



## **Good Governance Project (GGP)**

### **Report of GGP Project Team**

**December 2011**

*If I could ask one thing of a crystal ball in any new situation,  
It would not be "What's wrong and what will fix it?"  
It would be, "What's possible here and who cares?"*  
MARVIN WEISBORD, FOUNDER, FUTURE SEARCH

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## EXECUTIVE SUMMARY

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With the recent adoption of the new strategic plan, APA elevated “assuring optimal effectiveness and alignment of governance” to a strategic goal. The Good Governance Team is charged with conducting an overarching assessment of APA governance practices and structure. The Team selected is a broadly representative group of leaders from diverse backgrounds and organizational perspectives.

We, as the Project Team charged with conducting this assessment, are encouraged by the hopes many members express that specific recommendations for change come from this initiative – and quickly. We, too, are looking forward to moving to specific recommendations. First and foremost, however, we must highlight the need to broadly assess and understand fully, and with unvarnished clarity, the current status of governance, so we do not initiate specific changes out of context or base them on individual needs and assumptions. We want to be clear upfront that this report does not contain specific proposals for change. Our charge was to carry out a comprehensive assessment of governance to bring back to the Council for discussion from which to base change recommendations. That is what we have done here.

Our charge was first to assess APA governance by gathering data from multiple sources to:

1. Determine the degree to which governance is aligned with what we need to achieve our strategic mission and vision,
2. Ascertain the level of internal agreement about both the process and structure of APA governance, and
3. Learn what other professional organizations are doing that is successful in making their governance “optimally effective” and what possibilities might exist for APA.

In this report we bring you our data driven assessment and our description of what might be beneficial to address. We recommend seven specific areas we believe should be developed further for specific proposals for change. We believe that without this interim step of laying a foundation and building agreement about what exists and what could be beneficial, any specific recommendations for change could easily fail to gain agreement of the full governance group.

From the data we have collected we have evidence that those involved in APA’s governance – both volunteers and staff – care deeply about creating a governance system that builds on APA’s current strengths and rich history. Overarching support was voiced to go forward to address the complex challenges of today’s shifting environment, boldly pursues new opportunities, and be responsive to changes in member expectations and technological advances. Our assessment finds general agreement that APA would benefit from:

- First and foremost, a governance system that focuses on, and provides ample meeting time, to address the big issues and ideas that will shape the field of psychology;
- Incorporate external focus on our field
- More focus on science, practice, and education in psychology and less governance time on administrative issues;
- Greater alignment between governance work plans/agendas and our strategic plan;
- Meetings structured to encourage knowledge exchange and active dialogue leading to informed policies aligned with strategic plan;
- Clear agreement on representation of communities of interest across APA and psychology and how those voices are heard in governance;
- Clarity for roles, responsibilities and authority relative to the Council, Board of Directors and Boards and Committees;

- Greater utilization of technology to increase communication and productivity of governance and to expand member engagement in the association;
- Greater integration and smoother flow of information between various components of governance and the association;
- A governance system that assures increased transparency;
- A stronger connection between APA and other associations as well as between APA governance and its members;
- More access and opportunities for fresh faces and perspectives in governance;
- A system that is, all in all, less complex, more easily understood by members, more flexible, and more responsive.

Based on our review process and the data presented in this report, the Good Governance Team sees considerable benefits to change, and observes possible change readiness across APA governance. With the advice and consent of the Council of Representatives, we believe the following seven objectives can be developed into specific proposals for change that address the ideas listed above. With the consent of the Council, over the next year, the GGP will work with key constituents to develop specific proposals about:

1. *Aligning efforts and initiatives of APA Governance with the strategic plan.*
2. *Improving effective communication to and from members and among organizational elements of the APA.*
3. *Determining what the appropriate structure(s) and relationships of the governance elements might be, including how member segments and communities of interest in APA are represented and where/how representation is needed to assure that the strategic plan is carried out.*
4. *Recommending how the Council and other elements of governance operate, the kinds of issues they focus on and the processes used in governing to both carry out the business of governance and to communicate efficiently between elements of governance.*
5. *Identifying what the appropriate roles, responsibilities and relationships of the key governance components (Council, BOD, Boards and Committees) might be, and exploring how accountability for fulfilling those roles might be assessed and then defined in order to maximize optimal effectiveness.*
6. *Suggesting the needed pathways into governance and the distinctions between voice, vote and engagement. This includes maximizing engagement of all communities of interest to assure aligning the strategic plan with the future of psychology.*
7. *Identifying potential changes to APA's governance culture that are needed to achieve an optimal governance system.*

Some might say, "We already knew that." What is different here, however, is that we now have broadly collected data that (1) suggests broad support for modifying governance in these seven areas and (2) support for building a shared vision for change. In the body of this report we detail the multiple step process of assessment that was carried out by the Good Governance Team that has led to these next steps.

We are eager to engage all communities of interest in psychology and stakeholders in psychology's future in exploring together the possibilities and benefits of change. We will propose trying out a few examples of new ways of approaching governance that have promise and then evaluate, along with COR, how these work. We want to address ways of involving governance in discovering incremental shifts and changes in governance process, structure, and culture that can create high impact results to maximize governance efficiency and effectiveness vis-à-vis the strategic plan and the future of psychology. To that end, at the February meeting, we will be introducing to the COR a new way of

considering “big issues” so that we may explore together a new approach for the process of governance.

The analysis of complex governance systems such as APA’s is itself complex. How thorough and complete must that analysis be if decisions about what to do in the future are to be data-driven? When do we have the necessary and sufficient data to be confident in recommendations? Does the data support changes to certain aspects of APA governance that should be adapted to better meet the challenges of APA’s vision and the complexities of the 21<sup>st</sup> century? These are questions with which we have wrestled and ask you to consider as well as you review this report. All of the data we have collected and reviewed to date is available in the Appendix, which begins on Page 30 of this report and with the data available in a separate PDF. We hope readers will review that data as well for our upcoming discussion. In that way, you may decide for yourselves what changes, if any, are called for to optimize governance.

In this report, readers will find a description of what we did, what we discovered, further expansion of our assessment, and a description of the potential for an exciting governance future that has emerged from our inquiry. We look forward to your review of this report and supporting data and your involvement in the next steps as we move forward together.

The Good Governance Project Team

## Recommended Areas For Development of Specific Proposals

Seven Recommended Areas	Link to Taxonomy And Areas To Be Addressed in the Specific Proposals
<b>1. Strengthening Strategic Focus</b>  <i>Align efforts and initiatives of APA governance with strategic plan.</i>	<p style="text-align: center;">Taxonomy: Strategic Alignment</p> <ul style="list-style-type: none"> <li>• Triage process: to address fewer items in more depth; become more timely, nimble and transparent</li> <li>• Alignment of Presidential initiatives with APA strategic plan</li> <li>• Alignment of efforts/initiatives of governance elements with strategic plan</li> </ul>
<b>2. Enhance Communications</b>  <i>Improve effective communication to and from members and among organizational elements of the APA.</i>	<p style="text-align: center;">Taxonomy: Strategic Alignment</p> <ul style="list-style-type: none"> <li>• Procedures for enhanced information sharing – how/what to share</li> <li>• How to increase transparency about how/why decisions are made</li> <li>• Real-time communication of actions and decisions</li> <li>• Processes to build in technological tools/ social media</li> <li>• Ways of improving communication with key players outside of APA</li> <li>• Ways to strengthen communication in all directions</li> </ul>
<b>3. Structure and Representation</b>  <i>Determine what the appropriate structure(s) and relationships of the governance elements might be, including how member segments are represented and where/how representation is needed.</i>	<p style="text-align: center;">Taxonomy: Structure &amp; Processes</p> <ul style="list-style-type: none"> <li>• What are appropriate governance models for APA? <ul style="list-style-type: none"> <li>• Is a Congressional model appropriate for a knowledge-based organization?</li> <li>• What is the best way to govern a STEM discipline?</li> <li>• Can we have a smaller governance group that can hear and include the views of a larger group of people?</li> <li>• Can we expand opportunities for involvement that are not “governance roles?”</li> </ul> </li> <li>• Alignment of structure of governance with the strategic plan (i.e., Boards, Committees, Council, BOD – the key elements no matter what they are called)</li> <li>• Broad representation within the various elements of governance, i.e., Boards, Committees, Council, BOD, etc., with mechanisms for inclusiveness of diverse, underrepresented populations and diverse communities of interest in psychology and for inclusiveness of the next generation of psychologists.</li> <li>• Fiduciary responsibility clarified to support the strategic plan</li> <li>• Philosophy of representative of vs. representative for</li> <li>• Clarification of voice vs. vote – mechanisms for input/influence; what is appropriate and needed, when and where</li> <li>• Involvement of the 50% of APA members who are not members of SPTAs or divisions</li> <li>• Key criteria for how allocation/representation decisions are made</li> <li>• Opportunities for collaboration; breaking down silos among the components (branches) of governance and potentially staff</li> <li>• Workgroup organization</li> <li>• Staff/governance alignment</li> </ul>
<b>4. Governance Process &amp; Functions</b>  <i>Recommend how the Council and other elements of governance operate, the kinds of issues they focus on and the processes used in governing to both carry out the business of governance</i>	<p style="text-align: center;">Taxonomy: Structure &amp; Processes</p> <ul style="list-style-type: none"> <li>• The appropriateness of the types of work undertaken in light of the shifting internal and external environment</li> <li>• How issues are triaged within APA to determine what comes to Council and what is addressed elsewhere. A triage system can prioritize, create space for discussion of the important issues facing the discipline, and determine what issues can be appropriately delegated elsewhere.</li> </ul>

