# VSA Small Org Affinity Group

# Board Champions

# Introductions

# OUR ROADMAP

* **Critical roles of the Board**
* **Healthy Board/Staff partnership**
* **Habits of healthy Boards**
* **Managing conflicts**
* **Creating a culture of performance**

# Remember When…

# The Board is a Team

* **People**
* **Purpose**
* **Performance**
* **Accountability**

# Roles of the Board...

* Set organizational direction
* Provide oversight
* Ensure adequate resources

# Who Does What?

## Board

* Articulate vision/mission
* Select and support CEO
* Develop strategic plan
* Monitor progress
* Provide oversight
* Manage the Board team

## CEO

* Translate vision into action
* Staff to support mission
* Develop strategic plan
* Provide monitoring data
* Procedures for compliance
* Develop self and staff

# Lanes of Success

## Board

No micro-managing

Governance leader

Board development

Facilitate the Boardroom

## Shared

Communication

Stewardship/Resources

Succession

Strategy

## Executive

No micro-governing

Management leader

Staff development

Facilitate workplace

# What Makes A Great Board Chair?

* Build culture of effective decision-making
* Create value prop for each member
* Lead great meetings
* “Our” success
* Focus on succession
* Accountability

# What Makes A Great Executive?

* Energy and passion
* Curiosity
* Attention to detail
* Bring people along
* Ability to manage up and down

# What Makes A Great Board Member?

* Partnership between CEO and Chair
* Ask.. then listen…
* Understand and respect the balance between CEO autonomy and oversight
* Be an advocate and ambassador
* Maintain energy and passion

# Obstacles to Performance

* Absent leadership succession
* An “inner board” and “outer board”
* Poorly run meetings
* Poor communication
* Unclear strategy

# Mindset

# Board Lifecycle

## Stage

* Invention
* Incubation
* Growing
* Mature
* Stagnant
* Decline

## Key Question

* Is it feasible?
* How do we start?
* How do we become viable?
* How to become sustainable?
* How do we revitalize?
* Wind down or reimagine?

# 5 Habits of Healthy Boards

* Define expectations meticulously
* Recruit intentionally
* Orient thoughtfully
* Govern effectively
* Evaluate frequently

# Committees

* How effective is committee structure?
* Clear Board-Staff lanes
* Zero-based committee structure
* Keep it simple, flexible, and nimble

# Meetings Reflect Priorities

* Celebrate progress
* Discuss challenges
* Brainstorm solutions
* Identify and commit to next steps
* Evaluate!

# Evaluate

# Discussion

# Critical Conversations

* Be clear about the purpose
* Appreciate different perspectives
* Focus on impact on Board and mission
* Avoid assumptions
* Avoid blame
* Acknowledge strong feelings
* Listen to learn

# Critical Conversations

* Ask for time
* Speak “with” not “to”
* Script opening (if helpful)
* Describe the situation, not the problem
* Convey the purpose and goal
* Invite response and path forward
* Capture commitments to action

# Diagnosis and Prescription

## What kind of problem is this?

I don’t know what to do (strategy)

I don’t know how to do it (skills)

I don’t want to do it (motivation)

I don’t know why I have to do it (purpose)

Source: The Varga Group

# Culture of Performance

* Create a year-round board governance professional development program.
* Keep strategy in every meeting
* Annual board retreat with board education

# Board Trends

* Simple committee structure
* Fewer standing committees
* Smaller Board size
* Audit committee
* Non-Board members on committees

# Fostering Board Engagement

* Leadership from Board Chair
* Small, actionable steps
* Balance committees vs. full Board
* Meeting frequency
* Manage the virtual meeting

# Questions

# THANK YOU!

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