

# Building a High Performing Board Culture

*Strengthening Board Engagement*

October 4, 2019

NONPROFIT PARTNERS CONFERENCE 2019



**I thought this was a  
volunteer position!!!**

**You want the board  
to do what?!**



1

2

3

4

5

**Change The Narrative and Process**



How do you view board service?



What kind of journey  
will it be?

# 5

## Recruit Strategically, Consistently and for Diversity

### Position Recruiting

Accountant, Lawyer, Banker, Marketer



### Random Event



Friends, Family, Personal Contacts



### Strategic Recruiting

Leader who has scaled a multi-site operation; Manager of diverse, cross-functional teams

Targeted, Consistent Process

Broader Networks, Stakeholders, Targeted Cultivation

1

2

3

4

**Hold The Board Accountable**

5

**Change The Narrative and Process**

# 4

## Hold The Board Accountable



Individually



Collectively

- To Each Other
- To Supporters
- To Clients/Customers
- To Employees
- To Collaborators



1

2

3

**Model Good Behavior**

4

**Hold The Board Accountable**

5

**Change The Narrative and Process**

3

# Model Good Behavior



BE PREPARED



BE A TEAM  
PLAYER



LISTEN AND  
REFLECT



RESPECT OTHERS



ENGAGE IN  
HEALTHY DEBATE



HONOR YOUR  
COMMITMENTS



BE A SERVANT  
LEADER



FOLLOW THE  
GOLDEN RULE

3

Model  
Good  
Behavior

**I AM  
POSITIVE,  
HEALTHY,  
HAPPY,  
WHOLE.**

Is my behavior serving  
the mission or my own  
needs?

