

Living Our Values: CLARB's Core Competencies in Action

July 11, 2024



Leadership
Development
Program

Webcast Tech Tips and Reminders



Please mute your microphone unless presenting.



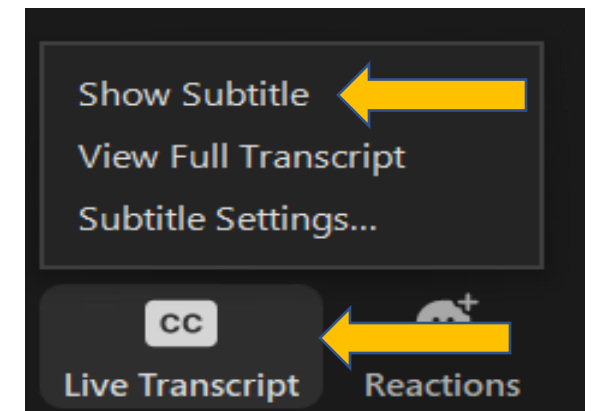
Chat function on bottom of screen is available – and presenters will see questions posted.



This event is being recorded and will be emailed to all registrants.



Closed captioning is available. To enable this feature on a computer, click “Live Transcript” and “Show Subtitle.” For users on a phone or tablet, captioning will be enabled automatically.



Presenters



Julie Hildebrand, Former
LAC Member and Texas MBE



Lea Ann Macknally,
CLARB President



Chuck Smith,
CLARB Past President



Brian Verardo,
CLARB Director-at-Large



- CLARB's core values
 - Background—how did we develop?
 - Values—what are CLARB's values?
- Integrating into the organization
 - Leadership and staff selection process
 - Project selection, decisions, partners
 - Living our values
- Putting it into practice

CLARB's Core Values

What are CLARB's core values and how were they developed?





What are Organizational Values?

- Defines culture and identity
- Guides behavior and decision-making
- Shapes relationships and collaboration
- Attracts and retains talent
- Builds trust and reputation

How Did CLARB Develop Core Values?

Re-envisioning of the organization
(CLARB 2.0 development began),
including values

2020–2022

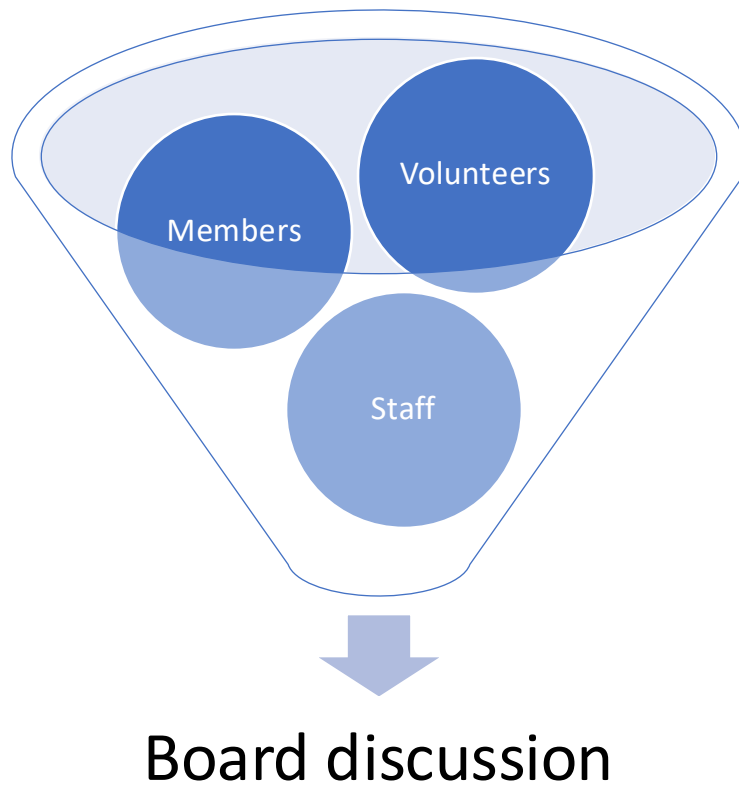
Incorporating into organizational
practice

2022—Present





Process



- Are these values consistent with the preferred scenario, vision & mission for CLARB 2.0? How?
- Are these your non-negotiables? Unlikely to change.
- If you had to defend these 6 proposed values, do they ring true for the CLARB community?
- How would CLARB's stakeholders & the eco-system react to these values?

CLARB's Core Values

Lead with Vision

- Planning for the future with creativity, insight, wisdom, and foresight.

Act with Integrity

- Operating with transparency and in alignment with our values and principles.

