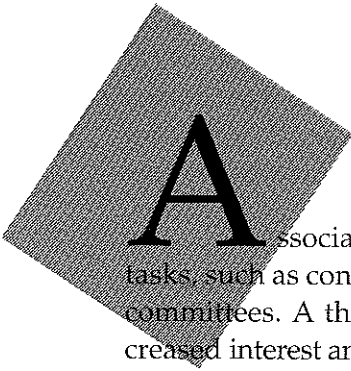


Skills of Governance



Association presidents are asked to carry out many governing tasks, such as conducting meetings, preparing agendas, and working with committees. A thorough understanding of these tasks contributes to increased interest and participation in association activities. As leader of the association, the president sets a direction and creates movement in that direction through effective implementation of required tasks. Even simple tasks can send a positive message to the membership if they are done well.

You Won't Know It All

You can't go to school to learn how to become president of a homeowner's association. This voluntary position offers no formal education—just on-the-job training. Even professionals in the common interest community industry who practice their career skills daily, routinely attend training to stay up-to-date.

Each association board member should stay abreast of new ideas and operating procedures. Occasionally, the president may need to seek the knowledge of experts, the advice of other associations that have faced similar situations, or turn to educational sources. The president should also read books, attend seminars, subscribe to publications, and tap into the educational information and networking opportunities offered by associations that serve common interest community practitioners. One such association is the Community Associations Institute (CAI), which conducts educational seminars and publishes educational material. Encourage continuing education by budgeting association funds to cover costs for such materials and functions. Education contributes to the preservation and protection of the value of the asset. (See page 34 for more information on CAI training for board members.)

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Develop Goals and Priorities

Good presidents help define association goals. Goals serve as tangible targets to help direct board efforts. Administering association tasks under clearly stated goals contributes to the success of the association and the quality of life in the community. The president should specify goals, then prioritize them. These goals may range from "we will build a social fabric within the association to make it easier for residents to know each other" to "we will develop a 20-year projection of replacement reserve needs and a plan for funding them."

Once the goals are set and prioritized by the board, publish and review the association's progress in achieving them. At this point, the board may need to revise its plan for achieving the goals.

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The Working Agenda

Much of what the president accomplishes centers around the type of leadership displayed at board meetings. Preparing in advance and conducting an organized board meeting enhances the president's status with the board and improves the standing of the association. Board meetings

reflect the work of the association. The president, association volunteers, contractors, and employees, if any, complete most of their work between board meetings. The board members conduct association business at the meetings, as outlined in the governing documents, and make sound policy decisions that initiate action regarding the business.

Before each meeting, the president should prepare a working agenda and distribute it to the board. Each member should have enough time to review it, ask questions, or pursue additional information. An organized agenda allows the board to work through it efficiently.

The working agenda functions as a tool to move along discussion of issues and actions. This agenda should:

- **Set a time limit for the length of the meeting and discussion of each agenda item.** This keeps board members focused on the topic and moving toward a decision.
- **List the name of the person and/or committee that will speak to the issue.** If needed, that person or committee can respond to requests for information prior to the meeting. Include committee reports with the agenda.
- **A descriptive sentence on each topic helps to clarify the issues.** A statement of the action or motion sought clearly identifies what is expected. A comment may read, "We have been asked to permit a private party on the sun deck; the manager recommends disapproval because of insurance concerns." Discussion is more to the point and action-oriented if the president uses this tool.
- **The president should state the motions he or she expects to be made. If possible, write them ahead of time.** Clear statements help to direct discussion. They also make it easier to document motions in the minutes.

