



CASE STUDY: Board Development

College of Healthcare Information Management Executives

The Issue

The Board of Trustees of [The College of Healthcare Information Management Executives](#) (CHIME) had long been an operational board. Working with an association management company, they spent the majority of their time involved in the day-to-day operations of the organization. However, they had a strong aspiration to be more of a strategic and visionary board. With the recent hire of a new CEO, capable of effectively overseeing operations, CHIME had the leadership in place to make a change. They just needed some assistance getting there.

Why Tecker International?

The CHIME Board of Trustees was ready to shift from operations to strategy; and they wanted to get there fast. Specifically, they needed a consultant to help build shared knowledge within the board and provide the necessary steps to ensure a smooth transition. When consulting with other associations, Tecker International was recommended to CHIME as experts in association transformation. In addition, CHIME was familiar with the work of TI through the American Society of Association Executives' [CEO Symposium](#). CHIME leaders felt TI was the right firm to help them take the next step.

What was the TI process?

In a half-day session, TI was able to provide just what CHIME needed. There were three key issues to be addressed: building shared knowledge, providing validation that a new direction was the right thing to do, and offering tools on how to effectively address strategic issues as a board.

To build shared knowledge, the board was asked to read and digest [The Will to Govern Well](#) prior to the session. The board members did have the will to govern well and wanted to move rapidly forward. During the session, they built **shared knowledge** about successful 21st century associations, the traits and responsibilities of high performing boards, and the roles and relationships of the board with staff and its committees.

They also learned of the TI process to address mega-issues. **Mega issues** are overriding issues of strategic importance, which cut across multiple goal or outcome areas. They address key strategic questions the organization must answer, illuminating *choices* the organization must make and the *challenges* which will need to be overcome in moving toward the envisioned future. They articulate the questions that will need to be *asked* and *answered* by an association in the next three years.

The board finished the session by brainstorming mega-issues they wanted to work on and then prioritized the top ten strategic issues.

What were the outcomes of the board development session?

With the shared knowledge of what type of board they wanted to be, and how they would address strategic issues, the speed of change at CHIME came quickly. With the agreement that the CEO would be responsible for operations, they developed a balanced scorecard to keep the board informed of operational performance without getting involved. The score card provides key metrics for measuring operational performance and allows the board to monitor operations easily.

Two key benefits of working with TI were the ability to use human resources more wisely to increase performance and create a system to identify and work through strategic mega-issues.

CHIME has been able to multiply the effect of its leadership by using the skills of the board and staff for the right things. It allows the staff to move more rapidly without having to keep checking back with the board. When new board members are appointed, this new process allows for a smooth transition into the organization's strategic direction

Also, by focusing on mega-issues and a system for addressing them, CHIME can improve its performance. Less than six months after training, the four top priority mega-issues are all moving steadily forward.

Simply put, the performance at CHIME has been spectacular since its commitment to govern well.

From the Client

We benefited from TI's active engagement by challenging and improving our board practices. While we already viewed ourselves as a high performing board, the open dialogue resulted in even more transparent and effective governance.

*George T. Hickman, LCHIME, LFHIMSS, CPHIMS, CHCIO
CHIME, 2013 Chair*

Working with Tecker International gave us the confidence to implement a strategy that better aligns our roles within the organization and supports CHIME's future vision and direction.

*Russell P. Branzell, FCHIME, CHCIO
CHIME, CEO*

For more information about how TI can help with your organization's leadership development, contact info@tecker.com. You can also explore resources on leadership development on the [TI website](#).