



# Navigating Board Dynamics

**Moderator:**

Adams County Commissioner Steve O'Dorisio

**Presenters:**

Montrose County Commissioner Sue Hansen  
Gunnison County Commissioner Jonathan Houck  
Jeff Arnold, President, Leading Associations

**Leadership is not the result of  
electoral success**

## Board of Commissioners Roles

Vision,  
Strategy  
(Sometimes  
management)

Lead

Govern

Advance

Collaboration,  
Communication,  
Engagement

Policy-making,  
Appropriations,  
Enforcement,  
Oversight



# County Governance Continuum



## Stage 1

Commissioners manage and govern (no administrator) – diffuse executive role

**Key challenge:**  
Strategic thinking, long-term planning

## Stage 2

Commissioners serve management roles along with county administrator

**Key challenge:**  
Roles and responsibilities clarification

## Stage 3

Commissioners govern, county administrator manages

**Key challenge:**  
“Staying in your lane” – avoiding micromanagement



# Know Your Lanes

Interprets Vision and leads execution  
**(Management)**

Exercises authority within parameters  
**(Operations)**

County Manager

Staff

VISION STEWARDS

Board of Commissioners

Citizen Advisory Boards/  
Committees

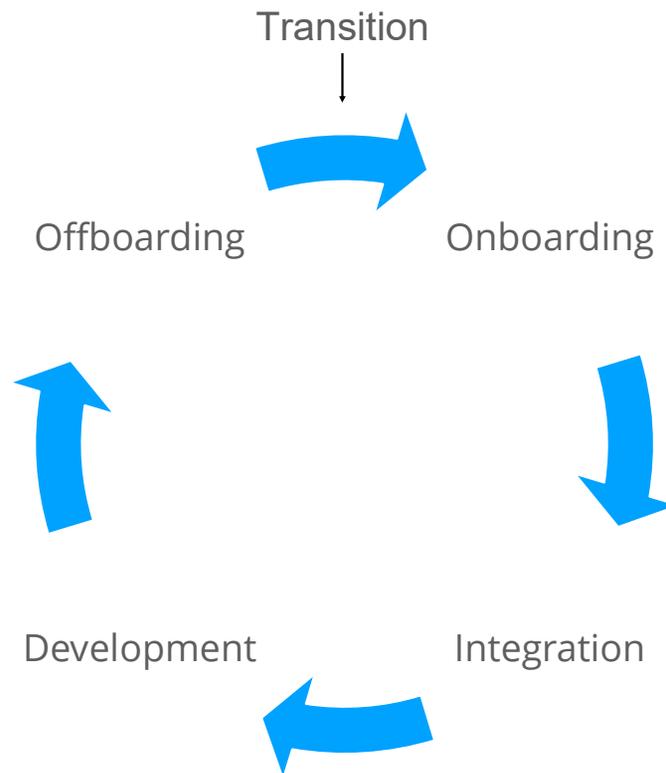
OPERATIONALIZERS

Establishes Vision, goals  
**(Strategy)**

Sets policy, delegates authority  
**(Governance)**

# Cycle of Board Service

How are you addressing each phase in the cycle?



# Overcoming Dysfunction and Optimizing Function

First step is to identify the source of the challenge. . .

Element of Board Function	Strategy for Optimization
Individual	Addressing the individual's behavior
Structural	Adopt systems/processes/procedures
Cultural	Establish expectations for group behavior
Strategic	Address the other domains, create space



# Transparency

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**No  
surprises**



**No  
blame**



# Lead from the Widest Circle First

