

Ideal Councillor's Personal Characteristics

Members that can bring a variety of perspectives to the Council table, including those with sufficient financial and risk-management understanding to assist the Council in fulfilling its fiduciary responsibilities.

Passion Passionate about the mandate of the CLPNPEI to govern its members in a manner that serves and protects the public interest; deep-felt interests align with those of the organization.

Outward focus Ability to focus beyond the organization's internal workings to what the organization should deliver beyond itself. Understands the Councillor's job is not to be an internal advisor to staff.

Servant-Leadership "Servant" — willingness and ability to connect with owners (public, stakeholders, LPNs, educators) in order to understand the range and intensity of owners' perspectives and make decisions on their behalf. "Leader" – willingness and capability to become more knowledgeable about key issues than the average owner, to be able to make the best possible decisions on owners' behalf, based on knowledge of the owners' values and perspectives as well as in-depth knowledge of the issues and the implications of a decision. Does not wish to join the Council for status, title, social connections or financial reward. Council work will not create a regular conflict of interest because of other commitments or relationships.

Commitment Willing to devote time for preparation as well as meetings; willing to devote the time necessary for Council work outside meeting time; prepared to make regular, on-time attendance at Council meetings, for the entire meeting, a priority. (Time requirement for meetings, committee work, preparation, and Council education is required.)

Systems Perspective Future thinker, able to see the "big picture"; can think strategically in terms of systems; willing to delegate operational details.

Critical Thinking Ability to examine interpretations, evidence, and proposed decisions against existing policies to determine consistency and compliance; ability to ask insightful questions regarding adequacy of policies and compliance with them; prepared to hold to principles rather than just accepting common practices.

Active Participation Able to articulate ideas well; willing to engage and participate at meetings; willing to debate in a constructive manner; not subject to pressure to conform.

Learner mentality Prepared to participate in Council education; seeks other learning opportunities; willing to mentor others and seek mentorship; open minded; ability to grasp new paradigms; open to exploring possibilities without knowing the likely outcome.

Values Based Able to participate in discernment of values as the basis for developing policies to govern the organization; prepared to measure decisions against high ethical standards of what is right.

Team Player Willing to contribute actively to Council decision-making, but also to live within whatever rules the Council sets for itself. Understands the Council's authority is that of the Council as a group; open to diversity of



opinions; willing to respect others' opinions; willing to participate in group discussions and share opinions, but once a Council decision is made, is willing to honour it even if he or she did not vote for it.

Use of Resources Has or is willing to acquire and learn to use, any resources necessary for the Council's process and communication, such as internet access, willingness to use web-based technologies if the Council has chosen to use them.

Diversity Contributes to the diversity of perspectives and depth of experience necessary for the Council to connect with owners, develop sound policy, and monitor effectively; brings complementary skills, experiences and thinking to the Council mix.

References

[Unattributed]: College of Licensed Practical Nurses of Alberta: [http://www.clpna/wp-content/uploads/2013/05/doc_Council_Member_Characteristics1.pdf para.4: [October 27, 2016]