- **List new business as an item or as part of the management report.** This is one of the president's key roles. Eliminate any surprises at the board meeting—no decision should be made on a newly presented idea or action without advance knowledge of the issue by all board members.
- **No business is old business, but it may be unfinished business.** Any decision purposely delayed by the board from one meeting to another should be listed as an agenda item to be reported or acted on.
- **Do not ask for additions or changes to the agenda at the start of the meeting.** The president should study all agenda topics in advance. As experienced practitioner Larry Pothast, PCAM, teaches in his courses, making changes to the agenda says, "Let's have a board meeting and discuss something we don't know anything about."
- **Communicate additional thoughts or ideas as an attachment to the agenda.** To keep the agenda focused, the president may want to write a memo that provides a brief background on the items. This refreshes the memory of the board members, puts the issue into perspective, and sets an intended direction for the actions to be taken.
- **Distribute the agenda and the reports prior to the board meeting.** A few days' advance preparation allows the board members to review, understand, and inquire about the agenda content.

Board Meetings

Board meetings are designed for the purposes of decision-making and conducting association business. The president's review of the documents, which details meeting guidelines and parliamentary procedures, is essential. Even though bylaws typically require only the annual meeting, more frequent board meetings are usually necessary for successful association operations. The president is responsible for the efficient operation of board meetings, which demonstrates the board's capacity to attend to the concerns of the community. (See **Figure 2, page 22.**)

Schedule regular board meetings at the beginning of the year. Set a specific date, time, and place for the meeting. Regular board meetings require an agenda, which should include a treasurer's report, a president's or manager's report, and minutes from the previous meeting.

Distribute the year-round schedule of meetings to the board and all association members. The schedule becomes a matter of record for the benefit of the board and the association members. It also helps to move along board actions.

The president may also call special meetings to consider actions that cannot wait until the next regular meeting or to consider complex information that the board cannot properly address in a regular meeting. Some examples of why to have a special meeting include considering insurance policy renewal or personnel issues.

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Board meetings are designed for the purposes of decision-making and conducting association business.

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Figure 2. Steps to Conduct a Meeting

A president who practices the following steps will find it easier to conduct a meeting in a business-like manner:

- Come to the meeting prepared. Prepare for the conduct of the meeting and for the substance of the topics to be covered.
- Write an agenda and distribute it prior to the meeting.
- Understand parliamentary procedure (use *Robert's Rules*, *Sturgis*, or other authorities). Use these procedures as a guide to conduct an orderly meeting.
- Follow the agenda. Meeting attendees know what to expect of the meeting when the president follows the written agenda.
- Stay on time with the agenda and keep it moving. Focus discussion on the topic at hand and the information that all board members received before the meeting.
- Keep your cool. To effectively manage the meeting, the president must not let emotion take over the meeting. Monitor your tone of voice, the expression of any biases to board members, and conduct that may interfere with a congenial and an efficiently run meeting.
- Take charge. Tell the board and audience the topics up for discussion and how the meeting will proceed. When possible, use helpful phrases, such as "The next item of business is..." or "The vote needed on this motion is..."

Special Meetings

Avoid calling too many special meetings. This practice can lessen the importance of the meetings. Special meetings are only meant to cover the business stated in the notice. Refer to association bylaws to ensure the board conducts special meetings in accordance with any stated provisions. The bylaws may specify limitations on the agenda items or requirements on other matters, such as the method of notice to board members and homeowners.

Closed Meetings

Unlike regular or special board meetings, closed meetings, also known as executive sessions, are occasionally required to discuss sensitive topics, such as personnel or legal issues. Refer to the association documents or the state's "open meeting" law for any strict limitations on closed meetings. Closed meetings should not take place on a frequent basis.

Annual Meetings

The annual meeting, a forum intended to attract the participation of all association members, gives the board a unique opportunity to communicate board actions to association members. Subject to other requirements in the bylaws, such as procedures for notice or methods of voting, the main items of business are the election of officers and other business listed on the meeting notice.

The annual meeting allows homeowners to speak out on important issues. Since the board must make decisions that are based on complete

information and deliberation, concerns aired at this meeting may need to be referred to a committee or officer for consideration.

Efficient meetings do not occur by accident. The president's goal is to hold purposeful meetings that create discussion, deliberation, and decisions. (See Figure 3, below.)