# 3

## Show Up!

### Where

Board and  
committee  
meetings

Events

Funder meetings

Community  
meetings

### How

Physically

Emotionally

Intellectually

Courageously



1

2

**Run A Good Meeting**

3

**Model Good Behavior**

4

**Hold The Board Accountable**

5

**Change The Narrative and Process**

1

2

**Run A *Great* Meeting**

3

**Model Good Behavior**

4

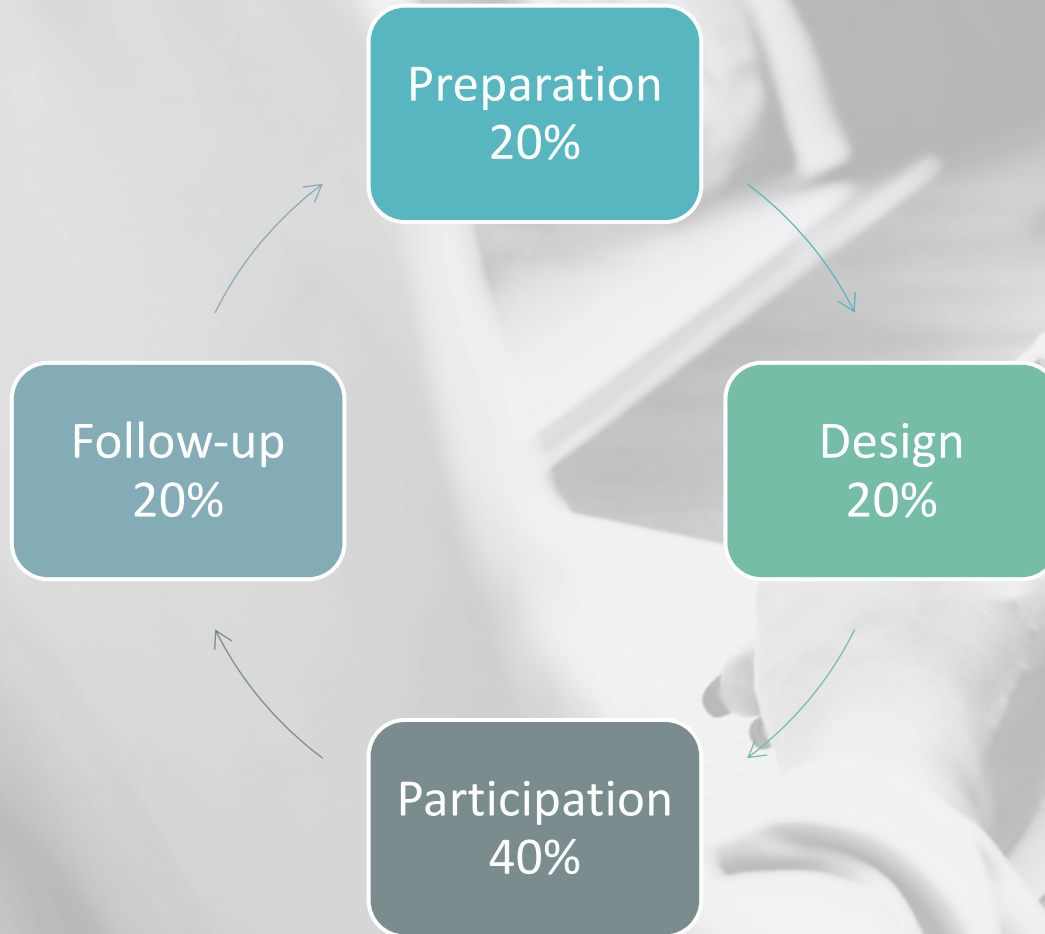
**Hold The Board Accountable**

5

**Change The Narrative and Process**

# 2

## Run A Great Meeting



*Usually 60%\* of effectiveness happens outside of the meeting*

\*Percentages vary based upon type, duration and focus of meeting

# Board And Committee Meetings

Leading Meetings for Outcomes – How Is This Allocated?

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To Accomplish  
Agenda



To Create A  
Quality  
Experience

How and when do we engage the board?



