

# Optimize Your Performance as a Board

November 17, 2021



# Objectives of Presentation

- Introduce Board Self-Evaluation Tools
- Discover Personality Indicators and Assessments
- Consider Best Tools for You and Your Board
- Determine How Assessment Tools can Improve Individual Leadership Skills and Optimize Overall Team Performance



# What is a Board Self-Evaluation?

- Although you may not be required to assess how well your board is performing, measuring board performance can be a key element in your credit union's success.
- The overall goal of self-evaluation is to find ways that the board can improve key functions.
- Credit union boards that want to thrive in the 21<sup>st</sup> century also need to regularly measure their own performance.



# Why Conduct a Board Self-Evaluation?

- When you take an honest and comprehensive look at your board, it helps your credit union become more competitive and helps keep you on the forefront of changes that affect members.
- Self-evaluations help you see how the board governs and works together and how you grow independently and hold yourself accountable.
- Board self-assessment can help you reflect on your role and help the credit union succeed and learn from mistakes.

# Why Conduct a Board Self-Evaluation?

1. Board development can't be imposed; board members must want to work to improve board performance.
2. Performance improvement methods must be integrated with regular business.
3. Changing behavior is easier than changing attitudes or personalities.
4. Board development is an extensive, long-term process, not a quick fix.

# Methods of Evaluation

- The value of evaluation is specificity, accountability, clarity, and communication.
- Key questions to ask:
  - Are directors getting the information they need when they need it?
  - Is there a strategic, proactive, ongoing system in place to recruit new board members?
  - Are heads of business sectors presenting to the board on a regular basis?
  - Is enough time allocated for strategic issues?
  - How does the board add value?
  - How effectively does the board monitor credit union performance?
  - Does the board have the right mix of skills to achieve its goals?
  - Does the board have a process for evaluating whether it's achieving its goals?

# Methods of Evaluation

- The purpose of an evaluation is to show how the board as a group can improve its deliberations and decision-making.
- Online evaluation tools allow access to valuable feedback that can improve the governance process quickly.
- Online tools include:
  - SurveyMonkey ([www.surveymonkey.com](http://www.surveymonkey.com))
  - Jotform (<https://www.jotform.com/>)
  - Google Forms (<https://www.google.com/forms/about/>)

# Start Simply

- **Points to Consider:**
- The agenda was clear and appropriate.
- The board packet was provided in a timely manner.
- Reports provided needed data and information.
- Discussions were on target.
- Directors seemed prepared.
- Directors participated in the meeting.
- The education was relevant and helpful.
- Appropriate board and staff assignments were made.
- The board focused on issues of strategy and policy and was informed about progress toward goals.
- Objectives for meeting were accomplished.
- The meeting ran efficiently.





# Board of Directors Self-Evaluation

- Does the board have a full understanding of its responsibilities, particularly its duty to make decisions for the benefit of the credit union's members?
- Is the board structure clear? Do you have job descriptions? Do committees have clear, purposeful charges?
- Has the board established clear goals that come from a realistic, strategic planning process?
- Does the board keep the discussion about policy at the strategic planning level?
- Does the board receive regular reports on how well the credit union is functioning?
- Do you monitor and see progress toward your strategic goals?



# Board of Directors Self-Evaluation

- How well do you understand the financial services industry?
  - Federal Reserve beige book on monetary policy
    - Published 8 times per year
    - <https://www.federalreserve.gov/monetarypolicy/beige-book-default.htm>
  - CUNA ([www.cuna.org](http://www.cuna.org))
    - Research & Strategy
    - Environmental Scan
    - Links from LSCU website to the above information
  - LSCU Research & Economic Data
    - Compliance tab, [www.lscu.coop](http://www.lscu.coop)
    - Custom Performance Report each quarter
  - Filene Research Institute
    - [www.filene.org](http://www.filene.org)
  - The Financial Brand
    - Free email subscription on successful marketing strategies of credit unions and banks
    - Charts and graphics
    - [www.thefinancialbrand.com](http://www.thefinancialbrand.com)



# Putting It All Together

- Volunteer boards are one of the hallmarks of the credit union difference.
- The contributions of time and talent of volunteers are key to the progress of America's credit unions.
- As board members, you can find satisfaction in knowing that your involvement in the credit union is helping others improve the quality of their lives.
- A self-evaluation can help ensure that your contributions to the board and the credit union will have the most impact.
- Boards develop a process that fits the organization's culture, so that people feel comfortable being introspective.



