GOVERN for IMPACT

2020 ANNUAL CONFERENCE

ACCOUNTABILITY DRIVEN BY PURPOSE: BEFORE, DURING, AND AFTER CRISIS

Focusing on Purpose:
The Power of Ends

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WORKSHOP OBJECTIVE/AGENDA:

Objective: Build upon this morning's "Ends that Produce Impact" workshop (by Rose Mercier), providing opportunity to develop and assess draft Ends policies.

❑ Agenda:

I.   The Role and Power of Ends:
   ❑ Key PG Ends-related principles
   ❑ Distinction from mission/goals/objectives
   ❑ Role in Strategic Planning
II. Ends Development – Mock Board Exercise
III. Report Back – Mock Board Presentations
IV. Discussion – Shared Learnings

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PRINCIPLE: THE BOARD'S PURPOSE

- Connect owners' interests with operational performance

- Board job — define, and ensure, effective organizational performance:
  - Appropriate results achieved
  - Inappropriate situations / conduct avoided

- Not to "run the organization"

- Think: "Purchasing Agent"

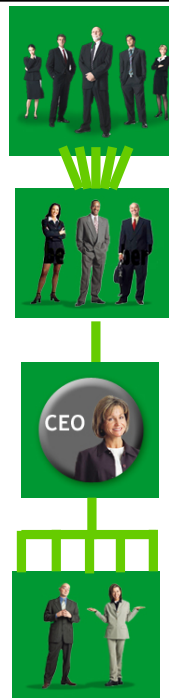ACCOUNTABILITY DRIVEN BY PURPOSE: BEFORE DURING, AND AFTER CRISIS

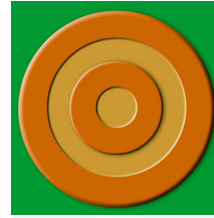*"Owners"*

*Board of Directors
(a "Purchasing Agent" role)*

CEO

ROI

*Operating
Organization*

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PRINCIPLE: FOCUS ON ENDS

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Defining the difference/ROI the organization will produce for / on behalf of its "owners" = a primary Board leadership contribution

KEY DIALOGUE: "What makes us worth funding/operating?"

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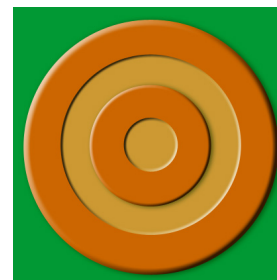

ENDS

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Define *purpose…*

What results/impacts?

For which people or groups?

At what worth (cost-benefit or priority)?

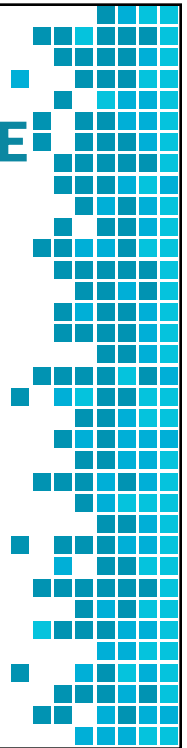ACCOUNTABILITY DRIVEN BY PURPOSE: BEFORE DURING, AND AFTER CRISIS

PRINCIPLE: ARRANGE POLICIES BY SIZE

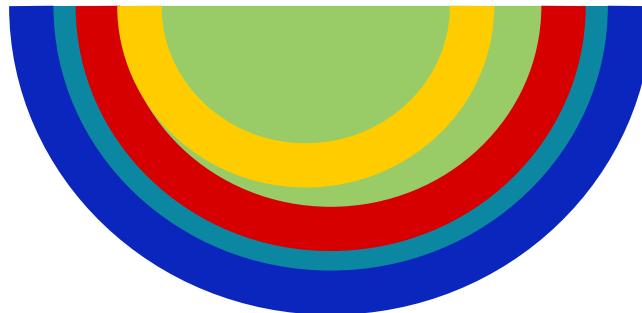Address the biggest concerns first...

Then proceed to the smaller ones...

... until Board (majority) would accept "*any reasonable interpretation*"

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Logical Containment
Addition of Policy

STRATEGIC PLANNING:
Identifying the Board's Role

Strategic Planning = a Management Discipline

Board Role = *Governance*

Board should set *strategic DIRECTION−defining "that towards which plans plan"*

Board involvement in *operations is alluring...*

    But diminishes CEO accountability

ENDS−the Board's key role in the planning process

ENDS − for NPO/governmental orgs, redefine "bottom line" of what constitutes organizational success *(not financial)*
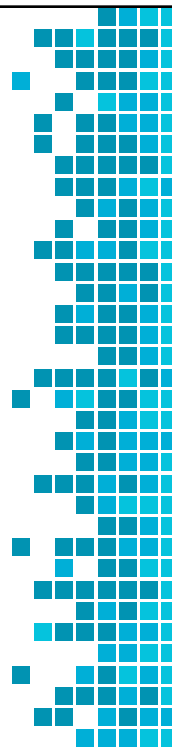
ENDS DEVELOPMENT:
An On-Going Process

Regular linkage efforts help boards understand Ownership:

    Needs / values as to what is to be produced

    How they're changing

    Related services provided by others

Ends policies should evolve to reflect these changes

    Requires linkage with those impacted, and others impacting them (needs assessment, trend analysis, and dialogue)

    Requires wisdom gathering – CEO/staff should be a primary resource.

