



IGNITING
LEADERSHIP
FOR POWER
PURPOSE
& IMPACT

The Power of Aligning Your Board's Legacy Around Mission

Your Presenters



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Who's in the room?

Your Role

Board Member

Chief Executive

Staff Member

Consultant

Other

Type of Organization

Association

Foundation

Charity

Annual Budget

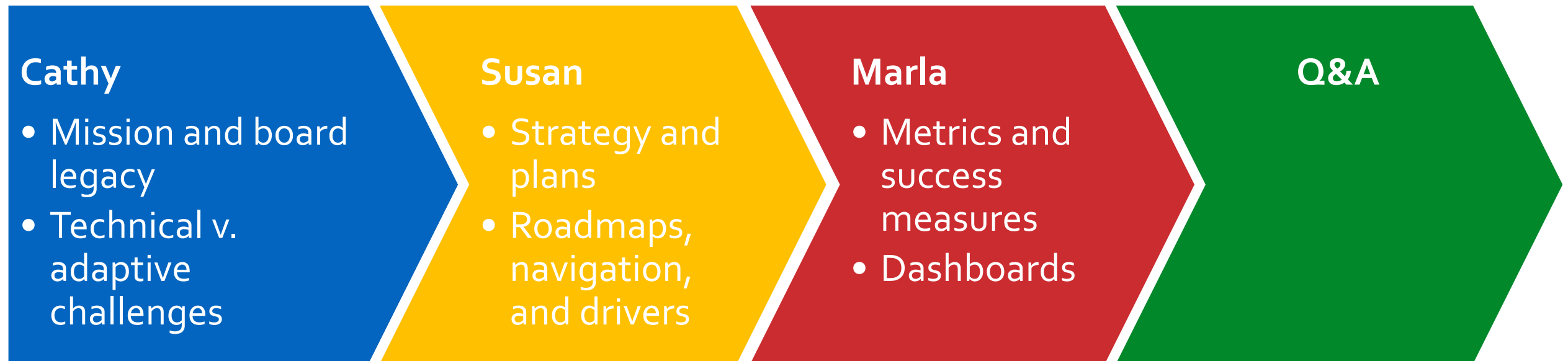
< \$500,000

\$500,000 –
\$2 million

\$2.1 million –
\$25 million

> \$25 million

Session Flow



Within our respective topics, we will each:

- ❖ Cover “Board Blind Spots” and “CEO Traps”
- ❖ Allow for short interludes where you talk with each other.

Principle 2: Mission Driven

Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure congruence between decisions and core values.



Start With Why



Think Through Strategy



Did We Succeed?



Mission: The Why



- A brief expression of the organization's purpose
 - Why do we exist?
- What, at the most basic level, do we do?
 - A verb, target population, and an outcome that implies something to measure

The Power of Mission



WayfindTM ATTORNEYS SUPPORTING COMMUNITIES

Because Community Matters.

We are a nonprofit with a mission to improve the quality of life in Washington by providing free business legal services for nonprofits and microenterprises.

The image features the Wayfind logo at the top, followed by the tagline "Because Community Matters." Below this is a photograph of three individuals (two men and one woman) sitting around a table, engaged in a discussion. The photo is overlaid with large, colorful, semi-transparent circular graphics in shades of orange, yellow, and teal. At the bottom of the image is a teal banner with white text describing the organization's mission.

The Power of Mission

ARTSFUND MISSION

ArtsFund strengthens the community by supporting the arts through leadership, advocacy, and grant making.



The Power of Mission

WASHINGTON NONPROFITS



We make sure
nonprofits have what
they need to succeed.

Board's Legacy

- For what do we, as a board, want to be remembered?
- What will the board that meets 5 years from today say we did that matters *most*?



The board's mission is to ensure the long-term viability of this organization to provide best in class services by focusing on long-term funding sources and by enhancing public recognition. This requires us to position the organization strategically to best respond to the critical needs of children and families.

(Community service organization)

Our mission is to initiate, create, implement, and maintain an evolving strategic planning and thinking process to strengthen collaboration with our partners and build brand awareness, while incorporating advances in technology, without losing compassion for our patients and their families.