# Personality Indicators

- Myers-Briggs Type Indicator, or MBTI, is the most popular personality test in the world.
  - There are more than two thousand personality tests on the market and many of them are knockoffs of the MBTI.
- Emotional Intelligence
- Finding Your Strengths
- Enneagram of Personality

MYERS-BRIGGS® TYPES

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENFJ



# What is Myers Briggs?

- The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives.
- All types are equal: The goal of knowing about personality type is to understand and appreciate differences between people. As all types are equal, there is no best type.
- The four-letter MBTI® type formula is a shorthand way of telling you about the interaction of your four mental functions and which ones you prefer to use first. This is called type dynamics.

# Preferences in Myers Briggs

- Favorite world: Do you prefer to focus on the outer world or on your own inner world? This is called Extraversion (E) or Introversion (I).
- Information: Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning? This is called Sensing (S) or Intuition (N).
- Decisions: When making decisions, do you prefer to first look at logic and consistency or first look at the people and special circumstances? This is called Thinking (T) or Feeling (F).
- Structure: In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options? This is called Judging (J) or Perceiving (P).





## ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

## ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

## INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

## INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

## ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

## ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

## INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

## INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

## ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

## ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

## ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

## ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

## ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

## ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

## ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

## ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.





# Options

- Take the Myers Briggs Type Indicator online at [mbtionline.com](http://mbtionline.com).
- You can [take the MBTI with personal feedback](#), provided by the Center for Applications of Psychological Type (CAPT®), the non-profit organization cofounded by Isabel Briggs Myers.
- For a list of certified practitioners in your area who can administer the assessment for you, go to the [MBTI® Master Practitioner Referral Network](#).
- An abbreviated version of the MBTI is available for free from 16 Personalities at <https://www.16personalities.com/free-personality-test>.

# Problem Solving Using Types

- Sensing

- What are the facts?
- What has been done?
- How would an outsider look at this situation?

- Thinking

- What are the pros and cons of each possibility?
- What is the cost of each?
- What is the consequence of not acting?

- Intuition

- What are the possibilities?
- What does the data imply?
- What are the implications beyond the facts?

- Feeling

- How will the people concerned react to the outcome?
- Who is committed to carry out the solution?

# Using Your Personality Types

- When you understand your type preferences, you can approach your own work in a manner that best suits your style, including:
  - How you manage your time
  - Problem solving
  - Best approaches for decision making
  - Dealing with stress
- Knowledge of type can help you better understand the culture of the place you work, develop new skills, understand your participation in teams or on a board, and cope with change in a workplace or organization.

# Emotional Intelligence

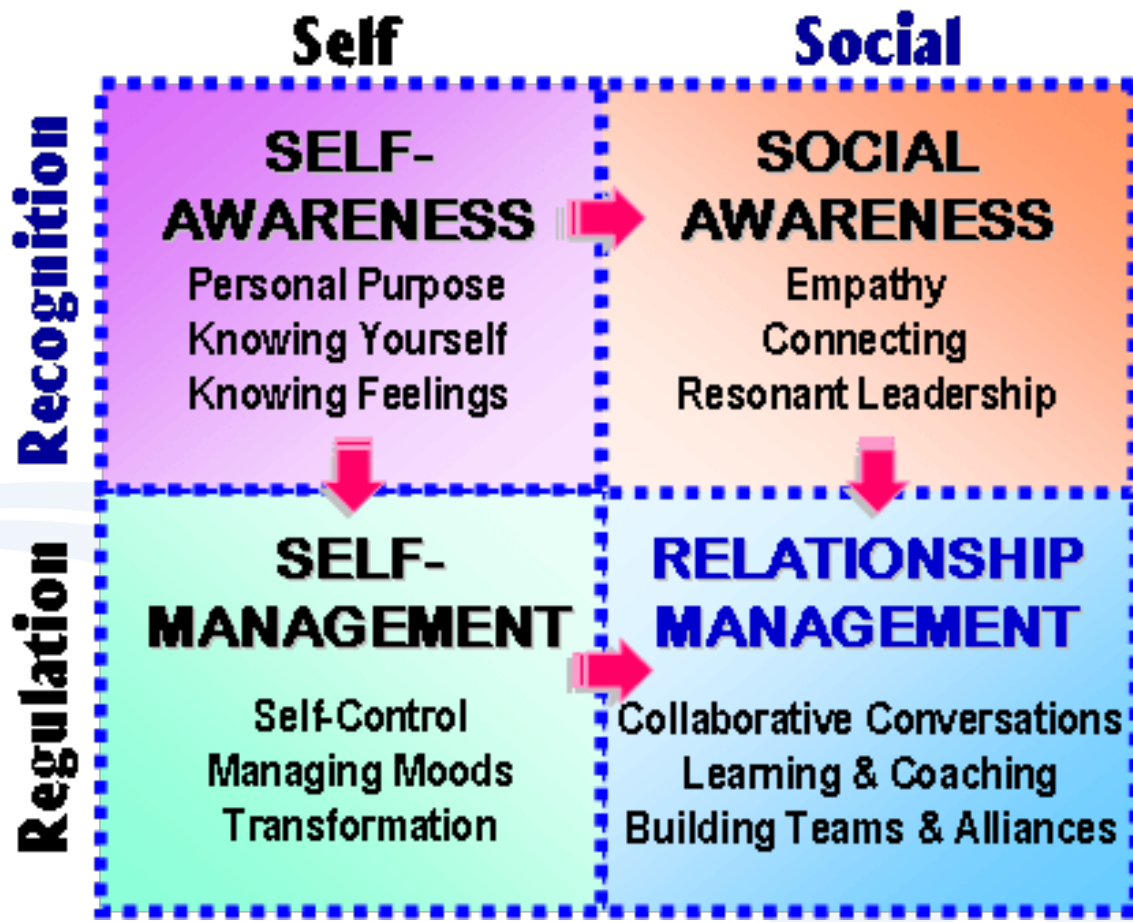
The ability to be perceptively in tune with yourself and your emotions, as well as having sound situational awareness can be a powerful tool for leading a team.

