepping into the Tactical or Operational Roles and micromanaging staff.
14. Board member(s) responding to community pressures without data and outside of district processes.
15. Board member(s) failure to build a systematic process for progress review toward Strategic Objectives.
16. Board member(s) avoiding the more challenging questions and/or topics.
17. Board member(s) naively believing that conflict will not occasionally occur and/or not sharpening conflict management skills.
18. Board member(s) failing to understand that communication needs are different at each of the Three Roles (and the importance of messaging across roles).
19. Board member(s) wanting to apply their own (expert) advice (literally) without Tactical Team consultation.
20. Board member(s) being unaware of non-verbal cues they send during public meetings.