Demonstrate Thought Leadership

- Building trust and influence within our community.

Aspire to Excellence

- Striving for continuous improvement through learning, growth, and development.

Engage as Stewards

- Managing the organization's resources and mission with care and respect. Good stewards leave the organization better than when they joined.

Design Collaboratively

- Engaging stakeholders and partners to develop and achieve mutually beneficial outcomes.

Foster Inclusive Community

Cultivating meaningful connections among our stakeholders.

Questions?



Integrating into the Organization

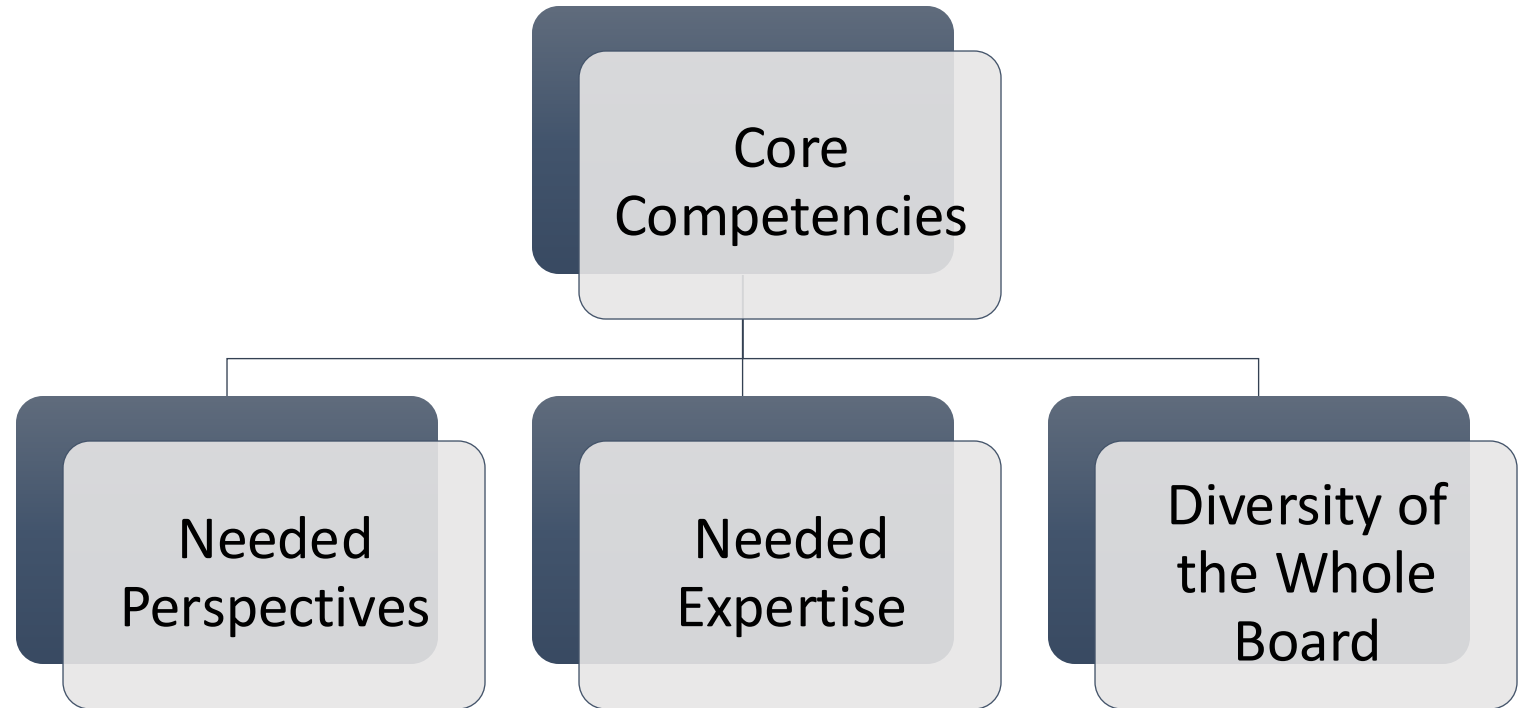


How To Incorporate Values

- Board/organizational decisions
- Project selection
- Choosing collaborative partners and vendors
- Leadership selection and staff hiring



Example: LAC Process



LAC Tools

- Key Components:
 - Matrix with rating descriptions
 - Application, reference and interview questions tied to competencies

