

A Board Divided



Organizational & Community Development
Building Strong Organizations & Leaders

A Board United



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Role of a Board of Directors

- Why does a Non-Profit organization have a board?
- Do we even need a board?



What is ...

- **Governance**

- ❖ The exercise of authority, direction, and control of an organization to ensure that its purpose is achieved.
- ❖ How power is exercised, decisions made and accountability ensured

- **Board**

- ❖ Legal body formed to steward assets of organization and achieve organizational purpose



Signs of Good Governance

- Accountability and Transparency
- Legitimacy and Voice
- Direction
- Performance
- Fairness



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Signs of a Successful Board

- ✓ Defines and maintains the organization's mission
- ✓ Adheres to operating standards defined by legislation, bylaws, letters patent and policies
- ✓ Clearly defines the roles and responsibilities of board members and staff
- ✓ Holds effective meetings with good attendance and ample opportunity for discussion and decision making
- ✓ Supports board members through orientation, training and development
- ✓ Conducts ongoing evaluations of the performance of the Board



Signs of a Successful Board

- ✓ Builds strong relationships with members, clients and other key stakeholders
- ✓ Actively involved in Strategic Planning
- ✓ Implements systems and controls to safe guard finances
- ✓ Selects, supports, advises, evaluates and terminates the Executive Director/CEO
- ✓ Provides and develops institutionalized accountability structure
- ✓ Focuses on results and impact of its services
- ✓ Makes objective and independent decisions based on solid information



Small Group Exercise

Think about the organization that you are here representing today. Review the signs of a successful board and discuss the following questions in your small groups

1. How does your organization compare against the signs of a successful board checklist?
2. In which area does your organization require immediate improvement?
3. In what areas is your organization doing well?



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Group Exercise



- In your small groups, identify three signs that your board is divided



What is the Dysfunction?

- Apparent
- Hidden
- Dormant
- Perceived



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Signs Your Board is Divided

- Different objectives for being on the board
- Board members, committees, and staff are seconded guessed
- Lack of Civility and Respect
- Overstepping Board of Directors roles
- Power Struggles
- Parking Lot Board Meetings



Signs Your Board is Divided

- Disagreeing on priorities and objectives
- Not Listening to others or seeking input
- Board Micro-Management
- Preoccupation with Parliamentary Procedure and Policies
- Overly Powerful Executive



How to Heal Your Board



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Step One: Get Vision

- Build a compelling vision for the organization
- Communicate the vision and build consensus
- Focus on what really matters
- Create a strong sense of urgency and organizational purpose



Step Two: Clear the Air

- Name the issue in the room
- Talk about what works, what doesn't and how to work together to improve it
- Focus on issues not people
- Consider a board evaluation process



Step Three: Agree on a Process

- Implement a clear decision making process
- Implement effective committee management and reporting
- Review and update policies, procedures and bylaws
- Encourage healthy discussion



Step 4: Educate and Train

- Governance Training
 - ❖ Base training on the results of Board process evaluations
 - ❖ Should be an annual process
- Board Orientation and New Member Mentorship
- If you have an issue, consider conflict management training



