

# The Future Ready Board

*Prepare you Board for Almost Anything*

*Presented by: Richard Fagerlin*





# *Defining a Healthy Board*



# Purpose

*Why are we here?*

- ***What is required of me?***
- ***Role of the board***
- ***Altitude***
- ***S. A. K. E.***
- ***Future Proof***

# Process

*How do we work?*

- **“Governance”**
- **Composition**
- **Structure**
- **Role in Strategy**
- **Development**

# *Performance*

*Are we winning?*

- ***Alignment with Leadership***
- ***Self/CEO Evaluation***
- ***Track Progress Toward Goals***

*Year in **REVIEW***  
*headlines*

American farmers are hurt by trade

OCTOBER 16, HEARD ON AI

Dec Pro



VOL. 161 NO. 50

# Judge-Executive says county is 'prospering'



PHOTO | SUBMITTED  
Ohio County Judge-Executive delivers his annual State of the County address Jan. 22 where he praised county efforts and forecasted a bright future for the county.

Trump He k Trump has

shutdown, which could cause production proble

## CHANGE IN

EL PR

20

-10

# U.S. ELECTRICITY RATES SURGE AHEAD OF SUMMER

Demand for power is rising steadily and dragging electricity rates along with it. The giant new data centers going up around the country are exacerbating the problem, with many using as much power as a small city. Electricity rates across the U.S. are climbing faster than inflation, causing growing concern for consumers and policymakers alike.

In April 2025, the average cost hit 18 cents per kilowatt-hour (kWh) — a 35% jump since 2020.

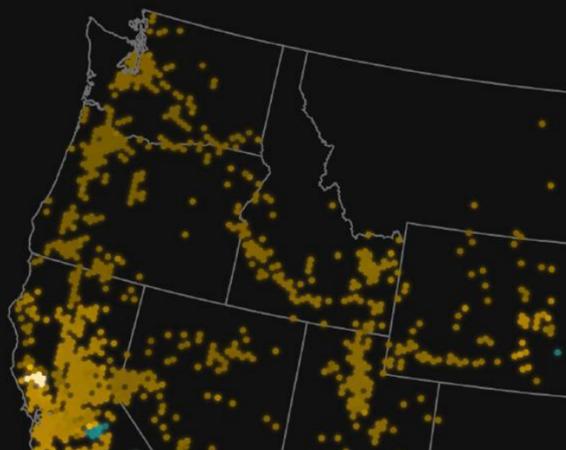
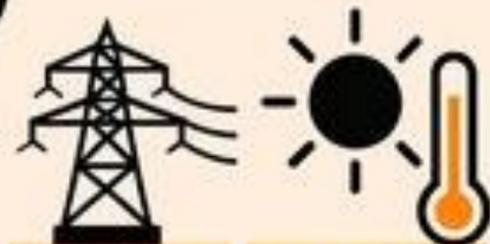


\$29 BILLION

Utilities requested or received approval for \$29 billion in rate increases in just the first half of 2025

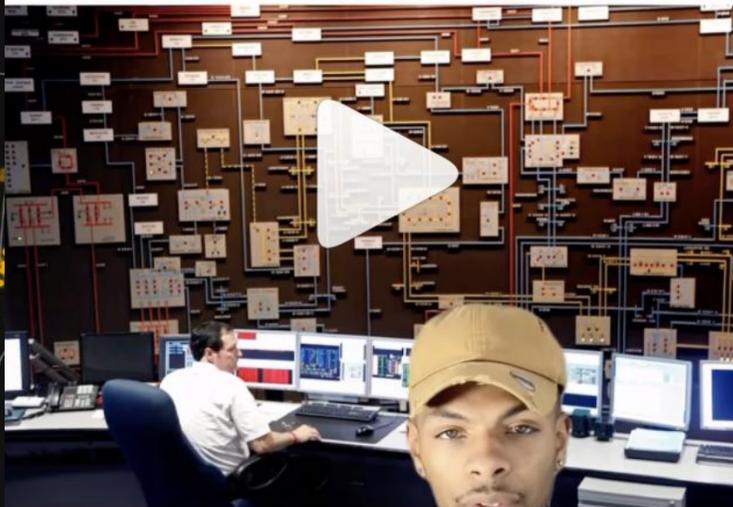


Utilities requested or received approval for \$29 billion in rate increases in just the first half



# Ohio consumers' electric bills likely to jump again as demand outstrips supply of power

Updated: Dec. 18, 2025, 4:55 p.m. | Published: Dec. 18, 2025, 4:30 p.m.