(Hospital auxiliary)

Process Example: The University of Akron

Board Mission

The Board of Trustees supports the fulfillment of the University's mission by ensuring:

- An effective leadership team;
- The development and implementation of a strategic plan that anticipates the changing needs of its constituencies and delivers on its promises;
- Financial integrity and sustainability;
- Transparency; and,
- Effective advocacy for the University.

Challenge assumptions and the status quo.

- Ask tough questions
- Ask meaningful questions
- Challenge one another and the administration respectfully
- Be thoughtful
- Insist on accurate information and seek to understand it

Be engaged and work together as a team.

- Meet regularly
- Be prepared; read materials
- Understand the University and higher education
- Trust one another and the administration
- Maintain respect
- Communicate openly
- Participate meaningfully
- Be courteous
- Maintain cohesiveness

Technical Issues v. Adaptive Challenges

Technical Issues	Adaptive Challenges
Easy to spot	Difficult to identify (easy to deny)
“Know-how” exists; have answers	There is no “right” answer
Can be solved by management	Require different lenses/multiple stakeholders
Solutions can be implemented quickly, by edict	Solutions take time, not by edict
People are responsive to technical solutions	People often resist even acknowledging
Solutions have simple boundaries	Cut across boundaries
Can be fixed solo	Require collaboration and learning

- Technical “fixes” to an adaptive challenge will make it worse.
- Recognize that there is tremendous pressure on the CEO to solve problems and decisively – to treat adaptive challenges as if they were technical problems.
- Resist the temptation to seek authoritative and absolute “right” answers. If any are found, they are almost certainly solutions to technical problems, not adaptive challenges.

Examples & Discussion

Technical Issues	Adaptive Challenges
Fundraising	Donor cultivation and engagement
Diversity	Inclusion
Staff salaries	Workplace culture
Website hits declining	Messaging
Patient safety	Patient experience
Spotty attendance at board meetings	Engaging the board in meaningful work

QUICK DISCUSSION

What adaptive challenges is your organization facing?

Boards add **REAL** value on adaptive challenges.

Board Blind Spots



Losing sight
of the mission

Not translating the
mission into the
board's work



Not finding the
common frame

Asserting opinions
without
understanding the big
picture



Rushing to
treatment—
"the right answer"

Forcing "expertise"
on adaptive
challenges

CEO Traps



Bringing prepackaged solutions to the board to rubberstamp

Not bringing adaptive challenges to the board



Not spending time discussing what's messy and ambiguous

Not wanting to be vulnerable

*Let's Assume I'm Right
it'll save time*

Thinking *you* have all the answers

Overactive ego investment in having all the "right" answers

Strategy & Plans: Navigating the Route



“You’ve got to
be careful if you
don’t know where
you are going
‘cause you might
not get there!”

Yogi Berra



Creating a Better Roadmap

Old School	New School
5-10-year strategic plans	2-3-year strategic frameworks
Very detailed including goals, strategies, objectives, tasks	High level and highly focused
Strategic plans that can be used as doorstops	1-2-page graphic strategic frameworks to tell your story
Highly detailed and sits on a shelf	Concisely tells your stakeholders who you are and where you're going
Hard to adapt when the unexpected happens	Allows nimbleness when the unexpected occurs (shortfalls, regulatory change, crises)
Is more operational in nature and engages the board at that level	Requires the board to engage in high level thinking both during the planning and in oversight

Strategic “Plan” Examples



Josephine's 2016 – 2019 Strategic Framework

Our Mission: Josephine is a caregiving community for all generations.

Our Vision: To be the community of choice where no one is left uncared for.

Ensure Sustainability

GOAL: Continue to operate efficiently with a viable business model.

Objectives:

Broaden our funding base to ensure long term sustainability for our future while honoring our past.

Develop and leverage partnership opportunities.

Promote Josephine's full continuum of care to the broader community.

Promote Well Being

GOAL: Provide and grow quality services and care to all in our community.

Objectives:

Maintain quality care for all, including those who cannot pay for their own care.

Educate our community on health issues and resources.

Create additional programs and services that meet current and future trends of the evolving needs of our community.

Build, Move, and Recycle

GOAL: Move existing programs out of the flood plain within 10 years.

Objectives:

Develop a plan and timeline for the build and move.

Build a state of the art facility in Stanwood for all existing programs.

Develop a plan to recycle the existing facility in response to the needs of our community.

