



Not Governance as Usual: Virtual Approaches to Manage your Governance Strategy

Presenters:

Lowell Aplebaum, CAE

IAF Certified™ Professional Facilitator, CEO & Strategy Catalyst,
Vista Cova, LLC

Reggie Henry, CAE

Chief Information and Engagement Officer
ASAE: The Center for Association Leadership

Susan Robertson, CAE

President & CEO
ASAE: The Center for Association Leadership



The Heart of Governance

“Governance is not about the budget lines, personnel issues, and equipment approvals. It is about **values, vision, and strategic leadership.**”

John Carver



Governance: Continued Areas of Priority

- Board function & meetings
- Committee & task force progression
- Strategy sessions



Challenges to Governance Excellence in a Digital Environment

- Digital tools: Introduction to Competency to Mastery
- Passive approach to many governance meetings
 - Single voices at a time
 - Report outs
 - Easy to be quiet
- Distraction accessibility
- Computer fatigue
- Social distancing can = social disconnect



Governance Excellence: Shifts of Potential and Promise

- Preserve time when leadership is assembled for the interaction needed to build understanding, vision, direction, and commitment
- Create new norms of governance approach that incorporates all voices to lead
- Lower the barrier of access to governance participation – accounting for lower income, new professionals, global reps
- SME accessibility
- Immediate capture of thoughts and decisions, or co-created concepts for future work



Norms to Acknowledge

1. This isn't the Presidency I signed up for.....



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2. Gap to video as the new normal



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1. This isn't the Presidency I signed up for.....
2. Gap to video as the new normal
3. Not the governance I knew (or agreed to)



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1. This isn't the Presidency I signed up for.....
2. Gap to video as the new normal
3. Not the governance I knew – Function



Norms to Acknowledge

1. This isn't the Presidency I signed up for.....
2. Gap to video as the new normal
3. Not the governance I knew – Function
4. Not the governance I knew - Form





Case Study:
**ASAE Research Foundation &
ASAE Board Meetings Go Virtual**
March 12-17, 2020

Staff Prep: Normal Environment

- Meetings Scheduled March 19-20
- Agenda Established & Roles Assigned
- Planning Meeting (January 31)
- Reports Submitted
- F2F Rehearsal (March 10)



COVID-19 Disruption



- CEO + Officer Decisions (March 12)
 - F2F meetings are ill-advised, going virtual
 - Commit to continue strategic planning session on 2nd Day
 - Postpone American Associations Day Fly-in and Reception
- Staff Action (March 12-17)
 - Rework & condense board agenda
 - Negotiate with hotel
 - Convene virtual rehearsal; shorten presentations
 - Work with strategic planning partner to create a ½-day Zoom session
 - Zoom rehearsal with partner



COVID-19 Disruption



ASAE Officers

- Prepare new working agenda for Chair and Vice Chair (March 12-17)
- Rehearse and get comfortable with Zoom. (March 17)
 - IT driving the rehearsal
 - Review Day 1 business agenda
 - Voting
 - Protocol for questions
 - Using the Chat function – this is very important!
 - Overall comfort with the virtual environment
- Zoom Meetings on Schedule (March 19-20)
 - March 19th: Business Session 10:00 a.m. – 3:30 p.m. (No Executive Session)
 - March 20th: Strategic Planning Launch 8:00 a.m. – 12:00 p.m.
- Get Feedback





Top Takeaways: Facilitating a Virtual Strategy Retreat

1. Virtual Means More Hands, Not Less

- Digital support
- Idea/Question ears
- Lead facilitator



2. Incorporate Time to Get Digital Sea Legs

- Is my audio on?
- How do I get my video working?



3. Don't Skip Connection Moments

- Picture to share
- An object around them
- A background of their choosing



4. Clarity in Methodology

- What are we trying to achieve?
- How are we trying to achieve it?
- What role do you play?
- Where will we be able to pivot?
- When will we have a break?



5. Facilitation Variance

- Paired conversations – preset w. numbers
- Small groups – break out rooms
 - Limit full report outs
- Full group discussion
 - Brief conclusions – seeking input
- Individual contribution
 - Additive listening



6. Facilitation Nuance

- Track comments, invite thought
- Rotate who is leading
- Limit digression by starting each section with focus and achievement sought
- Continue to check in on process
- Limited, frequent breaks requiring movement at a minimum



7. Urgent Decision Matrix



Mark Engle, DM FASAE CAE and Dave Bergeson, PhD CAE





Technologies that Support Virtual Governance

 **asae**[®] learning

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Reimagining Work and Work Tools



