

B. ADOPT RESOLUTION NO. 22-07-934 RE-AUTHORIZING REMOTE TELECONFERENCE MEETINGS PURSUANT TO THE PROVISIONS OF ASSEMBLY BILL 361

Upon motion and second, President Roberto called for a roll call vote.

| | |
|--|-------------------------|
| Moved: Director Soto | Second: Director Goytia |
| Ayes: Bowcock, De Jesus, Goytia, Kuhn, Roberto, Soto, Ti | |
| Noes: | |
| Absent: | |
| Motion No. 22-07-5389 Adopting Resolution No. 22-07-934 | |
| Motion passed 7-0 | |

5. WORKSHOP

A. STRATEGIC LEADERSHIP AND TEAM DEVELOPMENT

Mr. Wilson moderated a discussion focused on trust within the organization, from staff to the General Manager and Board of Directors. Mr. Wilson conducted a brief recap of the workshop conducted in March 2022.

Mr. Wilson provided the following handouts and are included in the minutes:

- Leading at the “Speed of Trust” by author Stephen M. R. Covey
- How to Set Wildly Important Goals, and What They’ll Do For You

Robust discussions were conducted regarding the 5 waves of trust, what constitutes a low-trust relationship, the economics of trust, the trust tax and the 13 behaviors of trust.

Director Ti and Director Soto left the workshop at 1:09 p.m.

6. FUTURE AGENDA ITEMS

No future agenda items were requested.

7. ADJOURNMENT AND NEXT MEETING

President Robert adjourned the workshop at 1:15 p.m. to the next regular meeting scheduled for Wednesday, September 7, 2022.



Jody Roberto
President, Board of Directors



Recorded by: Nadia Aguirre
Executive Assistant

The Economics of Trust

- When trust goes down, speed will also go down and costs will go up.

↓ Trust = ↓ Speed ↑ Cost

- When trust goes up, speed will also go up and costs will go down.

↑ Trust = ↑ Speed ↓ Cost

Our distrust is very expensive –Ralph Waldo Emerson



The Trust Tax

Whether it's high or low, trust is the "hidden variable" in the formula for organizational success.

Business formula:

$$(S \times E) T = R$$

([Strategy times Execution] multiplied by Trust equals Results)

The low-trust tax discounts the output and the high-trust dividend multiplies the output.

The 7 Low-trust Organizational Taxes

1. Redundancy
2. Bureaucracy
3. Politics
4. Disengagement
5. Turnover
6. Churn
7. Fraud

| The 7 Low-Trust Organizational Taxes | The 7 High-Trust Organizational Dividends |
|--------------------------------------|---|
| 1. Redundancy | 1. Increased value |
| 2. Bureaucracy | 2. Accelerated growth |
| 3. Politics | 3. Enhanced innovation |
| 4. Disengagement | 4. Improved collaboration |
| 5. Turnover | 5. Stronger partnering |
| 6. Churn | 6. Better execution |
| 7. Fraud | 7. Heightened loyalty |
| | <i>(The opposites of the 7 Organizational Taxes are also Dividends)</i> |

| MYTH | REALITY |
|--|--|
| Trust is soft | Trust is hard, real, and quantifiable. It measurably affects both speed and cost |
| Trust is slow | Nothing is as fast as the speed of trust |
| Trust is built solely on integrity | Trust is a function of both character (which includes integrity) <i>and</i> competence |
| You either have trust or you don't | Trust can be both created and destroyed |
| Once lost, trust cannot be restored | Though difficult, in most cases, lost trust can be restored |
| You can't teach trust | Trust can be effectively taught and learned, and it can become a leverageable, strategic advantage |
| Trusting people is too risky | Not trusting people is a greater risk |
| You establish trust one person at a time | Establishing trust with the one establishes trust with the many |

| Trust Behavior | Counterfeit |
|--------------------------|---|
| #1: Talk Straight | Flattering; Manipulating; Technically telling the truth but leaving the wrong impression |
| #4: Right Wrongs | Trying to hide mistakes; Only admitting mistakes when circumstances force your hand |
| #6: Deliver Results | Focusing on activities instead of results; Engaging in busywork that doesn't accomplish real work |
| #9: Clarify Expectations | Guessing; Not getting specifics (results, deadlines, resources) so there isn't accountability |
| #13: Extend Trust | Extending False Trust – giving people responsibility but not the authority or resources |

13 Behaviors of Trust

From the book "The Speed of Trust" by Stephen M. R. Covey



1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Servant Leadership
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Transforming Organizations and People from the inside Out.™

How Trust Works

Trust is a function of two things: **character** and **competence**.