The act of knowing, understanding and responding to emotions, overcoming stress in the moment, and being aware of how your words and actions affect others is described as Emotional Intelligence.

Emotional intelligence consists of four components:

1. Self-awareness
2. Self-management
3. Social awareness
4. Relationship management





# Emotional Quotient Score

An Emotional Quotient score reflects the way a person reacts to a variety of situations, including:

- Stressful or frustrating situations
- Failures, or disappointing situations
- Positions of leadership
- How an individual manages the emotions of people of a range of different ages
- Handling diversity and cultural sensibilities

# Emotional Intelligence Assessments

- Sample of simple EI assessment (handout)
- Emotional Intelligence 2.0 website,  
<https://www.talentsmarteq.com/test/>
- 17 Emotional Intelligence Tests and Assessments,  
<https://positivepsychology.com/emotional-intelligence-tests/>

# EQ and Teams

## People with High EQ

- Make better decisions and solve problems
- Keep cool under pressure
- Resolve conflicts
- Have greater empathy
- Listen, reflect, and respond to constructive criticism

## People with Low EQ

- Play the role of the victim or avoid taking responsibility for errors
- Have passive or aggressive communication styles
- Refuse to work as a team
- Are overly critical of others or dismiss others' opinions



# Emotional Intelligence and Teams

The first step toward utilizing Emotional Intelligence skills is to practice recognizing your own emotions.

- **Pay attention to how you are feeling.**
- **Take stock of emotional strengths and weaknesses.**
- **Remember that emotions are fleeting.**

**“Most people think they know what they are good at. They are usually wrong. . . . And yet, a person can perform only from strength.” —  
Business guru Peter Drucker (1909-2005)**

# CliftonStrengths (StrengthsFinder)

- When you take [the CliftonStrengths assessment](#), you uncover your unique combination of 34 CliftonStrengths themes.
- The themes, which sort into [four domains](#), are a culmination of [decades of research led by Don Clifton](#) to study and categorize the talents of the world's most successful people.
- Together, the themes explain a simple but profound element of human behavior: what's *right* with people.
- Individually, each theme gives you a way to describe what you naturally do best or what you might need help from others to accomplish.

