

Managing Your Board: Executive Director and Board Strategies

**LITERACY TX
CONFERENCE 2017**

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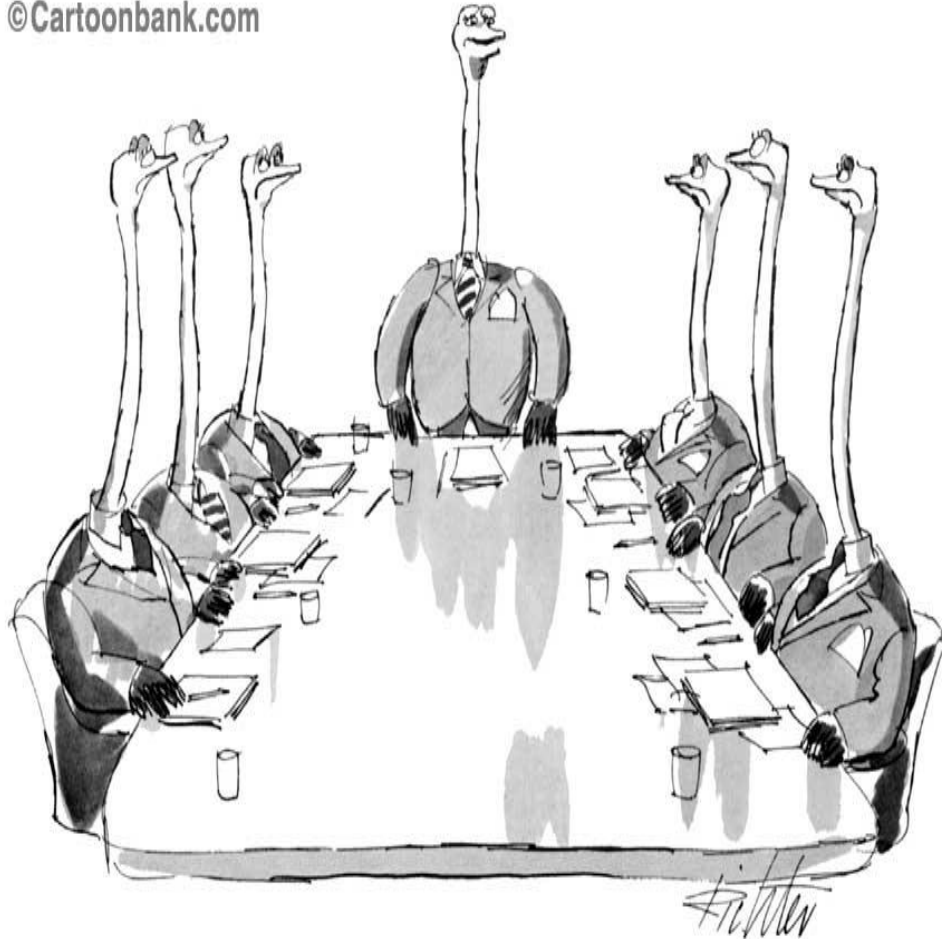
Building the Capacity of Organizations

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BOARD EFFECTIVENESS OFTEN ARISES AS A NONPROFIT CONCERN

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"The motion has been made and seconded that we stick our heads in the sand."

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"Perhaps it would help if I go over it one more time."

“Exceptional boards energize themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlations among mission, strategy, and board composition; and they understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous recruitment.”

-- BoardSource

The Handbook of Nonprofit Governance (p. 25)

Exceptional boards add significant value.
They make a discernible difference to the
organization's advance on mission.



Definition of Governance

- From Greek word “**kebernon**,” to steer
- To **govern** is to steer, to control, and to influence from a position of authority
- **Governance** deals with the legitimate distribution of authority throughout a system — whether a country or an organization