Character includes your *integrity*, your *motive*, your *intent* with people.

Competence includes your *capabilities*, your *skills*, your *results*, your *track record*.

And both are vital.

Exercise:

- ◆ Which trust relationships are most important for achieving your strategic plan?
- ◆ Which trust relationships are really working for you, your organization, and/or your community?
- ◆ What are you willing to do to improve your trust-based relationships?



04-24-12

How To Set Wildly Important Goals, And What They'll Do For You

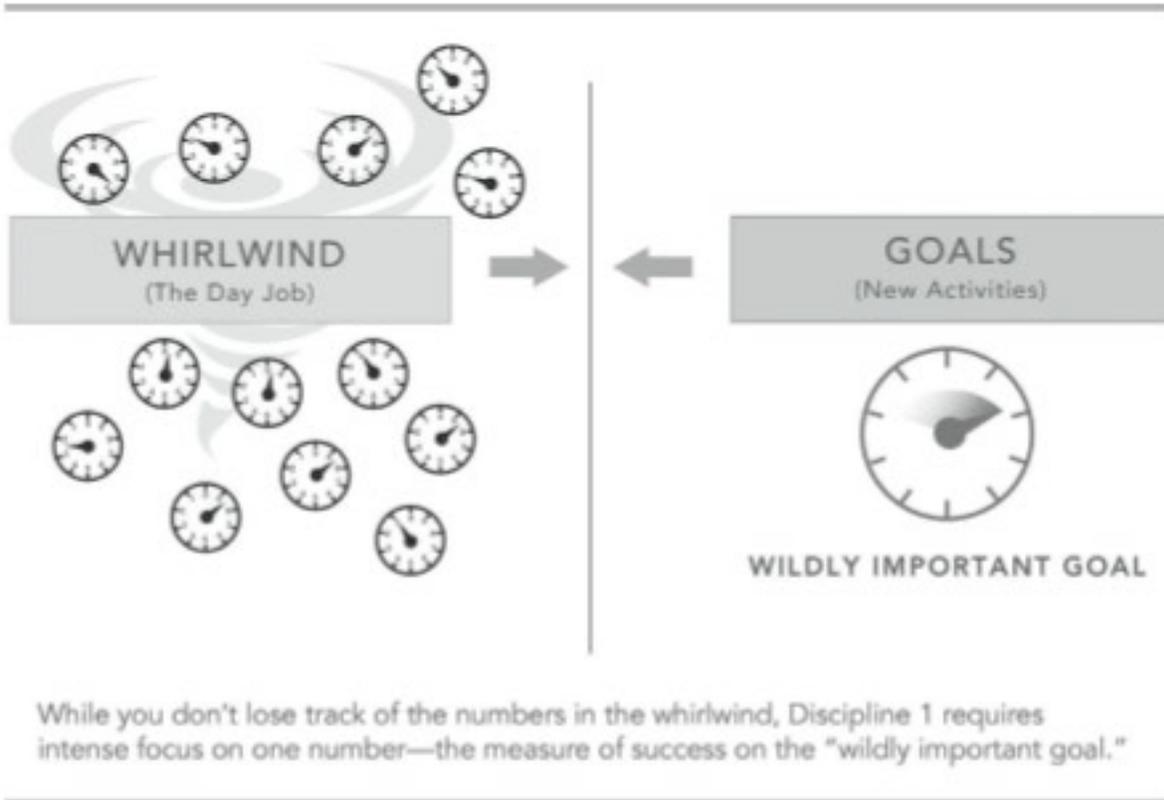
If you want high-focus, high-performance team members, they must have something wildly important to focus on. Here's how to give it to them.

By Chris McChesney, Jim Huling and Sean Covey



Focusing on one wildly important goal is like punching one finger through a sheet of paper—all your strength goes into making that hole.