Voting

Voting facilitates decision-making. How the voting procedure is conducted can affect the issue at hand since motions that are voted on improperly can be legally challenged. By following simple procedures, the president can avoid voting problems.

At the annual membership meeting, the bylaws typically guide the voting process. This may include such issues as defining a quorum, determining eligible voters, declaring voters ineligible, setting forth proxy procedures and powers, and defining how many votes constitute approval of an issue. The president or secretary ensures that the vote is proper. They should also enforce voting requirements and explain their justification to questioning attendees. A vote is a legal act that is recorded in the meeting's minutes. It cannot be ignored, except by another vote.

At other board meetings, regular and special, voting is not open to general membership. Only board members are allowed to vote on issues before the board. Occasionally, however, the board may invite the members to be part of the voting process on a significant issue. Such a meeting must be open to the general membership. Members who attend the meeting and send in proxies can only vote when the board has provided the owners with proper notice of the nature of the meeting.

When the board votes on an issue, the vote is either a decision to act or to wait for more information. That motion should be recorded in the meeting minutes as offered. The president's duty at this point is to conduct an orderly vote, whereby each board member has an opportunity to hear the motion and to hear the call for either an affirmative or a negative vote.

Figure 3. Guide for the Presiding Officer

The president usually presides over all meetings (i.e., board, executive sessions, and special and annual meetings). The president, as presiding officer, is required to:

- Call the meeting to order on time.
- Announce business according to the prescribed order of business.
- Recognize members who are entitled to the floor.
- State and legitimate questions and announce the result of the vote.
- Rule on points of order.
- Maintain order throughout the meeting.
- Expedite business fairly.
- Answer parliamentary inquiries.
- Provide factual information in response to questions without expressing opinion.
- Declare the meeting adjourned at the appropriate time.

Communicating Effectively

Good communication among the board members is another key to effective board meetings. The board functions as a team, and each team member must accept the others' contributions to the discussion of issues.

The written agenda stimulates communication among board members. Along with the agenda, a "board packet" of additional information lays out the facts and creates a foundation of understanding on each issue.

The president should set up appropriate lines of communication, in addition to the written agenda. Phone calls and informal conversations among the board members help establish a common level of understanding on an issue.

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Effective presidents pre-position the business and individual issues of a meeting so other board members can move it toward action.

Effective presidents pre-position the business and individual issues of a meeting so other board members can move it toward action. Wandering discussions during meetings can lead to emotional discourse and misunderstanding.

Meetings always generate a variety of perspectives on different issues. The president should recognize participants' contributions but only identify points that are relevant to agenda issues.

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The board should share information about association issues with the members. Discussing an issue under board consideration with association members invites homeowners to offer opinions and to express an interest in association activities.

The earlier a board can discuss issues outside of meetings, the better the issues will receive full thought and input. To withhold discussion until the time the issues are voted on at a meeting may send members a negative image of the board.

Using Committees Productively

The board faces many actions and topics at any given meeting. Sometimes, the board cannot handle all of the work in a thorough and effective manner. Under these circumstances, the effective use of committees can provide important benefits to the board. Committees:

- Focus efforts on topics that need research, input, and thoughtful consideration before a recommendation is made.
- Expand the capabilities of the board to accomplish tasks beyond its capacity.
- Provide an opportunity for homeowners to participate.

The president is responsible for appointing committee chairs and for helping committees understand their assigned task. Working with volunteers who have outside obligations requires an extra effort from the president.

Committees need plans of action. Their roles in those plans should be clearly laid out so they can efficiently complete their work. A standing committee with an on-going project before it, such as the rules committee, or a committee appointed to complete a one-time project, such as evaluating changes in the recreation room, also needs a clearly stated goal to pursue. If the president appoints a committee to handle busy work or a dead-end project, he or she sends the wrong message to committee and board members.