EFFECTIVE GOVERNANCE

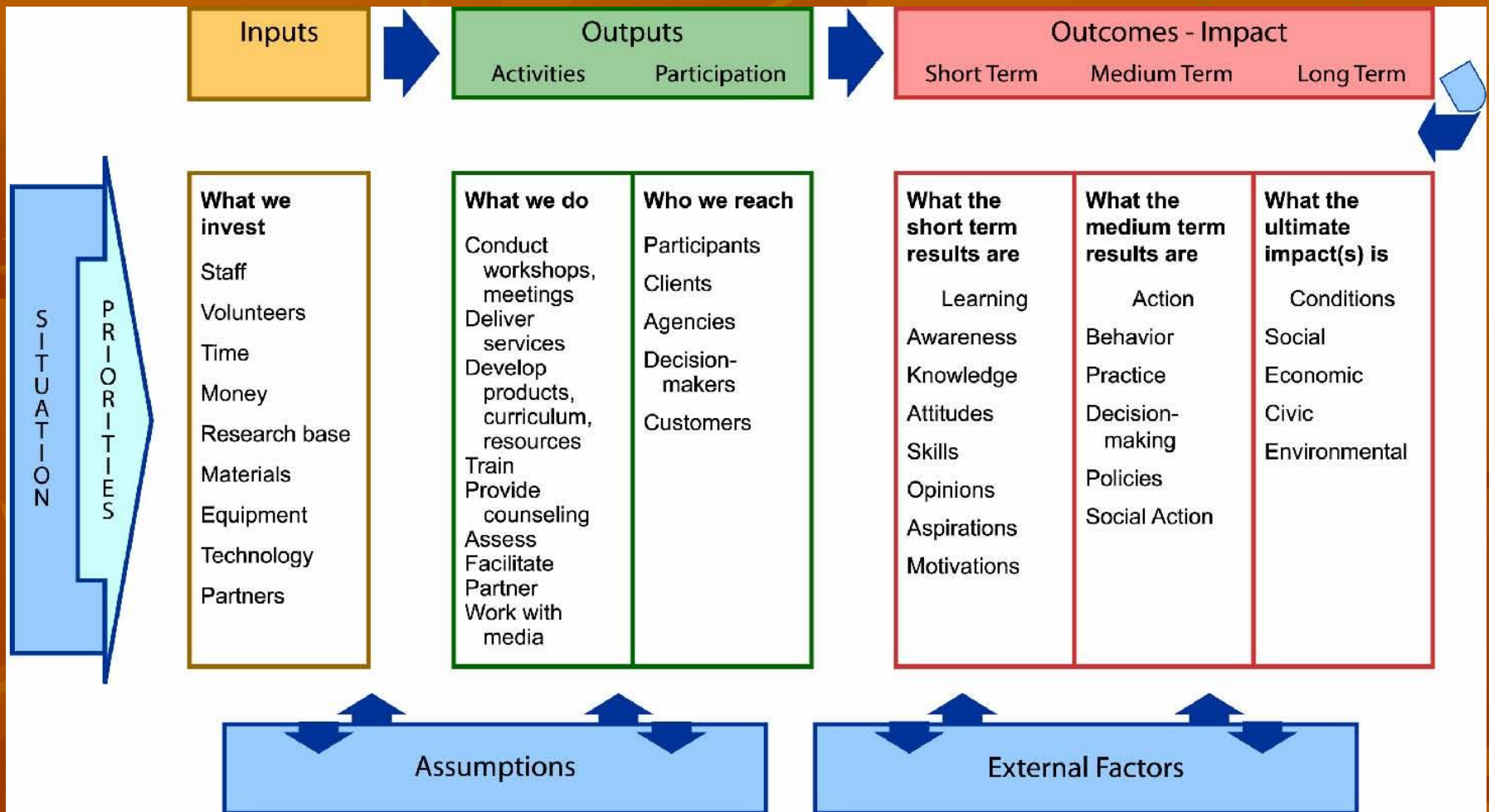
- ✓ GOVERNANCE is the board's legal authority to exercise power and authority over an organization on behalf of the community it serves,
- ✓ GOVERNANCE is group action
- ✓ GOVERNANCE is not only doing things right, but doing the right things
- ✓ GOVERNANCE involves the board acting as agents for the agency's constituents

Peter Drucker's “5” for Leaders

1. What is the mission?
2. Who is the customer?
3. What does the customer value?
4. What are our results?
5. What is the plan?

A fundamental responsibility of leadership is to make sure that everybody knows the mission, understands it, and lives it. Leaders translate the mission into action!