## REGIONAL POWER GRID

PJM, the regional power grid that includes Ohio, this week for the power to meet its own whose bills spiked this will keep going up when demand heightened senior systems on

# poor issues. solution.

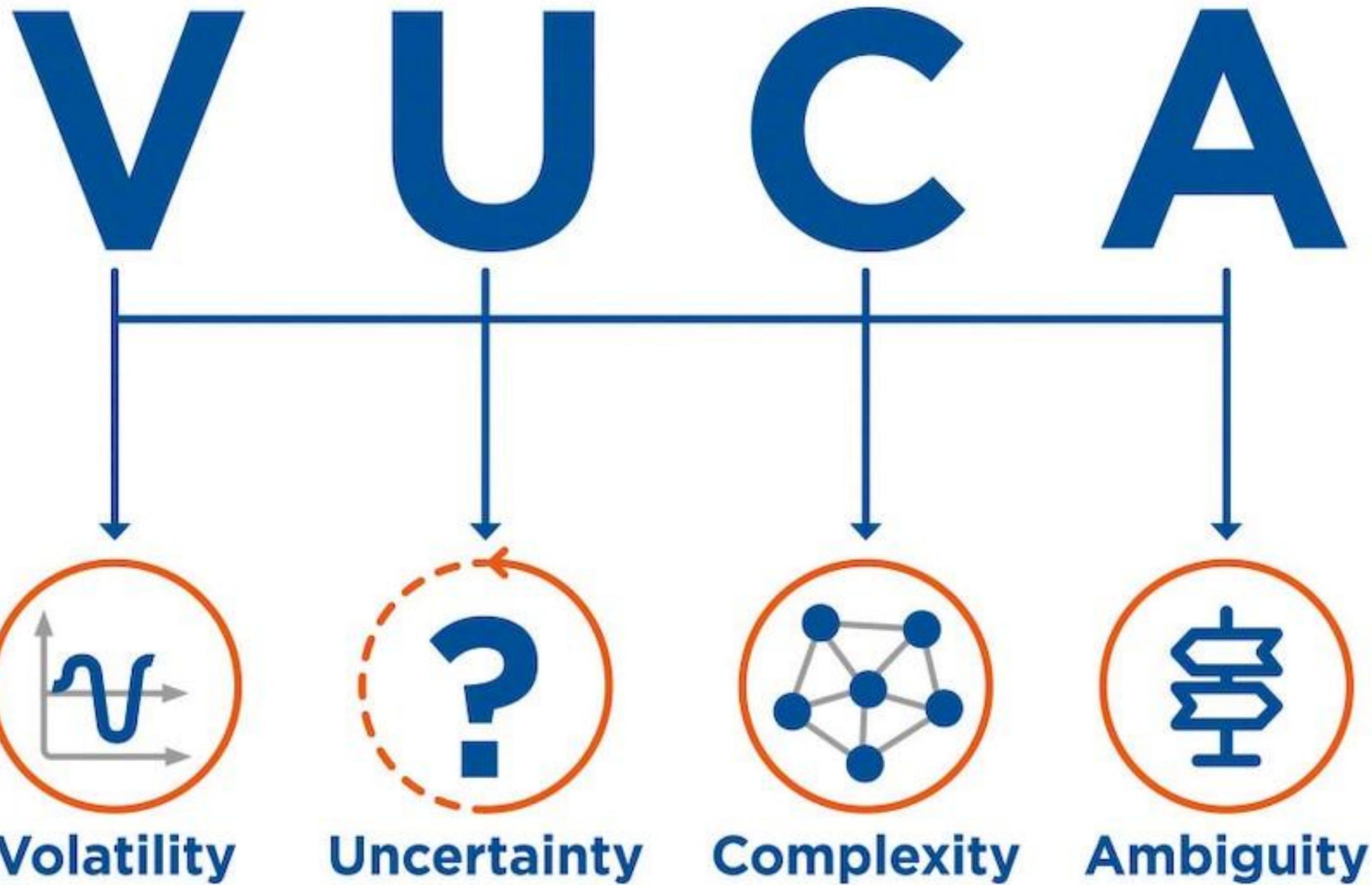
during the government



“

Will **NEXT YEAR**  
will be any **DIFFERENT?**

”





