



## Making the Most of Your Time on the Board/Committee

How you can effectively contribute to successful meetings at your golf club?

Focus on improving your contribution to the club and avoid disrupting activities:

Improve	Disrupt
Attend each meeting and arrive on time	Dismiss the importance of attendance
Participate in discussion whenever appropriate	Talk too much (or cover ground that is widely accepted or not relevant to the decision)
Develop a thorough knowledge of the board/committee's role and responsibilities and its current activities	Expect others to know more than you – rely on experts to give you good advice, or simply agree with others because they've been there longer
Be prepared: read agenda papers prior to the meeting and discuss them to resolve confusion and points of concern	Attend hoping that you will pick up the issues during debate
Listen carefully to debate	Stay silent, or pander to the majority
Be willing to question and challenge members during debate	Hold side discussions
Be supportive of others' contributions	Interrupt others during debate, or disagree without offering suggestions or alternatives
Accept and volunteer for special assignments and leadership roles	Lose your temper, be too formal, or use aggressive tactics to win the debate
Believe that the board/committee can function without you	Rehash past debates, pursue hidden agendas, or be pointlessly provocative
Retain your sense of humour	Use your position to help friends or colleagues
Remain loyal to decisions of the board once a decision has been taken	Use jargon, rush over complicated issues
Avoid and declare conflicts of interest	Revert to personal agendas
Help new members, and your eventual replacement, when they are appointed	Demonstrate misplaced expectations

Source: "The Book of the Board: Effective Governance for Non-Profit Organisations", David Fishell (2003)