<p><i>and to communicate efficiently between elements of governance.</i></p>	<ul style="list-style-type: none"> <li>• Decision pathways to accommodate items that need thoughtful deliberation vs. quick action.</li> <li>• Mechanism to incorporate strategic, important topics into the agenda</li> <li>• How to include periodic environmental scan of external factors impacting the discipline and the organization</li> <li>• Is Council's time best served focusing on administrative/ organizational issues or professional/ disciplinary issues? Can it effectively do both?</li> <li>• How might meetings be structured to encourage knowledge exchange and active dialogue?</li> <li>• How might we move to a process of convening multiple perspectives to "dialogue" about an issue and build new ways of thinking, beyond collecting pieces of input?</li> </ul>
<p><b>5. Role Clarification &amp; Accountability</b></p> <p><i>Identify what the appropriate roles, responsibilities and relationships of the key governance components might be (Council, Board of Directors, Boards and Committees), and exploring how accountability for fulfilling those roles might be assessed and then defined in order to maximize optimal effectiveness.</i></p>	<p>Taxonomy: Roles and Relationships</p> <ul style="list-style-type: none"> <li>• Accountability to strategic plan and shared vision</li> <li>• Clarify Council roles, responsibilities and authority relative to the Board of Directors and Boards/Committees and vice versa</li> <li>• How organizational vs. discipline-wide issues are handled</li> <li>• Orientation and training on roles and responsibilities – how to be an effective member of governance</li> <li>• Opportunities and training for greater collaboration &amp; team work</li> <li>• Boundaries between components (governance component to governance component, governance component to staff) and opportunities for synergies</li> </ul>
<p><b>6. Who Is Engaged In Governance and How?</b></p> <p><i>Suggest the needed pathways into governance and the distinctions between voice, vote and engagement. This includes maximizing engagement of all communities of interest to assure aligning the strategic plan with the future of psychology.</i></p>	<p>Taxonomy: People and Engagement</p> <ul style="list-style-type: none"> <li>• Maximize opportunities for fresh faces and cross section of voices</li> <li>• How to bring member voices and other expert voices to dialogues</li> <li>• What nominating process is most likely to produce leaders with needed skills?</li> <li>• How does the selection and election process relate to having the right people at the table?</li> <li>• How to increase overall diversity in governance and attractiveness and accessibility of governance to diverse, underrepresented populations and diverse communities of interest in psychology including the next generation of psychologists. .</li> <li>• Leadership development opportunities</li> <li>• How to decouple governance involvement from APA engagement and the opportunity to influence outcome without having a vote?</li> </ul>
<p><b>7. APA Culture</b></p> <p><i>Identify potential changes to APA's governance culture that are needed to achieve an optimal governance system.</i></p>	<p>Taxonomy: Culture, Behaviors and Rewards</p> <ul style="list-style-type: none"> <li>• Key characteristics such as inclusivity, pride, proactivity</li> <li>• Strengthening trust</li> <li>• Increasing transparency</li> <li>• Nimbleness of functioning</li> <li>• Ease of access to decisions/information</li> <li>• Knowledge based decision making</li> <li>• Strategic thinking</li> <li>• Collaboration</li> <li>• Reducing territorial imperative</li> <li>• Create sense of community among membership</li> </ul>

# Detailed Report

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## I. INTRODUCTION TO THE GOOD GOVERNANCE PROJECT

### **Purpose and Objectives of the Initiative**

The purpose of this initiative is to *maximize organizational effectiveness by assuring APA's governance practices, processes and structures are optimized and aligned with what is needed to thrive in a rapidly changing and increasingly complex environment.*

#### *Objectives of the initiative:*

1. Broadly solicit input from all relevant stakeholder groups to assess current governance practices, processes and structures and determine what elements of governance are particularly effective and positioned for future needs and what aspects have outlived their usefulness or need attention.
  - a. Assess Council of Representatives, Board of Directors, and Boards and Committees
  - b. Assess relationship between APA's governing groups
2. Identify environmental trends relevant to governance.
3. Research and consider governance best practices and models being used by other successful organizations.
4. Develop consensus on the "state of APA governance" and on what, if any, areas should be considered for strengthening and/or reshaping.
5. If change is deemed appropriate and needed, then develop proposals for appropriate models for APA with a clear and compelling set of criteria and rationale for change that is based on data and analysis, along with a timeline for implementation.
6. Engage in dialogue and deliberation process that results in emergent member consensus and approval of needed changes.
7. Implement governance modifications, if approved, by sound change leadership approaches.

### **Alignment with APA's Recently Adopted Mission and Vision**

As a part of the recently adopted strategic plan, APA launched this assessment of what will be needed of its governance structures, processes and relationships in order for APA to become this vision and mission. When creating the Good Governance Project Team, the Board of Directors acknowledged the value of past governance approaches that have served the organization well and asked the team to look at what will be needed to achieve the vision in the future.

## Good Governance Project Team – Charge and Members

The charge to the Project Team:

- Invite broad input from key stakeholders and communities of interest
- Participate in face to face & virtual meetings over life of project
- Act as thinking partners for the data gathering process as the project unfolds, i.e. what additional data is needed from whom?
- As a broadly constituted body, analyze the data and use it to complete a governance assessment
- Champion process wherever appropriate and foster productive dialogue about governance
- Learn about current best practices in governance and what is possible in order to make as informed an assessment as possible
- Make recommendations as to whether or not governance optimization requires change, and if so, in consultation with stakeholder constituents, make recommendations for needed changes accompanied by data driven rationale and implementation plans.

### **APA Members**

Sandra L. Shullman, Chair  
Ronald Rozensky, Vice Chair  
Rosie Phillips Bingham  
Judith Blanton  
Rosalind Dorlen  
Linda Forrest  
Kurt Geisinger  
Gary Hawley

Frederick Leong  
Mary Miller Lewis  
Gilbert Newman  
Konjit Paige  
Mitch Prinstein  
Kenneth Sher  
Richard Suinn

### **APA Staff**

Nancy Gordon Moore  
Michael Honaker  
Maureen O'Brien

### **Cygnnet Strategy, LLC**

Marybeth Fidler  
Cate Bower  
Kermit Eide



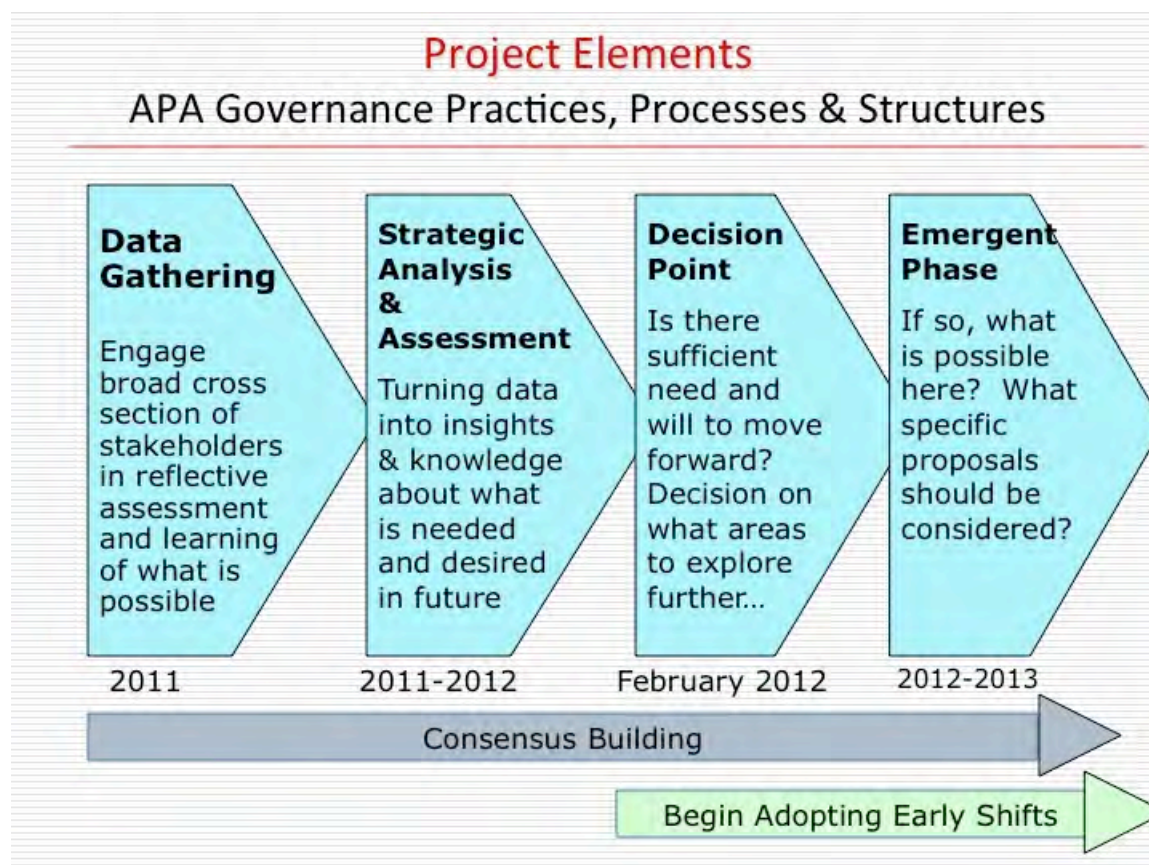


## Phases in the Process

The Good Governance Project is an **iterative process** that engages all relevant groups in:

- Providing input,
- Assessing current reality against relevant measures,
- Learning together about what is possible, and
- Deciding together what we want that all will support.