If presidents state their expectations up front, committee members tend to follow-through. A vaguely stated request has the opposite effect. For example, if the president says, "Consider changes to the recreation room," he or she is not expressing an expectation of the work. However, if the job assignment is stated specifically, the president is more likely to get results that match his or her expectations. Following is an example of a clear explanation: "The rec room is worn-out and does not provide services acceptable to the owners. You must determine how to make it more usable and appealing to the eye. The board is looking for options that are consistent with today's use of such a room at a reasonable cost."

After stating *what* the committee should do, tell members *when* the task should be completed. As the project progresses, a committee member should write a report for the board. Once appointed, the president should not abandon the committee. He or she should be available to answer committee members' questions.

These expectations should be discussed and agreed upon by both the president and the committee. Seek a "contract of commitment" from the committee chair and the members to symbolize their formal acceptance of the agreement. Without such an agreement, the volunteers have no stake in the project. When the committee submits its report to the board, credit the committee for completing the task and thank each member individually.

Presidents often find it difficult to recognize that not all committee members will perform according to their expectations. Once a president recognizes a decrease in focus or effort, he or she must act accordingly. If the president keeps committees focused, he or she sends them a positive message.

Figure 4. New Board Member Orientation Guidelines

- Schedule orientation before the member's first board meeting.
- Provide a roster of the other board members and their phone numbers.
- Explain important relationships between the board and the community manager, contracted vendors, association employees, attorney, etc. Give the company name, individual's name, supervisor's name (if applicable), what they do and what they don't do (provide a copy of the contract or job description, if possible), and inform them of who serves as liaison from the association.
- Explain association documents and ask the new member to read them before the board meeting.
- Present board minutes and financial reports for the past six months so the new member can get up to speed quickly.
- Explain the function of each committee and the projects in those committees.
- Discuss issues facing the association.
- Explain the goals of the board.
- Explain how the board can support the new member (e.g., the president is available by phone and will distribute an agenda prior to the meetings).
- Emphasize the importance of participation and support by preparing for and attending board meetings, and supporting final board decisions.
- Discuss issues, *not* individuals.

The president can unappoint, fire, or change volunteers if other obligations interfere with a member's work. Because committee members are volunteers and members of the community, the president should proceed with care and address the issue with diplomacy. A face-to-face discussion explaining the problem and the resulting action should satisfy both the volunteer and the association.

Developing the Board Members' Abilities

The president of a volunteer board must rely on other board members' commitment to the job. Thus, it is in the president's best interest to maintain volunteers' level of participation in association affairs. This includes developing volunteers' skills as team members and enhancing their knowledge of business.

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The president may find some personalities more difficult to communicate with than others. But even contrary board members deserve to be treated fairly and to participate fully.
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Begin by examining the relationships among the board members. The president may find some personalities more difficult to communicate with than others. But even contrary board members deserve to be treated fairly and to participate fully. Keep all members informed of association activities and call upon them for information or feedback.

Just as new employees need detailed job descriptions, board members need job descriptions outlining their roles and responsibilities. A new-board-member orientation is an effective means of adapting board members to their new responsibilities. Use the guide in **Figure 4, page 25**, to help with new-member orientation.

Another useful tool for developing board members' skills is to assign them committee duties. Serving as a chairperson of or liaison to specific committees helps a board member to learn how association business is run. The president may serve as a model by exhibiting good leadership and communication skills.

Developing Potential Board Members

Board members are subject to many demands. Even in the most stable associations, board members vacate their seats due to a lack of interest or time, or because others want to vote them off the board. It is in the association's best interest to encourage people with good leadership skills to join the board. The president should attempt to identify and train potential association leaders.

