

Building and Leading Boards for Impact

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TOP-RATED AUTHOR OF

Breakthrough the Ick Factors

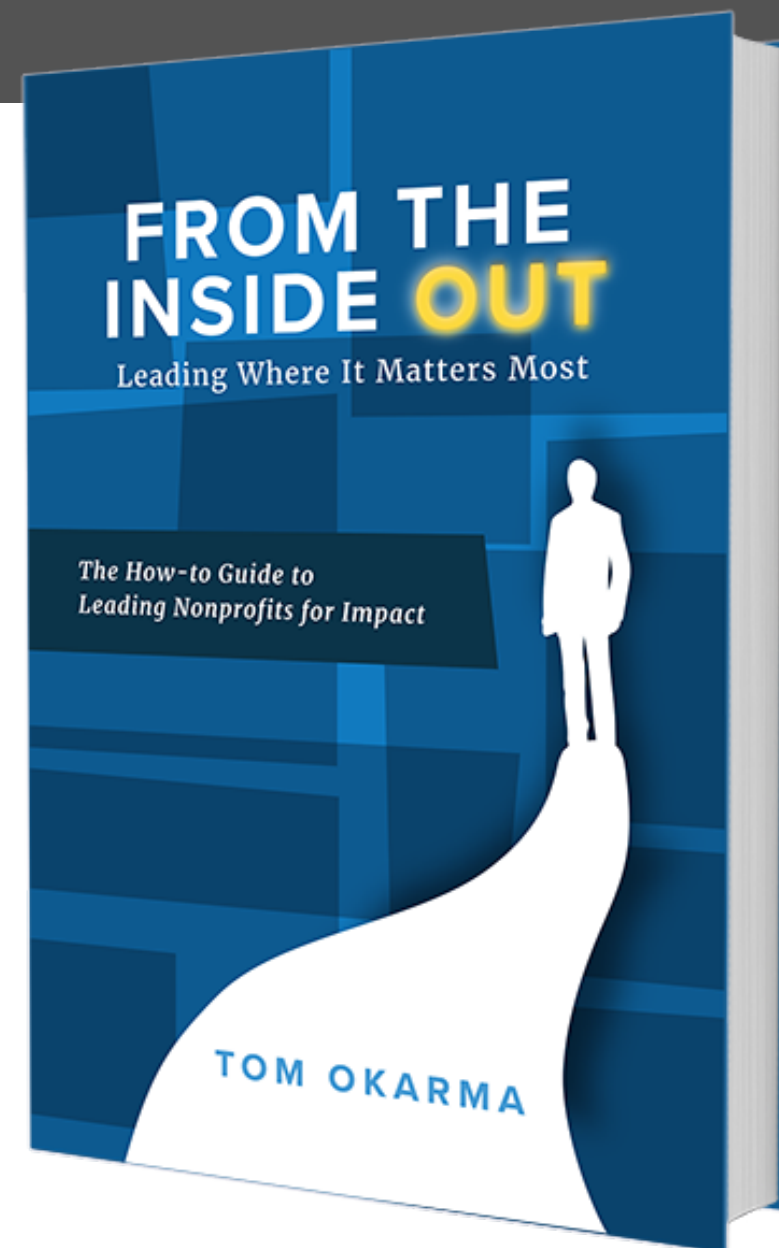
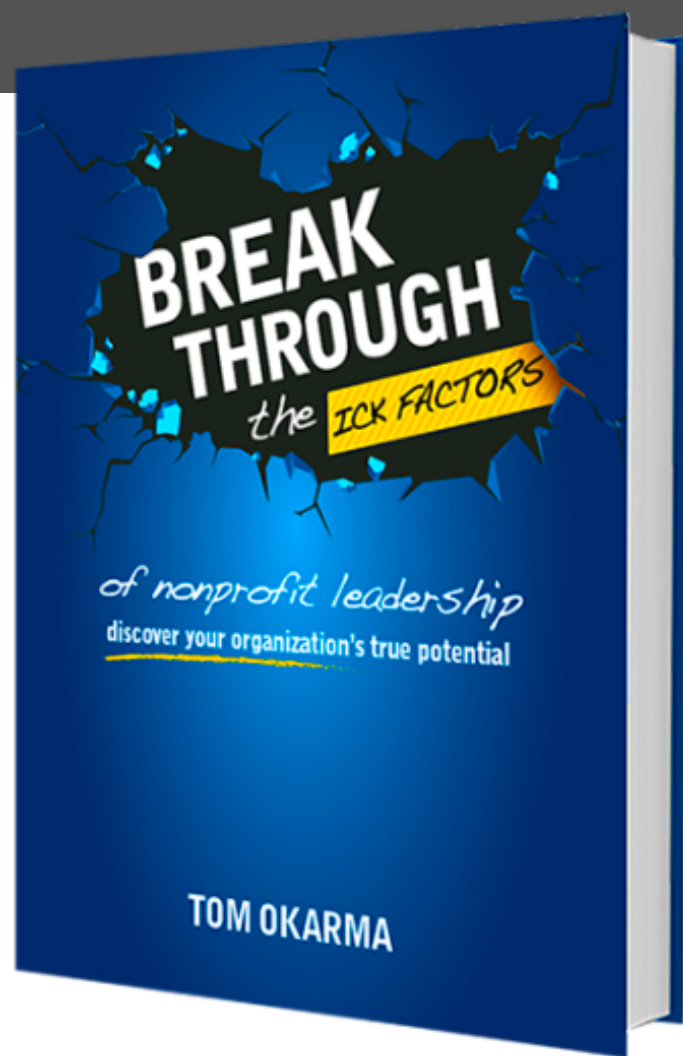
& Leading From the Inside Out