Consultants from Cygnet Strategy, LLC provide a neutral container for this inquiry and bring relevant information and data about external trends and association best practices.



2011 Late January to August	PHASE I: DATA GATHERING Reflective Engagement, Assessment & Learning
2011 August to November	PHASE II: STRATEGIC ANALYSIS AND ASSESSMENT REPORT What is and what will be needed for continued success?
2011 November to 2012 February	PHASE III: DELIBERATE DECISION TO MOVE FORWARD Is there sufficient will and need to move forward? What areas do we agree to explore further?
2012 March to August and beyond	PHASE IV: EMERGENT PHASE If yes, then what is possible here? What specific proposals should be considered for change? This is also a time to begin adopting experimenting with or making early shifts where there is agreement or ease of implementation

## Overview of Key Steps in the Work of the Project Team

	DATA COLLECTION, ANALYSIS AND SYNTHESIS	KEY ENGAGEMENT EVENTS
October 2010 - January 2011	Consultants conduct baseline interviews in preparation for project launch	October 9 – Board of Directors November 16 – EMG December 6 – GGP Core Team
February 2011	Key stakeholder groups identified Scope of project finalized	February 3-5 – 1 <sup>st</sup> Project Team Meeting
February – April 2011	Telephone interviews with key stakeholder groups Event based introductory data gathering, including plenary sessions, structured dialogue and guided group discussions, table input and individual response input Governance assessment survey conducted	February 20 – Council Meeting March 12-15 – State Leadership Conference March 21 – HQ Staff Liaisons March 25-26 – Consolidated Meeting
May 2011	Project Team Analysis of data Summary of data by topic areas Identification of Preliminary Headlines & Big Questions Identification of additional data needed	May 20-21 – Virtual Project Team Meeting
June – July 2011	Report of Preliminary Headlines to BOD Governance Survey Sent to Broad Population of Leaders Collection of data from other organizations Review of governance success elements	June 10 – BOD update & dialogue July 15-16 – GGP Project Team Meeting
August 2011	Report of Preliminary Headlines to COR COR facilitated dialogue about future governance Guided group discussions (GGDs) with Divisions, Council of Executives of State Provincial and Territorial Psychological Associations (CESPPA), General Members and APAG/ECPs	August 2 – CESPPA Session August 3 – COR Dialogue & input August 4 – GGDs
September – October 2011	Project Team Analysis of data collected in August Observation of American Dietetic Association (ADA) House of Delegates meeting process Guided Group Discussions held with Divisions, Boards & Committees, and SPTAs Report of APA Governance Benchmark Data Development of “Stakeholder Voice” Reports	September 23 – Delegation to ADA
November 2011	Online Survey of Governance Practices by Leaders of Other Scientific Societies (CESSE) Reporting and analysis of GGD data Draft Report of Governance Assessment Assembled	November 18-20 – Project Team Meeting
December 2011- February 2012	Draft Report of Governance Assessment sent to BOD Virtual “webinars” developed to share assessment with COR, build understanding and begin dialogue COR officially receives assessment and approves areas for further exploration and development	December 10 – BOD Report & Input January 20-21 – Divisional Update @ Divisional Leadership Meeting February 24 – COR Meeting

After feedback from Council, the schedule will be developed to advance the project through 2013, to begin to adopt easily assimilated shifts, and to build consensus.

### Engagement of Key Internal Stakeholders

We define “key stakeholder” as any person or group having a right to be involved or in a position to significantly support or block change. The Project Team identified key stakeholder groups and provided multiple opportunities for engagement.

OPPORTUNITIES FOR ENGAGEMENT	COR	BOD	EMG SR. STAFF	DIV	BDS	COMM	STAFF LIAISONS	SPTAS	APAGS	ECPS	OTHER ORGS	GEN MBRS
COR Plenary Input	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Consultant-led Dialogues	✓	✓	✓	*	✓	✓	✓	✓ **				
Online Governance Assessment Survey	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Facilitated Guided Group Discussion				✓	✓	✓	✓	✓	✓	✓		✓
Independent Guided Group Discussion		✓		✓	✓	✓	✓	✓	✓			
Telephone Interviews		✓	✓	✓	✓	✓	✓	✓				

\*Meeting with Division leaders in Jan. 2012 at Division Leadership Conference

\*\*Includes discussion with Council of Executives of SPTAs (CESPPA)

### Responses:

1. Facilitated Guided Group Discussions with Council and others
  - a. 270 individual written responses pre-August 2011
  - b. 273 individual written responses August 2011 and after
2. 29 Qualitative telephone interviews to prepare for data gathering
3. 259 completed governance assessment surveys to assess perceptions of APA governance
4. Self-Guided Group Discussions completed by leadership of 28 Boards and Committees, 3 STPAs and 5 Divisions

### ANALYSIS OF THE DATA

We have collected both quantitative and qualitative data. Multiple team members and consultants independently analyzed the qualitative data. We are now in the process of using computer software to analyze the data.

## II. THE FRAMEWORK AND APPROACH

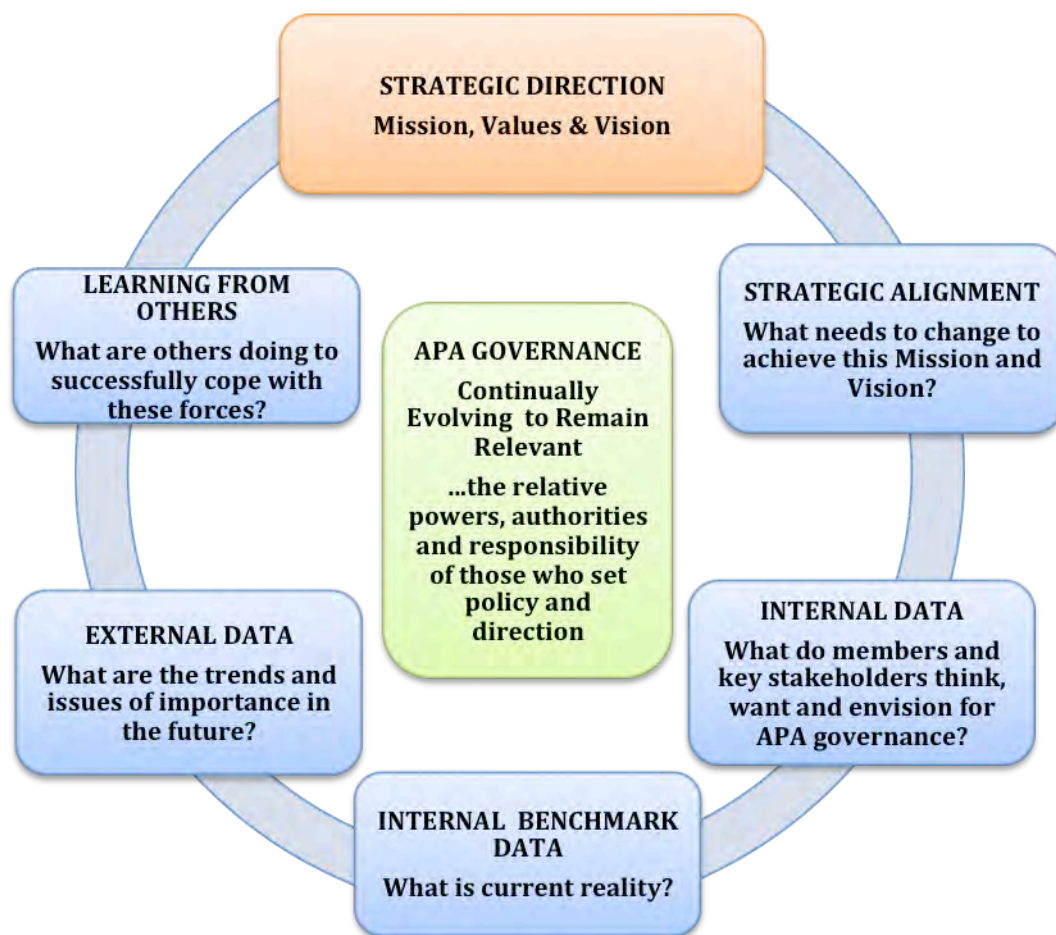
### Working Definition of Governance

We began by defining what we mean by “governance.”

- *The (volunteer) units of the various levels in support of policy development,*
- *The relative powers, authorities and responsibilities that each possesses,*
- *The composition of each unit, and*
- *How individuals are selected to participate in them.*

### Dimensions and Progression of the Assessment

We considered and learned about 5 dimensions as we assessed how governance might need to evolve. Our recommended areas for exploration and proposals come from the intersection of these dimensions. We found remarkable repetition from one dimension to another.



### Organizational Taxonomy

As the underlying organizing principle for thinking about the data we collected, we worked with a taxonomy that divides the elements of governance into 5 areas: (See next page for Taxonomy.)

