

Building a High Functioning CJAB Culture

Practice Exercise

Instructions:

Using the 12 strategies for building a high functioning culture, pick two or three strategies and apply them to the case study. Outline the steps you as a group can take using those strategies to impact the situation.

You will have 20-25 minutes for discussion and your group will outline your ideas on an easel worksheet and use your outline to report your results to the entire group.

Case 1: Power Play

A member of the CJAB board is an influential member in the county. They know it and when they speak, people are afraid to challenge their ideas or offer alternatives. If someone suggests an alternative the power player is quick to express their opinion and any action taken by the board almost always goes the way of the power player.

While people respect the position, they would like more opportunity to take action without pressure by the power player.

1. Identify some strategies for getting all ideas on the table equally.
2. What techniques can the CJAB coordinator use before the meeting, during the meeting and after the meeting to encourage a level playing field for discussion?
3. How can the group manage the power player if there is push back and the player is “exerting their authority” when a decision has been made by the whole that the player doesn’t agree?

Jeannette Archer-Simons
Archer-Simons Consulting Group
jeannetteas@comcast.net
717-635-8354

Sylvia Hepler
Launching Lives, LLC
sylvia@launchinglives.biz
717-761-5457

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Case 2: New Comer:

There is an election and a shift in CJAB board members due to changes in staff and elected positions. The CJAB coordinator wants to make sure that every meeting is productive and that those participating understand the role of the board and the value it brings to the County. One newcomer feels that the meetings are waste of time when they have so many other priorities as they are starting their new job/role. Another newcomer has dozens of questions and when they receive information they ask for more.

1. Identify some strategies for bringing New Comers up to speed on the work of the CJAB.
2. What techniques can the CJAB coordinator use before the meeting, during the meeting and after the meeting to prepare new comers for the agenda and the resulting work that follow the meetings?
3. How can the group manage the change in the CJAB board so that people feel welcome, are actively participating and understand the value of the work of the CJAB in the county?

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Case 3: Translating Plans into Action Back at the Ranch

At recent CJAB meetings, the board has developed action plans for each member to present and implement in their offices. While it was tough to reach consensus, since there is never enough time or money to take action, the group agreed that each member would do some work to move the issue forward before the next meeting. During one of the breaks, two CJAB members express concerns to others about their ability to get their offices to listen, understand the rationale for the decision and be engaged and supportive and making change.

1. Identify some strategies for minimizing the “break” conversations at CJAB meetings so that issues are raised during the meeting and discussed, instead of behind the scenes.
2. What techniques can the CJAB coordinator use before the meeting, during the meeting and after the meeting to prepare for action items that are on the agenda and the resulting work that follows the meetings?
3. What are some strategies that each member of the CJAB board can use to follow through on their responsibility to present and implement an action plan, even if they face resistance by their co-workers in their offices?

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Case 4: Using Resources, Data, Money and Time

One of the biggest challenges facing offices that participate on the CJAB board is the constant complaint about lack of resources, data, money and time. One member of the CJAB group says at every meeting, “yes but, our office doesn’t have ...(the people, money, time) to do this. How am I supposed to do it on my own?”

1. What are some strategies that the group can use to support each other to influence support on collaborative efforts?
2. What techniques can the CJAB coordinator use before the meeting, during the meeting and after the meeting to identify resources, data, money or time values for action items that are on the agenda and the resulting work that follows the meetings?
3. What can members of the CJAB board tell the people in their offices are the value of supporting CJAB initiatives?

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