Reimagining Work and Work Tools

- Board Work Management Tools
- Board Meeting Management Tools

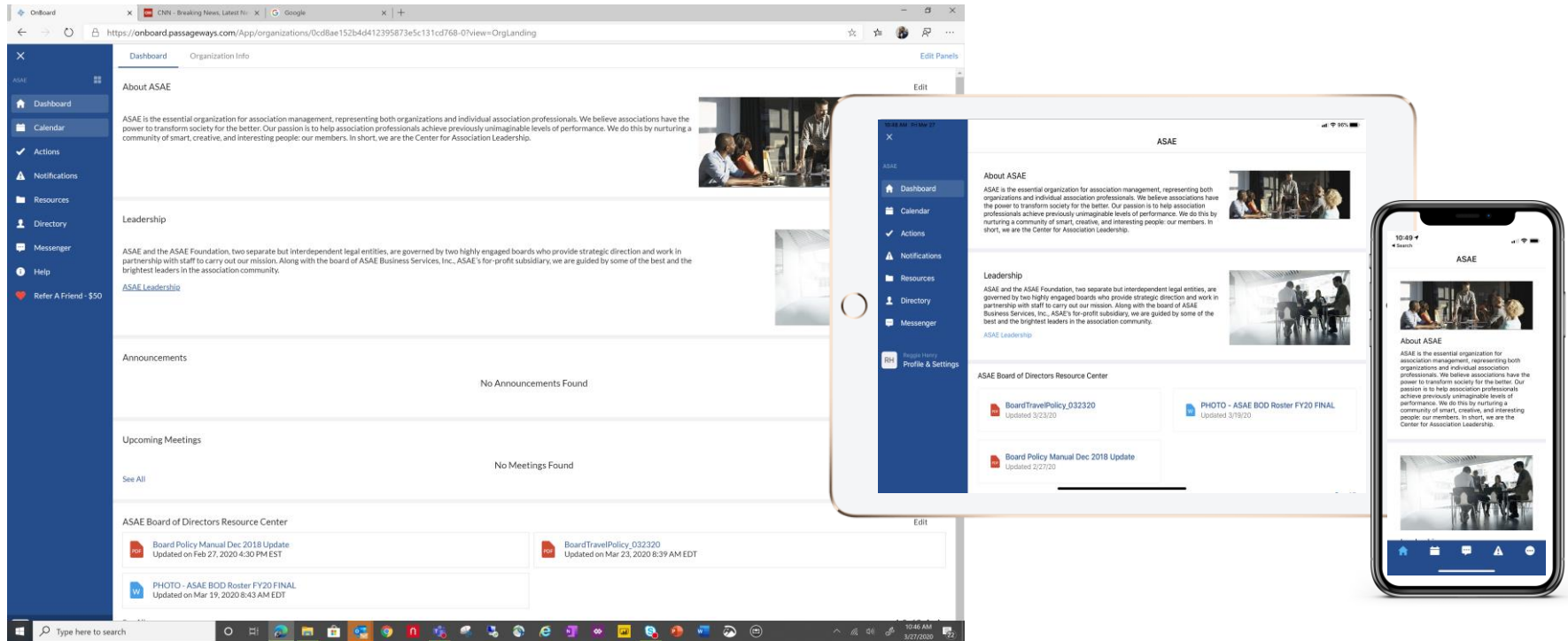


Board Management Tools

- **Save Time** because we eliminated emailing documents, printing or shipping board packages (which is a collection of documents required during board meetings) and searching for important documents and contracts for ad hoc requirements.
- **Collaborate** to allow board members to participate in meetings, vote on business issues and add comments to documents from anywhere.
- **Build Efficacy** around the use of technology to facilitate the governance process.



Virtual Board Management Software



Allow your Board members to read, review, and annotate board materials and notes as it suits their work-life style. Anywhere, anytime, and on any device: web app, iPhone, iPad, laptop, Kindle Fire, and Windows Surface.

They should also be able to easily vote, secure approvals, answer surveys and questionnaires.



There are Plenty of Options... Do Your Research


 Search

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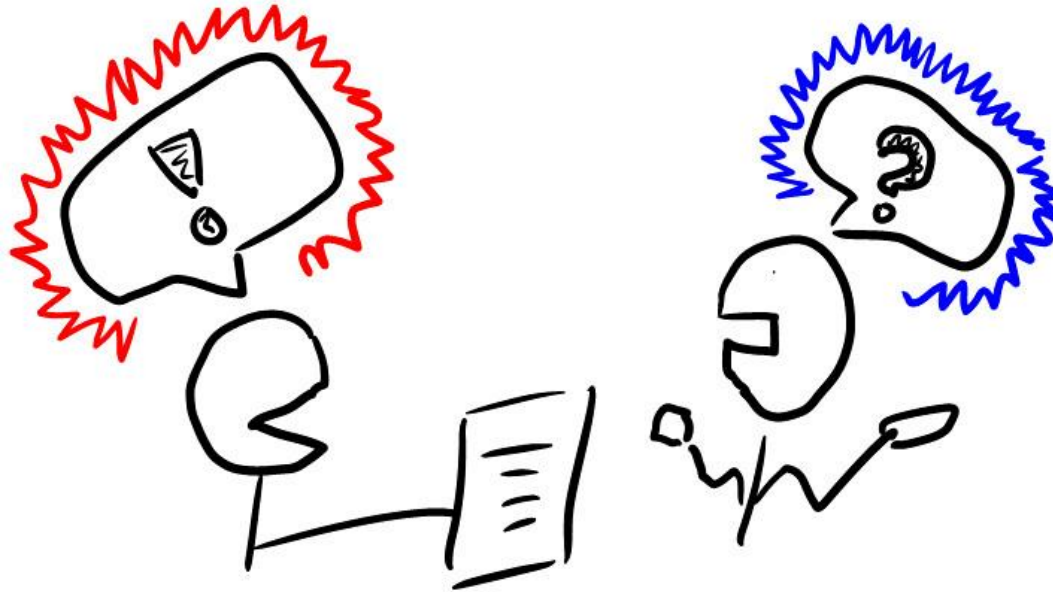
Board Meeting Software