1. Strategic Alignment
2. Structure and Process
3. People and Engagement
4. Roles and Relationships and
5. Culture, Behaviors and Rewards

# Taxonomy for Governance Assessment

## 1. STRATEGIC ALIGNMENT

**STRATEGIC ALIGNMENT.** All parts of organization are operating in concert with agreed upon strategic direction of organization.

- Governance units are accountable to and aligned with the strategic plan
- People understand organizational priorities clearly enough to be able to make and execute decisions in a timely manner.

## 2. STRUCTURE AND PROCESSES

**STRUCTURE.** Structure helps – rather than hinders – in making the decisions and taking the actions most critical to success.

**PROCESSES.** Processes are designed to produce effective, timely decisions and action.

- Capacity to cope well in crisis or in rapidly changing environment
- Balance of inclusivity and timeliness to convert opportunities into value
- Soundness of decision-making processes: focus, knowledge base, use of time, speed, revisiting decisions, effective consensus building and implementation, transparency)

**INFORMATION.** The people in decision roles have the information they need when and how they need it to make rational, data driven decisions.

## 3. ROLES AND RELATIONSHIPS

**ROLES.** Individuals and groups understand their roles and accountability in our most important decisions.

- Orientation to understand and fulfill responsibilities
- Fiduciary governance – budget, use of resources, assuring resources exist, authority at appropriate org levels
- Effective systems of accountability

**RELATIONSHIPS.** Relationships among governance parts, ensuring conflicts do not deter governance; constituent relationships.

- Volunteer-volunteer relationships – how these relationships work together to advance governance effectiveness

- Volunteer-staff partnership
- Role of staff – are senior staff members counted on to inspire, coach and lead, or is the emphasis on organizing and planning

## 4. PEOPLE AND ENGAGEMENT

**LEADERSHIP.** We are able to engage the best and most qualified people to positions where they can have significant impact.

- Development, recruitment and selection of leadership
- Balance of stability and innovation

**REPRESENTATION.** All constituent groups are appropriately represented in decision-making.

- Diversity
- Inclusivity

**MEMBER PARTICIPATION.** Members are appropriately engaged in the decision-making processes of the organization.

**COMMUNICATION.** Members have sufficient information to help them understand the work done on their behalf by the organization.

## 5. CULTURE, BEHAVIORS, AND REWARDS

**CULTURE.** Organizational culture reinforces prompt, effective decisions and action throughout the organization.

- Capacity to cope well in crisis or in rapidly changing environment
- Balance of stability and innovation
- Transparency
- Extent to which the culture supports individual initiative and/or teamwork

**BEHAVIORS.** Leaders at all levels consistently demonstrate effective stewardship, collaboration, accountability, inspiration and decision behaviors.

**REWARDS AND INCENTIVES.** Those who make and execute effective decisions are valued and effectively rewarded.

- Volunteer leader traits that are most valued and rewarded
- Values that guide treatment of volunteers and staff and how they are rewarded

### III. WHAT WE DISCOVERED

#### Overview of Research Findings and Observations from Other Organizations

This section includes (i) an overview of findings from the research conducted with internal stakeholders and (ii) a summary of observations of what other associations are doing. The information is organized around the 5 areas of the governance taxonomy.

#### 1. STRATEGIC ALIGNMENT

##### Overview of Findings

The various parts of APA governance are not yet aligned with the strategic plan. Areas of the organization closely connected to EMG and Directorates appear to be more connected to the plan than other groups. There are concerns on the part of some that some boards/committees are “small fiefdoms” focused solely on own agenda, without connection to larger organizational goals. And some note the need for increased collaboration/coordination among groups.

Stakeholder voices consistently mentioned the following:

- An important goal is to align the plan, budget and organizational structure.
- A lack of awareness and understanding of APA’s mission, vision and strategic plan among those in governance and throughout APA, including staff at some levels.
- The need to align organizational priorities, COR agendas, and presidential initiatives with the strategic plan and ensure continuity of important initiatives beyond the presidential terms.
- The value of regular reports regarding progress toward fulfilling the goals of the strategic plan.
- Concerns that the Council in particular lacks focus on important issues and spends too much time on minor matters and ‘word-smithing.’

##### ***Observations of What Other Organizations are Doing***

*Relevant and successful associations have processes in place to plan strategically. They use these processes to:*

- *Provide a solid baseline against which decisions can be made*
- *Provide unity and consistency of direction over time*
- *Contribute to a greater likelihood of achieving significant long-term change on behalf of a profession or cause*
- *Avoid fragmentation of energy and resources*
- *Mitigate stop and start shifts with each change of administration*
- *Create a frame for decisions that is larger than the vision of any one individual leader*
- *Ensure consistent guidance for staff and volunteers in terms of what is relevant/critical.*

*Many organizations have institutionalized an annual process of reviewing progress and updating the organization’s vision and strategic plan. Those involved in governance, including senior staff, share an understanding of what success will look like for the organization and agree on measures that will be used to track progress.*

*Increasingly, associations recognize the importance of aligning organizational structures, processes and culture with their vision and strategic plan. Why? Because it is very difficult, if not impossible, to achieve success related to a new or evolving vision and strategic plan if the governance and program structures and processes are not aligned with strategic priorities and needs.*

Some of the drivers of organizational and governance realignment in associations:

- Members increasingly expect the association to consistently demonstrate leadership and relevance in the field, profession or industry. Leadership models are different from service models of the past.
- Important industry or profession issues are complex and often require new partners and different relationships among stakeholders to make a difference.
- Communication technologies have changed what is possible.
- Many volunteers and members are unwilling or unable to spend the amount of time in volunteer activities that organizations relied on in the past.

## 2. STRUCTURE AND PROCESSES

### Overview of Findings

APA's current structure and processes are perceived to help:

- Empower Boards and Committees to do meaningful work, which has changed the function and content of Council work over the years
- Build consensus through the cross-cutting agenda
- Reach sound decisions
- Ensure inclusivity and support diversity; this is seen as a significant strength.

*"Council has too much information, too little interaction, and too little understanding of the larger issues."  
(Council member)*

However, current structure and processes are perceived to be complex and difficult to understand. They tend to hinder:

- Timely decision making and action; nimbleness
- Organizational based thinking by encouraging constituency based thinking and action
- Unity and instead create confusion

Some question APA's ability to effectively deal with the most important issues of psychology and psychologists in a timely manner. There is no organized process for setting priorities and determining how a particular issue can most effectively be addressed, i.e., an assessment of issues that are worthy of complex and inclusive processes and those that are not.

Some mentioned the caucus system, which appears to be an unofficial yet influential force in governance. Comments ranged from "The caucus system has too much influence/power" to "The caucuses are one of the strengths of how issues are addressed."

There is little transparency after a decision has been made, i.e. constituents are rarely informed about "why" a decision has been made. As a result, many feel the only way to stay informed is to be involved in governance.

There are concerns that APA's organization structure may not be aligned with how people function today (e.g., generational preferences, communication technologies and social media, etc.).

Council members specifically suggest:

- Clarifying the role of Council, using agendas and process to fulfill that role, and orienting new members to what is expected



- Finding ways to better utilize the talent and knowledge of COR members
- Focusing Council agendas on issues important to psychology and psychologists
- Differentiating between dialogue to enlighten the issue and decision-making to set policy or take action
- Ensuring access to relevant information from a variety of sources to inform decision-making
- Deciding whether representation for non-division and non-SPTA members is needed on Council.

*"Council is increasingly irrelevant to day-to-day functioning of the organization. From board and committee perspective, council is the 'enemy' because of the word-smithing that undoes work without understanding its meaning. Council is seen as unnecessary. Council is not asked to use their brains; they simply rubber-stamp."*  
(Council member)

From the SPTA voice:

- There are questions about the relevance of COR, given the roles of Boards and Committees.
- Overall, the system needs to be streamlined, as it is complex, cumbersome, slow and confusing.
- There are concerns about the apportionment system and seat allocation to states.
- CESPPA would like more direct input and recognition

From the EMG/Senior Staff voice, we heard:

- The policy formation process is generally a good one.
- There is a need to increase speed and member engagement while decreasing complexity of decision-making processes.
- Concern about the proliferation of governance structures – e.g., creating a committee to respond to a 'pet project' results in cycle of adding staffing, adding expense, increasing complexity and leading to the next group that wants a committee.
- Frustration with the ability of a single person to undermine years of work.

Other Groups and Affiliated Organizations noted:

- The APA process is much slower and more cumbersome than rival mental health organizations; thoroughness of process is a strength of APA.
- Caucuses at Council need more time to discuss matters more effectively.
- The size of COR should be significantly reduced and the Council should focus more on policy and less on fiduciary responsibility.

#### **Observations of What Other Organizations are Doing**

*Governing boards are increasingly constituted to be 'representative of' the diversity of perspectives important to informed decision-making rather than comprised of individuals 'representing' constituencies. This structural change makes it easier for board members to think and act organizationally rather than based on constituency.*

*Processes that are increasingly important are those that (a) produce timely decisions and action, and (b) facilitate dialogue to enhance understanding of complex issues and ignite action. Increasingly, associations are strengthening their commitment to:*

- *Scanning mechanisms to obtain the knowledge, insights, experiences and opinions of others, including online and face-to-face forums, summits, and surveys*
- *Use of communication technologies and tools*



- Collaborative partnerships/relationships
- A critical role of staff in analyzing, synthesizing, and organizing information.

