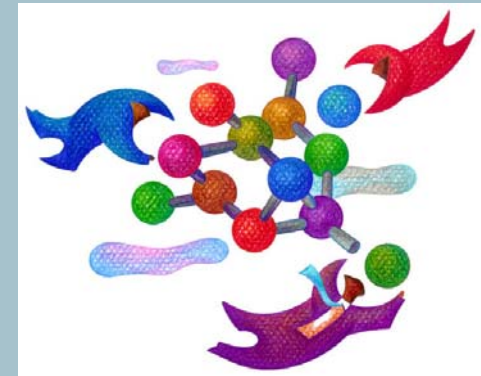


Thinking Differently About Board & Advisory Group Meetings: Transforming them from Tedious to Terrific!



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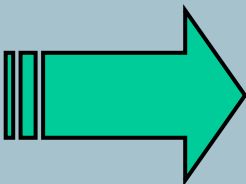
Agenda

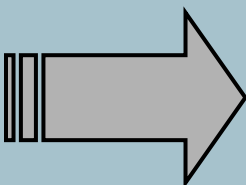


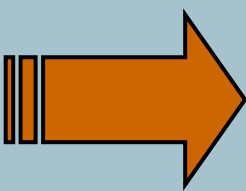
- **Context**
- **Opening Exercise**
- **Governance as Leadership**
- **Engaging Your Board**
- **Culture of Inquiry**
- **Points to Ponder**

Context ...



Good  **Great**

Success  **Significance**

Stewardship  **Exceptional
Leadership**

Context

The Problem ...



- Board conversations are not as robust, engaging or effective as they could be,
- Boards appear to be “stuck” in a limiting frame of reference dictating how they should deliberate and decide
- Both individual board member engagement and collective decision-making suffer as a result...

Context

A Proposed Solution ...



**Better questions,
discussions and authentic
debate will help a board
move towards having a
more meaningful dialogue
and making more effective
decisions.**



Opening Exercise



Question:

What roadblocks or impediments sometimes prevent boards or advisory groups from being fully engaged?



Why are Boards Unengaged?



1. Ineffective deliberation & decision-making

- A. Rivalries
- B. Domination of the many by the few
- C. One-way communication
- D. Bad chemistry

2. Disengagement

3. Lack of Understanding of Role/Responsibilities

The Underlying Issue: A Problem of Purpose ...



- **Some board members not confused about their roles – they are dissatisfied with their roles...**
 - Meeting is not governing.
 - Trustees are often asked to prevent trouble rather than promote success.
 - Boards often derailed by the meaninglessness of what they do.

Governance as Leadership



Fiduciary

Strategic

**The
Governance
Triangle**

Generative

The Fiduciary Mode



Board's core work:

- Ensure legal compliance
- Ensure fiscal accountability
- Conserve organization's resources, public stewardship for assets of the foundation
- Evaluate CEO, hold leadership accountable
- Oversee operations
- Monitor results

Value-added Fiduciary



Oversight:

1. Can we afford it?
2. Did we get a clean audit?
3. Is the budget balanced?
4. Is it legal?
5. How much money do we need to raise?
6. Can we secure the gift?

Inquiry:

1. What's the opportunity cost?
2. What can we learn from the audit?
3. Does the budget reflect our priorities & mission?
4. Is it ethical?
5. What's the cost of raising the money?
6. How will the gift advance our mission?

The Strategic Mode



Board's core work:

- Scan internal & external environments.
- Review, modify & assist strategic plan/vision.
 - Develop the organization's resources and asset base.
 - Advocate for the organization, build support within the wider community.
 - Help develop & continuously clarify goals/objectives.
- Assess strategy performance via needs assessment, critical success factors, benchmarks, and competitive position.

Value-Added Strategic



Planning

- Money, space, personnel?
- Compensation plan?
- Build on strengths?
- Size of market?
- What is? (Extrapolation)
- Valid assumptions?
- Can we see the future?
- Traditional competitors?
- Internal preferences?
- Every 3 years?

Thinking

- Business model viable?
- Great place to work?
- Victim of our virtues?
- New markets? Competition?
- What could be? (BHAGs)
- Make new rules?
- Do we understand the past?
- Nontraditional competitors?
- Donor value propositions?
- Every meeting?

The Generative Mode



The Board's Core Work:

- Sees current challenges in new light.
- Perceives and frames “better” problems and opportunities. Asks key questions!
- Acknowledges organizations are not always logical or linear.
- Discovers strategies, priorities, & “realities.”
- Suspends the rules of logic to tap intuition and intellectual playfulness.
- Encourages robust discourse not quick consensus.