Compare product features and ratings to find the right Board Management Software for your organization. [i](#)

| Product | Deployment | Calendar Management | Collaboration | Document Management | Electronic Signature | Member Directory | Minutes Management | Polls / Voting | |
|---|------------|---------------------|---------------|---------------------|----------------------|------------------|--------------------|----------------|---------------|
| BoardBookit ★★★★★ (112 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| Diligent Boards ★★★★★ (121 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| BoardEffect ★★★★★ (45 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| Nasdaq Boardvantage ★★★★★ (14 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| Aprio ★★★★★ (23 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| OnBoard ★★★★★ (357 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| Simbli ★★★★★ (43 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |
| Boardable ★★★★★ (45 reviews) | ☁ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | VISIT WEBSITE |



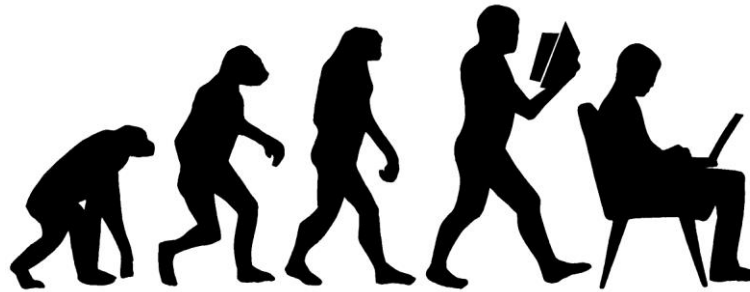
Feedback



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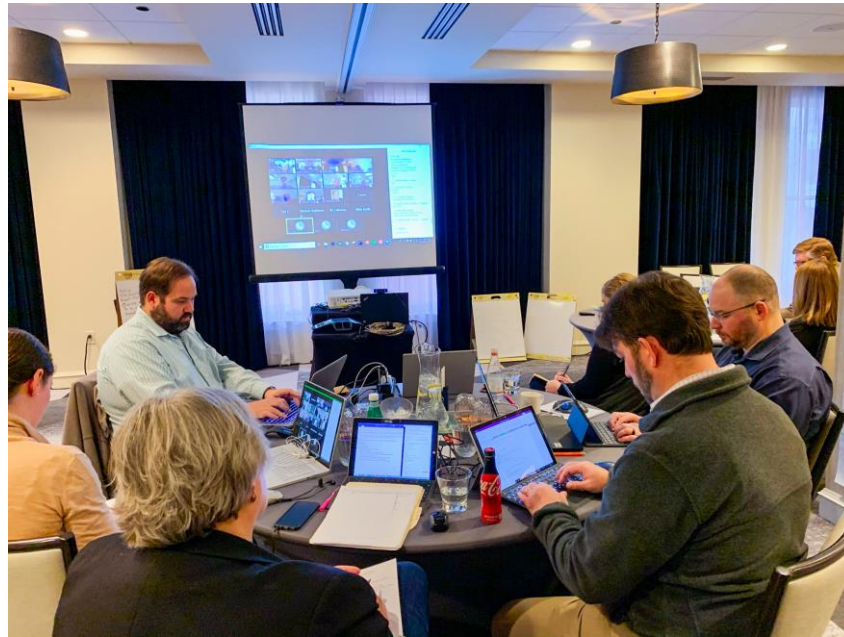
Recognize Evolution, Acknowledge Missteps, Celebrate Progress



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Hybrid Governance & Strategy Sessions



Hybrid Governance & Strategy Session



Final Reflections



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Contact Us:

Lowell Aplebaum, CAE, IAF Certified™ Professional Facilitator, CEO & Strategy Catalyst
Vista Cova, LLC
laplebaum@gmail.com

Reggie Henry, CAE, Chief Information and Engagement Officer
ASAE: The Center for Association Leadership
rhenry@asaecenter.org

Susan Robertson, CAE, President & CEO
ASAE: The Center for Association Leadership
srobertson@asaecenter.org





Thank you for participating!

If you have any suggestions for additional COVID – 19 webcast topics, please email them to Karen Bernstein, ASAE senior learning manager at: kbernstein@asaecenter.org