## **VOLATILITY**

The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about is often available.



## **UNCERTAINTY**

Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.



## **COMPLEXITY**

The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

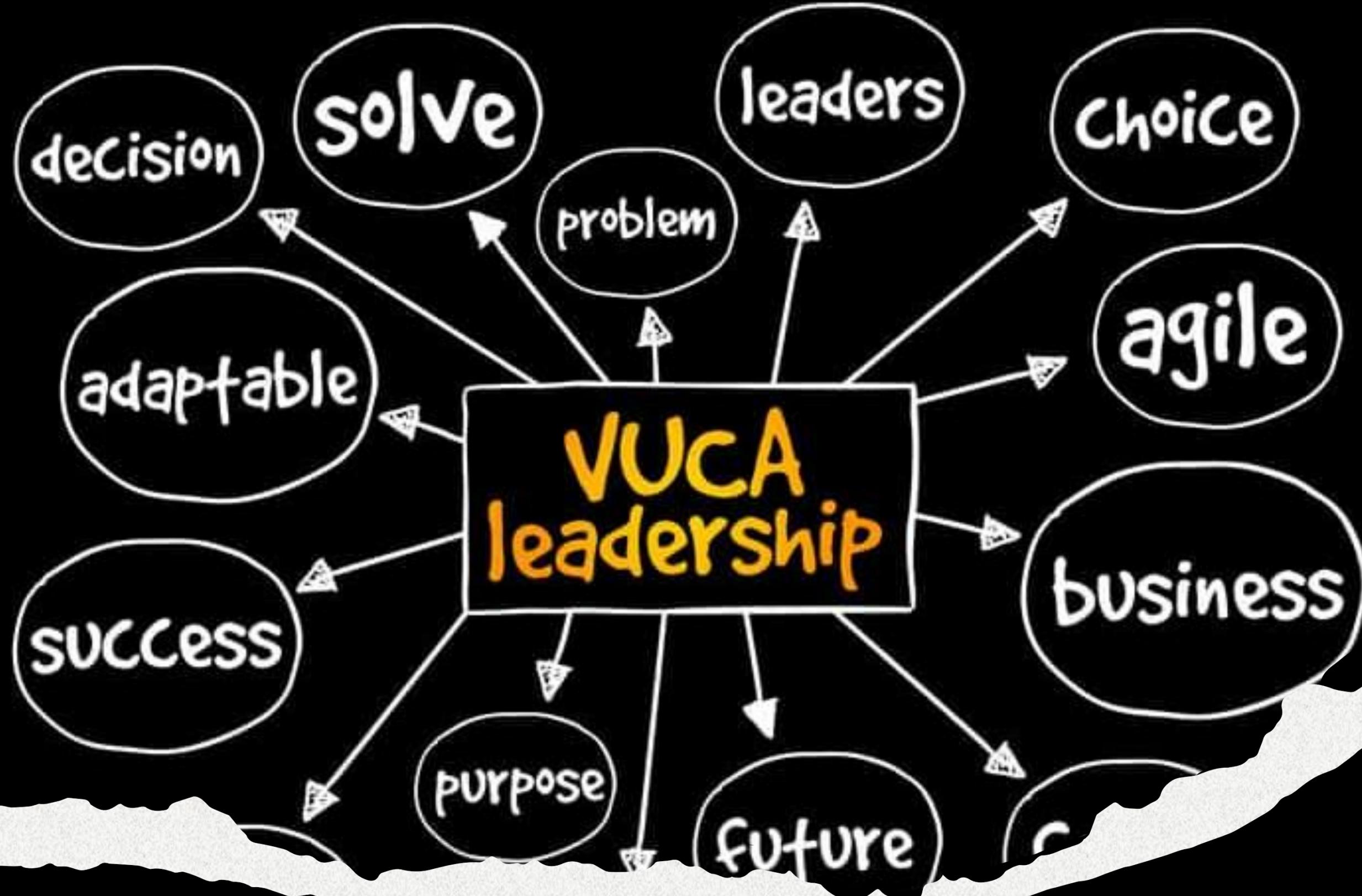


## **AMBIGUITY**

Casual relationships are completely unclear. No precedents exist; you face "unknown unknowns."

# How will you **LEAD** in a **VUCA World?**





# *How to LEAD in a VUCA World*

- 1. What's your plan?*
- 2. What will it take to lead in this environment?*
- 3. How are you preparing to lead in this environment?*

## Characteristics of VUCA environments



### **Volatility**

The nature and dynamics of change



### **Uncertainty**

Lack of predictability



### **Complexity**

Multiplex of forces, confounding issues and chaos



### **Ambiguity**

The haziness of reality; cause and effect confusion

## The Antidote



### **Vision**

Anticipate issues and shape conditions



### **Understanding**

Know consequences of issues and actions



### **Clarity**

Finding coherence, aligning expectations and checking for understanding

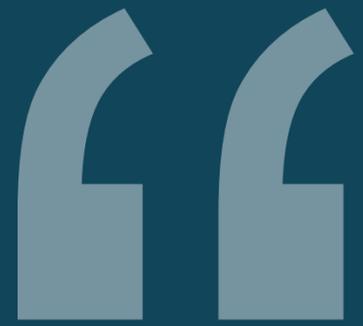


### **Agility**

Prepare, interpret and address opportunities

*What is needed most  
from you **RIGHT NOW**?*

**VISION?  
UNDERSTANDING?  
CLARITY?  
AGILITY?**



*What if your most important job (VUCA or not) is to ask*

***GOOD QUESTIONS,***

*instead of having*

***SMART ANSWERS?***



# Asking Smart Questions

1. Allows you to be in “**RESPOND**” mode, not “**REACT**” mode
2. Allows you to remain **CURIOUS**
3. Let’s the **ROOM** be the smartest “**PERSON**”

# Powerful Questions: **Strategy & Member Value**

- 1.** *How does this decision advance our cooperative's purpose and strengthen value for our members?*
- 2.** *If we were starting this co-op today, in today's environment, what would we do differently?*

