

Recruiting & Engaging A High Performing Board

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Guest Speakers

John Moeller, CEO, Inspiritus

Facilitator

Cindy Cheatham

Good Advisors, LLC

Agenda

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- Board Engagement - How are We Doing?
- Break (9:45 to 10 AM)
- Live Case Study
- Board Engagement Best Practices
- Board Evaluation Exercise
- After-Party & Audience Q&A (11-11:15 AM)

Housekeeping

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- We will be conducting polls so please stay alert
- Please stay on mute unless called upon
- Be ready for Q&A with John Moeller facilitated by Cindy
 - **Go to Reactions to Raise your hand or send question in chat to host Cindy via chat**
- Challenge you to take 1 action from presentation or Board assessment and to share
- Slides and recording will be sent after workshop

Cindy Cheatham, President, Good Advisors

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- Background in strategy and management
- Experience with 100+ nonprofit boards
- Good Advisors Nonprofit consultancy
 - Strategy, Governance, Organizational development, Leadership coaching, Partnerships & more

Governance Matters

- Pandemic risks
- Pivoting programs and funding
- Heightened Public Scrutiny
- Outcomes expected
- Competition for talent and dollars

What does Board Engagement look like?

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**Showing
UP**

**Speaking
UP**

**Stepping
UP**

Has your board defined expectations for board engagement?

How are Boards Doing?

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Figure 1. Board Report Card: Grades



Responsibility	CEO	Chair
Mission	A-	A-
Financial Oversight	B+	B+
Legal/Ethical Oversight	B+	B+
CEO Support	B	B+
Strategy	B-	B
CEO Evaluation	B-	B
Monitors Performance	B-	B
Community Relations	C+	C+
Board Composition	C	C+
Fundraising	C	C

Poll

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Q: How do you evaluate your board's engagement?

- 5 very high
- 4 high
- 3 okay
- 2 poor
- 1 very poor

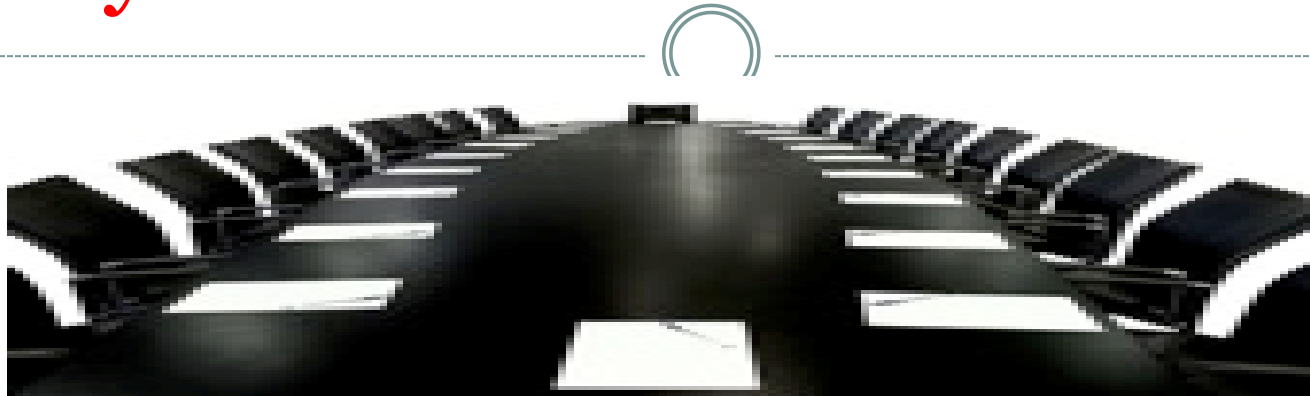
Poll

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Q: How do you evaluate your own board engagement?

- 5 very high
- 4 high
- 3 okay
- 2 poor
- 1 very poor

Why Do Boards Under-Perform?