Core Roles of CLARB Leadership					
Role	0	Ineffective (1)	Marginal (2)	Proficient (3)	Exemplary (4)
Responsibility <ul style="list-style-type: none"> Adopt and follow policies Fulfill Board/LAC responsibilities 	Not enough info known at this time; need to ask during interviews	Disinterested in governing procedures, processes, and bylaws. Comes unprepared to meetings and rarely reads background materials and financial statements. Asks clarifying questions that are covered in the background materials.	Appreciates CLARB's governance and bylaws. Skims through background materials and financial statements a few hours before the meeting. Asks questions during meetings that are covered in the background materials. Committed to the duties of Care, Loyalty, and Obedience.	Working knowledge of CLARB governance and bylaws and engages in discussions if issues arise. Reads background materials and financial statements in advance of meetings. Asks relevant questions and contributes to the meetings. Committed to the duties of Care, Loyalty, and Obedience.	Possesses deep understanding of CLARB governance and bylaws. Comes prepared to meetings by thoroughly reading background materials and financial statements. Asks insightful questions before, during, and after meetings. Expresses unique opinions in a supportive manner. Committed to the duties of Care, Loyalty, and Obedience.
Stewardship <ul style="list-style-type: none"> Ensure financial resources Provide oversight Ensure sustainability of CLARB Mitigate foreseeable risks 	Not enough info known at this time; need to ask during interviews	Disinterested in CLARB's purpose. Makes decisions in the best interests of self or local constituency. Sees issues without opportunities. Focused on completing activities vs. establishing outcomes. Incapable of seeing alternative futures that diverge from the present/past.	Indifferent to CLARB's purpose. Makes decisions in the best interests of local constituency. Endorses potential future leaders who represent local constituency. Thinks sequentially but appreciates need for long-term planning. Sees issues without opportunities. Focused on the tactical (how) vs. strategic (what and why). Thinking is framed in current orthodoxies	Appreciation for CLARB's purpose. Makes decisions in the best interest of CLARB. Endorses potential future leaders who will enhance CLARB's strategy. Sees the "big picture" and issues as opportunities. Comfortable using foresight and thinking in ways extending beyond today's reality. Effectively uses intuition in problem solving. Defines clear outcomes for success.	Passion for CLARB's purpose. Makes decisions in the best interest of CLARB. Recruits and endorses potential future leaders who will enhance CLARB's strategy. Constantly questions both the familiar and the new. Willing to take risks and operate outside of the "comfort zone". Ability to use foresight to learn about changes at the periphery and adapt to evolving conditions.
Intentional Learning <ul style="list-style-type: none"> Asks questions Seek new information 	Not enough info known at this time; need to ask during interviews	Regards reviewing new information as burdensome. Unreceptive to seeking new ideas or approaches. Defensive of established orthodoxies and approaches. Views emerging trends as fads.	Indifferent to new information, ideas, and approaches. Comfortable with established orthodoxies and approaches. Unconcerned with emerging trends.	Interested in learning and ingesting new information. Dutifully reads materials provided by colleagues and CLARB staff. Views emerging trends as opportunities and willing to question established orthodoxies and approaches.	Excited by the process of learning and ingesting new information. Actively seeks out information related to CLARB's purpose, strategic plan, and Foresight process. Shares learning and resources with fellow Board/LAC members and staff.



Questions?



Living Our Values

Examples of how CLARB's work
connects to our values



Uniform Standard Initiative

- The Uniform Standard is policy guidance document that outlines detailed model licensure requirements for education, experience, and examination.

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L.A.R.E. Online Proctoring

- Came out of Exam Evolution initiative
- Provides better access to the exam



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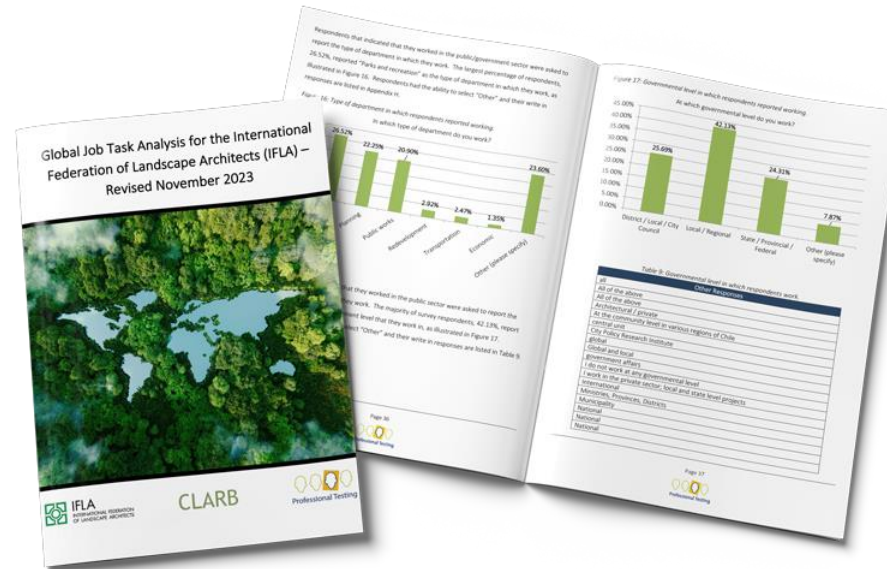
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Partnerships—Learning with Others

