

City of Hillsboro Cultural Arts Workshop

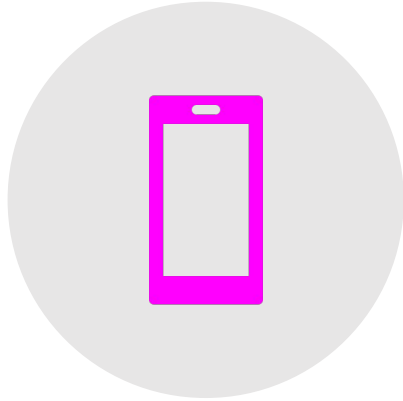
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Group Agreements



**PLEASE LIMIT
OUTSIDE
DISTRACTIONS**



**THERE ARE NO
STUPID QUESTIONS**



**STEP UP - STEP
BACK**



Rose City Philanthropy partners with nonprofit and government organizations to create enduring assets that transform lives, families, and communities. We combine decades of resource development expertise and forward-thinking fundraising practices as we work alongside our clients to create the change that they want to see in the world. Together, we'll build a community of believers, advance your mission, and find your greatest champions.

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Introductions



Today's Discussion

- Leadership: the five behaviors of a cohesive team
- How work styles impact leadership behavior
- Using conflict to your advantage
- Tools and resources

What is Governance?

Governance is the framework of rules, practices, and processes by which an organization is **directed** and **controlled**. These are the mechanisms through which an organization's objectives are set and pursued in the context of the **social**, **regulatory**, and **market environment**. Governance is primarily concerned with balancing the interests of an organization's many stakeholders and ensuring **accountability**, **fairness**, and **transparency**.

What is Leadership?

Leadership refers to the ability of a group of individuals to influence and guide other members of an organization. It involves setting a **vision**, **motivating** and **inspiring** people, and fostering an environment where individuals can **contribute creatively** towards achieving common goals. Leadership plays a crucial role in **managing change**, **driving innovation**, and shaping **organizational culture**.

Why Does Cohesion Matter?

COHESIVE TEAMS...

- Make better, faster decisions
- Tap into the skills and opinions of all participants
- Avoid wasting time and energy on politics, confusion, and destructive conflict
- Consistently meet goals at ever higher levels
- Are more fun to be on

The Five Behaviors of a Cohesive Team is based on the best-selling book, The Five Dysfunctions of a Team by Patrick Lencioni.

Five Behaviors of a Cohesive Team[©]



**High achieving
teams openly
discuss and
practice the
five behaviors.
Each builds
on the other.**



Focus on delivering measurable results

- collective and individual accountability
- feedback

To take accountability requires prior commitment

Actively holding ourselves and team members accountable to decisions

Commitment follows healthy conflict

- Hear all -> Disagree -> Decision -> Buy-in

Healthy conflict implies candid debate

- Trust to speak opinion without fear of retribution

Building trust requires vulnerability

- Courage to risk

Large Group Exercise

Introduction to the DiSC® Model of Work Styles

DiSC® is a nationally used model that describes different behavioral preferences and styles. Most people are a combination of styles and most people display some prominent traits.

DOMINANCE (D)

direct, strong-willed, and results-focused

INFLUENCE (i)

sociable, talkative, likes inspiring or motivating others

CONSCIENTIOUSNESS (C)

reserved, analytical, and logical; likes details

STEADINESS (S)

