

Nonprofit Board Chairs Leadership Certificate Series

Webinar Week 1

BoardSource®

About Your Presenter



- BoardSource, Senior Governance Consultant
- Principal Consultant, Sage Consulting Network, Inc.
- Previous- Director of Consulting and Training at a State Association of Nonprofits
- Licensed Consultant – Standards for Excellence An Ethics And Accountability Code For Nonprofit Organizations
- Clinical Psychologist- previous Healthcare Executive

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About BoardSource

VISION a world where every social sector organization has the leadership it needs to fulfill its mission and advance the public good

MISSION to inspire and support excellence in nonprofit governance and board and staff leadership

OUR GOALS

Deepen understanding and inspire action on critical sector issues

Educate leaders and support effective board service and governance

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Week One Agenda

I. Context for the Work of the Board

II. The Board Chair's Role

III. The Board Chair-Chief Executive Partnership

IV. Communication and Facilitation Skills

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I. Context for the Work of the Board



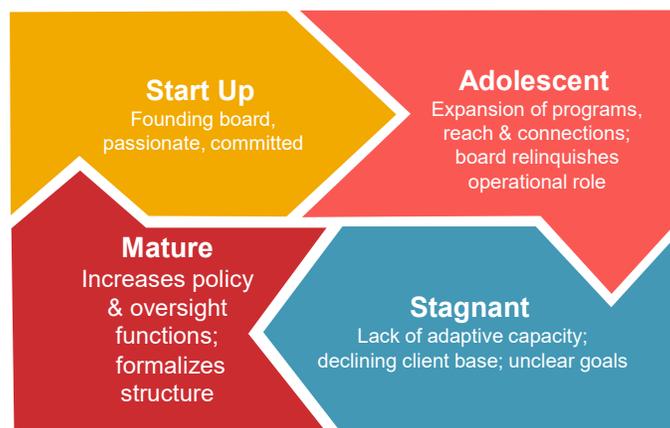
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Organizational Lifecycles and Board Leadership

Board Characteristics	Start-Up (to begin)	Adolescent (to grow)	Mature (to sustain)
1. Size, composition, and structure	Small, homogenous	Expanded	Formal nominating process; diversity of skills; committees and task forces
2. Role and activities	Hands-on role in both management and oversight	Formalized role with board member job descriptions	Reduces operational role; focus on policy & sustainability
3. Relationship with Chief Executive	May be just hiring the chief executive; informal performance review	Clarified planning function; formal evaluation & goal setting	Conducts formal evaluation; creates succession plan
4. Board Development		Discussion of board performance and how the board needs to improve	Board formally assesses itself and creates a board development plan

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Board Life Cycles



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Full Board Responsibilities

Establish Strategic Direction

1. Determine mission and purpose
4. Ensure effective planning

Ensure the Necessary Resources

2. Select the chief executive
6. Ensure adequate financial resources
8. Build a competent board
10. Enhance the organization's public standing

Provide Oversight

3. Support and evaluate the chief executive
5. Monitor and strengthen programs and services
7. Protect assets and provide financial oversight
9. Ensure legal and ethical integrity



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Legal Obligations of Board Members

Duty of Care

- Using your best judgment.
- Actively participating, paying attention.
- Asking pertinent questions.

Duty of Loyalty

- Avoiding conflicts of interest.
- Putting aside personal and professional interests.

Duty of Obedience

- Staying true to the organization's mission.
- Obeying the law, both public and organizational.



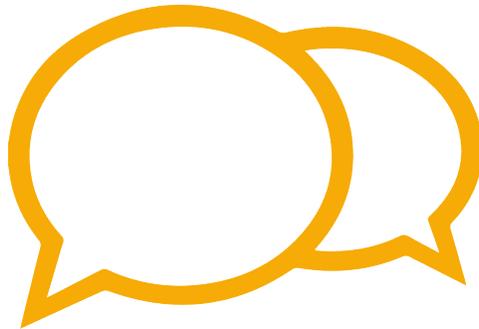
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II. The Board Chair's Role



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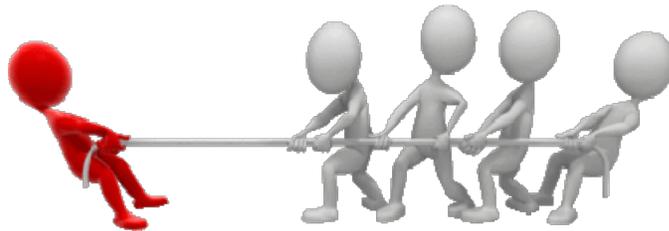
Just Between Us...



Why were you elected chair?