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AUTHOR

From the Inside Out: Leading Where it Matters Most
Break Through the Ick Factors of Nonprofit Leadership



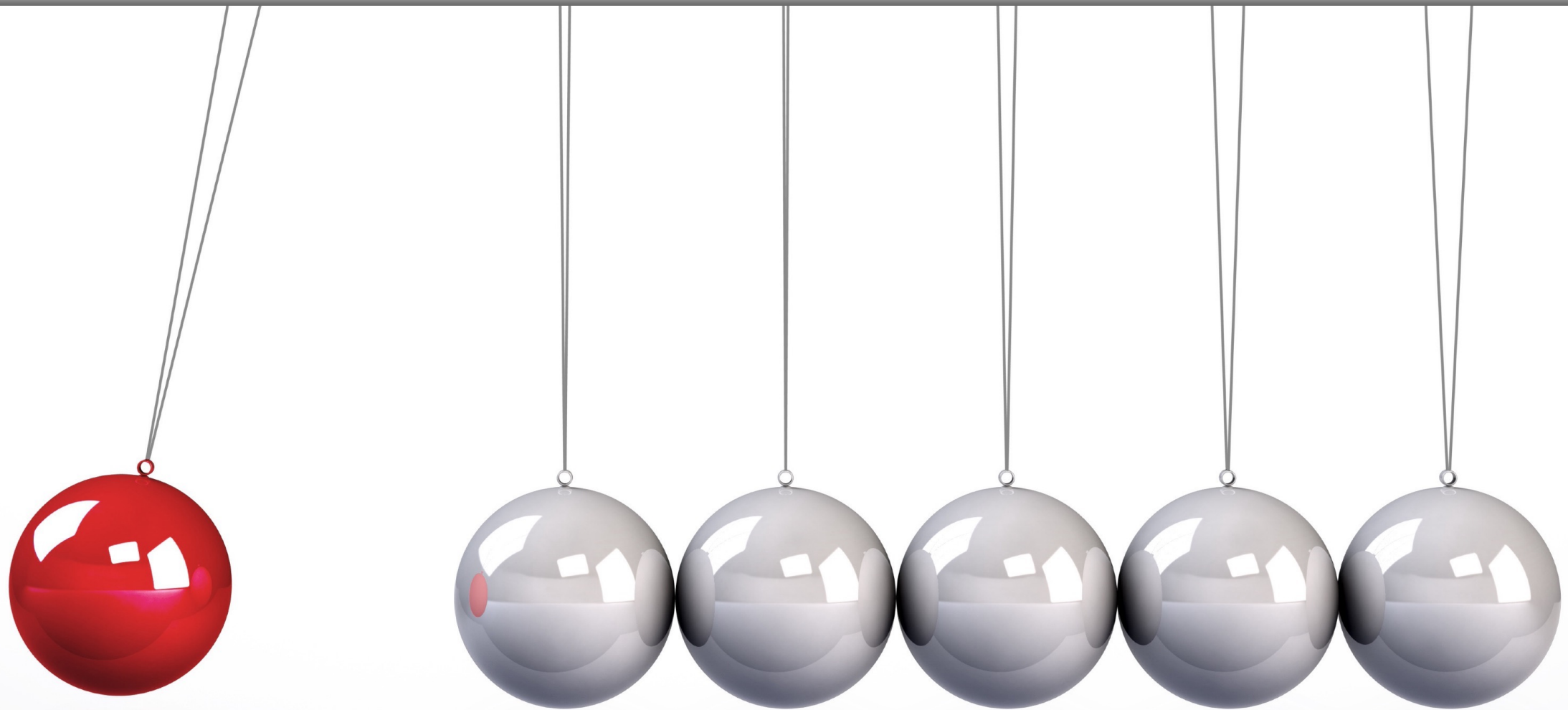
WHAT IS IMPACT



Does everyone
understand it...

and what makes it
happen?

HOW A BOARD DRIVES IMPACT



YOUR ULTIMATE GOAL

“Get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins (Good to Great)





BOARDS THAT DELIVER IMPACT

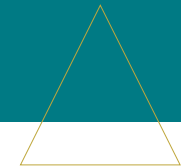
BOARD OF
DIRECTORS

BUILDING AN EFFECTIVE BOARD FOR IMPACT

BOARD OF
DIRECTORS



UNDERSTANDS IT'S ROLE



- Governance and Operational Roles
- Mission Vision Values
- Legal and ethical integrity
- Enhances the organization's public standing
- Protects assets/provides financial oversight
- Understands its Governance vs Operational duties

GUIDED BY IT'S STRATEGIC PLAN (NORTH STAR)



- Approves, (develops) and follows the strategic plan
- Is built around the strategic plan
- Ensures the organization has sufficient resources for its priorities
- Monitors program and financial results

SUPPORTS THE EXECUTIVE DIRECTOR



- Evaluates and assists executive director (and staff)
- Holds Ex Dir accountable with clear standards and objectives
- Insures roles and guidelines are clear

HOW EFFECTIVE BOARDS OPERATE

BOARD OF
DIRECTORS



BOARD BEST PRACTICES



- Understands its strategic vs operational vs governance roles
- Maintains a bias towards action and results
- Carefully Stewards the financial resources
- Lives the MVV
- Has one employee-the executive leader
- “Strong” Board Chair
- Adopts best governance practices
- Creates and maintains a Board Policy Manual

BOARD BEST PRACTICES



Conducts effective meetings

- Board Chair and executive leader develop agenda items
- High-level agendas; limited operational items
- Use consent agendas
- Develop a Board Pouch in advance
- Dashboards-KPI's
- Measure and track programs, operations, impact and results



BOARD BEST PRACTICES



Uses committees effectively

- Where most of the heavy lifting takes place
- Single focused purpose defined by board
- Appointed chairperson
- Off-line study and recommendations for board
- Specific expertise