gentle, accommodating, and even-tempered

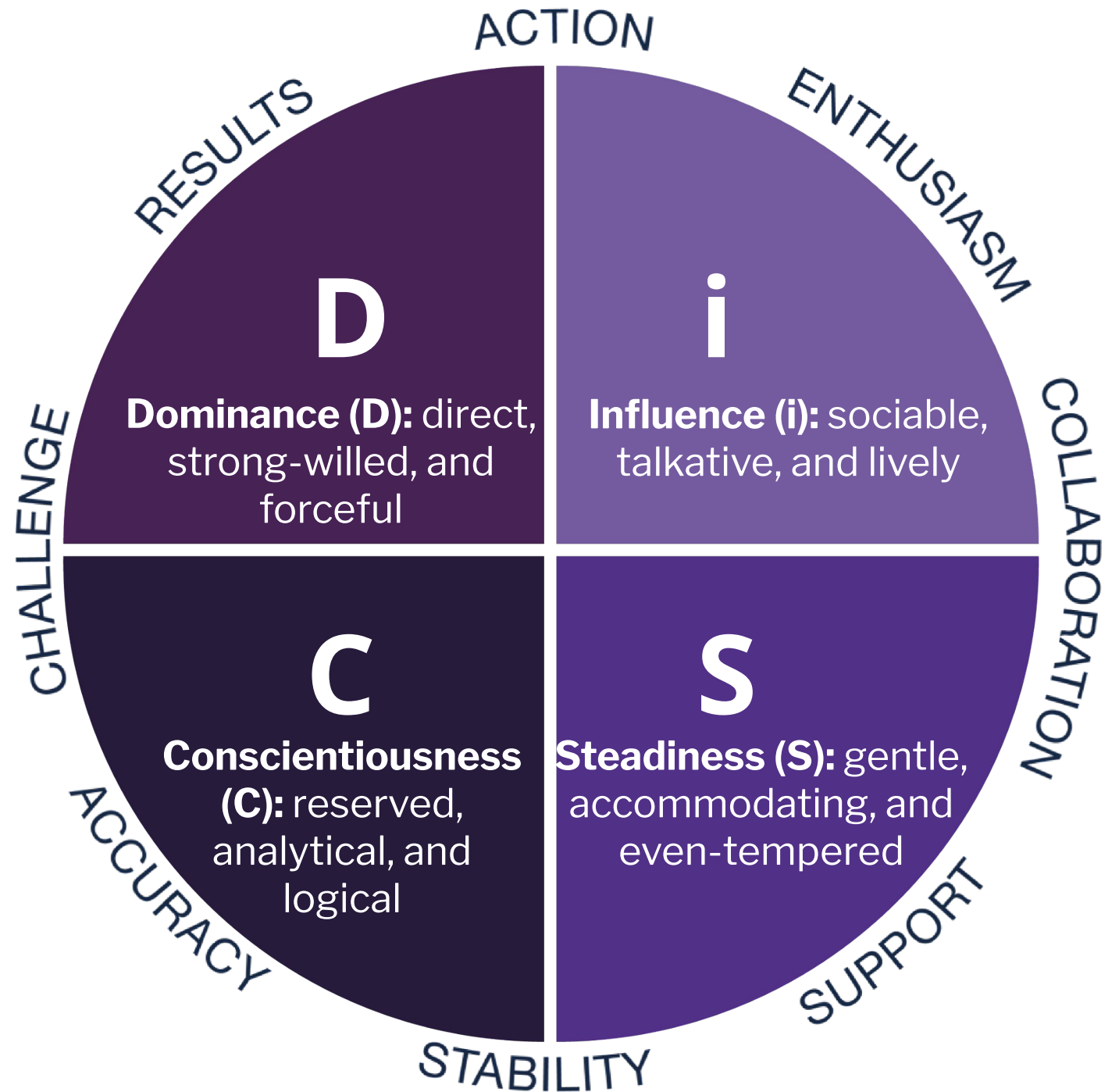
The DiSC® assessment tool has been used on thousands of people across cultures and industries. Validity and Reliability were found across three rounds of testing to be in the good-to-excellent range; stability was found to be in the excellent range.

DiSC Styles

No one style is better than others.

Understanding your own style can help you to work effectively with others.

The words around the circle represent what the person values or is motivated by. Some styles share motivations, others are at odds.

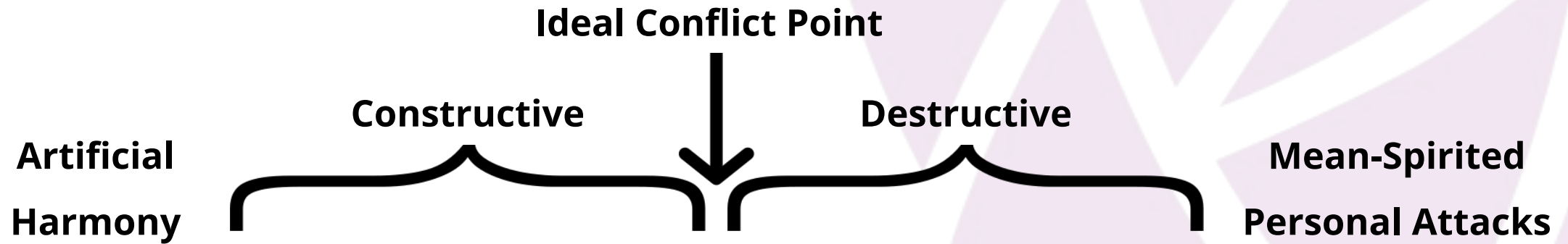




10 minute break

Large Group Exercise

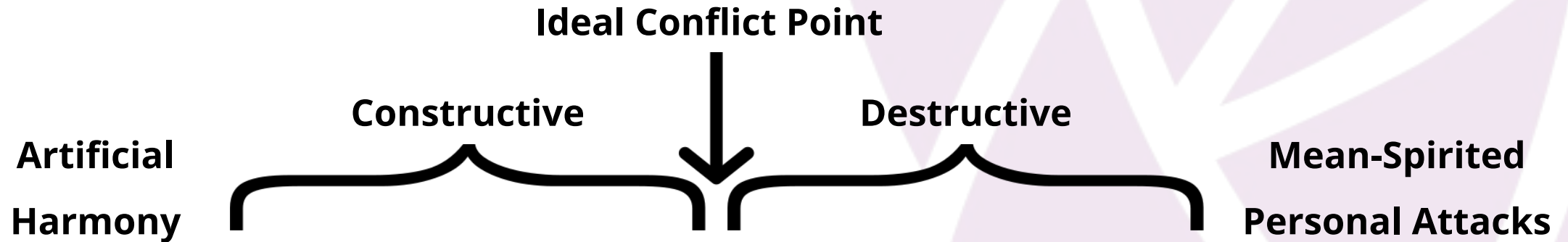
Conflict Continuum



From Patrick Lencioni's Field Guide: Overcoming The Five Dysfunctions of a Team

- Conflict is dependent on the personal styles of team members
- Individuals have different comfort levels with different types of conflict
- Most mission-driven organizations default to artificial harmony
- Constructive conflict takes practice and trust