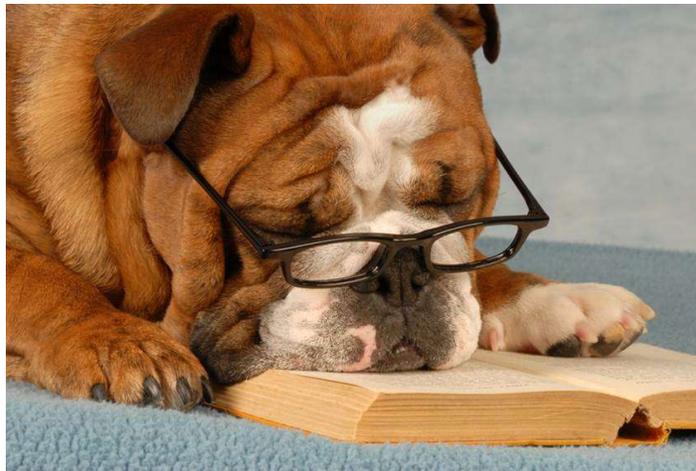
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A: You're a Natural Leader



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B: You Had Some Free Time



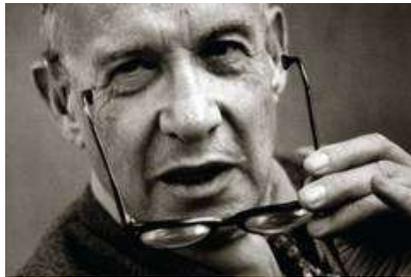
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C: Your Excuse for Not Serving Wasn't As Good as the Others



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D: You're Passionate about the Mission and Want to Contribute to the Success of the Organization



*"Management is doing things right;
Leadership is doing the right things."*
Peter Drucker

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It Helps to Know the Job



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The Board Chair's Key Duties

Board Members

- Ensure everyone carries out roles and responsibilities

Meetings

- Promote meaningful dialogue

Community

- Cultivate relationships
- Serve as ambassadors and advocate for the organization

Board Committees

- Ensure ongoing communication
- Appoint chairs

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Chief Executive's Roles

Manage the organization by planning, coordinating, and implementing the mission in accordance with board policies

Represent the organization in the community

Support the board with strategic information, ideas, perspectives, and connections

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III. The Board Chair-Chief Executive Partnership



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Balance

“ Great organizations have board chairs and chief executives who lead and take responsibility on one hand and embrace inclusiveness, delegate, and empower others to have a voice on the other hand – all in the context of serving the organization.”

–The Bottom Line: The Human Factor

The Board Chair/CEO Relationship

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Constructive Partnership

Constructive partnership is achieved when exceptional boards become allies with the Chief Executive in pursuit of mission; constructive partnership is characterized by mutual trust, forthrightness, and healthy formal and informal communication



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Partnership Challenges

- Gender
- Age
- Ethnic, cultural, religious background
- Tenure of chief executive
- Personality type
- Assertiveness or lack thereof
- Degree of confidence in oneself and in the other person
- Fear of making waves or hurting feelings
- Feeling overwhelmed
- Feeling uncertain or intimidated

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Creating a Positive Relationship

1. **Communicate** openly and often, good news and bad
2. Address concerns and sensitive issues
3. Keep egos in check
4. Be considerate and **respectful**
5. Clarify **expectations** about roles and responsibilities
6. Acknowledge each other's contributions to the work and partnership

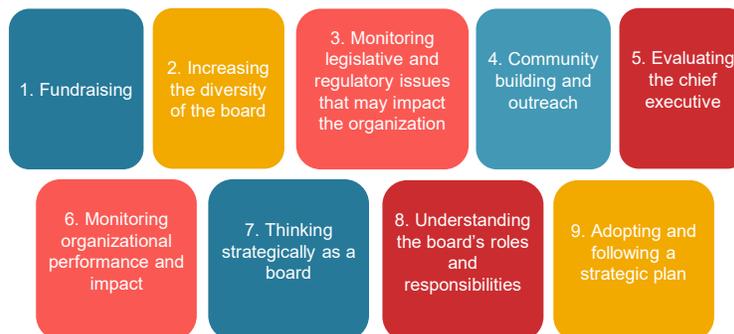
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Constructive Partnership

- Common expectations
 - Cooperative planning
 - Open & honest communication
 - Respect
 - Mutual evaluation
- Result in a clear and common understanding of
- Where we are going
 - Why we are going there
 - How we will get there
 - How we will know we have arrived

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The 9 biggest challenges for chief executives in working with their board of directors:



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IV. Communication and Facilitation Skills



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Culture of Inquiry

Dimensions = Information + Nature of Debate

Considerations:

- Group Think -- Are decisions simply ratified by the board? Are all voices heard?
- Is there a two-way appreciation of challenging questions?
- How much real candor is there between the CEO and board members?

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Running Great Board Meetings

Questions:

- 2 things that characterize a great board meeting?
- 2 things that detract from an effective board meeting?



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Board Chair's Role

- Meeting climate
- Meeting agenda
- Board member engagement



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Constructive Board Meetings

- Invite participation.
- Focus agendas on strategic issues.
- Develop effective communication processes.
- Set aside time for discussion.
- Use committees constructively.
- Solicit feedback.



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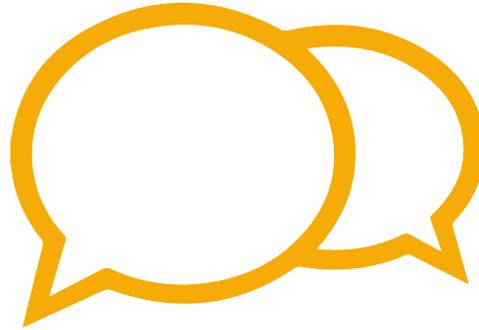
Engaging Board Members

- Cultivate one-on-one relationships.
- Strengthen board communications.
- Hold periodic board retreats.
- Schedule comprehensive board assessments, which includes board feedback and action items.
- Delegate leadership responsibilities to board members.
- Be available.



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Questions?



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See you next week!



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