# Powerful Questions: **Risk & Resilience**

- 1.** *What risks or trends in our community could most disrupt our coop— and are we positioned to respond?*
- 2.** *If this plan fails, what warning signs would we see first, and how would we know?*

# Powerful Questions: **Leadership & Talent**

**1.** *Do we have the leadership, at both the board and management levels, to lead through the next decade of change?*

**2.** *How does the culture of this board affect how we serve members?*

# Powerful Questions: *Financial Stewardship*

- 1.** *Does our financial performance point to long-term strength, or are we simply keeping up with the demands of today?*
- 2.** *What story does our financials tell about how we're managing risk, debt, and opportunities for our members?*

# *Powerful Questions: Governance & Accountability*

*1. Are we governing at the right level — focusing on direction and oversight rather than operations?*

*2. What uncomfortable questions are we avoiding asking?*



# *Langford Effect*

*Make it Better!*



***QT: What isn't being talked about?***

***What question(s) are not being asked in  
the board room? (that should)***

# ***QT: Powerful Questions: Governance & Accountability***

***1. Are we governing at the right level — focusing on direction and oversight rather than operations?***

***2. What uncomfortable questions are we avoiding asking?***

# What is required of you?

## future focused



# BIG

# G

**Ep. 09 | Big G Governance, Rules and  
Bylaws for Co-op Success**

# *The Right Structures (Big G):*

*Designed to allow the board to work efficiently and effectively*

- 1. Have you modernized your bylaws?*
- 2. Do you have a useful two-way communication loop with your membership?*
- 3. Do you make appropriate use of committees?*
- 4. Does the Board agenda and calendar set the board up to have the right conversations?*

