

# THE HOA INFORMATION AND RESOURCE CENTER



**COLORADO**

Department of  
Regulatory Agencies

Division of Real Estate

# Disclaimer

- **Note:** The Information provided during this presentation is for educational purposes only and is not meant to provide or to be construed as legal advice. Any legal questions should be directed to your attorney.



# WHAT IS DORA?



- ***“DORA is dedicated to preserving the integrity of the marketplace and is committed to promoting a fair and competitive business environment in Colorado. Consumer Protection is our mission.”***

# OPTIMIZING BOARD and MANAGEMENT COMMUNICATION



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# COMMUNICATION

- **Communication is usually described along a few major dimensions:**
- **1. Content (what type of things are communicated)**
- **2. Source (by whom)**
- **3. Form (in which form)**
- **4. Channel (through which medium)**
- **5. Destination/Receiver (to whom)**
- **6. Purpose/Pragmatic aspect (with what kind of results)**

# EFFECTIVE COMMUNICATION

- **Between parties, communication includes acts that confer knowledge and experiences, give advice and commands, and ask questions.**
- **Brings people together to work toward common goals.**
- **It builds trust and respect.**
- **It gets things done and achieves results.**



# EFFECTIVE COMMUNICATION

- **"Effective communication needs to be built around this simple foundation and realization: communication is a dialogue, not a monologue. In fact, communication is more concerned with a dual listening process."**
- **Dr. Heinz Goldmann, Chair, Heinz Goldmann International Foundation for Executive Communications, Geneva. Swiss Federal Ministry of the Interior.**



# EFFECTIVE COMMUNICATION

- **Empathy - the ability to “put oneself into another’s shoes”.**
- **Understanding the implications of what you are saying for your Board colleagues.**
- **Common denominator - there needs to be a bond of solidarity within your Board.**
- **Create impact by projecting good, strong messages.**





# SOME TIPS FOR BOARDS

- **The Board Members must feel that they are a part of the organization's mission.**
- **Must have an effective Board President, who is also a good communicator.**
- **Get and keep Board Members involved on committees.**
- **Regular program of informing Board Members of what is going on with the project, as well as staff promotions and awards.**
- **Create the opportunity for Board Members to meet more than once a year, and to get together in social situations.**



# Additional Tips

- **New Board Member indoctrination.**
- **New Board Member mentor.**
- **Periodically review Board mission statement and project vision.**
- **Create an atmosphere to facilitate a full discussion of the issues.**
- **Communicate with Board Members between meetings.**
- **Recognize ALL Board members.**
- **Consider a Board retreat.**



# WORKING WITH MANAGEMENT

- **Board and Management must have a good degree of Trust.**
- **Must have open and frequent communication.**
- **Have the Board meet often enough to get to know each other, as well as with management.**
- **Have Management and Board members participate together on committees.**
- **The Board must consider Management's position and Management must take into consideration the Board's view.**



# WORKING WITH MANAGEMENT

- **Create a Board of Directors with persons who have expertise from diverse backgrounds.**
- **Create outside or advisory Directors who can provide a perspective on a situation that is independent from management.**
- **Create policies of Company and Board governance and how to improve their oversight capabilities.**



# Recruiting New Board Members

- **Set up a program to recruit - have staff be aware to “look” for good owners, utilize owner’s meetings, annual meetings, newsletters.**
- **Get an owner involved in a committee - to “test the waters”, and consider inviting a possible candidate to meet Board members.**
- **What qualities and skills you want the Board to have. Take a look at what qualities and skills are lacking overall in the group. Target your recruitment based on filling these gaps.**
- **Establish a Board Recruitment Committee consisting of Board members and management.**
- **Consider using Board member EXIT interviews to solicit constructive criticism and positive feedback from those leaving the Board.**



# Recruiting New Board Members

- **Candidates who have participated actively on other business and/or non-profit Boards.**
- **Candidates who have shown initiative, diplomacy, knowledge, and judgment in addressing issues facing other groups.**
- **Candidates who will take on responsibility to effect change.**
- **Candidates who also help a meeting simply by being there---through interpersonal or organizational skills, sense of humor, or positive outlook.**
- **Candidates who inspire trust or are seen as team builders.**
- **Candidates who are good listeners.**



# Ask the Right Questions?

- **What gaps would this person fill in the current Board?**
- **Why would this person make a good Board member? What will she/he contribute?**
- **Would this person be interested in serving on the Board? Why or why not?**
- **What kind of owner have they been? Complaints? Supportive?**
- **Have they lived in or utilized the property or just rented or exchanged over the years?**
- **Would this person have time for the commitment required?**
- **Would this person be willing to share power and work constructively with other Board members?**
- **Does this person understand the Role of a Board Member?**
- **Is there any reason this person should not be on the Board?**



# ADVISORY BOARD MEMBERS

- **Consider the use of non-voting Board Members, those who have much needed and unique expertise and experience.**
- **Consider past Board Presidents.**
- **Consider specialty occupations, such as attorney, engineer, insurance, accounting, and architectural backgrounds.**
- **Also allows you to see how they work with the current Board, as well as “getting their feet wet”.**
- **Advisory Board Members offer guidance versus governance, which delivers great insight.**





# HORROR STORIES

- **The loner or non-sociable Board Member - always on his/her own.**
- **The “my personal agenda” Board Member.**
- **The always “devil’s advocate” Board Member.**
- **The “lazy” Board Member.**
- **The “hostile, intimidating” Board Member.**
- **The “never attends meetings” Board Member.**
- **The “know it all” Board Member.**



# HOA Information and Resource Center

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# THANK YOU

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