Logic Model



Board Roles & Responsibilities



Ten Basic Board Responsibilities

- 1. Determine the organization's mission and purpose.**
- 2. Select the chief executive.**
- 3. Provide proper financial oversight.**
- 4. Ensure adequate funding.**
- 5. Ensure legal and ethical integrity and maintain accountability.**

Board Responsibilities

- 6. Ensure effective organizational planning.**
- 7. Recruit and orient new board members and assess board performance.**
- 8. Enhance the organization's public standing.**
- 9. Determine, monitor, and strengthen the organization's programs and services.**
- 10. Support the chief executive and assess his or her performance.**

Ten Basic Nonprofit Executive Responsibilities

- 1. Commit to the Mission**
- 2. Lead the Staff and Manage the Agency**
- 3. Exercise Responsible Financial Stewardship**
- 4. Lead and Manage Fundraising**
- 5. Follow the Highest Ethical Standards, Ensure Accountability, and Comply with the Law**

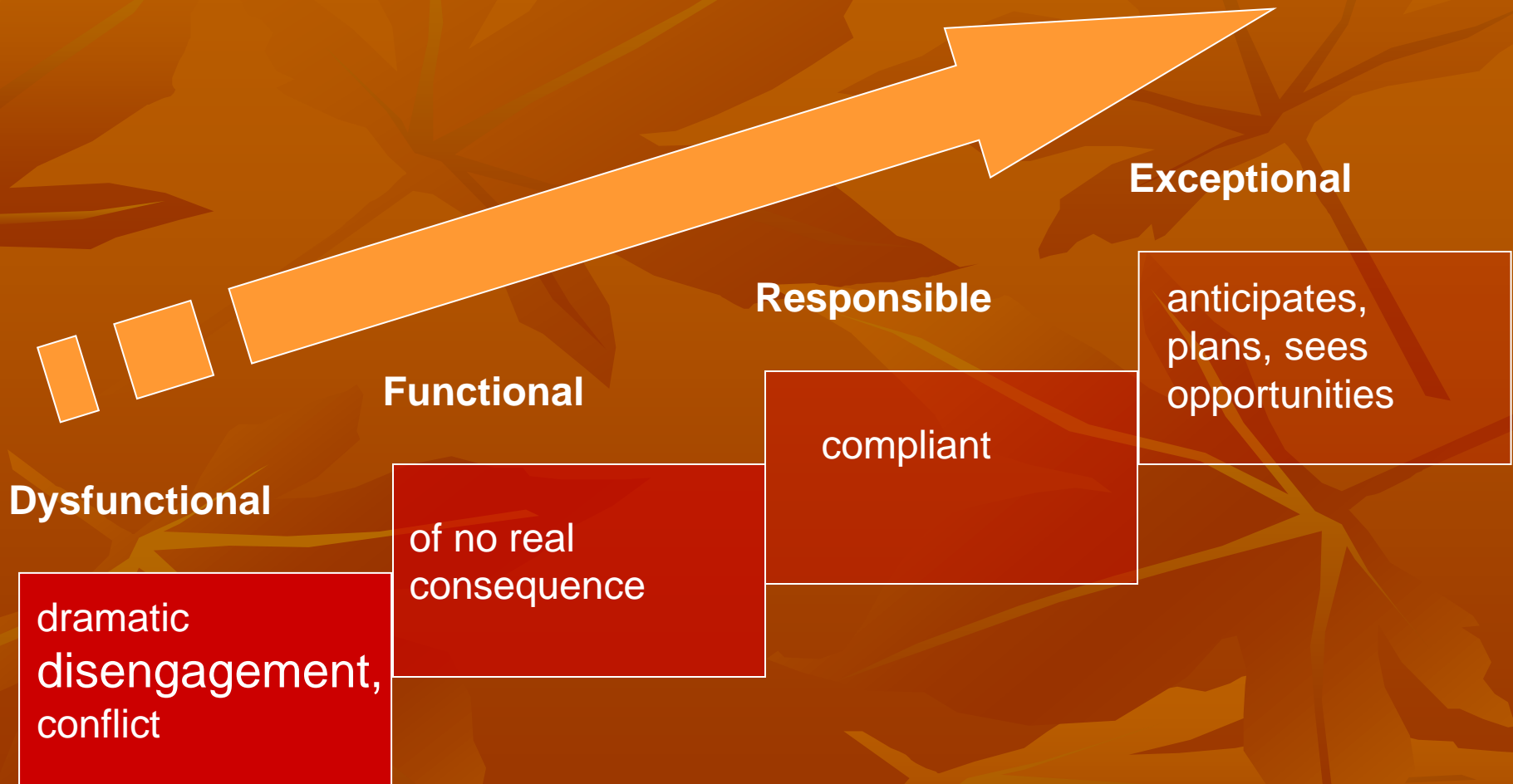
Executive Responsibilities

- 6. Engage the Board in Planning & Lead Implementation**
- 7. Develop Future Leadership**
- 8. Build External Relationships & Serve as an Advocate**
- 9. Ensure the Quality & Effectiveness of Programs**
- 10. Support the Board**

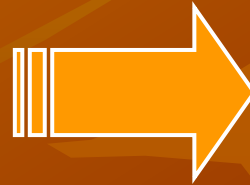
Board/Staff Partnership



BOARD/ED RELATIONSHIPS

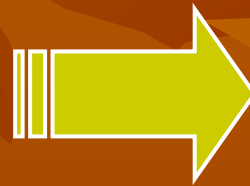


Good



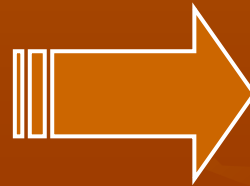
Great

Success



Significance

Stewardship



**Exceptional
Leadership**

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The Board/Staff Partnership Characteristics of an Effective Mission-Driven Team

