I thought this was a volunteer position!!!

You want the board to do what?!
Change The Narrative and Process
How do you view board service?
What kind of journey will it be?
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

Hold The Board Accountable

2

Change The Narrative and Process

3

4

5
Hold The Board Accountable

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

Collectively
1. Change The Narrative and Process
2. Hold The Board Accountable
3. Model Good Behavior
4. Hold The Board Accountable
5. Change The Narrative and Process
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
Is my behavior serving the mission or my own needs?
Show Up!

Where

Board and committee meetings
Events
Funder meetings
Community meetings

How

Physically
Emotionally
Intellectually
Courageously
1. Change The Narrative and Process
2. Hold The Board Accountable
3. Model Good Behavior
4. Run A Good Meeting
5. Change The Narrative and Process
1. Run A Great Meeting
2. Model Good Behavior
3. Hold The Board Accountable
4. Change The Narrative and Process
Run A Great Meeting

Preparation 20%

Design 20%

Participation 40%

Follow-up 20%

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?

- To Accomplish Agenda
- To Create A Quality Experience
- To Develop New Skills and Capacity
- To Build Culture

How and when do we engage the board?
Board and Committee Meetings
Focus of Discussions – How Is This Allocated?

- Future Issues
- Current FY Issues
- Historical Review

How do we spend our time?
Board and Committee Meetings
Focus on Discussions – What Is The Flow?

How do we structure discussions?

Series of Conversations

Dialogues

Monologues
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
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.

Insight - Board in generative mode:
Decide what to decide; how do we want to think about the issues we’re facing?

Source: "Governance As Leadership: Reframing the Work of Non-Profit Boards", Richard P. Chait, William P. Ryan, and Barbara E. Taylor, 2004
Bonus: Focus On The Mission
The Board As A High Performing Team

- Results
- Integrity
- Accountability
- Communication
- Trust
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
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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