Conflict Continuum



From Patrick Lencioni's Field Guide: Overcoming The Five Dysfunctions of a Team

Constructive

- Addresses issues head on
- Sticks up for own rights
- Encourages a calm demeanor
- Listens to other perspectives
- Expresses feelings
- Focuses on logic and objectivity
- Shows empathy

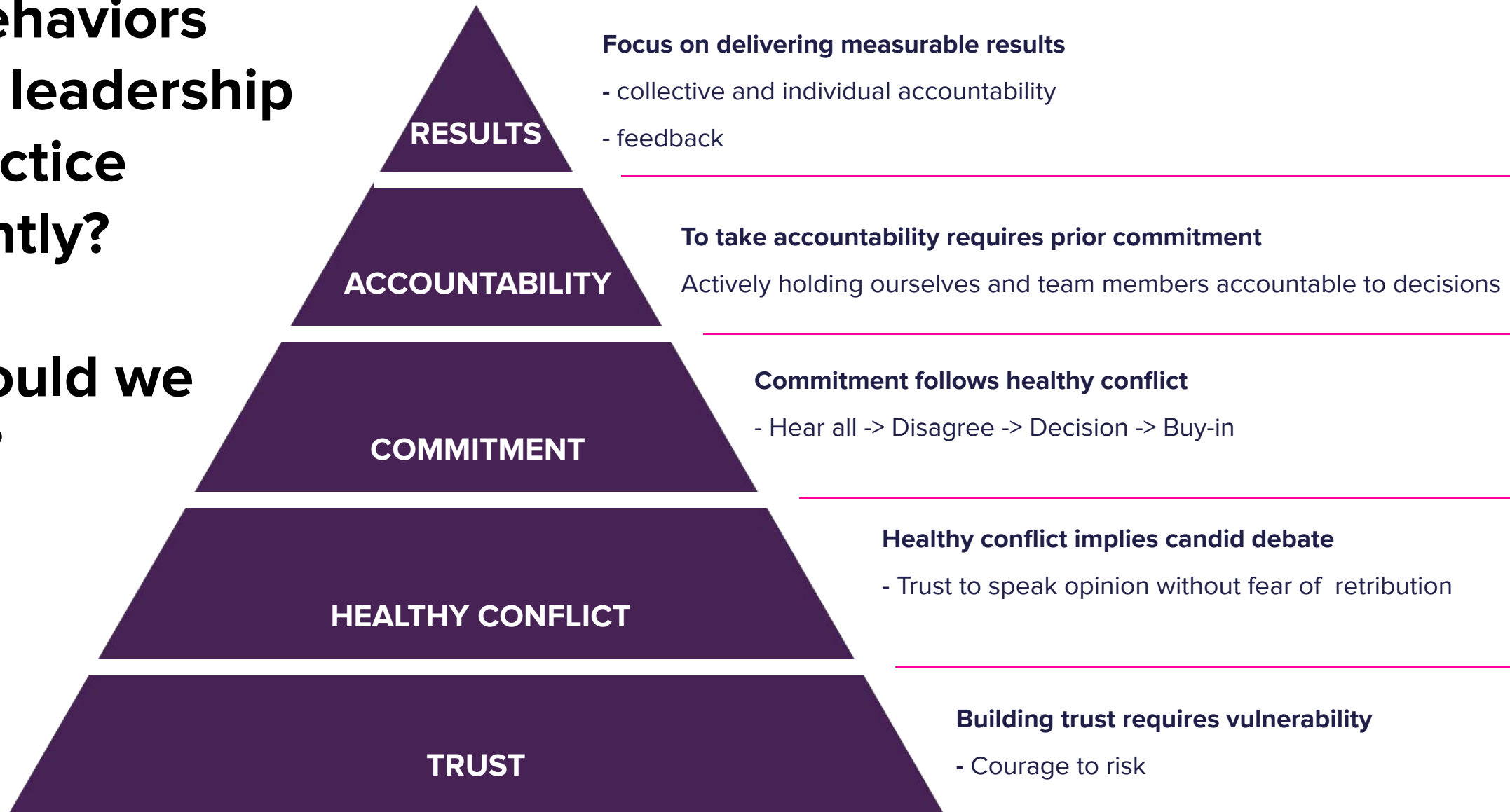
Destructive

- Says things she'll regret
- Tries to even the score
- Avoidance or retreats into silence
- Caves in to end the conflict
- Becomes overly dramatic
- Dismisses other's emotions
- Dwells on wounded relationships

Table discussions with your own team

**Which behaviors
does our leadership
team practice
consistently?**

**Where could we
improve?**



Resources

- Today's presentation
- Five Behaviors pyramid
- DiSC styles
- Conflict continuum

<https://rosecityphilanthropy.com/hillsboroarts-board-training/>

**Thank you for
your time
today**

**Please fill out
a comment
card**