- Global JTA
- Women of Color Licensure Advancement Program
- L.A.R.E. Determinants of Success

WOMEN OF COLOR LICENSURE ADVANCEMENT PROGRAM



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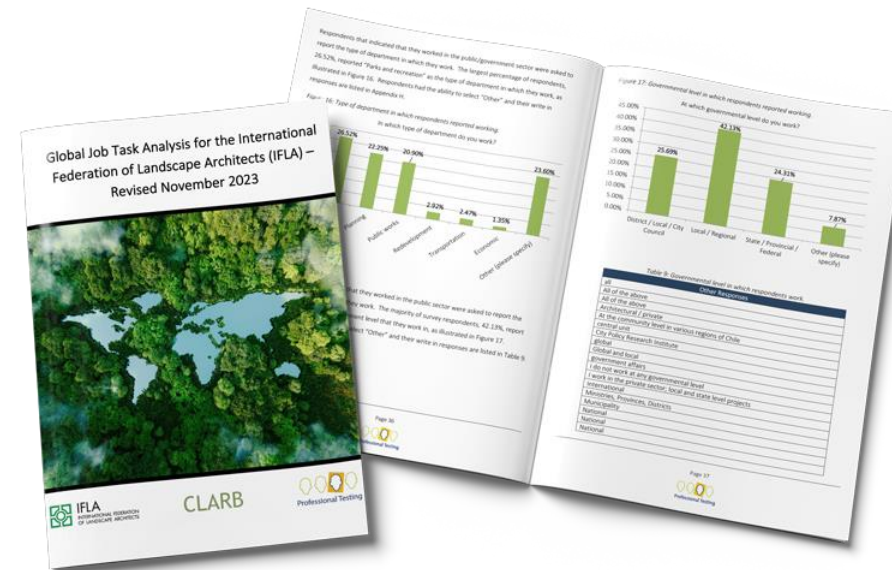
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Bylaws Review

- Conducted every 3-5 years
- Last Bylaws changes have increased access to and diversity of leadership

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Putting It Into Practice

Now it's your turn!



LA Firm Example

Mission

- To design and create sustainable outdoor spaces that enhance quality of life and connect people with nature

Vision

- To be the premier landscape architecture firm known for our innovative designs, environmental stewardship, and commitment to client satisfaction.

Values:

- Creativity: We believe in pushing boundaries and embracing creativity to deliver unique and inspiring landscape designs.
- Sustainability: We are dedicated to environmental responsibility, incorporating sustainable practices and materials into our projects.
- Collaboration: We value collaboration and partnership, working closely with clients, stakeholders, and communities to create meaningful landscapes.
- Excellence: We strive for excellence in everything we do, delivering high-quality designs and exceptional service to our clients.

Scenario

Your firm can only take on one more project for the year, given the values on the previous slide, which project would you select and why?

Project A:

- Design of common spaces, community gardens, parks, trails, etc. for a low-income housing development being built to provide affordable housing in a gentrified neighborhood.
- The project is being fast-tracked due to funding that is getting ready to expire so there is no time to hold public stakeholder meetings or present design concepts to the community.
- The client is replicating many design components from a previous project to save on fees and expedite the design process.

Project B:

- Design of a community park being built in the center of an urban area that will feature green stormwater infrastructure, sustainable plantings, and other Low-Impact Development components.
- The client has suggested that some of the finishes you've selected on previous projects may be too expensive and wants to make sure this project stays under budget.
- The client previously paid a large national firm to prepare an urban framework plan for the entire downtown area and indicates they will be hired to oversee your work to ensure you stick to their overarching vision.

Project C:

- Design of a sustainable landscape demonstration garden being run by a local non-profit conservation organization.
- Your firm will have to compete in an open competition and selection will be made based on the most creative design proposal.
- If selected, there will be a large public engagement component with many stakeholder meetings, public presentations, and opportunities to receive feedback from the community.

Please share
your thoughts!

Responses are requested by July 26



Upcoming Events

The Leadership Benefits of Emotional Fluency and Vulnerability

- August 14, 3 p.m. ET

Cultivate Connections by Mastering Listening Intelligence

- September 12, 3 p.m. ET