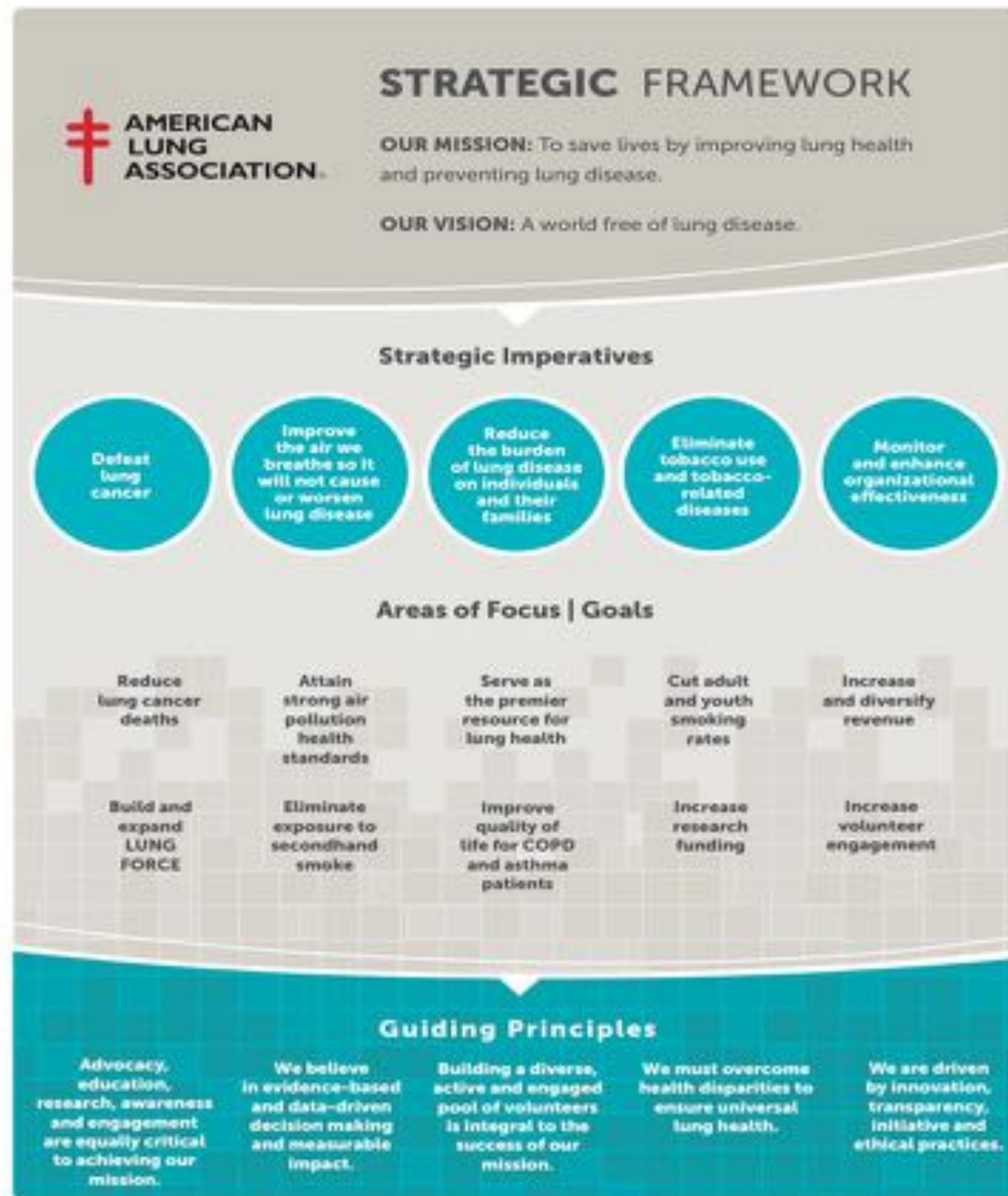
Josephine, rooted in God's love, believes in:

Excellence of Care

A Pioneering Spirit and Courage

Responsible Stewardship

Strategic “Plan” Examples



Rotating Drivers



The roadmap supersedes new leadership.