Constructive Partnerships



CEO/Board: A Constructive Partnership

Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent.

Boards should support the chief executive and assess his or her performance annually and formally. The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.

Working Together...

- Common Expectations
- Cooperative Planning
- Open and Honest Communications
- Respect

HIGH PERFORMANCE TEAMS

- ✓ Members share a common vision
- ✓ Communication is direct and explicit
- ✓ Innovation and risk-taking are encouraged
- ✓ Mutual respect and value differences

HIGH PERFORMANCE TEAMS

- ✓ Trust is HIGH
- ✓ Conflict is NOT avoided
- ✓ Are able to solve complex problems even when there is uncertainty and stress
- ✓ The group shares a core identity

Division of Responsibilities

Board Chair

- Serves the board; guides and facilitates its work
- Represents the board and the organization in the community

Chief Executive

- Manages the organization and implements its mission
- Represents the organization in the community
- Supports the board with strategic information, ideas, perspectives, and connections for effective governance

What does the board expect from the chief executive?

Expectations:

- Strategic information/expertise that assists the board in its governance roles
- Positive attitude toward the partnership
- Identification of issues for board attention
- Liaison between board and staff
- Recommendations for action *before* the meeting
- OPTIONS
- No surprises! Accept accountability!

What does the board expect from the chief executive?

Deliverables:

