

# HVLA's "Dysfunctional" Boards

"Dysfunctional", in this context, includes but goes beyond the common dictionary definition ("not operating normally or properly"). It also includes organizational and individual patterns that are **highly destructive** to organizational and individual health and functioning.

The following applies to almost all HVLA Boards, regardless of "political" orientation. It is based on direct observation of many Board/Committee meetings, over many years, as well as written descriptions of and written productions from their meetings.

## **Global Deficits -**

### Lack of Necessary/Appropriate Qualifications

Dir. Qualifications have MINIMAL Connection to Assn. Needs

Result: Dirs. with impaired personal & leadership skills

### Lack of Ongoing Edu./Training

NO Plan

Result: Furthered the above skill-gap & served members poorly

### No "Strategic Planning"

Only given lip-service

Addressed twice (2005, 2018), then allowed to fade.....

### Poor Organizational Structure (no org. chart)

Unclear lines-of-communication

Problems with information access, validity, process

Dirs. & Staff Frequently Disrupt Appropriate Lines-of-Commu.

### Lack of Counter-Balance or Check for Rogue Dirs or Boards

No Strong, Clear Laws or Guidelines

No One Assertive Enough

## **Skill Deficits -**

### Weak or Aggressive Leadership Skills

### Chronic Struggles for Power/Control VS. Cooperation

### Poor Critical Thinking Skills

Decision making

Problem-solving

Reasoning

### Glib Use of Technical Words W/O Full Understanding

"Transparency"

"Strategic Planning"

### Poor Conflict Management Skills

Tendency Toward Secrecy & Manipulation

### Poor Computer/Internet Skills

Such Dirs. Handicap the Board

## **Destructive Thinking-Behavior Patterns -**

### Dirs. with Anger Issues

Angry outbursts, other controlling behaviors.

### Inflexible Thinking

### Learning/Thinking/Speaking/Language Issues

Poor Creative Thinking

Speech Impairments

Excessive Need for Control

### Chronic Poor Follow-Up, Follow-Through

### View of HVLA as Small Village or a "Country Club"

### "Political" vs. Issue Agendas

Personal vs Issues Focus

### Dissent Suppression

Due to Poor Conflict Management Skills

Stifles creating thinking & problem-solving

### Selective/Inappropriate Use of Roberts' Rules, Parliamentary Procedure

Due to skill-deficits, manipulation, political expediency

### Impaired Problem Recognition

Poor Ability to Recognize & Frame Problems

## **Extremely Destructive Patterns -**

### **"Collective Narcissism."**

HOA's due to their inherent imbalance-of-power of Boards over members, their marked tendency toward imbalances in overall power-structure, plus their glaring lack of effective controls over rogue directors, are a set-up for inevitable problems. Even though there are clearer, institutionalized controls in HOA's over rogue staff or members, if a particular Board or GM is not decisive or strong enough, rogue staff and/or members can still cause significant damage/harm.

**Here in HVLA** we have a group of members who have repeatedly promoted themselves as "superior" to other members (based upon length of residency, self-perceived "commitment", "involvement" and "contribution" to the Community); to whom, therefore, the usual "rules don't apply"; who see themselves as having an "entitlement" above other members to receive options, handling, services and deference over other members; who see themselves as the only "true" owners of HVLA; and, who see themselves as exempt from criticism or punitive actions because of how much they believe they've "given" to HVLA.

"Collectively", this group has controlled most Boards. They have:

- Dispensed with at least 5 GM's that didn't toe-their-line;
- Eliminated (by recall, censure, harassment-until-resigned) countless Directors;
- Conspired to falsify Assn. financials for over 20 years (1995-2015);

- Used cronyism, nepotism and inside-dealing for personal inurement;
- Forestalled upkeep of several amenities hastening their deterioration;
- Enriched their favored pass-times, golf and drinking, to the tune of over \$12 Million
- Stifled the participation of a majority of members in governance processes;
- Deprived the general membership of new amenities by obfuscating planning processes and blocking funding;
- Managed to survive relatively unscathed to this day.
- All at the expense of other members as well as reserve funds;

This group has shown no contrition, shame or even responsibility for any of the harm to the general membership. In fact, whenever confronted with any of the consequences of their conduct, they cry foul, deny accountability and counter-attack, in true “narcissistic-style.” Furthermore, this group has 40+ years of “success” and reinforcement for running rough-shod over the general membership and any Director(s) who stands in their way. They have no compunction about doing whatever-it-takes to eliminate anything/anyone in their way.

**BOTTOM LINE:** The leaders of this group are relentless, ruthless and completely unscrupulous; their followers will follow. All prior efforts to “work-with-them” have failed disastrously. Any thoughts of appealing to..... or compromising with.... amount to indulging in denial: Denial of their essential nature. This group will eventually destroy everything and everyone else in HVLA if they are not stopped. They can ONLY be stopped by getting them and keeping them out of any “power” positions; and adopting policies/procedures toward those ends.

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