Moving Toward a Generative Governance Model

Presented by:

Michelle Hurtubise - Executive Director – LIHC

Steven Goodine – Vice-Chair LIHC Board of Directors
## Presenter Disclosure

**Presenter:** Michelle Hurtubise and Steven Goodine

**Relationships with commercial interests:**

- **Grants/Research Support:** None
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- **Other:** None
Presentation Goals

• Define Generative Governance

• Tell the LIHC Story

• Successful Generative Governance

• Evaluating Generative Governance
Reference Material

The Practitioner's Guide to Governance as Leadership: Building High-Performing Nonprofit Boards
Cathy A. Trower

London InterCommunity Health Centre

Every One Matters.
Three modes of governing

• **Fiduciary** – oversight and policy; stewardship of assets; Can we afford it? Does the budget balance?

• **Strategic** – prospective and reactive; strategic indicators or balanced score cards; What are the opportunities?

• **Generative** – Framing questions; shifting the cognitive paradigm; direct answers not available; meaning matters; What bigger purpose is this serving?
Three Modes

Generative – framing questions, shifting the cognitive paradigm

Strategic – prospective and reactive

Fiduciary – Oversight, stewardship and policy

Triple Helix
Working Together

• Not all issues or problems require all modes
• Most effective Boards can operate between all three modes
• Identify situations that require fiduciary, strategic and generative considerations (triple helix)
Ways of Framing Generative Governance

- **Structural** – focus on authority, rules, regulations, priorities, policies, procedures, plans, chain of command, performance and control
- **Human Resource** – relationship or fit between people and organizations; members needs, skills, fulfillment, commitment, and professional development
- **Political** – exercise of power, constituents, coalitions, conflict, compromise, bargaining, negotiating and allocation of resources
- **Symbolic** – organizational culture, meaning, beliefs, stories, rituals, ceremonies, myths, spirit and expressions
## Characteristics of each mode

<table>
<thead>
<tr>
<th></th>
<th>Fiduciary</th>
<th>Strategic</th>
<th>Generative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Hierarchal</td>
<td>Analytical/Visionary</td>
<td>Reflective Learners</td>
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<tr>
<td><strong>Board’s Core Work</strong></td>
<td>Technical – ensures accountability</td>
<td>Analytical – shapes strategy, review performance</td>
<td>Creative – discerns problems; engage in sense making</td>
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<tr>
<td><strong>Key questions</strong></td>
<td>What’s wrong?</td>
<td>What’s the plan?</td>
<td>What’s the question?</td>
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<td><strong>Way of deciding</strong></td>
<td>Reaching resolution</td>
<td>Reaching consensus</td>
<td>Grappling and grasping</td>
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<tr>
<td><strong>Performance Metrics</strong></td>
<td>Facts, figures, finances, reports</td>
<td>Strategic indicators, competitive analysis</td>
<td>Signs of learning and discerning</td>
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Spotting Generative Opportunities

• Ambiguity
• Saliency
• High Stakes
• Strife
• Irreversibility
LIHC Story

• Accelerated Growth
• More Community Responsibilities
• Facility Project on Horizon
• Strategic Plan
LIHC Story

• Role of the Executive Director and Board relationship starts to change
• Focus on framing of issues, sharing questions, not options for decision
• More intentional environmental scans on issues, not operational level (local, provincial, national)
• More neutral role in information providing
LIHC Story

• Increased commitment of Board

• Fragmented committee structure

• Increase efficiency and effectiveness of Board meetings
LIHC Story

• Change Management
  – Reviewed Committee Structure
  – Reviewed Meeting Structure
  – Engaged and Educated Board on “Governance as Leadership”
LIHC Story

• Proposed Changes
  – Four Committees reduced to two
    • Planning and Development Committee
    • Quality and Finance Committee
LIHC Story

• Board Meeting Structure
  – Consent Items
  – Bigger issues – Set aside time and facilitate broader questions
  – Less reporting – more discussing
Board Competencies

• Traditional Competencies
  – Financial (Accounting)
  – Legal
  – Human Resources
  – Health Background
  – Community Representation
Board Competencies

• Generative Governance
  – Critical thinking
  – Broad Perspective
  – Open communicator
  – Open to new ideas and perspectives
  – Curious
  – Thick Skin
ED/CEO Competencies

- Holds that nothing is undiscussable
- Do not think they have all the right answers/questions
- Invites dissent
- Shares information, power and leadership opportunities
- Not wedded to the past, nor too far ahead, awareness of history, context and culture
Generative Governance
Examples

• Facility Project
  – Vision statement as starting point
  – Looking at issues of shared occupancy from values, best interest of client, framing issues, not just cost-benefit analysis
  – Seek to avoid false consensus bias, surface devil’s advocate questions, “dumb” questions
Generative Governance Examples

• Strategic Plan
  – Engage in environmental scan that looked at broad trends across various sectors
  – Stakeholders with Board discussed framed questions to get to strategic priorities
  – Planning used tools such as reverse brainstorming to surface indicators and strategies
Evaluating Generative Governance

• Evaluating effectiveness of indicators related to operational issues
• Moving towards reflective questions, asking about most important governance issues facing the board
• Looking for evidence of fiduciary, strategic, generative and triple helix decisions
Questions?