

Secret Formula Questionnaire

Owners:

- Are you keeping up-to-date on the latest rules, regulations and changes to legislation that would affect your organization?
- Are you developing your skills and abilities in order to be a strong candidate for future board leadership positions?
- Are you committed to putting the collective priorities and needs of the larger organization ahead of your own personal needs?
- Are you encouraging your board to succeed by informing them of training opportunities, acknowledging their servant leadership, and offering your support?
- Are you clear on and passionate about the vision and mission?
- Are you participating in annual general meetings and staying on top of current and relevant changes within the organization so that you will be fully informed on the organization's progress?
- Are you ensuring that you have control of the fundamental issues in the bylaws?

Board Members:

- Are you ensuring that you are familiar with the needs and requirements of the collective ownership?
- Are you ensuring that you speak on behalf of all the owners, not merely your subset or geographical area?
- Are you continually developing your skills and abilities as well as encouraging your fellow board members to work towards governance excellence?
- Do you engage in productive unfiltered discussion around ideological issues?
- Do you speak with "one voice" so that dissension remains within the boardroom?
- Have you developed a clear strategic plan with specific goals and key result areas for the senior staff person to put into practice?
- Are you monitoring through reports, internal and external audits, and checking the progress of the strategic goals to ensure that authority is held in check?
- Are you avoiding recommendations (aka decisions in disguise) by ensuring the items for discussion are brought to the board with pros and cons so that the whole board can be properly informed and jointly convinced about a decision?

As Senior Staff:

- Do you fully understand the board's direction regarding the strategies and goals of the organization?
- Within the limits of the board established policies, are you striving to achieve the board-approved strategic plan?
- Are you ensuring that clear and specific communication takes place between the board and yourself to build the best possible board-management relationship?
- Are you ensuring that all staff, volunteers, employees are clear on the current goals and priorities?
- Are you ensuring that the board has regular reports on operations so that they may monitor well without interfering?

As Staff:

- Are you clear on your role and responsibilities as well as the interdependencies between team members?
- Are you holding your fellow staff accountable to commitments and performance milestones, particularly in relation to the strategic plan?
- Are the organization's goals concisely summarized and regularly referenced and reviewed by all staff?
- Are you clear on the organization's purpose, values, and strategic goals?
- Are new people are thoroughly trained on the current goals and priorities so that they may contribute to the success of the strategic plan?

As Customers:

- Are you demanding the highest level of quality and service from the organization?
- Are you following the appropriate lines of authority, communication, and accountability?
- Are you recognizing the difference between being a customer or an owner?

If you answered "no" to two or more of these questions in your respective section, you may benefit from revisiting your role and responsibilities to the organization. Following the Secret Formula model and the clear lines of communication, authority, and accountability will reduce conflict, produce better decisions, and contribute to a achieving the best possible results for the owners.