To Develop  
New Skills  
and Capacity



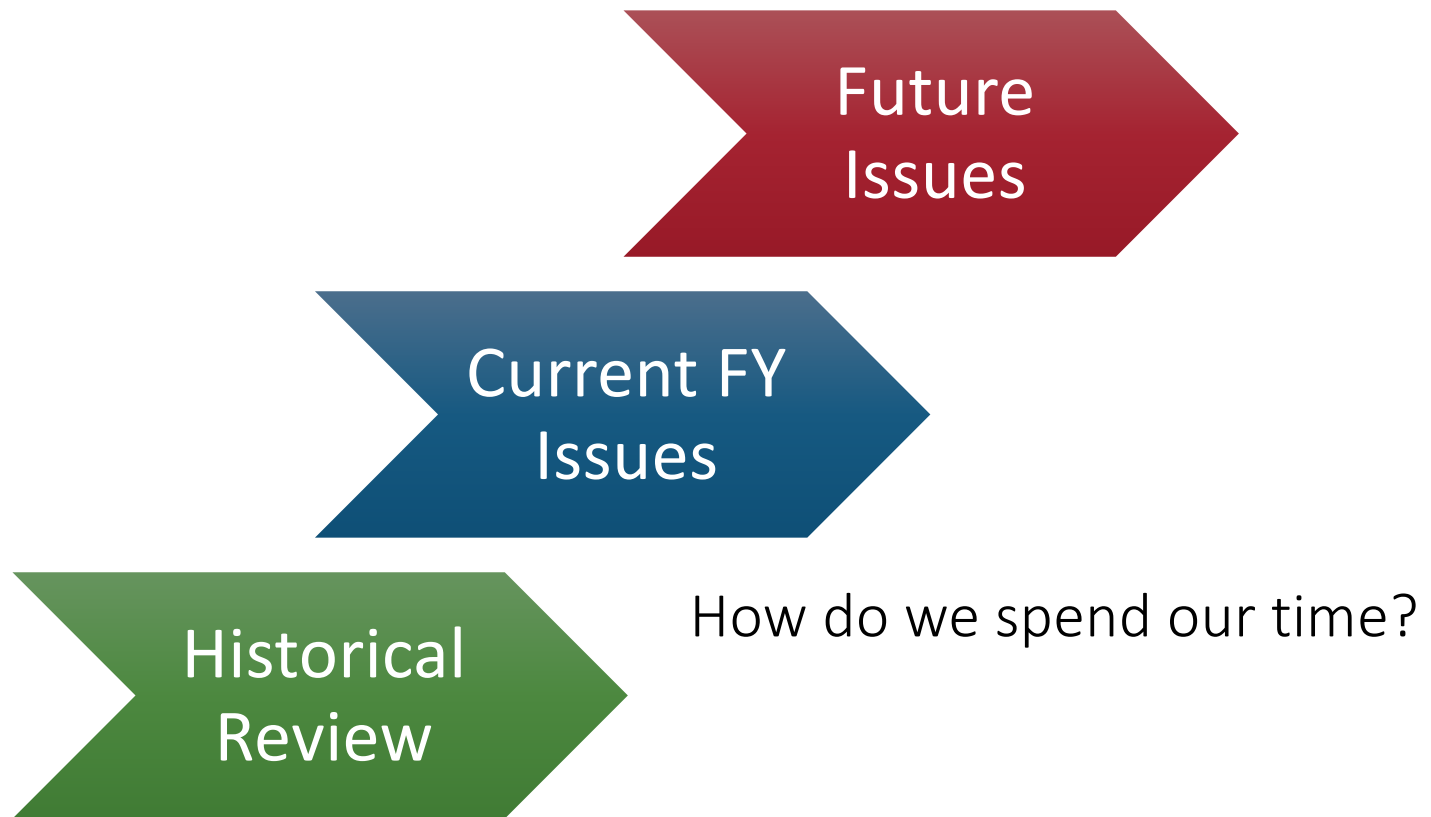
To Build  
Culture



# Board and Committee Meetings

Focus of Discussions – How Is This Allocated?