The first step in developing potential board members is to orient them to the association as new homeowners. Hold a "New Homeowner Orientation" to welcome them as well as inform them of the association's role in the community. Explain to them:

- How the association functions and what the association means to them
- The role the documents, the board, committees, and the management company or management personnel play in the operation of the association
- The role they can play in the success of their association
- That the board accepts their questions, participation, and support. (An early appeal for their assistance can cultivate homeowners' support of the association, directly and indirectly.)
- The current tasks of the committees and the goals of the board

Find opportunities for homeowners to serve the association even when seats are not available on the board. Invite their leadership, or at least their participation, on committees. To boost reluctant homeowners' interest, find a project-oriented committee that requires short-term commitment. Once they understand how the association works, it will be easier to appoint them to a committee.

Promoting Volunteerism Using Newsletters

Newsletters help build a sense of community and help motivate members to participate in association activities. The newsletter should appeal for volunteer assistance throughout the year, not just when volunteers are needed. Recognize the efforts of current volunteers and thank people for unsolicited contributions. Promote the fact that their participation in association activities benefits them and can be a rewarding, memorable experience.

Nominating Candidates

Two key issues exist in the nomination of board candidates: the *process* and the *people*.

The Process

The process of nominating candidates is usually outlined in the bylaws. Typically, a committee appointed by the president nominates candidates. This makes it easier to avoid conflicts of interest and concerns that could arise when the president directly makes the nomination, especially if the president's term is up for election.

The report of the nominating committee is accepted by the board without vote at the annual meeting. A call for further nominations from the floor is made before voting. These nominations do not require a second, but may be debated.

The People

Form the nominating committee far enough in advance of the annual meeting to permit discussion with the nominees. This gives them time to consider every aspect of serving on the board. Pressuring candidates to make a decision within a short period of time sends a negative message about the board.

The president can help the nominating committee find qualified candidates by giving it the names of capable members. The president can further aid the nominating committee by helping to develop leadership and management skills of potential board members.

However, the president must ensure that these potential leaders are familiar with the association and are willing to work toward the association's goals. To do this, the board should consider the expectations of the association, the criteria for nomination, and the character of potential candidates to determine if those individuals would serve in the best interest of the association.

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Newsletters help build a sense of community and help motivate members to participate in association activities.

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Speaking for the Association

The president has many opportunities to discuss association actions with other organizations. As the leader, the president officially speaks for the board and the association.

By design, the president also serves as the liaison between the board and the community manager or management company and vendors. When speaking on behalf of the association, the president must report the content of these communications to the board. The president's decisions must be consistent with those of the board. Expressing personal opinions or diverse opinions of board members to outside advisors or vendors once a board decision is made is inappropriate and likely to cause problems.

Communicating with the Community

Communicating with the board members and speaking for the association are just two ways the president communicates. The third—communicating with the entire association membership—is necessary to develop a sense of community. A community with effective communication between the board and the association membership functions more efficiently and generates more volunteer participation.

A regularly published newsletter that is distributed to the association membership is a useful tool for building a sense of community. The president can contribute by writing a regular column or letter of interest.

Pressing information or news of special interest or value should be communicated in a timely fashion. Letters and phone calls to those directly affected by an issue, and face-to-face discussion with association members, are other means of delivering information.

The means of communication and the content of that communication are of equal importance. Many associations, in an effort to make a strong case on an important issue,

preach to the association membership. As members, the homeowners deserve fair and ethical treatment and the receipt of factual information. Remember that the best way to present the association's case is to state the facts of the problem and the possible remedies. Statements filled with emotion and blame, or blanket statements absent of specifics, diminish the importance of the president's message and reduce the board's chances for gaining the support of the association membership.

The annual report, also an effective vehicle of communication, should be mailed along with the notice of the annual meeting. This report serves the same purpose as a corporation's report to its stockholders. Include a qualitative statement characterizing the performance of the association in the report's introduction and follow it with a brief description of important actions over the past year and a description of what's expected at the annual meeting. If homeowners read nothing from the association but the annual report, they will be fully informed of all important board actions.

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As members, the homeowners deserve fair and ethical treatment and the receipt of factual information.
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Organizing It All

Executing the specific tasks of an association requires organization. In self-managed associations, this means more hands-on work. Or, it may mean finding ways to delegate and direct the efforts of others to execute those tasks.