### 3. ROLES AND RELATIONSHIPS

#### Overview of Findings

Roles and responsibilities of Boards, Committees and the Council are not clear, resulting in a lack of accountability. Not surprisingly, Council members have a sense of responsibility to their constituency.

A number of Council members express frustration with their current role in comments such as:

*Council is “managed” by the Board and senior staff.*

*Separate discussion from decision-making; COR can do better at discussion, sharing of views.*

*We need to re-evaluate the role of COR. Not rubber-stamping, not word-smithing, but a focus on large issues, e.g., the internship glut.*

There is organizational tension among “tribes” of professional interests, between Divisions and SPTA regarding representation, and in the SPTA – APA relationship because of financial and point of contact issues.

The partnership between volunteers and staff is reported as excellent. Staff is rated very highly, but at the same time that brings ambivalence about the balance of power and staff-volunteer roles.

Those representing the SPTA voice noted:

- APA is an excellent resource for states.
- States and provinces are critical to APA’s ability to fulfill its mission and they feel disconnected and underappreciated.
- Divisions are closer to APA, which means they are more in the loop; they have a louder voice, and are better at getting people elected to Boards and Committees.
- There is a lack understanding of what the connection to SPTA is intended to do.

#### **Observations of What Other Organizations are Doing**

*In a number of instances, large representative delegate bodies are focusing on discussion of major issues related to the profession. These discussions provide insight and awareness of diverse perspectives and have significant influence on association programs and policies important to members and the profession.*

*Associations are building collaborative relationships and alliances with other organizations and constituencies to more effectively address complex issues that require a ‘whole system’ approach to innovative solutions.*

## 4. PEOPLE AND ENGAGEMENT

### Overview of Findings

While APA is committed to and even criticized for its processes of inclusion, many members, including those who are involved in governance, feel disenfranchised. Contributing factors may include:

- Being in governance is the only obvious way of being engaged; when in governance roles, psychologists have input in to issues, get details, see or contribute to process, network with colleagues, and feel connected.
- Roles and responsibilities of Boards, Committees, and Council are not clear; confusion results in a less than fully satisfying volunteer experience.
- COR agendas do not effectively utilize the talent and knowledge of COR members.
- There is a lack of engagement between meetings resulting in loss of momentum and disconnection.

*"We envision a transparent and democratic governance structure in which diverse voices (particularly among underrepresented groups) are active in shaping the direction of the organization and the strategic initiatives adopted."*  
(Committee)

The volunteer experience in serving on one of the Boards or Committees often feels more valuable and rewarding than other types of governance involvement.

The Council has had an interesting conversation on the distinction between engagement and governance. They suggest increasing opportunities to participate and be engaged in APA in ways other than through governance, e.g. present programs at convention or write/edit a journal. The social aspects of participation appear to be a primary driver for many to be involved, and governance seems to be one of the few ways to be involved.

The path to leadership in APA is competitive and the experience is highly valued, resulting in a core group of individuals who repeatedly rotate through different positions. For new entries, the path often results in discouragement (with the process). If not politically savvy, it is not likely one will go far along the path; advancement is usually not about "earning the position." Younger members appear frustrated with the system and are potentially unwilling to "go through the hoops."

*"I was struck by the fact that the majority of people doing governance felt disenfranchised."*  
(Council member)

Leadership among divisions is very 'incestuous' with leaders frequently moving between divisions in order to remain actively engaged in governance. Gracefully letting go of being a leader appears to be very difficult for some.

There is a preponderance of clinicians in governance. Scientists and academics talk about feeling disenfranchised. The mission and vision of APA clearly includes the entire field. However, fewer science-focused members means fewer science-focused leaders in governance, shifting the organizational focus even more to the practice side.

There are concerns that all constituents are not appropriately represented in decision-making, at least in part because 50% of the members do not have direct representation on Council. Some agreed, *"It is not necessary or practical to represent ALL voices in governance."*

Generally, there seems to be recognition of the need for new voices, leadership development and mentoring. There is a strong desire for more effective communication that is two-way and not top-down, for more interactive conversations and surveys, and for greater use of technology.

### ***Observations of What Other Organizations are Doing***

*Associations are redesigning the nature of the volunteer experience to meet the challenge of attracting outstanding leaders – “getting the right people on the bus and in the right seats.” Specifically:*

- Volunteer experiences are designed to accommodate what volunteers are willing/able to provide in time commitment and contribution. As a result, ladders/paths to leadership are being shortened so that more individuals will be able to make the commitment required.*
- Most are reducing the number of standing committees and creating ad hoc task forces with specified time commitments and deliverables (more project oriented).*
- Volunteer experiences are designed to provide a sense of ‘making a difference’ and contributing as quickly as possible.*
- Association leaders are increasingly recognizing the importance of engaging/connecting with those in the forefront of the profession.*
- There is a growing commitment to leadership development as an important component of effective governance.*

*The model of member enfranchisement has changed from “I am represented, therefore I am” to “I have an opportunity to express my opinion and be heard, therefore I am.” This mindset shift is especially true among the younger generations who are used to sharing their opinion on anything at any time.*

*Associations are increasingly convening those with relevant knowledge, experience and expertise in discussions of mega issues and using a variety of mechanisms – surveys, discussion boards, advisory councils, etc. – to obtain opinions, thoughts and insights of both internal and external stakeholders, including typically less-connected groups such as younger members or minorities.*

*In many associations, governance is just one way to be involved in the organization. Members have the opportunity to be engaged in a variety of ways through networking activities (face-to-face and virtual), program development and delivery, or issue or interest-based discussions that relate directly to their work.*

*Some associations are addressing the challenge of connecting with the younger generation in novel ways, e.g., experimenting with websites focused on the younger generation, making significant investments in mentoring programs, or supporting activities and programs developed by and for those who are the future.*

*Generally, members find value, connection and relevance in engagements that provide:*

- Knowledge – insight that enables them to be successful at things that really matter to them*
- Community – enjoyable shared experiences that make them feel better about themselves and their place in the world*
- Influence – opportunities to express their opinion and be heard even though they may not be formally involved in governance or decision-making.*

## 5. CULTURE, BEHAVIORS AND REWARDS

### Overview of Findings

Inclusion is a core value of APA. Stakeholders are challenged by the need for APA to 'walk the talk' of inclusion AND be nimble, influential and relevant. Both seem to be important to APA members, perhaps leading to the search for the "synergy of the AND".

There are different opinions as to whether trust is an issue, or whether the commitment to inclusion is simply a commitment to consider all opinions and perspectives. It appears to some, at least, that people do not trust decisions unless they individually or as a group have participated in the decision-making. Many governance groups frequently revisit decisions.

APA's culture appears to be risk averse – a fear of making a mistake.

Points specifically made by those representing the SPTA voice:

- Too "politically correct" – opposing views feel stifled – gets in the way of making tough decisions.
- Want it to be easier to break in, governance structure too political, good-old-boy network.
- Small states are cast as a "minority" voice, disadvantaged due to lack of funds and the apportionment system which "imperils representation."

### ***Observations of What Other Organizations are Doing***

*Many associations share the challenge of establishing an organizational culture that is responsive to changing member needs and expectations, open to new ideas, and innovative while being respectful of the history and leadership that has positioned the organization to be successful. Traditionally, most associations were focused on serving its members. But increasingly, trade and professional associations are expected to play a leadership role in their industry or profession.*

*Leadership in complex issues often requires core competencies in collaboration, data driven strategic thinking, communication, and building strong alliances and partnerships.*

*The core values of an organization should be the framework that defines leader behaviors and shapes what is rewarded by the organization. However, it is not easy to 'discover' the core values of large and complex organizations like APA. And those values may evolve over time, or at least the way in which those values are played out may change.*

*There seem to be a few aspects of culture aligned with 'best practice' for associations:*