# CliftonStrengths

- STRATEGIC THINKING
- [Analytical](#)
- [Context](#)
- [Futuristic](#)
- [Ideation](#)
- [Input](#)
- [Intellection](#)
- [Learner](#)
- [Strategic](#)
- RELATIONSHIP BUILDING
- [Adaptability](#)
- [Connectedness](#)
- [Developer](#)
- [Empathy](#)
- [Harmony](#)
- [Includer](#)
- [Individualization](#)
- [Positivity](#)
- [Relator](#)

# CliftonStrengths

- INFLUENCING
- Activator
- Command
- Communication
- Competition
- Maximizer
- Self-Assurance
- Significance
- Woo
- EXECUTING
- Achiever
- Arranger
- Belief
- Consistency
- Deliberative
- Discipline
- Focus
- Responsibility
- Restorative

# Four Domains of Team Strengths

- Executing—People with dominant executing themes know how to make things happen.
- Relationship Building—People with dominant relationship building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.
- Influencing—People with dominant influencing themes know how to take charge, speak up and make sure the team is heard.
- Strategic Thinking—People with dominant strategic thinking themes help teams consider what could be. They absorb and analyze information, leading to better decisions.



# CliftonStrengths Assessment

- CliftonStrengths book includes access code for online test.
- Strengths Based Leadership option is available.
- Visit [store.gallup.com](https://store.gallup.com) to shop all CliftonStrengths assessments.

Sample of results:

1. Strategic—create alternate ways to proceed
2. Relator—find satisfaction working with others to achieve goals
3. Learner—great desire to learn and improve
4. Arranger—determine how pieces and resources can be arranged for maximum productivity
5. Deliberative—serious care in making decisions or choices



# Free Strengths Test

## 100 Question Test to Discover Your Strengths

<https://high5test.com/strengthsfinder-free/>

Sample of results:

1. Analyst—look for patterns, connections, root causes behind any result
2. Strategist—objective is to see the big picture
3. Philomath—learn new things
4. Deliverer—take responsibility
5. Self-believer—bring confidence