**little g**

**Ep. 10 | little g Governance, Culture and  
Trust for a Thriving Board**

# ***The Right Culture (little g):***

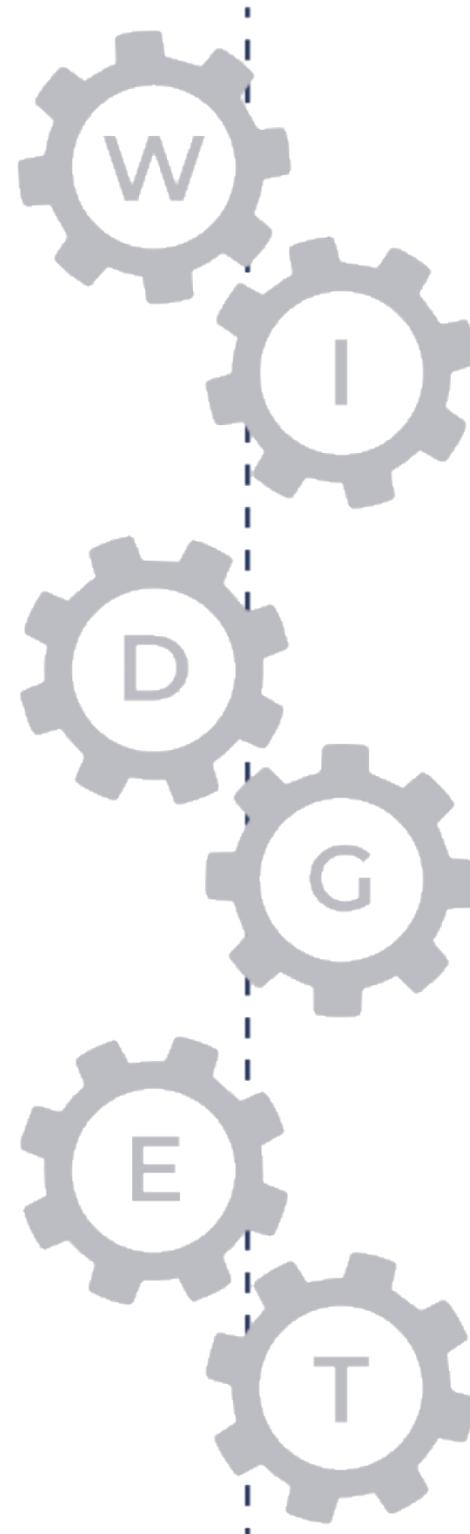
***Designed to create a virtuous cycle of trust, respect, and candor.***

- 1. Expectations of the board***
- 2. Rules of engagement / healthy dissent***

# *The Right Culture (little g):*

*Designed to create a 'virtuous cycle of trust, respect, and candor.'*

- 1. Expectations of the board*
- 2. Rules of engagement / healthy dissent*
- 3. Altitude Test*

**WONDER** \_\_\_\_\_ ▼

- Identifies the need for change
- Responds to the environment
- Steady Energy

**INVENTION** \_\_\_\_\_ ▼

- Generates ideas & solutions
- Disrupts the status quo
- Bursts of energy

**DISCERNMENT** \_\_\_\_\_ ▼

- Assesses workability of ideas
- Responds to and refines ideas
- Steady Energy

**GALVANIZING** \_\_\_\_\_ ▼

- Inspires & pushes to action
- Disrupts comfort zones
- Bursts of energy

**ENABLEMENT** \_\_\_\_\_ ▼

- Helps move things forward
- Responds to need
- Steady Energy

**TENACITY** \_\_\_\_\_ ▼

- Ensures successful results
- Disrupts by imposing standards & plans
- Bursts of Energy