Role confusion/complexity

Time

Sense of value and meaning

Little concerted effort to “develop” and “refresh”

Board not evolving & changing as needed

Role confusion/complexity

The Three Hats of Board Members



Role confusion/complexity

Doing Hat

- ✓ organizing a fundraising event
- ✓ doing bank reconciliations
- ✓ working on a website
- ✓ fundraising



Role confusion/complexity

Fiduciary or Governing Hat

- ✓ Establishing policies
- ✓ Hiring an executive and monitoring his/her performance
- ✓ Ensuring accountability via periodic reviews such as a financial audit
- ✓ Monitoring financial stability succession plans in place for board and executive staff



Role confusion/complexity

Strategic Hat

- ✓ Explore
 - market position
 - trend responses
 - financial stability
 - multicultural fitness
 - technology approaches

- ✓ Evaluate
 - Value of activities and investments to mission impact
 - Sustainability



Time

Time-on-governance-tasks for the average board = 8 hours

How do we engage the board so that they have the appropriate level of information to govern

and

the appropriate programmatic/issue/trend knowledge to bring context to the act of governing “*this*” organization and “*this*” mission versus any nonprofit or any mission.?

Time

By WEARING the three hats....

Adding context to governance by *acting* within the mission.

Being a fiduciary in terms of understanding the business and legal responsibilities of the business

Guiding the strategic development of the organization by offering outside knowledge and perspective

Sense of Value and Meaning

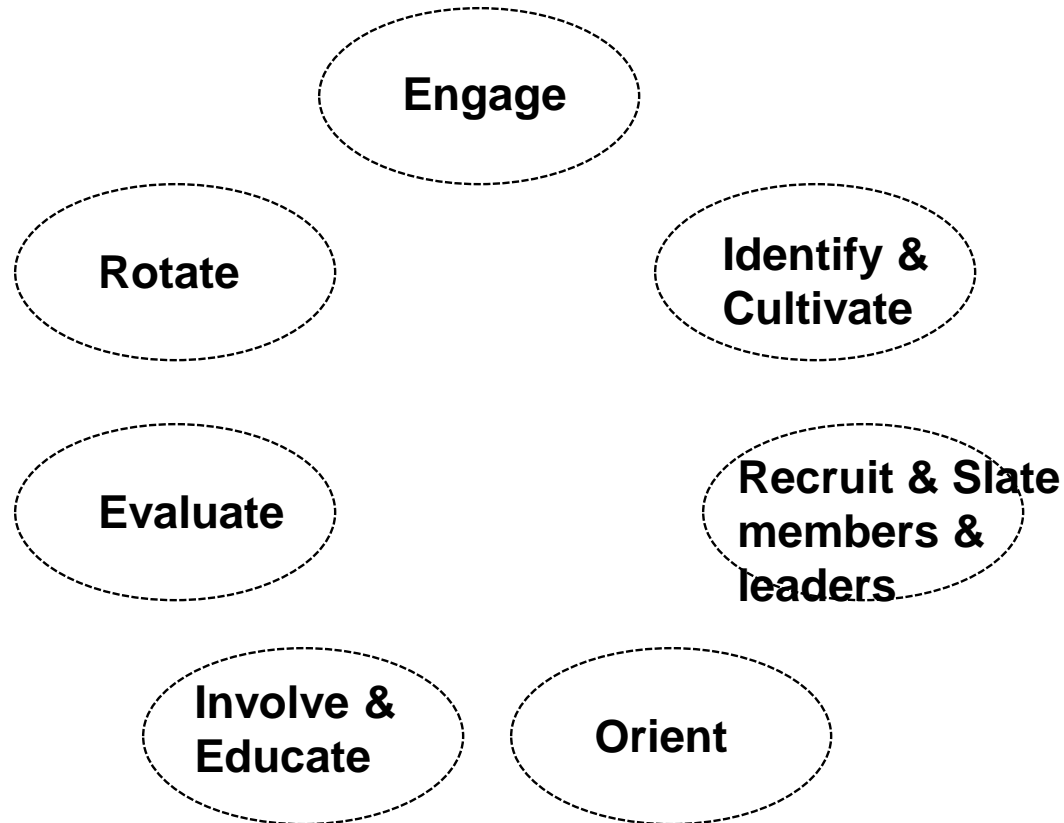
Why do so many board members just shut off their brains when entering the board room?

