

Session 7A:
**Beyond Board Fundamentals -
 Sharpening Expectations to Tap the
 Full Potential of Your Board**

**Bill Musick, Tower Hill Resources,
 an affiliate of The Corridor Group**

**Got
 Energy and Engagement?**

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**Board members want the
 opportunity to add value**

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Sense of Belonging

COMMITMENT TO QUALITY

Collegiality

**Opportunities
 For Learning &
 Development**

Personal Recognition

FUN

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**A Group or
 Highly Effective Team?**

Team Bus vs. Commuter Bus

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OR

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**Signs of an Engaged/
Energized Board**

- Strong attendance at board meetings
- Everyone pitches in (Individuals, Committees, Board Officers, Executive)
- Committees are active and productive
- Board fully supports fundraising/100% giving
- Easy to recruit board members, chairs, officers
- Board meetings characterized by robust discussions and healthy differences of opinion

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**Signs of an Engaged/
Energized Board (cont'd)**

- Demonstrated culture of inquiry and constructive debate
- Commitment to forcing clarity and closure
- Clear accountability achieved by confronting difficult issues
- A focus on collective goals

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What Holds Teams Back?

20% Task or goal




80% Culture or process

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"Ambiguity is the source of all conflict."


...Cy Wakeman in *Reality Based Leadership*




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Ambiguity →


Frustration →



Fight



Disengage



Flight

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Fuzz, Gray, Blur = Enemy



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Governance is a Team Sport

Steering (collective)

Rowing (solo/subset)

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What is a Board?

Board is to **Organization**
as
_____ is to _____

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Board is to Organization as...

Border collie : Cattle herd
Inspector: Passport

Compass : Navigation
Rudder : Boat
Guidance system: Satellite

Inspiration: Poet
Values : Choices
Spirit : Higher purpose
Vision : Implementation

FIDUCIARY

STRATEGIC

GENERATIVE

Excerpted and adapted from: **Governance as Leadership**, Chait, Ryan and Taylor, © BoardSource 2005

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Expectations

- Articles of Incorporation
- Bylaws
- Officer Responsibilities
- Job Descriptions
- Board Orientation
- Board Roles & Responsibilities

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Getting on the Same Page

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GREAT EXPECTATIONS

BY CHARLES DICKENS.

IN THREE VOLUMES.
VOL. I.

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A Process For Setting Clear Expectations

- Detect the Fuzz
- Clarify Expectations

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Getting the Gray Out

Exercise: What are some of the areas where expectations are not clear for your board?

1. Write down two areas
2. Share with a neighbor

Expectations

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Typical "Gray" Areas

- Attendance
- Fundraising and individual giving
- Dealing with troublesome behavior
- Relationships with staff and clients
- Supporting decisions of the board
- Role of the individual director vs the board

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A Process For Setting Clear Expectations

NOT ENOUGH

- Detect the Fuzz
- Clarify Expectations

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Prepare...Lay a Solid Foundation

- Vision is clearly identified
- Participants feel that they have been heard and a part of defining the desired future state

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Check Your Focus

Fixing what we don't like

Striving for the Highest potential

Problems

Vision

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The Board We Want to Be

- Our ideal meetings should look and feel like...
- As a board we want to...
 - Engage more in...
 - Spend less time doing...
- We will make sacrifices in order to....
- We will intentionally choose to be different from other boards in the following ways....
- We will recognize and celebrate success by...
- We will encourage healthy conflict by...



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The Board We Want to Be (cont'd)

- When we know we are facing a difficult situation, we will...
- When we have disagreement, we will....
- When we become aware of a mistake, we will....
- When we recognize unproductive behaviors, we will...
- We will hold each other accountable to our mutual expectations by....

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Creating Buy-In


- Champions 
- Training/Education 

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Creating Buy-In: Self-Assessment





- A recognized best practice; a catalyst for change
- Typical steps:
 - Define process
 - Conduct assessment
 - Summarize
 - Action Planning Retreat



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An Expanded Process

- Buy-In 
- Outline a Vision 
- Detect the Fuzz 
- Clarify Expectations 

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Follow Through




It's got be more than a one-time exercise....don't "put it on the shelf."

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Active Ownership

- Keep them top of mind
 - Use executive sessions to assess board's recent performance on a particular expectation
 - Place an expectation on agenda to discuss a hypothetical situation
- Be transparent in identifying and sharing resolution of accountability




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Active Ownership: Recruitment




VS



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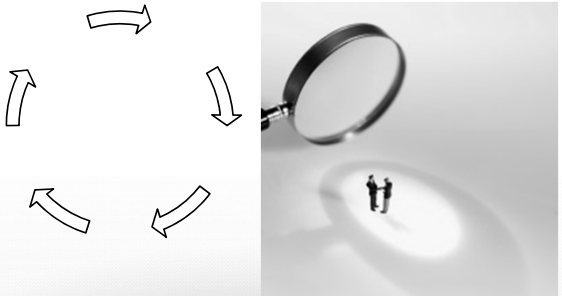
Active Ownership: Board Self-Assessment



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Reassess




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A Comprehensive Process: BOD CPR

- Buy-In 
- Outline a Vision 
- Detect the Fuzz 
- Clarify Expectations 
- Put into Practice 
- Reassess 

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Barriers




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Potential Barriers

Exercise: What are some barriers that might get in the way of clarifying expectations ?

1. Write down two barriers
2. Share with a neighbor



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Typical Barriers

- Boards used to focusing on fiduciary/control roles, rather than on their own effectiveness
- Deification/Omnipotence of board members
- Prior board experience presumed to be a positive model
- Limited meeting time
- Full agendas/More important business

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Solutions to Typical Barriers

- Self-Assessment
- Consent Agenda
- Task Force
- Board Champions

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A Comprehensive Process: BOD CPR

- Buy-In
- Outline a Vision
- Detect the Fuzz
- Clarify Expectations
- Put into Practice
- Reassess



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Questions?



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Get Energy and Engagement!



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