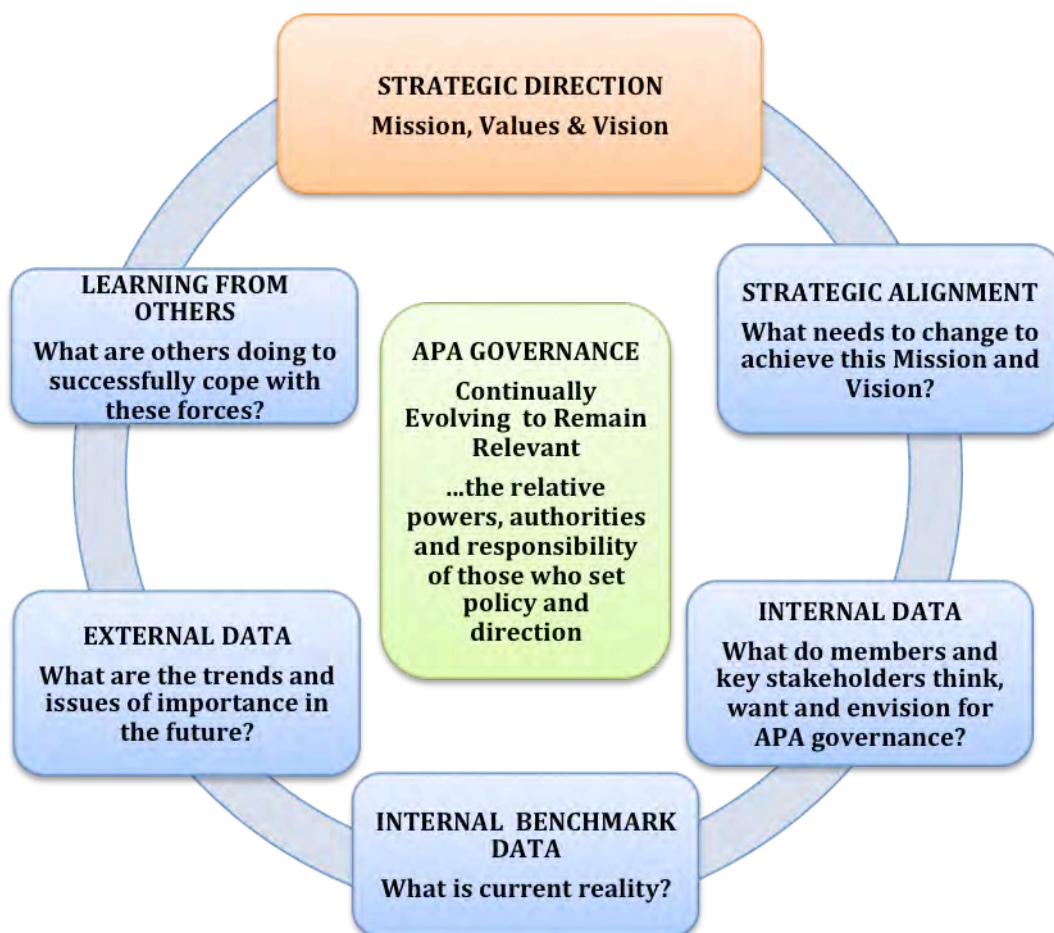
- *A culture of trust – clarity and consensus on what will constitute success*
- *Transparency*
- *A strong leadership partnership between elected leaders and staff*
- *A culture of moving forward and not continuing to fight old battles*
- *Moving beyond diversity to inclusion (being and feeling included)*
- *Connecting with those who are the future of the profession.*

#### IV. APA EVOLVING GOVERNANCE – WHAT IS POSSIBLE?

The Project Team’s assessment process explored the possibilities and implications for APA’s future governance from five (5) viewpoints:

- A. APA’s Mission, Values and Vision –  
What needs to change to achieve APA’s recently adopted mission and vision?
- B. Internal Views –  
What do members and key stakeholders think, want and envision for APA governance?
- C. Internal Benchmarks –  
What is our current reality of practice?
- D. External Data –  
What are the trends and issues of importance in the future design of governance?
- E. Learning From Others –  
What are other successful associations doing to effectively cope with these forces?

We discovered a significant amount of overlap and synergy in the combination of views. This integration of data enabled us to articulate a beginning description of what is possible and in our view desirable for APA governance.



## A. Mission, Vision and Strategic Plan

APA's Vision is a commitment that APA aspires to advance psychology as a science by serving as:

- **A uniting force** for the discipline;
- **The major catalyst** for the stimulation, growth and dissemination of psychological science and practice;
- **The primary resource** for all psychologists;
- **The premier innovator** in the education, development, and training of psychological scientists, practitioners and educators;
- **The leading advocate** for psychological knowledge and practice informing policy makers and the public to improve public policy and daily living;
- **A principal leader and global partner** promoting psychological knowledge and methods to facilitate the resolution of personal, societal and global challenges in diverse, multicultural and international contexts; and
- **An effective champion** of the application of psychology to promote human rights, health, well being and dignity.

What is possible? What are the implications of ensuring that APA's culture and its governance structures and processes contribute in positive ways to making the vision of APA as **uniting force, catalyst, resource, innovator, leading advocate, global partner, and effective champion** a reality? Who needs to be involved? When and how?

During the August COR meeting delegates considered what will be needed in governance to make APA's newly adopted mission and vision a reality. Here are some highlights from those discussions:

- Our governance structures and processes need to support unifying visions and efforts toward achieving the vision
- We will need to hear new voices and look outside ourselves for information.
- We will need to bring substantive issues into COR meetings.
- We do not necessarily need to change structure in order to change the process of governance to what will be needed.
- Governance decision-making will need to be linked to the vision priorities, and the agenda setting process needs to be aligned with the strategic plan.
- To become aligned with our vision and values, we will need to focus on the people we serve, not our own interests, and we will need to greatly expanded data about what our members want and need, including specific data about the 50% of members not represented on Council.
- The crosscutting agenda has been excellent to allow all to weigh in. Now we need to evolve this to dialogue and integrate multiple perspectives into something more.
- We need to find tighter governance processes for daily operations and use more inclusive, deliberative processes for more complex issues – COR or some other governance group needs to be structured to thoughtfully deal with the big issues and ideas.
- Presidents need to run on agendas related to the strategic plan, and initiatives need to be aligned as well.

## B. Opinions and Insights of Internal Stakeholders

What is possible? What are the strengths on which APA should build? And what has been discovered about the will and imagination of internal stakeholders about what is possible?

**Strengths – Top level themes of what is right with APA governance:**

- There is strong evidence of inclusion and opportunities for many voices to be heard and considered as policies and positions are formulated, as well as the knowledge that final outcomes have gone through a rigorous and deliberative vetting process.
- People are passionate about what they do; they really care and take things seriously.
- APA has successfully recruited a number of talented people into governance with a breadth and wealth of experience and perspective.
- The volunteer experience in serving on one of the Boards or Committees often feels valuable and rewarding.
- Final outcomes are solid, even if the process to reach them is cumbersome.
- Current Council offers a richness of perspectives, a unique opportunity for people to come together, and most COR members are “out in the real world doing their thing” rather than APA groupies.
- The BOD deals with significant issues and is focused on the greater good rather than a constituency.
- Volunteer relationships with staff are good; staff is talented and competent.
- Leaders have learned how to get things done through coalitions and other creative means.
- APA’s culture and decision-making are data driven.
- APA is able to raise visibility of underrepresented groups and issues.
- All constituents have opportunity to put items on agenda of APA.

**Opportunities to Address Challenges/Concerns:**

- There is widespread frustration about governance, as well as widespread hope for change, and there is general agreement that governance needs to be “updated.” This is accompanied by a desire to “not lose anything.”
- There is general consensus that APA’s governance is a) complex, b) at times cumbersome, c) does not always result in timely decisions, d) provides an opportunity for everyone to be heard, which is seen by some as a strength, and e) generally results in good decisions, albeit slowly.
- There is confusion and difficulty distinguishing between involvement in governance and the programmatic systems and processes that engage members in the organization. Currently at APA, the primary way to engage with the organization is to become involved in governance.
- There is a general lack of clarity about who is responsible for what. This is true both organizationally and individually, and for volunteers and staff.
- There is little evidence of “accountability,” i.e., who is accountable to whom and for what.
- APA governance is perceived to be a closed and political system. There is dynamic competition for leadership positions and recycling is commonplace, which impacts the balance between institutional knowledge and fresh ideas. There is a widespread frustration among those who seek to enter leadership roles.
- There is no process for identifying priorities, determining what needs to be addressed by whom and how quickly. All issues seem to be handled as One Size Fits All – everyone is invited to weigh in on everything.
- There is a need to align organizational priorities, COR agendas, and presidential initiatives with the strategic plan and ensure continuity of important initiatives beyond the presidential terms.
- Those serving on Boards and Committees want more cross-fertilization and sharing.
- There is significant interest in the increased use of social media and other technologies for communication, dialogue, education and engagement.

### C. Internal Benchmark Data

*Recycling of Leaders.* Numerous respondents commented on the tendency within APA to elect the same people over and over again to governance positions. To examine this, we reviewed all members of governance (defined as serving on Council and/or one of the Boards and Committees) during the period from 2001 to the present, for a total 799 individuals. The data suggests that the majority of governance members serve only a single 3-year term, however there is a subset of individuals who do in fact appear over and over again on the rosters.

10 year data	2011 data
60% one term	60% one term
31% two terms	24% three terms
9% three or more terms	16% three or more terms

*Overlapping Leadership Roles.* It is permitted and to some extent expected that members of Council attempt to get onto one of the Boards and Committees. The data indicates that many see the Boards and Committees structure as more powerful relative to Council, which is sometimes perceived as a “rubber stamp” group. Since Council elects the members of Boards and Committees, Council representatives are best positioned to win the elections relative to individuals outside the system.

- In the past 10 years, 14% have served on both Council and Boards and Committees
- In 2011, 31% serve on both Council and Boards and Committees; 11 are Chairs

*Minority Representation.* The APA Office of Ethnic Minority Affairs tracks the number of minorities in governance roles. There are a total of 535 potential positions in which members can serve. One hundred and two of those positions (19%) are currently filled by an ethnic minority, and 22% of Council are identified as minorities, which is roughly twice the percentage of minorities in the general membership, based on recent membership figures. This reflects a concerted effort by the association to encourage minority representation through a program in which minority members of Council have all travel costs reimbursed. (Non-minority members are only partially reimbursed.)

*Timeliness.* The perception that APA is slow and cumbersome is mentioned repeatedly. A review of the 34 items acted on by Council over the past year shows that 35% moved through the system in 12 months or less; an additional 30% were completed within two years, and 35% took between 2.5 and 5.5 years to be approved. The system is not designed for speed; Council meets only twice per year, as do the Boards and Committees.

*Cost of governance.* The direct costs (primarily travel and meeting costs) for members to participate in APA governance are \$3.2M or approximately 3% of the total operating budget. (This does not include staff liaison salaries nor support services such as ITS and finance.)