- ✓ Treated as meeting attendees rather than strategic contributors to the mission
- ✓ Information overload
- ✓ No “red meat” on the table to discuss in the first place
- ✓ Agenda organization – trivial matters are put in position of prominence

Board leadership & composition

- Lack of strong board leader(s) who
 - sets a good example of commitment
 - communicates clear expectations for the board (shaped by others)
- Board is following the lead of the ED and not taking leadership for its own effective governance

Are You Actively Developing, Evaluating & Refreshing the Board?



Audience Discussion

- Where is your board struggling?
- Where do you struggle as an individual board member (or ED trying to work effectively with the board)?

Live Case Study of Board Development

- Welcome John Moeller, CEO, Inspiritus

5 Key Board Engagement Practices

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- Purposeful Focus
- Leadership
- Culture of trust, results and accountability
- Strategic recruitment
- Information & supports

FOCUS

- **1. Why are we here?**
- **2. How do we define success?**
- **3. How can the board—*this* board—be of most value to the organization?**
- **4. What behavior are we settling for?**
- **5. What five things should we track as a board?**

Source: Top 5 Questions: Boardwalk Consulting

Board Member 3 Hats

The role is complex

Strong governance
requires
intentional focus
on the multiple
roles and
responsibilities



Strategic



Governance



Doing

Board Leadership

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- Chair as role model and team leader
- Constructive partnership with ED and board
- Asking the right questions
- Holding themselves and others accountable
- Value focus on board development
- Building relations and inspiring commitment from members

High Value Meetings with Interaction

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Board Member Engagement Strategies

 boardable



ENGAGING BOARD
MEETINGS



HIGH-IMPACT
DISCUSSIONS



PLENTY OF
INTERACTION

Exceptional* Board Culture

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- Trust & transparency
- Open communication
- Constructive inquiry
- Generative practices
- Independent-mindedness
- Intentional practices

*12 Attributes of Exceptional Boards - Boardsource

Expectations & Accountability

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- Clear understanding of role of board
- Specific expectations for each board member
 - Attendance
 - Participation
 - Officer, Committee role/specific role
 - Giving & Getting
- Process for planning out board role
- Assessment of board and individual members

Polls

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Q: How many of you are part of a nonprofit with a board member covenant/contract? How well is it used as a tool to monitor board engagement?

- 5- Yes; used regularly to monitor board engagement
- 4- Yes used sometimes to monitor board engagement
- 3- Yes but barely used or not effectively used
- 2 - No; expectations sometimes discussed
- 1 - No; not any clear expectations

Strategic Recruitment & Succession

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- Board composition design to reflect needed skills and diversity of people and experience
- Strategic recruitment to target right candidates
- Align board members with needs and expectations
- Succession planning and leadership development

Board Recruitment Do's & Don't's

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- Don't organize last minute or grab the first person you know
- Don't skip communicating the importance of this role or the expectations of time, talent and treasure
- Do create a recruitment strategy to identify potential sources of candidates with the skills and profile you are targetign
- Do use your broader network of donors, partners, friends to help you reach beyond your immediate network

Training & Supports

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- Board can give elevator pitch
- Orientation, Onboarding and relationship development
- Training in governance practices and in fundraising
- Annual retreat to focus on strategy for organization &
- Support from board leaders, ED & staff

Simple Board Assessment & 1 Action

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- Take 10 minutes to complete and to tabulate the Simple Board Assessment and calculate the average of your 5 scores
- Write down - What is your 1 Key Action triggered during this workshop?

Q&A

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Your 1 Key Action

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- What is your 1 Key Action triggered during this workshop?

THANK YOU

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Thank you Randy, Christy and Karyl for all your support in organizing this workshop, and to John for sharing your experience.

Cindy Cheatham, Good Advisors, LLC

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Resources

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- [Board tools – Board Assessment and Board Engagement Planning Tool](#)
- [Twelve Principles of Exceptional Boards](#) (\$26/copy)
- Sample Boardsource [Board Covenant](#) shared by Ann Cra,er
- Cindy Cheatham authored Governance-related articles
 - [Powerful Board Fundraising](#)
 - [A Better Board Primer in 4 Steps](#)
 - [Succession planning and the Board-CEO disconnect](#)
 - [Trust and Transition CEO-Board Relations at RRISA](#)
 - [The Board Chair Speaks](#) - 18 high impact role model chairs