The Board's Technical & Adaptive Work around Strategy & Plans

Technical Work

Develop and adopt the strategic plan

Serve as an ambassador for the plan

Raise resources to support the plan

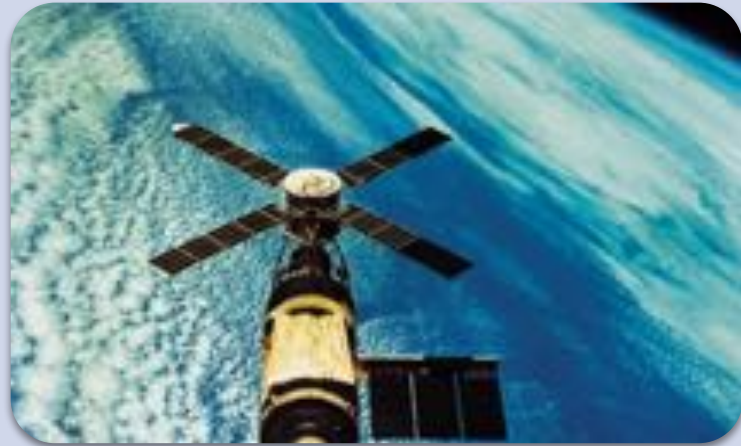
Adaptive Work

Strategize with the CEO when challenges arise

Work in constructive partnership with CEO to achieve the plan

Understand progress made and adapt the plan if/when needed

Board Blind Spots



Setting
impossible
goals



Failing
to be bold



Thinking its
job is done

CEO Traps



Failing to lead
the board
through the
process



Inviting the
board to cross
the line into
operations by
engaging the
board in
management
issues