By avoiding focus traps like refusing to say no and trying to make everything a goal, you can narrow your focus to one or two wildly important goals and consistently invest the team's time and energy into them. In other words, if you want high-focus, high-performance team members, they must have something wildly important to focus on.



Rule #1: No team focuses on more than two WIGs at the same time.

This rule acts like a governor on an engine. There may be dozens or even hundreds of WIGs across the entire organization, but the key is not to overload any single leader, team, or individual performer. Remember, they are all dealing with the incessant demands of the whirlwind, or the day job. Keep this rule in mind as you consider the remaining three rules. If you violate this one, you will have lost your focus as an organization.

Rule #2: The battles you choose must win the war.

Whether it's a military conflict, or the war on hunger, cancer, or poverty, there's a relationship between battles and wars. The only reason you fight a battle is to win the war. The sole purpose of WIGs at lower levels in the organization is to help achieve the WIGs at higher levels. It isn't enough that the lower-level WIGs support or align with the higher WIGs. The lower-level WIGs must ensure the success of the higher WIGs.



Rule #3: Senior leaders can veto, but not dictate.

The highest levels of execution are never reached when the strategy is devised solely by the top leaders of the organization and simply handed down to the leaders and teams below. Without involvement, you cannot create the high levels of commitment that execution requires. While the senior leaders will undoubtedly determine the top-level WIG, they must allow the leaders at each level below to define the WIGs for their teams. This not only leverages the knowledge of these leaders, but also creates a greater sense of ownership and involvement. Simply put, they become more engaged in a goal that they choose themselves and that supports a worthy organizational goal. Senior leaders then exercise their right to veto if the battles chosen are not going to win the war.

Rule #4: All WIGs must have a finish line in the form of *from X to Y by when*.

Every WIG at every level must contain a clearly measurable result, as well as the date by which that result must be achieved. For example, a revenue-focused WIG might be: “Increase percent of annual revenue from new products from 15 percent to 21 percent by December 31st.” This “from X to Y by when” format recognizes where you are today, where you want to go, and the deadline for reaching that goal. As deceptively simple as this formula may seem, many leaders often struggle to translate their strategic concepts into a single from X to Y by when finish line. But once they’ve done it, both they and the teams they lead have gained tremendous clarity.

Think of it this way: Above your head is a thought bubble, and inside that bubble are all the various aspects of your strategy, including opportunities you wish you were pursuing, new ideas and concepts, problems you know you need to fix, and a lot of “whats” and “hows” to get it all done. Your bubble is complicated and chaotic. It’s also completely different from the bubbles above every other leader. This is why focusing on WIGs requires you to translate your strategy from concepts to targets, from a vague strategic intent to a set of specific finish lines.

**FROM: VAGUE
STRATEGIC INTENT**



**TO: SPECIFIC
FINISH LINES**



Too many organizational goals are hazy and imprecise, leaving people wondering "what" they are supposed to do and "how" they are supposed to do it. Discipline 1 provides clear, unmistakable finish lines so people know exactly what success looks like.

Remember that the four rules of focus are unforgiving. At some point, you will want to cheat on them, even just a little. We know. We often want to do the same inside our organization. However, what we've learned is that the rules governing focus are like the rules governing gravity: They aren't concerned with what you think or with the details of your particular situation. They simply yield predictable consequences.

When you think about it, the principle of focusing on the vital few goals is common sense; it's just not common practice. In one of Aesop's fables, a young boy put his hand into a pot full of hazelnuts. He grasped as many as he could possibly hold, but when he tried to pull out his hand, he found the neck of the pot was too narrow. Unwilling to lose his catch, and yet unable to withdraw his hand, he burst into tears and bitterly lamented his disappointment.

Like the boy, you might find it hard to let go of a lot of good goals until you start serving a greater goal. As Steve Jobs often said, "I'm as proud of what we don't do as I am of what we do." Focusing on the wildly important is about defining that greater goal, and it is a discipline.

From [The 4 Disciplines of Execution](#): by Chris McChesney, Sean Covey, and Jim Huling. Copyright © 2012 by FranklinCovey Co. Excerpted with permission of Free Press, a division of Simon & Schuster, Inc.