Organize these activities into categories, i.e., a) predictable and recurring activities; b) unexpected events; and c) yearly plans.

The Master Calendar

At the beginning of the year, place the tasks and activities that are easily identifiable on a master calendar. (See Figure 5, page 30.) Organizing these activities in advance facilitates good execution. The entire board approves this calendar and the community manager receives a copy for reference.

In small or self-managed associations, an operations or maintenance committee should be a part of this process in addition to any other committees that are involved in the association's business activities.

The master calendar should include the date, time, and place of regular meetings, planning the budget, approving the budget, notice and date of the annual meeting, management contract negotiation, dates of contract renewals, nominations of board and/or officer candidates, an annual planning session, board education schedule, site walk-through, and newsletter deadlines and publication dates. Follow this orderly layout of actions to ensure timely completion.

Predictable but infrequent projects, such as landscaping changes, compliance with FHA requirements, audits, special social events, and physical work associated with replacement reserves (such as planning, bidding, funding, and implementation) also need to be included in the master calendar. The calendar is a useful tool to monitor board progress and to plan future activities.

Though legal action against the association, a building defect, or natural disasters cannot be anticipated, the association can develop a plan of action to implement in response to these events. To develop this plan, become familiar with the community association industry. Try to learn from the experience of other associations or professionals. Network with other associations, attend industry seminars, and read industry-related material.

Be sensitive to the fact that disasters can strike at any time. But with some pre-planning, the association will be prepared to handle whatever comes its way. The ability to take charge, to identify and utilize resources, and to act quickly is critical to the well-being of the community residents, the association, and the property.

Long-Range Goal Planning

Like a business, the association monitors changes in and around itself and acts appropriately. Present situations under board consideration, as well as future issues, require review and thought.

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Though legal action against the association, a building defect, or natural disasters cannot be anticipated, the association can develop a plan of action to implement in response to these events.
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Figure 5. Sample Agenda

**Annual Agenda for Broadway Commons
1999 Calendar Year
Board Meetings Are the First Tuesday of Each Month**

Month	Topics	Committees	Dates
January:	Finalize (Reserve) Budget for 1999	Finance	3rd
February:	Review Second Quarter Financial Statements	Finance	7th
	Present Budget Draft #1	Finance	
	Review Landscape Proposals and Award Contract	Landscape	
March:	Review Budget Draft #2	Finance	7th
	Appointment of Nominating Committee		
	End of Third Quarter (31 March)		
	Landscape Walk-A-Round #1	Landscape	
April:	Budget Draft #3—Public Hearing	Finance	4th
	Set Annual Meeting Date		
	Selection of Nominees for Board		
May:	Review Third Quarter Financial Statements	Finance	2nd
	Budget Approved by Board		
	Annual Meeting Notice w/Agenda (10 to 30 days)		
	Assessment Notice/Budget (30 days)		
June:	Annual Meeting		
	Election of Board Members		
	Board Meeting		6th
	Election of Officers		
	Appointment of Standing Committees		
	Buildings		
	Finance		
	Insurance (renewal 16 Sept)		
	Landscape		

Agenda reprinted with permission of the Rockhurst Corp., Rochester, NY

Advance planning enhances the value of the association's asset. It acknowledges the effects of new technology, the investment of funds, and neighborhood changes that affect the association, such as crime and security. Planning, an important element in the basic operation of the association, goes beyond the day-to-day activities of the board and should be included in the association's master calendar.

Working With Managers

The president serves as the designated liaison between the manager and the association. This approach avoids potential miscommunication. The board should direct the "what" of the manager's duties and allow the manager to determine the "how," according to the resources available and their professional skills. Clearly defining the manager's role and the role of the association board will allow them to complete their jobs efficiently. The president's relationship with the manager should remain professional.

The president should seek a clear understanding of all current contracts with the community management firm. The management contract must outline the functions of the management firm, the terms of the agreement, and the fees.