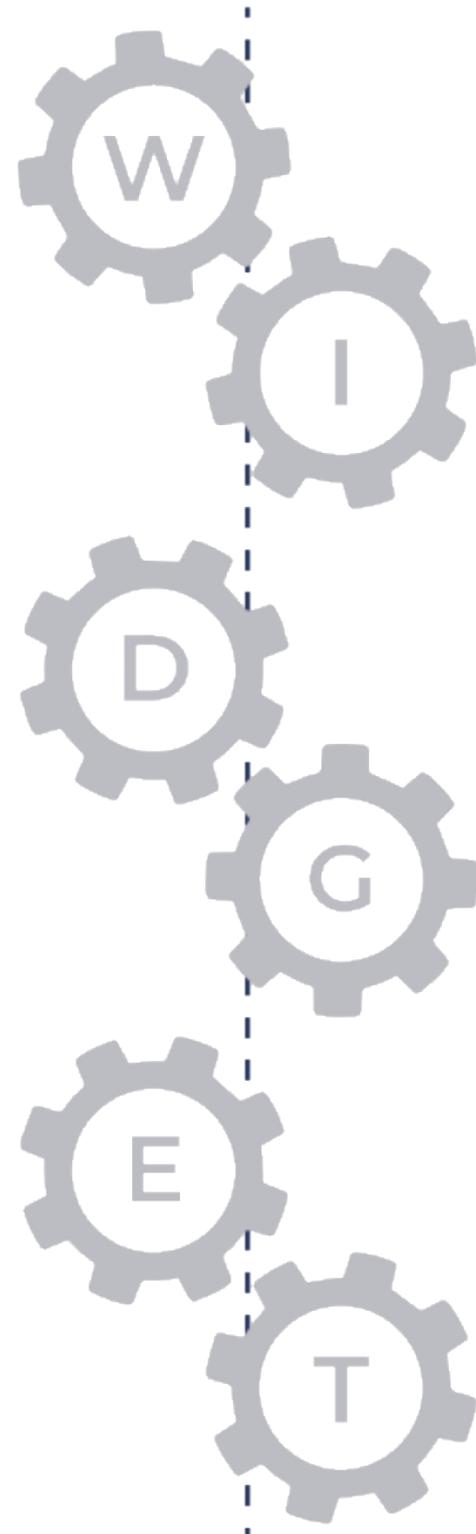
STAGES OF WORK

RESPONSIVE VS DISRUPTIVE

THE SIX TYPES

ELEVATION OF WORK

IDEATION  
ACTIVATION  
IMPLEMENTATION



**WONDER** \_\_\_\_\_ ▼ 30,000 FT  
 • Identifies the need for change  
 • Responds to the environment  
 • Steady Energy