GOAL ALIGNED MODEL

Communication/Branding/Positioning

Board Development/Governance/Processes/Metrics

Partnerships & Collaborations

Culture; Staffing/Training/Hiring Process

Key Strategies; Smart Goals; Structure & Budget

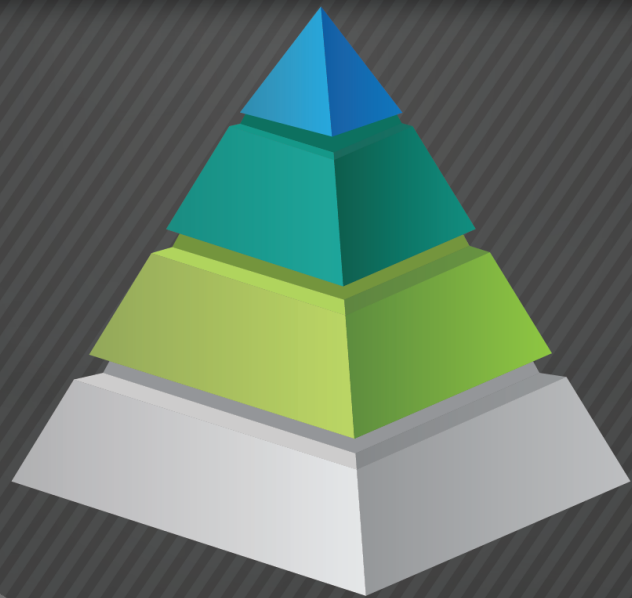
Values

Mission

Vision

8 ESSENTIAL STEPS FOR

Building A Great Board



DOWNLOAD



SUCCESSFUL BOARD BUILDING

8 STEPS

- | | |
|-------------|------------|
| 1. Identify | 5. Decide |
| 2. Develop | 6. Invite |
| 3. Engage | 7. Gather |
| 4. Evaluate | 8. Discuss |

**BOARD PROFILE WORK
SHEET**
Expertise/Skills/Personal

This worksheet can be adapted to assess current board composition and plan for the future. The recruitment of board candidates should consider that an organization is legally bound to follow its bylaws, which may include specific criteria on board size, structure, and composition. Or the bylaws may need to be updated to incorporate and acknowledge changes in the environment and community that have made changes in the board structure necessary or desirable.

	CURRENT MEMBERS						CANDIDATES					
MEMBERS	1	2	3	4	5	6	A	B	C	D	E	F
AGE												
19-34												
35-50												
51-65												
Over 65												
GENDER												
Male												
Female												
RACE/ETHNICITY/DISABILITY												
African American/Black												
Asian												
Caucasian												
Hispanic/Latino												
Native American/Indian												
Other												
Disability												
RESOURCES												
Money to Give												
Access to money												
Access to other resources-												
Available for active participation-solicitation visits												

Adapted from *The Board Building Cycle* by Hughes, Lakey & Bobowick, 2003

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BOARD PROFILE WORKSHEET

1. Demographics
2. Skills
3. Connections
4. Geography
5. Resources
6. Experiences
7. Other

WHAT MAKES A GREAT BOARD DIRECTOR?

BOARD OF
DIRECTORS



CHARACTERISTICS OF AN EFFECTIVE DIRECTOR



- Demonstrates support for the mission
- Exhibits wisdom and discernment
- Embraces and performs in his/her primary role
- Understands board role and responsibilities
- A bias towards action
- Is engaged/proactive/prepared
- Is a “critical thinker”
- “Gets” governance/volunteer/participant role

GENERAL EXPECTATIONS

1. Support **XXXX**'s mission, vision, values, goals, policies, and programs while knowing its strengths and needs.
2. Suggest possible nominees to the board who are men or women of achievement who can make significant contributions to the work of the board and progress of **XXXX**.
3. Serve actively on committees as requested by the Board President.
4. Provide input and feedback to the Board President on the performance of staff members and volunteers.
5. Attend activities and events sponsored by **XXXX**.

MEETINGS

1. Prepare for and participate in board and committee meetings, including appropriate organizational activities.
2. Ask timely and substantive questions at board and committee meetings consistent with personal conscience and convictions, while supporting the majority decision on issues decided by the board.
3. Maintain confidentiality of the board's executive sessions, and speak for the board or **XXXX** only when authorized to do so.
4. Suggest agenda items periodically for board and committee meetings to ensure that significant policy-related matters are addressed.

AVOIDING CONFLICTS

1. Serve **XXXX** as a whole rather than a special interest group or constituency.
2. Avoid even the appearance of a conflict of interest that might embarrass the board or **XXXX**, and disclose any possible conflicts of interest to the board in a timely fashion.
3. Never accept or offer favors or gifts to or from anyone who does business with **XXXX**.

