

First row:

Rapp_1: Given this poor annual performance review, I must be honest, I am contemplating resigning.

Second row:

McCarthy_1: I agree that the performance review is not great, but I think we should work through some these issues instead of you resigning.

McCarthy_2: I agree that the performance review is not great, but I don't think that's entirely your responsibility. The board has been hindering your performance lately in several ways.

McCarthy_3: Don't worry about the performance review. We all know that you've been a successful director so far. Let's talk about how we can keep moving Dovercourt forward.

Third row (first box):

Rapp_2: I wanted to build an expansion onto Dovercourt's existing facilities to provide more services to the community. I tried to push the board to dedicate more time for fundraising and my suggestions were immediately shut down. Also, the board's constant interference with operational matters drives me insane.

McCarthy_4: I understand you have goals to create social change but the board is made up of a lot of members with different ideas. So, we need more time to minimize the tension between you and the board.

Rapp_3: What do you suggest we do?

Third row (second box):

Rapp_4: Don't worry about the review? I feel like we need to at least discuss some of this feedback. Don't we?

McCarthy_5: Listen, Rapp, the board needs you. Based on your huge popularity in the community, once you leave the Dovercourt, there will be a decline in popularity.....

Rapp_5: (Interrupting) If the board only wants a mascot, then anyone can be that person. Sorry, I've got to go.

Fourth row:

McCarthy_6: I think the problems come from differing points of view. Now that I better understand your point of view, let me try to discuss with the board members privately. Once I understand their concerns let's address these issues face to face at our next board meeting.

McCarthy_7: I have already spoken to the co-chairs and I think the tension between yourself and the board's micromanagement can be resolved. Many of us really like your ideas, but you just lack some of the voices that support you on the board. Let's meet with my co-chairs and we can negotiate and clarify our roles before taking a proposal to the full board of directors

McCarthy_8: We all know that Dovercourt is a non-profit organization that can drive social change in the community and you are a leader in this space. As an executive director, you will be accountable for leading this change and reporting to the board. In the meantime I will pull back my co-chairs from trying to micro-manage the process as they don't really have the skill set

Fifth row (first box):

Rapp_6: Sure. I love Dovercourt and I want to provide a good quality recreation service to our city. Hope we can get compromise on those problems. Otherwise I prefer to quit and try to find other opportunity to fulfil my dream.

McCarthy_9: I'm happy that we've reached a consensus. I feel confident that we can find a way to resolve the problems into a workable solution.

Rapp_7: I think we can too, I appreciate you being available to have a discussion.

McCarthy_10: Thank you.

Fifth row (second box):

Rapp_8: (Cheekily interrupting) So can I count on you to be the one who agrees with me and supports my issues at the board?

McCarthy_11: That is not what I mean. I mean, if you want to get the support you want, we both might need to compromise. Our role as a board is to provide direction and oversight for Dovecourt and your role is to lead and manage the daily operations. If we can clarify our roles and expectations with my co-chairs this may go some way to allaying the boards concerns whilst giving you more autonomy in your role.

Rapp_9: This is exactly what I did this past year, and its getting pretty frustrating. I'll go through the process but I expect my concerns to be taken seriously

Fifth row (third box):

Rapp_10: How do you think the board will feel about that?

McCarthy_12: It doesn't really matter how they feel, you need to do more to earn the respect of the board and this is your opportunity. Once they see the results they will fall in line. Bring your plan to the next board meeting and we can communicate to the board how we are going to roll it out.

Rapp_11: That sounds amazing!! I have always wanted the freedom to pursue my goals of combining recreation for social change. Thank you so much for supporting me.