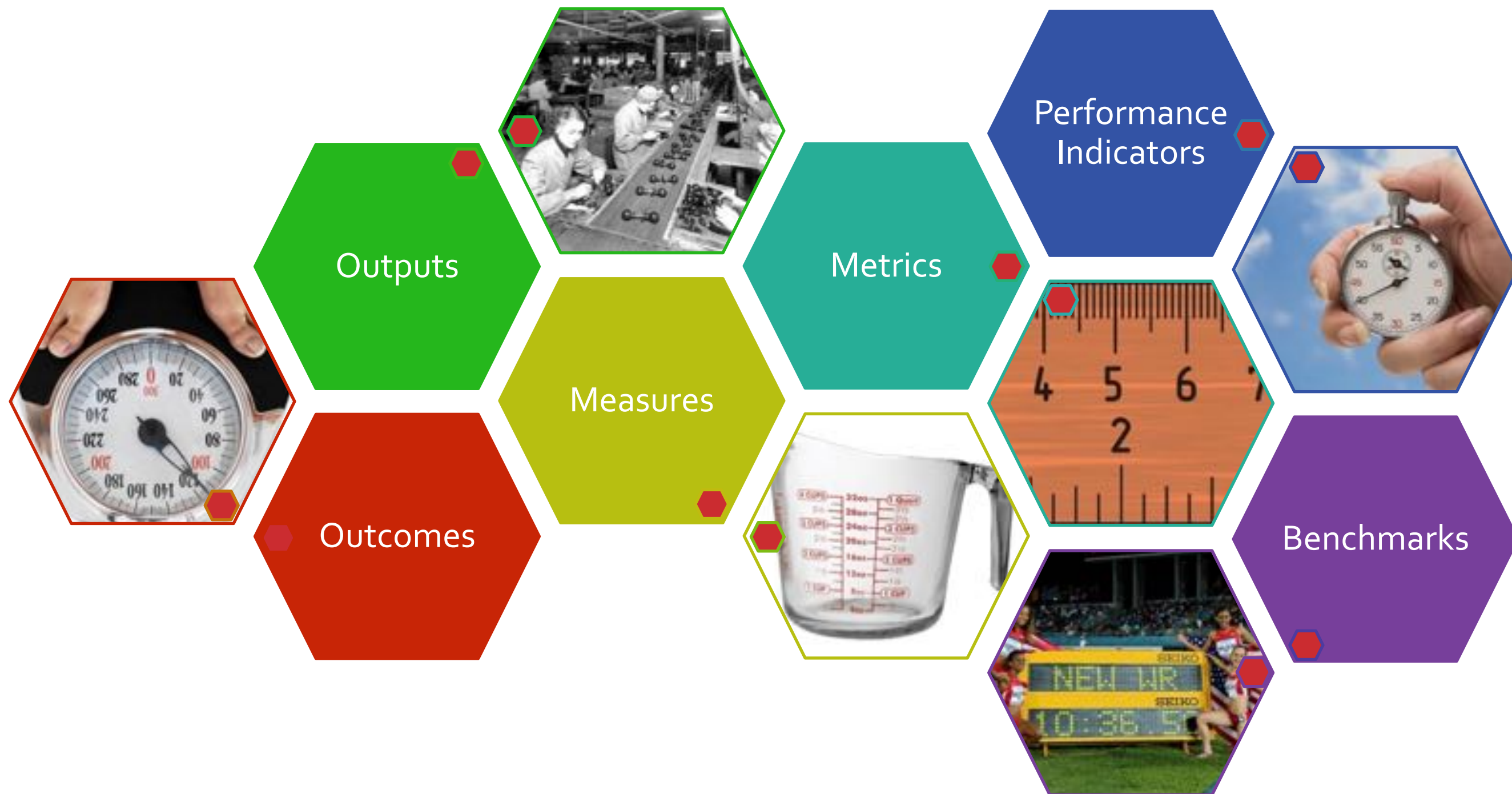


Neglecting to
engage the
board on the
roadblocks
encountered
along the way

Metrics & Measures of Success



Concepts



Asking Better Questions

Old School	New School
<ul style="list-style-type: none">• How much money do we have in reserves?• How many beds are filled?	<ul style="list-style-type: none">• How do/should we use the operating reserves?• How many women move into more permanent housing?
<ul style="list-style-type: none">• How many international societies do we partner with?	<ul style="list-style-type: none">• How many of contributors are from outside the US? Subscribers?
<ul style="list-style-type: none">• How many clients use our assistive technology services?	<ul style="list-style-type: none">• How does assistive technology help our clients? Fit in with other programs?
<ul style="list-style-type: none">• How many students did our educational grants support?	<ul style="list-style-type: none">• How did our investment in education change school performance?

A Dashboard...