**INVENTION** \_\_\_\_\_ ▼ 25,000 FT  
 • Generates ideas & solutions  
 • Disrupts the status quo  
 • Bursts of energy

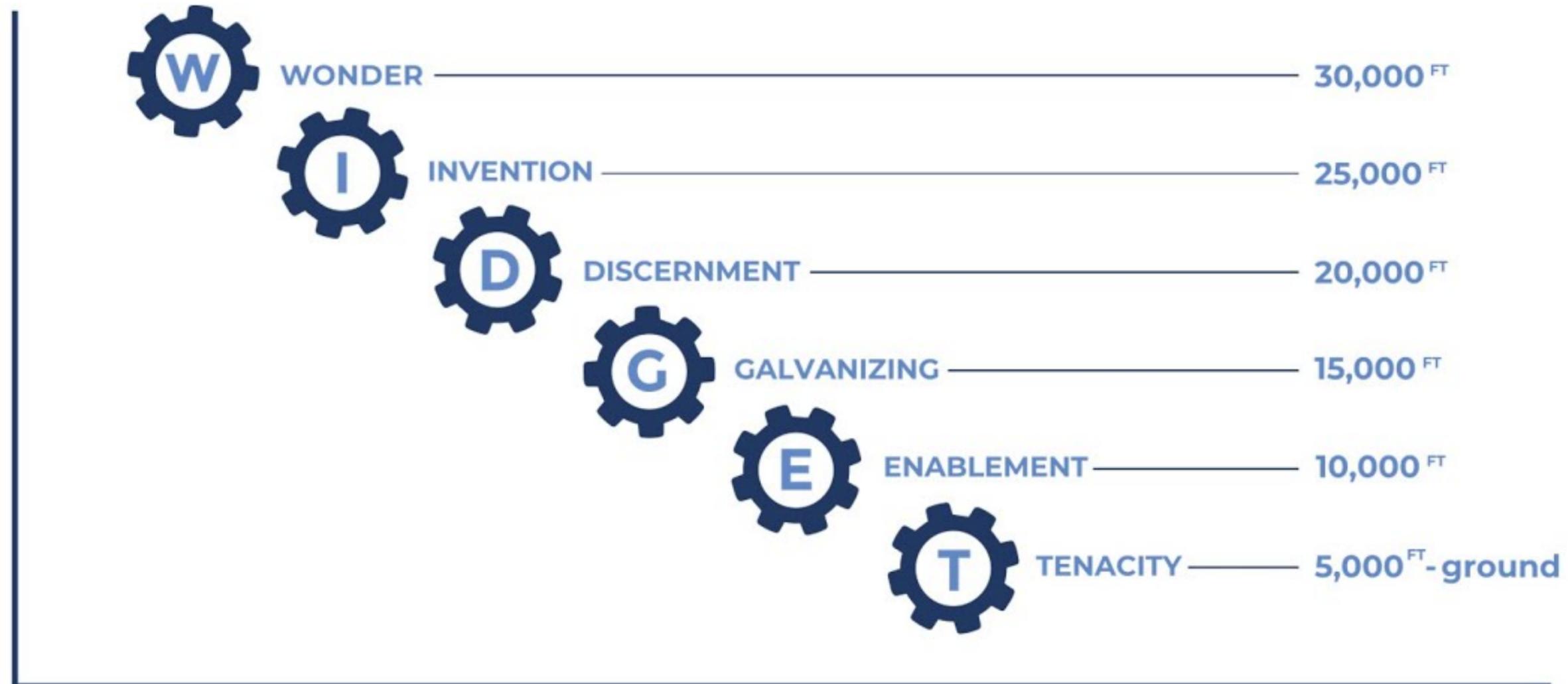
**DISCERNMENT** \_\_\_\_\_ ▼ 20,000 FT  
 • Assesses workability of ideas  
 • Responds to and refines ideas  
 • Steady Energy

**GALVANIZING** \_\_\_\_\_ ▼ 15,000 FT  
 • Inspires & pushes to action  
 • Disrupts comfort zones  
 • Bursts of energy

**ENABLEMENT** \_\_\_\_\_ ▼ 10,000 FT  
 • Helps move things forward  
 • Responds to need  
 • Steady Energy

**TENACITY** \_\_\_\_\_ ▼ 5,000 to ground  
 • Ensures successful results  
 • Disrupts by imposing standards & plans  
 • Bursts of Energy

# The Altitude of Geniuses



# *How to Keep the Right Altitude*

- 1. Determine altitude of conversation or agenda item in advance*
- 2. Assume it is 20,000–30,000 feet*
- 3. Have a “code word” (G.E.P.O. or Sausage Biscuit)*
- 4. Assign an alt-rarian (whose job it is to pull the board back up or down)*



Altitude: 0 FT ▶ 1000



ALTIMETER  
**SUN**  
BAROMETER



FINE

RAINY

# *The Right Culture (little g):*

*Designed to create a 'virtuous cycle of trust, respect, and candor.'*

- 1. Expectations of the board*
- 2. Rules of engagement / healthy dissent*
- 3. Altitude Test*
- 4. Officer/Leadership roles*
- 5. Board Development*

# *5 Ways to Make your Board Future Ready*

- 1. Goldilocks > Proper Board Posture*
- 2. Lacks Strategic Capabilities > Moves Beyond Operations*
- 3. Agenda with No Vision > Altitude & Attitude*
- 4. Lack of Diversity > Past, Present, Future*
- 5. Static > People want to be on the board*



# Build Better Boards



Listen on  
**Spotify**



Listen on  
**Apple Podcasts**



PEAK



Build Better Boards

# Thank You!

*RICHARD FAGERLIN – rfagerlin@peaksol.com*