FIDUCIARY RESPONSIBILITY

1. Exercise prudence with the board in the control of funds.
2. Faithfully read and understand **XXXX**'s financial statements and otherwise help the board fulfill its fiduciary responsibility.

FUNDRAISING

1. Make an annual gift to **XXXX** according to personal means, but no less than the minimum amount established by the board for its members and with a realization of the leadership role the board must play in fund development.
2. Assist **XXXX** by implementing fund raising strategies through personal influence with others.
3. Participate actively in all **XXXX** fund raising special events, programs, and activities.

*Adapted from *The Board Building Cycle* by Hughes, Lakey & Bobowick, 2003

BOARD MEMBER EXPECTATION STATEMENT

1. Clearly laid out for candidate
2. General Expectations
3. Support Role
4. Meeting Attendance
5. Avoiding Conflicts
6. Fiduciary responsibility
7. Fundraising

ORIENTATION & TRAINING

1. Why
2. Roles
3. Operations
4. Funding
5. Impact



DOWNLOAD



**BOARD MEMBER
ANNUAL AFFIRMATION
STATEMENT**

MY COMMITMENT (Circle Yes or No)

- Yes No 1. I affirm support for the board and staff leadership and continue to believe in our mission and programs and will invest my time, talent, and treasure to the best interests of the organization.
- Yes No 2. I affirm I will continue to be an active board member, participate with a positive attitude, maintain confidentiality, about board deliberations, and publicly support whatever decisions the board makes after good discussion.
- Yes No 3. I affirm I am highly committed to preparing for and attending the scheduled meetings of the board and committees, unless I notify the chair in advance of a major conflict. I understand that the cost of transportation will be my responsibility.
- Yes No 4. I affirm that during my term on the board I will donate to Bright Hope in a meaningful way, according to my circumstances, recognizing that major donors, foundations, and others have expectations that board members will be significantly committed to the cause.
- Yes No 5. I affirm that I have read and agree to abide by the organization's Bylaws, Conflict of Interest Statement, and the Board Policy Manual.
- Yes No 6. I affirm that if I am unable or unwilling to continue to serve, attend meetings, and execute my responsibilities as a board member, I will resign my position so the board can have the benefit of the full support and committed time, talents and treasures of an active board member.

My signature below signifies that I have read and affirm my agreement with these expectations and my intention to comply.

Signed: _____ Date: _____

Best Practices from The Good Governance Toolbox www.TheAndringaGroup.com

ANNUAL AFFIRMATION STATEMENT

1. Support
2. Active
3. Engaged
4. Donate
5. Conflict of Interest
6. Bylaws, Rules

“TOM-ISMS”

FOR IDENTIFYING & RECRUITING AN ALL-STAR BOARD

Strategically recruit
to fill specific skills

Look for life/work experience
which complement board
needs

Look for straight-talkers
who hold nothing back



“TOM-ISMS”

FOR IDENTIFYING & RECRUITING AN ALL-STAR BOARD

Identify candidates
to fit specific needs

Look beyond friends/big
donors/relatives/neighbors

Avoid too many like-
minded candidates



“TOM-ISMS”

FOR IDENTIFYING & RECRUITING AN ALL-STAR BOARD

Don't “settle”

Good volunteers ≠
good directors

Major Donors ≠
good directors



FINAL THOUGHTS

Ask yourself...

- If you were starting your agency today...brand new...what would your board need to look like to increase Impact?
- Describe what your board would be like if its founder served on it.
- Is your agency's structure, board selection, agency operations, and your budget tightly aligned around your mission, visions and values?



The background of the slide features a blue-tinted photograph of two hikers on a mountain ridge. One hiker is standing on the right, leaning forward and holding a long pole or stick to assist the other hiker. The second hiker is on the left, in a crouched position, reaching up towards the pole. The sky is filled with soft, white clouds. The overall mood is one of teamwork and achievement.

THANK YOU

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