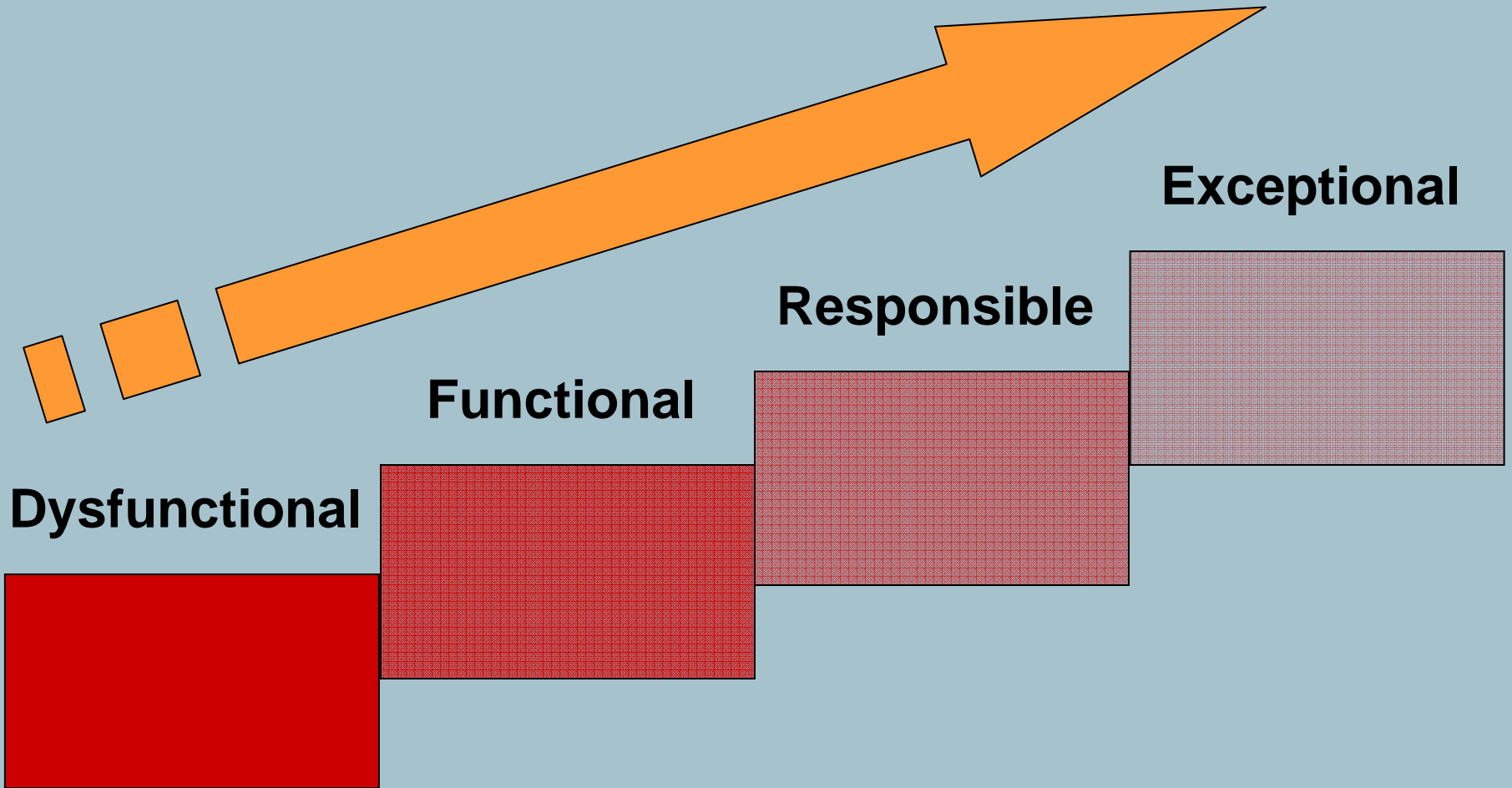
Exercise



The practical application of Governance as Leadership...



Board Effectiveness...



Engaging Your Board



- **Deliberate differently**
- **Foster boards' ability to seek more information, question assumptions, and challenge conclusions**
- **Draw on multiple sources of information and perspectives**
- **Help to ensure all voices heard**

Engaging Your Board



As most of the board's governance functions are fulfilled in meetings, it is imperative that meetings be designed to be productive, engaging and focus on substantive issues.

- **Careful framing of questions**
- **Annual Imperatives**
- **Careful Preparation**
 - **Leadership**
 - **Committees**
 - **Task Forces**
- **Consent Agenda**
- **Dashboards**
- **Meeting Themes**
- **Calendar of Meetings**
- **Retreats**
- **Pre-Reading/Reports**
- **Expert Guests/Facilitators**

Engaging Your Board



■ Engagement Between Board Meetings -- A critical success factor:

- ▶ Preparation for critical decisions
- ▶ Exchange of ideas between board members as well as staff
- ▶ Gathering of additional information
- ▶ Pre-thought/work allows for more efficient and meaningful boardroom deliberations



Culture of Inquiry

Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making.

- **Seek more information, question assumptions, and challenge conclusions**
- **Draw on multiple sources of information and perspectives**
- **Ensure all voices heard**
- **Advocate for solutions based on analysis**

Barriers to a “Culture of Inquiry”



- CEO’s perception of the board’s value
- Format/focus of board materials
- CEO and Board Chair’s role in meetings
- Lack of engagement
- “Group think”
- Lack of authenticity
- Bounded awareness

1. See 2. Seek 3. Use 4. Share

Points to Ponder



- Is there a shared culture of inquiry that leads to better, more informed decisions within your organization?
- Does the board enlist information from outside sources, such as articles, research, reports, or feedback from external experts or stakeholders?
- Are different formats used for board meetings, such as small group discussions, facilitated sessions, or outside speakers, to help the board address important issues?
- Is there a two-way appreciation of challenging questions?
- How much real candor is there between the CEO and board members?

10 Ways To Improve Station Governance



- 1. Actively foster an intentional dialogue about governance at your station.**
- 2. Conduct a “Board or Governance Assessment.”**
- 3. Think in new ways (and ask good questions) by deliberating differently.**
- 4. Improve the effectiveness of your board or advisory meetings and focus on engaging members between meetings.**
- 5. Create a “Governance Committee” and charge it with improving governance throughout your organization.**

10 Ways To Improve Station Governance



- 6.** Make sure board (or advisory group) members know their responsibilities: ethical, legal, governance, regulatory & financial.
- 7.** Encourage evaluation of CEO and volunteer leadership annually.
- 8.** Empower the “Board” Secretary to improve governance.
- 9.** Provide constant education concerning station governance issues and trends (much is changing!)
- 10.** Don’t just “do governance” – actively think about it and improve it at every opportunity!

***It was great...
Thanks!***



Thank you...

Let us know how

BoardSource can help you!

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