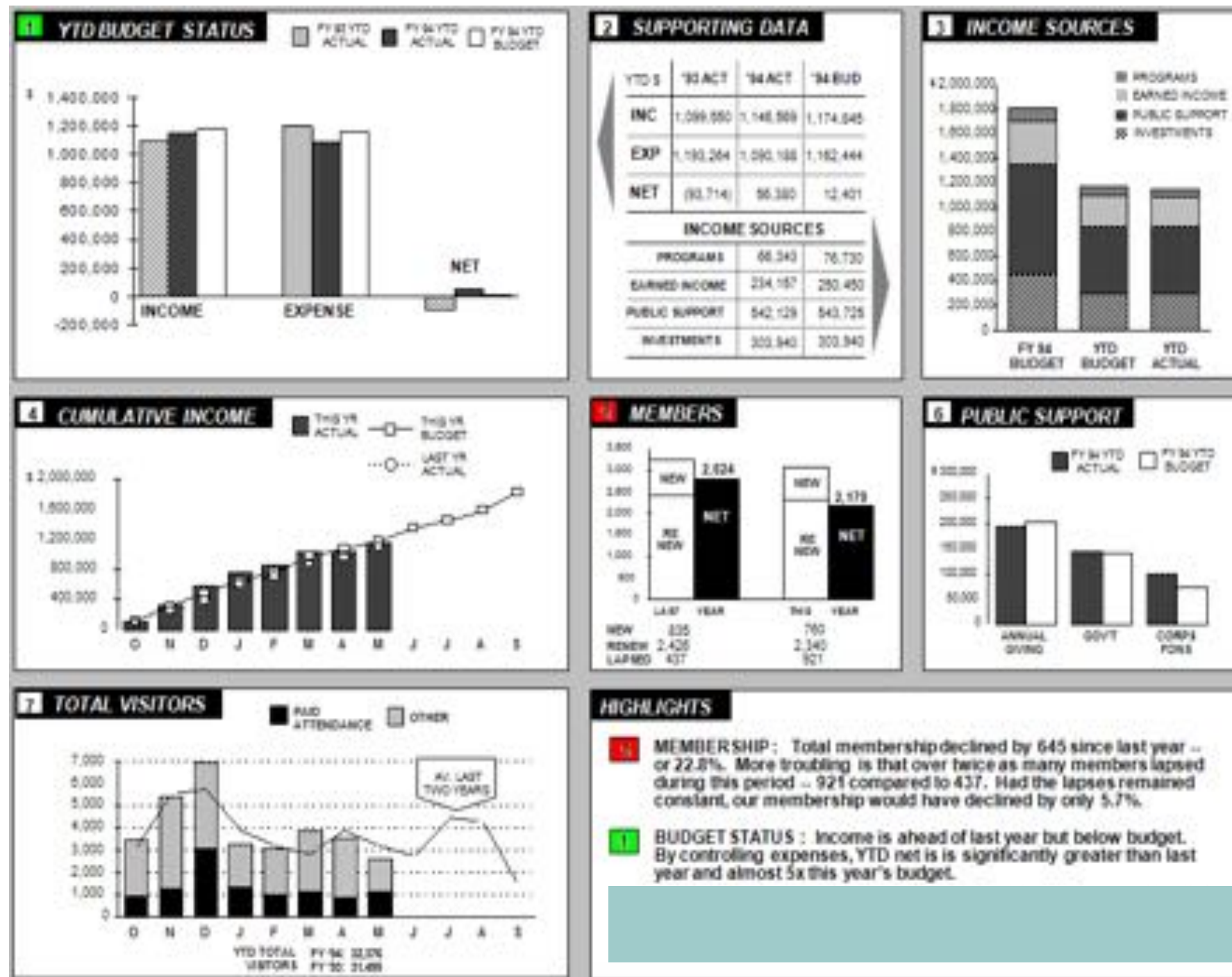
IS

- ◆ A tool to focus board attention
- ◆ A summary of key performance indicators
- ◆ A snapshot in time
- ◆ About the quality of information
- ◆ The starting point

IS NOT

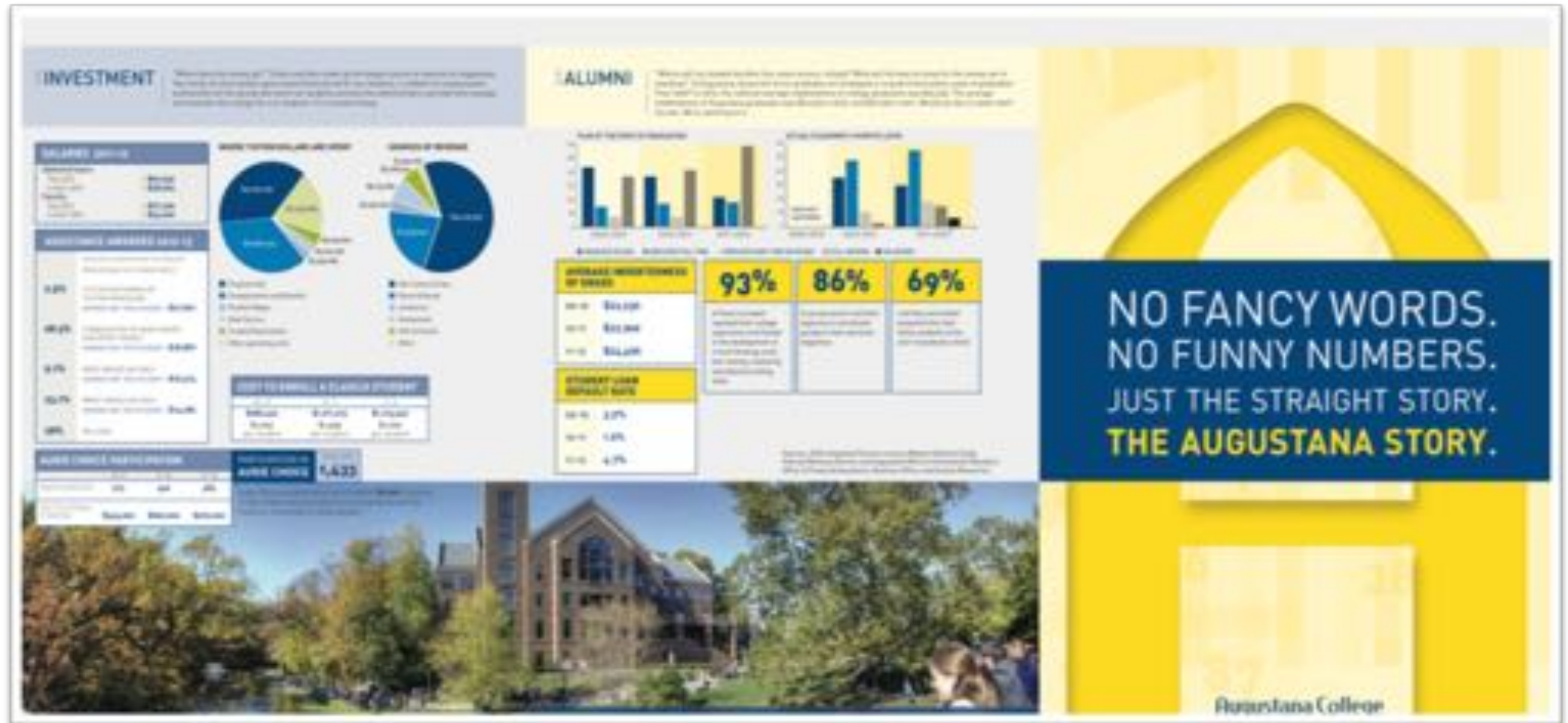
- ❖ A report card on management
- ❖ A substitute for reports and analysis
- ❖ A longitudinal study
- ❖ About the quantity of information
- ❖ The end point