Quick Tips on Conflict Resolution

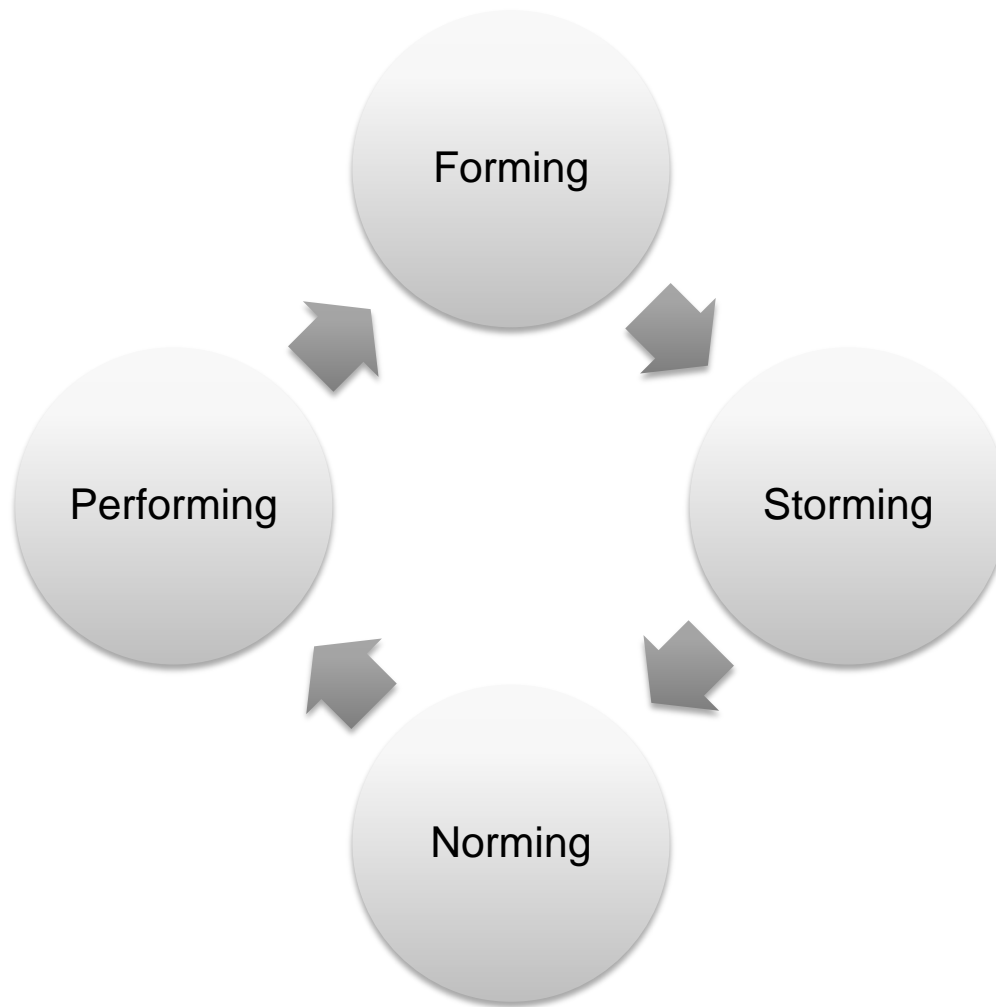


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What is Conflict

- Conflict is more than a disagreement
- Conflicts fester when ignored
- We respond based on perception
- Conflict triggers strong emotions
- Conflicts are an opportunity for growth





Group Development Model

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Response to Conflict

Healthy

- Recognize & respond to what matters to the other
- Calm, non-defensive & respectful actions
- Seek compromise and avoid punishing
- Belief facing conflict head on is the best for both

Unhealthy

- Failure to respond to what matters to the other
- Explosive, angry and hurtful actions
- An inability to compromise and see the other side
- Fear and avoidance of conflict



Using “I” Statements

- I feel that ...
- I think ...
- I feel unappreciated when...
- I get nervous when...
- I feel hurt when ...
- What I would like to see happen is...



DO !

- Listen to them – verbally and body language
- Understand them and tell them what you understand
- Explain with care so you will be understood
- Examine and control your response
- Approach the person to have a private discussion
- Pick your battles



Don't !

- Rush
- Don't be a difficult person for them



How United Way Can Help!

- Organizational Governance Assessment and Board Development Plans
- Governance and Organizational Management Training
- Management Assistance Program
- Telephone and In-Person Consultation
- Tools, Templates and Resources (Free Services)
- Strategic Planning and Facilitation Services



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Three Month Challenge

- Write down 2-3 things you will do over the next three months to:
 - ❖ Apply what you learned today
 - ❖ Improve your board or your role as a board member



Questions ?



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