*COR Agenda.* COR addressed 52 items in 2011. Over half of COR’s agenda for the year dealt with internal APA business (e.g., dues, membership, election processes, convention, etc.) Another 40% dealt with issues impacting the discipline such as guidelines, task force findings, etc. The majority of items are originated by Boards or Committees. About two-thirds of Council’s time was spent on agenda items. The remainder is receiving information from the President, CEO, and CFO; giving of awards; diversity training and discussions about the governance project.

Focus	Source	Time Spent Deliberating
27 (52%) internal APA business	32 (61%) from Boards or Committees	February: 69%
4 (8%) public concerns	8 (15%) from task forces	August: 64%
21 (40%) discipline concerns	6 (12%) from COR	
	6 (12%) from Board of Directors	

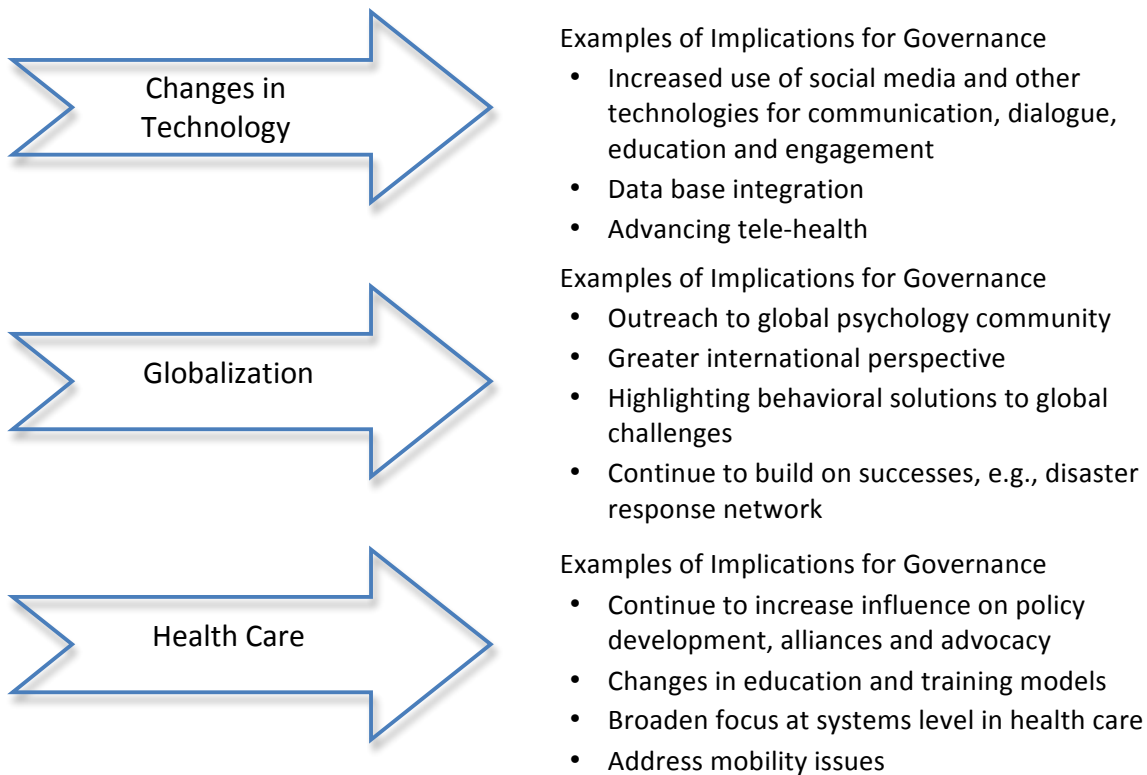


#### D. Examples of External Trends and Issues Affecting APA Governance

What are the trends & issues, particularly external, that will be affecting the future of APA governance?

The Project Team explored this question as a brainstorming exercise and not as a comprehensive environmental scan. That said they identified a number of external issues or trends that have significant implications for APA governance today and in the future.

##### THREE EXAMPLES FROM A LARGE NUMBER OF TRENDS/ISSUES



What does this discussion tell us about what governance might need to be like?

Future APA governance may need to:

- Be more forward and outward looking.
- Have a broader, wider, deeper perspective.
- Be visionary and pioneering – a place where real thinking is done
- Ensure that the best feasible data guides decisions.
- Be time flexible – faster when appropriate and more deliberate when needed.
- Include a process to Identify key issues that require thoughtful attention for the organization's governing body.
- Nurture and vet people for leadership to assure a *balance* of fresh, diverse and experienced perspectives in leadership.

## E. What Other Successful Organizations Are Doing

What is possible? Members of the Project Team think the following observations of what others are doing are worthy of further consideration in designing future APA governance:

- In a number of instances, large representative delegate bodies (those that have not disbanded large delegate bodies like COR) are repurposing to focus on governing major issues related to the discipline as a whole (two members of the Project Team observed this process in September).
- Organizations are using a variety of face-to-face and virtual scanning mechanisms to obtain the knowledge, insights, experiences and opinions of others inside and outside the organization in order to enrich the decision knowledge base.
- Continuity of leadership initiatives is achieved through rigorous alignment with the vision and strategic plan, which transcends individual leader initiatives and themes.
- Organizational rather than constituency-based thinking and action is encouraged by constituting governing bodies to be 'representative of' rather than comprised of individuals 'representing' constituencies. In a 'representative of' model, individuals ensure that the perspectives of their constituents are reflected in the discussions but make decisions on behalf of the organization as a whole, versus deciding in the best interests of the constituency they are representatives for, sometimes to the detriment of the whole.
- Members of other successful associations clearly distinguish between governance and engagement and are meaningfully active and involved in a variety of ways unrelated to governance of the association.
- Increasingly, organizations are engaging non-traditional partners to discuss and address complex issues.
- Increasingly, leadership development, recruitment and selection are seen as an important component of effective governance.

## Emerging Vision of APA Governance

What could the notable qualities or elements of APA's governance system be in 2016? Given APA's Mission and Vision and what has been learned from 1) the internal data about what people want, 2) external data about what might be needed, and 3) other organizations about what might be possible, here is the Project Team's preliminary thinking on what may be possible... and desirable:

Strategic Alignment		
NOW 2011	→→→	ENVISIONED FUTURE 2016
<ul style="list-style-type: none"><li>• Initial attempts to align with strategic plan</li><li>• Lack of awareness and understanding of vision and mission</li><li>• Staff structures are aligned with governance structure</li><li>• Overreliance on face to face contact; face to face time not well utilized</li><li>• Insufficient training of new leaders</li><li>• Our current governance process does not facilitate unifying forces and vision</li></ul>		<ul style="list-style-type: none"><li>• Fully aligned, Meeting and work agendas, budget tied to strategic plan</li><li>• Strategic plan is re-visited continually and people know what it is and what it means</li><li>• The staff and the volunteer structures are flexible enough to adapt to changes in the strategic plan – in other words, form follows function</li><li>• Other technologies/mechanisms used to more efficiently do our work</li><li>• Leadership training</li><li>• Our governance structures and processes support building common ground and unifying efforts toward achieving the vision</li></ul>

## Structure and Process

NOW 2011	→→→	ENVISIONED FUTURE 2016
<ul style="list-style-type: none"> <li>Relationship between board and council is unclear</li> <li>Too much confusion or overlap of roles between B&amp;C and Council</li> <li>Robust political process</li> <li>COR rubber stamps long list of agenda items</li> <li>Glacial pace</li> <li>Perceived lack of transparency</li> <li>Current C3 C6 structure and governance</li> <li>Constituency based thinking</li> <li>Not aligned with today's current communications methods</li> <li>Too many items on the agenda without priority</li> <li>Representative for</li> <li>Expertise not in the room</li> <li>Large permanent Boards and Committees structure</li> <li>Cumbersome, lengthy decision making</li> <li>Reactive</li> <li>Governance = Engagement</li> </ul>		<ul style="list-style-type: none"> <li>Clear roles of organizational versus disciplinary issues</li> <li>Clarity about roles and decision making between B&amp;C and Council</li> <li>Knowledge-based decision process where who makes the decision is less important than the quality and source of the data on which the decision is made</li> <li>COR talks about big issues of long term consequence to psychology</li> <li>Time flexible approach matching pace to complexity, consequence and need for inclusion</li> <li>Transparent; clarity of who makes decisions               <ul style="list-style-type: none"> <li>Use of technology, to better inform, real time</li> <li>Greater accountability including voting</li> <li>Access to community</li> </ul> </li> <li>Clarity in relationship that strengthens organizational effectiveness</li> <li>Better mode of representation; newly developed models of representation</li> <li>Using technology effectively; systems in place to bring new technologies online quickly</li> <li>Triage of issues; fewer, but high impact items with more time for in depth discussion</li> <li>Representative of</li> <li>Expertly briefed ahead of time</li> <li>Greater use of flexible, temporary task-focused teams</li> <li>Nimble, streamlined, length of decision time matches complexity of issues</li> <li>Proactive</li> <li>Member Engagement options available beyond governance and are actively pursued</li> </ul>

