



Governance Task Force Governance Project History, Part 2 Region 1 Forum Outreach

Objectives

- Part 1 of the Governance Project History provided a high level activity overview since commencing in 2015.
- Part 2 summarizes the key actions led by Tecker International from January 2017 to June 2018.

Key Actions

- IRWA responded to Governance Project recommendations by hiring consultant Tecker International in January 2017. Glenn Tecker of Tecker International proceeded to lead the Governance Project effort for the next 18 months.
- Tecker led IRWA groups in a series of meetings at different locations with different participants to develop recommendations which culminated in a presentation to leadership at the Edmonton Education Conference, as follows:
 - May 2017, **Chicago with IEC**: Project Planning
 - June 14, 2017, **Anchorage Education Conference w Assoc Leadership**: Data Collection
 - October 2017, **Phoenix with Region 1 Fall Forum**: Draft Strategic Plan
 - November 2017, **Online Survey of Membership**: Survey of Draft Strategic Report
 - January 16, 2018, **videoconference with IGC**, Plan Proposed for Remodeling Summit
 - April 7-8, 2018, **San Antonio**, Remodeling Report
 - June 25, 2018, **Edmonton Education Conference**, Small Working Group
 - June 27, 2018, **Edmonton Education Conference with Assoc Leadership**, Remodeling Discussion

Project Planning with IEC, Chicago, May 2017

- Tecker led

Data Collection, Anchorage, June 14, 2017

- Tecker led about 140 members of IRWA leadership to articulate and examine problems and opportunities perceived to affect the Association. Tecker encouraged participants toward a Big Audacious Goal.
- Participants scanned the profession's environment and compiled conditions, trends and assumptions, examining these areas:
 - Demographics
 - Business and Economic Climate
 - Legislation and Regulation
 - Technology and Science
 - Politics and Social Values
 - Global Dynamics
- Participants examined the key drivers of change. The leading drivers included:
 - Growth, urbanization and demands on infrastructure.
 - Workforce issues including recruitment and retainment and need for young professionals.
 - Absence of clear pathway for young professionals to join the industry.
 - Evolving technology.
 - Generational differences.
 - Increasing public and private partnerships.

- Increased infrastructure funding.
- Participants addressed “mega-issues” which are overriding issues of strategic importance that cut across multiple goal or outcome areas. Participants raised 28 mega issues; those raised most frequently included:
 - How should IRWA improve communications and deliver clear and consistent messages from leadership to membership?
 - How does IRWA promote the value of membership and relevance to industry?
 - How should IRWA engage with employers about the benefits of investing in IRWA and to help employers demonstrate the value of IRWA membership to employees?
 - What steps can IRWA take to increase active membership and encourage members to volunteer?
 - How can IRWA promote a positive culture that supports innovation and inclusion?
 - In what ways can IRWA integrate cultural and generational preferences and help all members feel valued and engaged?
 - How should IRWA establish a culture of trust and embrace change?
 - How does IRWA recruit and retain new and younger members and prepare them for leadership roles both within the industry and the association?
 - How should IRWA make the ROW profession relevant and attractive to new comers?
 - How do we attract and retain diverse ROW professionals?
- Tecker then led each of the 14 tables of participants to develop an envisioned future based upon the environment scan, the key drivers of change and the mega-issues.
 - Each table invested much intellectual capital and energy into addressing the issues.
 - The participants developed much raw material with which to evaluated membership and governance issues.

Draft Strategic Plan, Phoenix, October, 2017

Tecker very briefly reviewed the environment scan, key drivers of change, mega-issues and envisioned futures developed by the Anchorage Data Collection group. He gave this Phoenix group the task of developing goals and priorities. The groups developed objectives and strategies for each goal, and prioritized them as critical, immediate, intermediate and later, and identified unsatisfactory conditions for each of these goals.

Survey of Draft Strategic Plan, Online Poll of Membership, December, 2017

Tecker presented the Goals, Objectives and Strategies to the members through an online survey in November 2017.

- Of approximately 9,500 members, 278 responded to the poll. (2.9% response rate)
- Concern: statistically small number of respondents may not have adequately captured sentiment of the membership to the underlying rationales for remodeling IRWA governance.

Plan Proposed to IGC for Remodeling Report, Videoconference, January 16, 2018

Tecker

Remodeling Report, San Antonio, April 7-8, 2018

Tecker International facilitated development of governance design specifications and evaluated four governance and membership models with four groups in San Antonio.

- The groups developed governance design specifications, determining what a new governance model either:
 - “Must be like”
 - “Must not be like”
- The groups evaluated the four governance and membership models for:
 - Advantages and Disadvantages.
 - Overall Ranking.

Small Working Group, Edmonton, June 25, 2018

Tecker facilitated a small working group to narrow the four models of the Remodeling Report to two or three models, which was presented for the Remodeling Discussion in Edmonton.

Remodeling Discussion, Edmonton, June 27, 2018

Tecker delivered three governance structure recommendations at the Edmonton conference in June 2018. These recommendations were met with noticeable opposition.

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