The president should also review any attachments, such as procedures and job descriptions. Familiarity with these documents helps clarify the tasks and roles of the manager and of the association, and confirms the compliance with that contract.

The president, the board, and the community manager should set, understand, and agree to the expectations of the manager. It is difficult to hold someone accountable for expectations that they do not know exist. These expectations direct the efforts of the manager. It is also this set of expectations that the board must use to evaluate the manager's performance.

The president should also give the manager room to address the unique tasks at hand and seek new approaches to problem solving. The manager's performance contributes significantly to the association's success. Therefore, it is very important for the president to understand the full scope of the manager's responsibility and to allow the manager to act upon these responsibilities.

Communication is key to a successful board/manager relationship. As liaison, and as the person with the broadest understanding of the association's activities, the president has a direct effect on the activities of the manager.

To expect the manager to respond effectively to the authority of the president, the board and the association must focus their contact through the president. Multiple contacts with multiple people will serve only to delay the handling of association business. Communicate with the manager from the beginning. Explain the association's goals and expectations and provide frequent, helpful updates as needed.

Outside Advisors

As board members complete their duties, the limitations of their abilities become clear, as do limitations on their time. The president should not view

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The president, the board, and the community manager should set, understand, and agree to the expectations of the manager. It is difficult to hold someone accountable for expectations that they do not know exist.
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these limitations as barriers to productivity. The obligation of the board is to operate utilizing available information and resources.

As president, be aware of the board's limitations and seek out additional resources for information and consultation. Seeking assistance outside the board does not symbolize poor performance by board members. Rather, it serves the best interests of the association.

Seeking the services of an attorney or insurance advisor may be necessary. The following are other issues that may require the hiring of outside advisors:

- Regulations...attorney
- Contracts...attorney
- Property hazards...insurance advisor
- Carpet replacement...interior designer
- Reserve fund management...investment advisor
- Building improvement...architect
- Site improvement...landscape architect
- Replacement reserve schedule...mechanical engineer

Outside advisors can make two major contributions to the board. First, as experts, they provide the information not normally available to the board. Second, their services often fulfill association goals.

For example, rather than buying supplies to repaint the walls, an interior designer may offer an alternative "face lift" for a tired, older building. Or to reduce maintenance and repair expenses, an expert can alter procedures for operating one of the systems in a building and in so doing, save the association money.

Only seek the assistance of advisors who are familiar with the

Figure 6. Traits of a Good Association President

A good president:

- **Listens** to serious comments and frivolous complaints; to experts, and vendors offering alternatives; to concerned neighbors and board members
- **Exhibits confidence** in his or her own personal strength, in making decisions, and in standing by decisions in the face of criticism
- **Takes charge** as the leader of a community and a board; of ideas to make good things happen and to confront unpleasant issues
- **Is impartial and generous.** Places the needs of the association ahead of personal gain or needs
- **Commits** to serving the needs of the association even if it means compromising personal needs
- **Gains the trust of all that have a stake in the association** and all with whom the president comes in contact on behalf of the association
- **Celebrates** the good in the process and the people, even when decisions are difficult to celebrate

association's problems. The president who has networked in the industry can identify the best advisors for the job who will work with the board to advance the association's status in the community.

The Right Mindset for the Job

The president invests a significant amount of time and energy to serving the community and to running the association's business. The president must strive to fulfill members' expectations and to understand the effects of his or her decisions on the value of the asset and the life-styles of community residents. (See Figure 6, page 32.)

Conducting association business from the viewpoint of the president requires a special awareness of and sensitivity to the job requirements, the issues facing the association, and human emotions and expectations. Keep a level head at all times. Dealing with turbulent times—and exhilarating moments—demands a thoughtful mind and a caring soul. The role of association president is not for everyone, but fortunately every president has a board from which he or she can draw support. As long as the community recognizes the thread that unifies them and the association, the role of president can be very satisfying.

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