## People and Engagement

NOW 2011	→→→	ENVISIONED FUTURE 2016
<ul style="list-style-type: none"> <li>• Member engagement limited to governance roles</li> <li>• Governance provides highly social and connected experience, making it hard for some leaders to let go of governance roles</li> <li>• Inclusion means everyone weighs in with a singular opinion and vote</li> </ul>		<ul style="list-style-type: none"> <li>• Member engagement expanded to provide ample opportunities for engagement beyond governance</li> <li>• Leaders are able to easily let of go roles to allow others to enter leadership</li> <li>• Members are given multiple opportunities to experience social, meaningful connection</li> <li>• Inclusion means everyone has an opportunity to have their voice heard, and multiple perspectives reflected in dialogue that transforms multiple opinions into new knowledge</li> </ul>

## Roles and Relationships

NOW 2011	→→→	ENVISIONED FUTURE 2016
<ul style="list-style-type: none"> <li>• Overlap and duplication of labor</li> <li>• Competition for resources</li> <li>• Relationships between Board of Directors and Council and Boards and Committees and Council are blurred and unclear with overlap</li> <li>• Political process leads to compromise</li> <li>• SPTA's feel lack of representation</li> <li>• Siloes and territorial imperatives</li> </ul>		<ul style="list-style-type: none"> <li>• Distinctive roles and boundaries, delegating and trust</li> <li>• Resources aligned with goals in strategic plan</li> <li>• Relationship between Board of Directors and Council and Boards and Committees and council are defined and complementary</li> <li>• Knowledge-based decisions that take multiple perspectives into consideration to find the best innovation or solution Process leads to new knowledge and innovation</li> <li>• SPTA's feel heard and appreciated for their role in moving APA's vision forward</li> <li>• Shared vision and integrated efforts</li> </ul>

## Governance Culture, Behavior and Rewards

NOW 2011	→→→	ENVISIONED FUTURE 2016
<ul style="list-style-type: none"> <li>• Agenda driven</li> <li>• Feel disempowered</li> <li>• Frantic frustration</li> <li>• Perception of in crowd, governance “junkies”</li> <li>• Defensiveness</li> <li>• Closed system – secretive, exclusive</li> <li>• Staff-governance tension</li> <li>• Focused on self-interests of subgroup</li> <li>• Political</li> <li>• Believe in order to have influence must have a vote</li> <li>• Cynicism</li> </ul>		<ul style="list-style-type: none"> <li>• Strategic issue driven</li> <li>• Are empowered</li> <li>• In depth, meaningful consideration and dialogue</li> <li>• Constant in flux of new talent and fresh perspectives add balance to experienced leadership</li> <li>• Pride</li> <li>• Open system – transparency, ease of access</li> <li>• Staff governance collaboration/alignment</li> <li>• Focused on strategic plan</li> <li>• Practical action based on common ground</li> <li>• Multiple ways to influence and share perspectives without needing a seat or a vote</li> <li>• Trust</li> </ul>

## Closing

As mentioned in the Executive Summary, the analysis of complex governance systems such as APA’s is itself complex. How thorough and complete must that analysis be if decisions about what to do in the future are to be data-driven? When do we have sufficient data to be confident in recommendations at this point in the process? Does the data support changes to certain aspects of APA governance that should be adapted to better meet the challenges of APA’s vision and the 21<sup>st</sup> century? These are questions with which we have wrestled and now ask that you consider as well as you review this report and consider next steps. All of the data we have collected and reviewed is available in the Appendix, which begins on the next page of this report and is contained in a separate PDF. We hope readers will review that as well for our upcoming discussions, so that they may decide for themselves what areas of change, if any, are called for to optimize governance.

The leader’s role is to identify productive areas of uncertainty and confusion and to lead the organization into those areas to gain advantage and effectiveness.

From the Future of Leadership  
Hodgson and White

## APPENDIX

### **Information on Which the Assessment Was Based**

Since inception, the focus of the GGP has been gathering information from a cross section of stakeholders about the current and desired governance systems, processes, structures and culture of APA. That internal information has been collected through a series of mechanisms including:

- A baseline perceptions survey sent to virtually all leaders of governance groups;
- GGDs with Early Career Psychologists and members of APAGS, Division leaders, SPTA leaders/members and general members conducted during the Spring of 2011 and/or at Annual Meeting in August 2011;
- Discussions with EMG and senior staff and staff liaisons conducted through a combination of interviews, face to face meetings and GGDs;
- One-on-one telephone interviews with representatives of key stakeholder groups to help frame the GGD questions;
- Guided Group Discussions (GGDs) with Council in February and October;
- Input from self-directed GGDs with representatives of Divisions/ Committees/SPTAs;
- A discussion at the October 2010 Board of Directors meeting and telephone interviews with Board members.

The intent was to engage a wide swath of individuals knowledgeable about APA governance in providing input. We are currently attempting to extract information on general members' knowledge and impressions of governance from the most recent member needs assessment.

In addition, external information was gathered in several ways: observation by two members of the GGP team of the House of Delegates meeting of an organization that has adopted Knowledge Based Decision Making as their governance model; a survey of the executive directors of CESSE associations (Council of Engineering and Scientific Society Executives); interviews with the leaders of 5 membership organizations.

With the exception of the written surveys, the majority of the information collected was qualitative. That data is currently being analyzed electronically to assess and confirm the patterns identified by the analysis done by both the members of the GGP and the consultants from Cygnet Strategy, LLC.

In addition to the data itself, we are including the Preliminary Headline Report from the GGP made May of 2011.

In the spirit of transparency and to enhance the reader's understanding of the basis for the GGP's thinking reflected in the report, this appendix, (please refer to separate PDF provided) contains all the information compiled with the exception of the one-on-one telephone interviews and certain consultant facilitated discussions conducted with a commitment to confidentiality. What follows is a brief description of each of the data sets and how it was compiled, and each is bookmarked to the left. We hope that you will find this information useful.

Description of Contents at Each Bookmark in the Separate PDF provided

## **Internal Data**

### **Governance Assessment Survey 2011**

A survey of perceptions of governance, completed first by the Board in February and then offered to all other governance group leaders, provides a quantitative overview of baseline attitudes. The attached summary shows the differences and similarities between stakeholder perspectives.

### **Stakeholder Voice Reports (2011)**

The GGP believed it was important to examine the differences in perspectives of the various stakeholder groups we engaged in this process. Accordingly, all individual data response for each stakeholder group was compiled into a summary report for each individual “Voice” segment. Then 2-4 members of the GGP team reviewed the appropriate data sets for each stakeholder group and created a summary Voice Report for that group. The following links include the summaries for each Voice followed by the supporting data.

#### **Council Voice**

- Council Exit Interview 2010
- Boards–Committees–Staff Liaison Voice
- Divisions Voice
- SPTA Voice
- Board of Directors Voice
- EMG and Senior Staff Voice
- General Member, APAGs, ECPs Voice
- Other Affiliated Organizations Voice
- Others – unidentified at Council Voice

### **Council Guided Group Discussion Reports**

The GGP engaged with Council in February and August of 2011. Both sessions were designed to bring the Council current with the project, provide an opportunity for Council members to think and dialogue together about governance, and to collect Council member input on key governance issues.

1. In February the Council held self-guided table discussions about several key questions. Here is summary of their table discussion.
2. In August, the Council members again engaged in a series of small group discussions about governance, this time facilitated by GGP team members. Here is a summary of those table discussions followed by individual responses.
3. The background material sent to Council prior to the August discussion  
The individual Council member responses from these meetings are contained within the Council Voice report listed earlier.

### **Self Guided Group Discussions**

In the fall of 2011, all Divisions and SPTAs, as well as all Boards and Committees, were invited to provide input into the process. A series of open-ended questions were posed to each segment. As of this summary, 27 Boards and Committees, 3 states, and 5 Divisions have provided input.

## **External Data Collection**

### **Observations About ADA's House of Delegates**

GGP members Judith Blanton and Gil Newman observed the Fall House of Delegates meeting of the American Dietetic Association in San Diego. This link leads to their observations about the process.

### **CESSE Survey**

An open-ended survey about their governance practices was sent over Norman Anderson's signature to the CEO members of Executives of the Council of Engineering and Scientific Society Executives.

### **What Other Professional Associations Are Doing**

Interviews were conducted with the CEOs of 5 associations known to be dealing with some of the same governance issues that are emerging from the APA data. There are summaries of their experiences listed here.

## **Previously Issued GGD Reports**

### **Preliminary Headlines from Initial Data Gathering (May 2011)**

Between February and May 2011, the Project Team conducted an initial assessment of APA Governance using a variety of methodologies:

1. Guided Group Discussions with Council and others with 270 written responses
2. 29 Qualitative telephone interviews
3. 257 completed Quantitative surveys to assess perceptions of APA governance

This report is an outline of the themes that had emerged from that initial work. It was intended to provide "the lay of the land" – to identify areas to be further explored in order to determine if APA's governance practices, processes and structures are optimized and aligned with what is needed to thrive in a rapidly changing and increasingly complex environment. The report was prepared in preparation for the May Virtual GGP meeting and supplemented following that session.

## **Other Project Resources**

### **Governance Assessment Taxonomy**

### **APA Organization Chart and APA Board and Committee Chart**

### **Road to Remarkable: Directed by Vision, Driven by Strength – 2010 Five-Year Report of P&P**

The Project Team found the 5-year report of P & P to be very helpful. The full report is provided here as reference. This version has highlights of key points of interest to the project team. These highlights are not intended to interpret or evaluate the report in any way, but they may help the reader scan through salient project points if desired.

### **Evolution of APA's Governance Structure 1892-1959: A Timeline**