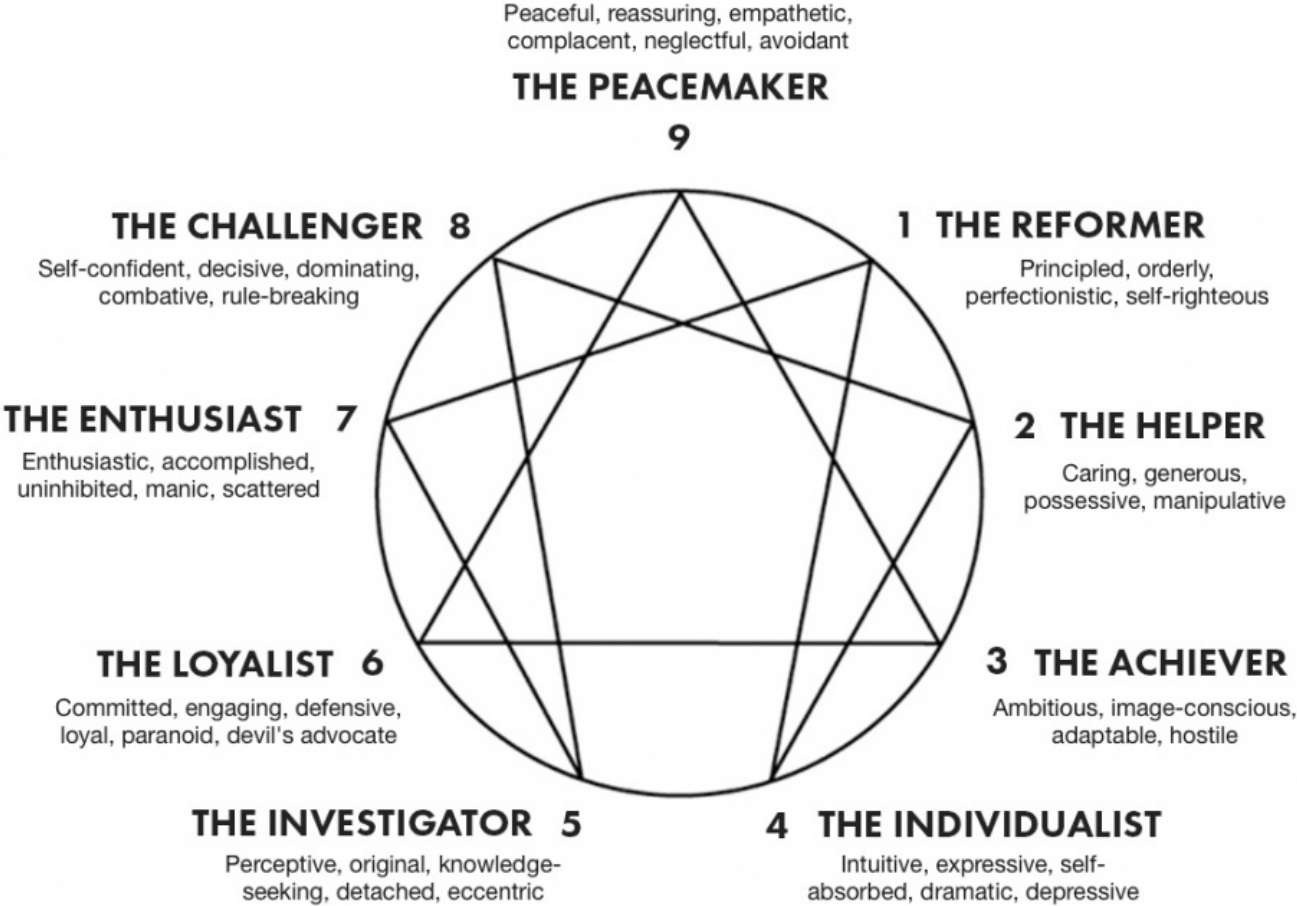
# Using Strengths to Enhance Your Board

- Understanding talents in ourselves and our teammates helps provide clarity for achieving common goals.
- Understanding how teams are different and can respectively work off of each other uncovers blind spots can creates a stronger and well-rounded team.

# Enneagram Overview

- Enneagram is a personality system that aims to reveal how emotions drive our lives and how we engage with others to get what we want and need.
- Enneagram defines nine personality types, each with its own set of strengths, weaknesses and opportunities for personal growth.
- Your type reveals what motivates you on a very deep level and illuminates the path you must take to achieve a higher level of self-actualization.

# KEY CHARACTERISTICS



# Enneagram Overview

- Nine core expressions of human personality are divided into three groups.
- Heart Group: Connected to the areas of feeling.
  - Emotional
  - Types Two, Three and Four
- Head Group: Rely of their mind to understand the world and find their place in it.
  - Analytical
  - Types Five, Six and Seven
- Body Group: Worldview is connected to feelings from the gut.
  - Instinctual
  - Types Eight, Nine and One

# Enneagram Test Options

- Truity: <https://www.truity.com/test/enneagram-personality-test>
- Personality Path: <https://personalitypath.com/free-enneagram-personality-test/>
- The Enneagram Institute:  
<https://tests.enneagraminstitute.com/>
- Your Enneagram Coach:  
<https://assessment.yourenneagramcoach.com/>

# Enneagram in Teams

- Type One: Bring principle and discipline to teams. Ensure everyone is working toward goals in an ethical manner.
- Type Two: Bring interpersonal skills and consideration to teams. Most effective with collaborative aspects of a project.
- Type Three: Bring excellence and adaptability to teams. Work best in teams when given a role where their impressive results are valued.

# Enneagram in Teams

- Type Four: Bring creativity and awareness to teams. Work best in teams when given the opportunity to bring their creative abilities and sensitivity to projects.
- Type Five: Bring focus and strategic thinking to teams. Do their best work in teams when given a role that uses their sharp mental focus.
- Type Six: Bring dedication and hard work to teams. Work best in teams when given structured opportunities to provide team support.

# Enneagram in Teams

- Type Seven: Bring lightning-fast productivity and team spirit to teams. Work best when given a role that takes advantage of their spontaneity.
- Type Eight: Bring strength and energy to teams. Do best in roles where they can express their natural confidence and leadership.
- Type Nine: Bring consensus and harmony. Do best in roles of creating group cohesion and mediating conflict.



# Self-Assessments and Leadership

- To understand who you are and how to best utilize your skills, ongoing reflection is a necessity.
- Self-assessments can help you have a better understanding of who you are and what you need to work on to be a more productive team member—and a more effective leader.
- We've only scratched the surface on the available tools to help you optimize your performance as a board member.
- Have fun exploring the options!



# Sources

- *Boards That Make a Difference*, John Carver
- *The Nonprofit Board Answer Book A Practical Guide for Board Members and Chief Executives*, BoardSource
- *199 Ideas Build a Better Board*, edited by Douglas M. Kleine
- *Board Self-Assessment*, John Carver
- *Strengths Finder 2.0*, Tom Rath
- *The Road Back to You: An Enneagram Journey to Self-Discovery*, Ian Morgan Cron and Suzanne Stabile
- *Strengths Based Leadership*, Tom Rath and Barry Conchie
- *Emotional Intelligence 2.0*, Travis Bradberry & Jean Greaves

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