



GROW YOUR GOVERNANCE
— FROM —
STRONG  **STELLAR**

Cooperative boards face unique opportunities and challenges. We provide solutions that promote the health and sustainability of cooperative organizations by developing board and governance effectiveness.

We consult with clients to evaluate issues, assess needs and develop impactful solutions. Our extensive experience and expertise with cooperative governance makes us your partner of choice. Be assured that we will handle all information received with integrity and sensitivity.

IN-BOARDROOM FACILITATION

We partner with clients to design and facilitate effective boardroom discussions around important or sensitive topics where productive dialogue and decision-making are critical. A third-party facilitator helps manage conflict constructively and allows all board members to participate fully. Depending on the need, we can also add expert content and perspective to support the discussion. Also see In-Boardroom Training for more information.

IN-BOARDROOM TRAINING

We partner with you to develop and deliver boardroom training sessions for directors in areas of board leadership and effectiveness. These may be single sessions or a series of sessions covering topics most relevant to your board's needs. Some examples of tailored session topics include:

- Effective dynamics in boardroom discussions, decision-making, and with management
- Avoiding hidden traps for cooperative directors in carrying out their fiduciary duties
- The board's role in strategy and strategic execution oversight
- Disruptive forces impacting the industry and implications for cooperatives and their boards

BOARD SELF-EVALUATION SERVICES

The board self-evaluation process provides an important opportunity for cooperative boards to evaluate their performance against well-researched competency categories. Third-party expertise and facilitation of the process allows the board to engage in candid identification and constructive dialogue about the board's strengths and areas for improvement, and to develop an appropriate action plan to support board enhancement.

DIRECTOR PEER EVALUATION SERVICES

Using well-researched categories of cooperative director competency, our director peer evaluation helps board members receive confidential feedback from their peers to help them identify areas of strength and opportunities for development. Through this constructive process, directors can discover ways to develop their abilities and contributions to the board and increase their engagement and satisfaction.

“ [The Advanced Governance Series session] was a superb workshop providing excellent clarity around the whole concept of what strategy IS, and what it is NOT. My directors ... got a great deal out of the case studies as well as the interactions with the directors from other coops... Thanks again! Well done.”

—**ROGER KIENHOLZ**
CEO & PRESIDENT, CRYSTAL VALLEY COOPERATIVE



BOARD COMPETENCY ANALYSIS

To assist the board in determining its development needs and planning for the future, we work with you to develop the framework of skills, knowledge, experience and competencies needed for the board. This framework provides us with the information needed to conduct an analysis of the board's current strengths and gaps. The competency analysis can also complement the director peer evaluation and assist the board in determining their development needs.

STRATEGIC PLANNING FACILITATION

We provide consultation, design and delivery of facilitated strategic planning processes to support your board and management team in effective leadership of the organization. Our consultants tailor the strategic planning process to your needs and objectives and offer innovative ways to engage the best thinking of boards and management to an effective outcome.

DIRECTOR TRAINING AND DEVELOPMENT PROGRAMS

Through our unique Governance Series programs, we provide an integrated curriculum of program modules for directors from member cooperatives on a multi-year basis. The program is built on a foundation of understanding the board's role in cooperative governance. Topics for the 1.5-day modules include excellence in board leadership, the board's role in strategy, financial direction, oversight of enterprise risk and human capital resource and risk. We also offer two experiential leadership development programs for cooperative directors: *The Gettysburg Leadership Experience* and *The Lewis & Clark Leadership Experience*. **Note:** Both of these programs are also suitable for an entire board and senior management team to attend together.

CEO SEARCH AND SELECTION

We guide the board through the CEO selection process to develop a well-informed set of competencies, skills and attributes for the next CEO with a view towards the current and future success of the cooperative. We conduct a search to identify the best candidates – internal or external – and facilitate the process for candidate interviews with the board. We also serve as a conduit between the board and the selected candidate to ensure a smooth offer and acceptance. Throughout the process, we leverage our understanding of the nuances of cooperative culture, the intricacies of the cooperative model, and the importance of the mission.

CEO SUCCESSION PLANNING

We consult and facilitate the board through a process of thinking longer-term about CEO succession, and in developing and periodically reviewing a robust plan for CEO succession so they are ready to implement an orderly and effective process when it's time for a CEO transition.

OUTSIDE DIRECTOR SEARCH AND SELECTION

Our consultants work with the board to develop a strategy for appointment of an outside director that includes identification of the candidate's desired competencies, skills, background and knowledge. We facilitate the search and interview process, and work with the board through the selection and offer process to support them in making the best appointment.

For more information about FCC Services' Board & Governance Consulting Services, please email us at governance@fccservices.com.

“Our relationship with FCC Services has made a positive improvement to our board governance.”

—GEORGE FONTES
BOARD CHAIR, AMERICAN AGCREDIT



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