Dashboard Examples



Source: *The Nonprofit Dashboard: A Tool for Tracking Progress* by Lawrence M. Butler (BoardSource, 2007).

Dashboard Examples



Dashboard Examples



For more information visit the Indianapolis Museum of Art blog series on Museums & Transparency:
http://www.imamuseum.org/blog/2009/11/24/transparency-and-museums-part-4-transparency-in-practice/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+IndianapolisMuseumOfArt+%28Indianapolis+Museum+of+Art%29

Quick Discussion

What 2 - 3 indicators
will help your board
measure progress
toward your mission?

The Board's Technical & Adaptive Work around Metrics & Measures of Success

Technical Work

Monitor delivery of programs, products & services

Review finances: YTD against budget, year-over-year, etc.

Track progress against plans, e.g., strategic plan, annual goals

Adaptive Work

Evaluate quality, progress & success

Ensure resources are allocated well: money, people, reputation

Assess organization's sustainability & adjust accordingly

Board Blind Spots



n = 1

I heard...
I would be
interested in ...



TMI

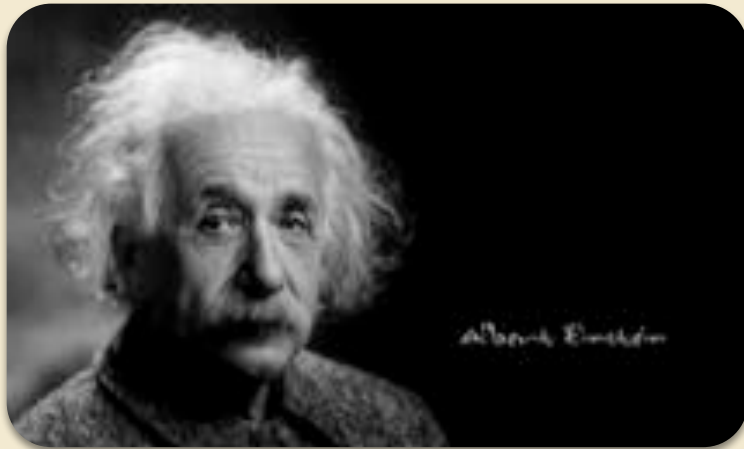
Please sir, may
I have some
more?



Tracking

Rather than
sense-making

CEO Traps



Not everything
that can be
counted counts,
and not
everything that
counts can be
counted.



Over-reporting
data and
underreporting
results



Not putting
information
into context

Shared Pitfalls



Dashboard Rules of the Road

Design

- ❑ Keep it simple
- ❑ Work with readily available data
- ❑ Consider meaningful comparisons (historical, benchmarks, budget)
- ❑ Understand the differences between outputs, outcomes, and impact

Presentation

- ❑ Mix and match charts, numbers, and text
- ❑ Use color
- ❑ Work together (board and management) toward a standardized format
- ❑ Use metrics to tell a story



Q & A



1. What are you perplexed about?
2. What really resonates with you?
3. What idea will you take back to your board?

Thank you!



"The main thing is to keep
the Main Thing the main thing."
~ Stephen Covey