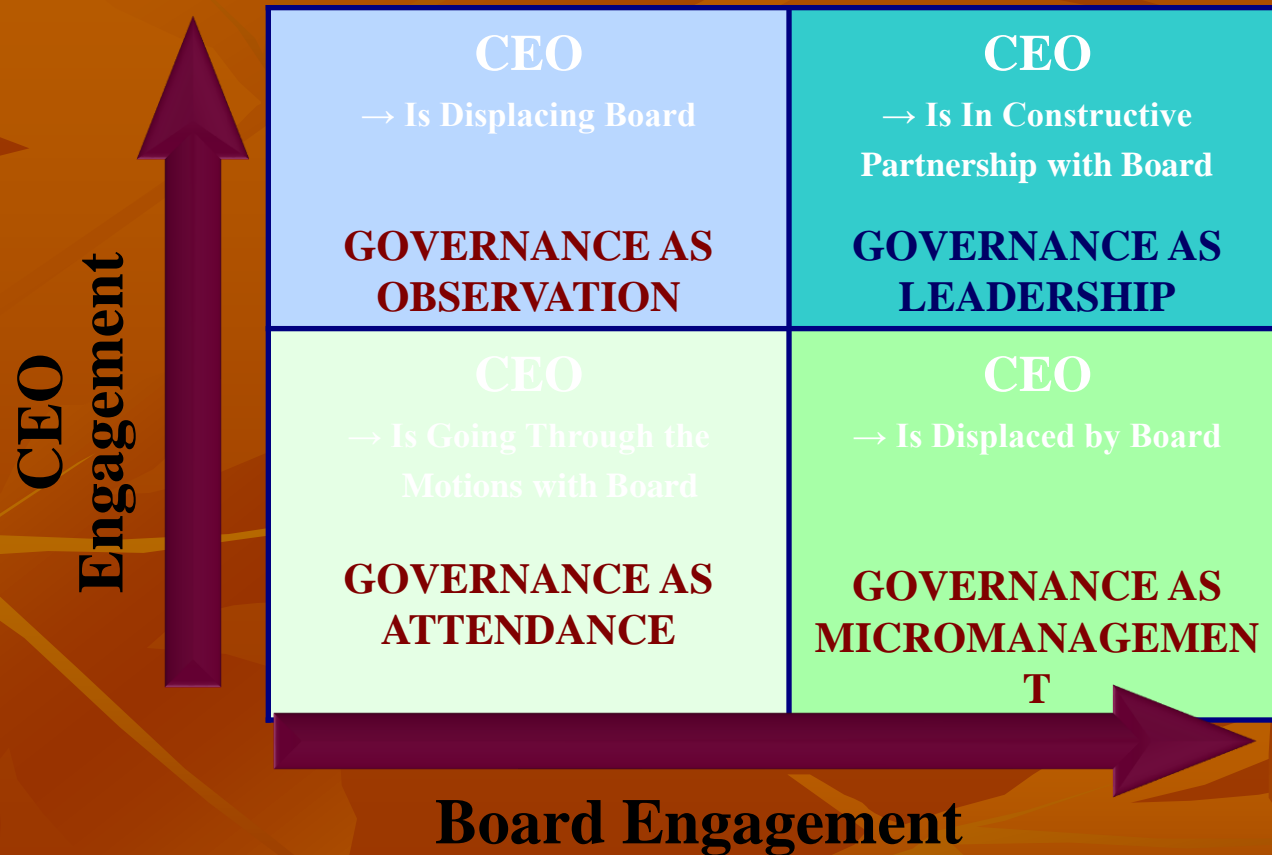
- Helps set the agenda
- Assembles information for board decision making and monitoring
- Assists with board development
- Makes proposals for policy changes
- Supports board meetings and board performance
- Staffs committees/task forces
- Maintains essential documents

What does the chief executive expect from the board?

To govern more and manage less:

- Timely and clear decisions
- Directors who are informed and prepared
- Mutual accountability
 - Up-to-date job description, performance objectives, regular performance reviews
- No micromanaging
- A board that speaks with one voice

Which quadrant describes your board / staff relationship?



Consider...

- When/how does board/staff communication most often fail?
- When/how is communication most often effective?
- What might be helpful for the other party to know to promote effective communication?

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*Organizational health depends on an effective
and flexible partnership between the board and
the chief executive.*

Effective Board-Staff Teams

- Require clarity and agreement about roles and responsibilities,
- Require regular and open communication between the board chair and the chief executive , as well as an agreement about how to work together,
- Require a willingness on everyone's part to clarify their own and each others' assumptions,
- Benefit from regular and systematic feedback and assessment,
- May need to be redefined as the organization develops in size and complexity.

Principles of Effective Partnerships

1. Establish Ground Rules
2. Acknowledge the Realities of the Board-CEO Relationship
3. A Healthy Relationship Between the CEO & Board Chair

COMMUNICATE...COMMUNICATE
COMMUNICATE



The 5 Dysfunctions of a Board-CEO Relationship



5 DYSFUNCTIONS

- 1. Fear of “Healthy” Conflict**
- 2. Inattention to Results**
- 3. Lack of Commitment**
- 4. Avoidance of Accountability**
- 5. Absence of Trust**

LEVELS OF TRUST

- Good: *managing pairs*

Managing focus + low to moderate knowledge-based trust

- Better: *planning pairs*

Planning focus + moderate to high knowledge-based trust

- Great: *leading pairs*

- Leading focus + identification-based trust

LET'S CHANGE THE WAY WE LOOK AT BOARDS

**"IF YOU CHANGE THE WAY
YOU LOOK AT THINGS, THE
THINGS YOU LOOK AT WILL
CHANGE."**

- UNKNOWN

PARTNERS IN THE MISSION

Board-Staff Together

The Literacy Dream Team



STAY IN TOUCH

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