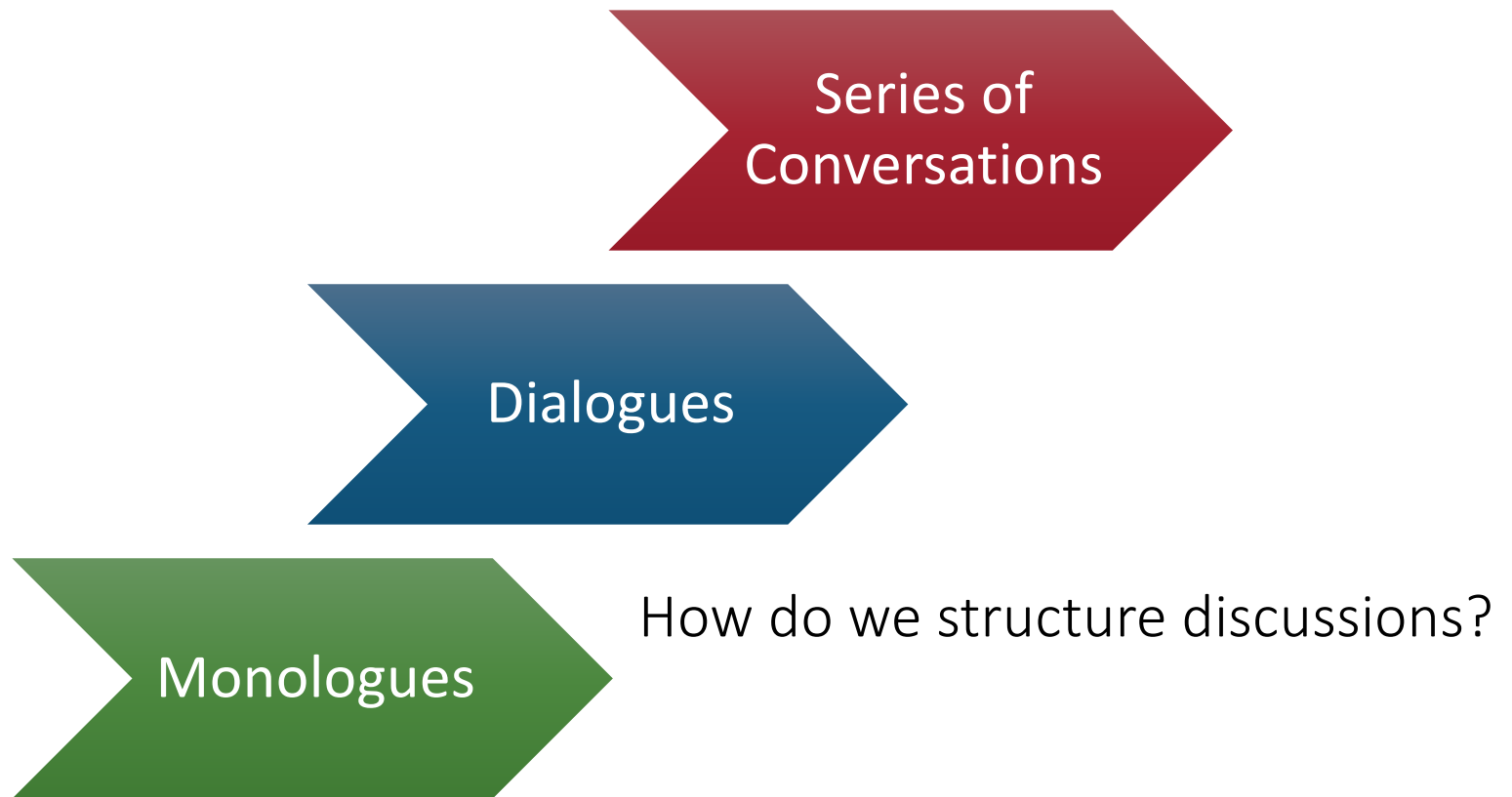
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# Board and Committee Meetings

Focus on Discussions – What Is The Flow?

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# 2

## Refocus the Agenda

### Traditional Agenda

- Approve Minutes
- Committee Reports
- CEO Report
- Financial Reports
- Adopt Resolutions
- New Business
- Adjourn

### Flipped Agenda

- Mission Moment
- Strategic Conversation and Decision- Making
- Consent Agenda
- Oversight
  - Review Dashboard
  - CEO Report – What Keeps Them Up At Night
- Adjourn

1

**Do More Generative Thinking**

2

**Run *A Great Meeting***

3

**Model Good Behavior**

4

**Hold The Board Accountable**

5

**Change The Narrative and Process**

# 1

## Do More Generative Thinking

### Oversight-Board as fiduciaries:

What do we know? What do we need to know? How do we close the gaps between the two?

### Foresight-Board as strategists:

Conduct post mortems when things go wrong and pre-mortems to develop best-case scenarios and what can be done to ensure better outcomes.

Fiduciary – Mode I

Strategic – Mode II

Generative – Mode III

### Insight - Board in generative mode:

Decide what to decide; how do we want to think about the issues we're facing?

# Bonus: Focus On The Mission



The Board As  
A High  
Performing  
Team



# What Will Be Your Board's Focus?



# Resources

## BoardSource

1. The Board Chair Handbook
2. Building the Governance Partnership
3. The Board Building Cycle: Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members
4. Meeting, and Exceeding Expectations: A Guide to Successful Nonprofit Board Meetings
5. Boardroom Chemistry – Getting Your Board to Govern As A Team
6. The Source: Twelve Principles of Governance that Power Exceptional Boards

## General

1. *Meetings Suck* by Cameron Herold
2. *Death By Meeting* by Patrick Lencioni
3. *The Five Dysfunctions of A Team* by Patrick Lencioni



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