        Re: CEO role: infer, don't defer

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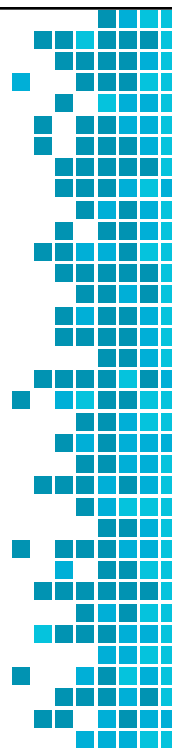
BOARD AS PURCHASING AGENT

INPUTS (Resources) → **Organization** → **OUTPUTS** (Benefits) "Ends"

"Hold yourself accountable for progress in outputs, even if those outputs defy measurement." "

– Jim Collins
"Good to Great in the Social Sectors"

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SAMPLE POLICY STATEMENTS

Ends

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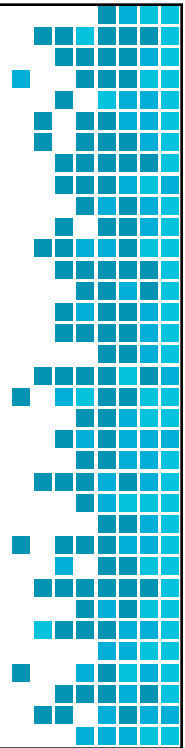
Denver's Success as a Premier Convention and Visitors Destination Brings Economic Benefits to the Community

VISIT DENVER
The Convention & Visitors Bureau

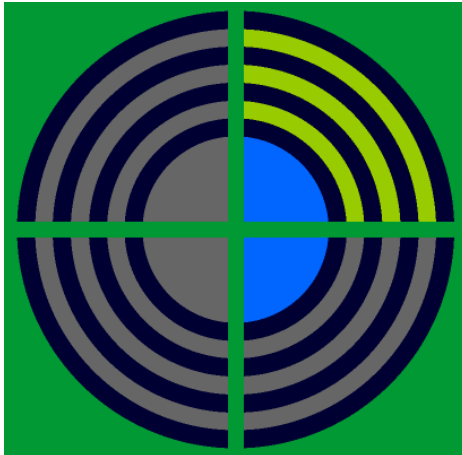| Convention, Meeting & Visitor Growth Brings Economic Benefit to Denver	Denver's Brand Image and Reputation Distinguish it as a Premier Destination	Public Policy and Infrastructure are Favorable to Tourism	Visitors, Residents & Meeting Planners Recognize VD as Premier Info. Source	VD Members Receive Valued Benefits and Services
Increased meeting and convention demand	Denver is nationally recognized as an outstanding visitor experience	Metro residents understand the value of tourism	VD is viewed as premier source of Denver info for travelers • Leisure • Meeting planners and attendees • Residents	An array of services contribute to Members' success
Leisure visitor growth		State/Local Public policy reflects willingness to invest in areas that support tourism		Members benefit from opportunities for strategic alliances and partnerships with DMCVB and other members

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Slide 1

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MONITORING REPORT

Board	CEO Interpretation	Staff	Annual Monitoring
VisitDenver END RESULT Denver's Brand Image & Reputation Distinguish it as a Premier Destination	*Achievement* = Denver nationally recognized as an outstanding visitor experience. *Incremental* = • By '12, Metropoll/Watkins Top #15 convention city; • By '15 – Top #10 • Annual growth in post-convention cust. satisfaction surveys, • T&L rankings for destination appeal	Action Plan _____ _____ _____ _____ _____ _____	• Results achieved? • For whom? • At what cost/worth?

MONITORING REPORT

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Slide 2

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ENDS-BASED STRATEGIC PLAN DEVELOPMENT FRAMEWORK

EXAMPLE: Visit Denver *(convention & visitors bureau)* **END: Leisure visitor growth brings economic benefit to Denver**	
CEO Interpretation (Vision of Success)	*Denver will continue to expand its share as a domestic leisure destination. Priority in next three years will be given to the city hosting high profile tourism industry events, creation/support of new visitor events/exhibits in need periods, and development/support of international nonstop flight efforts.*
Success Indicators:	1. Visitor growth meets or exceeds national average 2. Growth in visitor spending meets or exceeds national average 3. Growth in weekend and off-peak hotel occupancy, average room rate and RevPAR (revenue per available room-night) 4. Successful maintenance and pursuit of international flights.

ACTION PLAN		
Action	**Responsibility**	**Date Due**
1.		
2.		
3.		
4.		

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MOST COMMON QUESTION

How do we know our Ends are specific enough?

ENDS SPECIFICITY

1. Consider: "Would we accept any reasonable interpretation of the policy, as stated?"
   - If yes, stop. (at least for now …)
   - If no, be more specific.
2. Monitoring Reports – convey CEO's interpretation of what success will look like (long-term, with short term benchmarks/performance indicators).
   - Board judges whether "reasonable."
     - If reasonable, and Board is satisfied, it has delegated effectively!
     - If reasonable, but not satisfying to Board, then Board must be more specific.
3. If not "reasonable"– and this is not a one-off - *then address CEO's thinking process …*

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ENDS FILTERING PROCESS

1. Is achieving or demonstrably affecting this result something for which the organization can be truly accountable? (product vs. by-product)

2. Is there a need (otherwise unmet)?

3. Is it realistic/achievable, given existing/obtainable resources?

4. Is it a "what benefit" statement, not a "how"?

5. Would producing this potential End be acceptable to, or desired by, the ownership on whose behalf the Board serves?

6. Should this be one of the Board's top concerns?

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BREAKOUT EXERCISE
Ends Development

Each "breakout room" is being assigned a different organization /sector

Distributed handouts provide background info on the respective organizations

Traditional mission statement

Description of the entity, its programs and services

Primary "goals" identified in current strategic plan

ASSIGNMENT: Develop a broad set of sample Ends for your respective organization.

To be reported back at 2:40pm EDT

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THANK YOU!

We hope you found value in this session.

For examples of actual Ends statements used by the sample organizations from the breakout exercise; or

If we can provide any additional clarifications or assistance...

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