

Toolkit

Fostering Dynamic Board Leadership



Models of Board Leadership

Instructions: Consider the following models of board leadership and identify which most closely represents the current status of your board.

Board as Staff	Board as Managers	Board as Governors	Board as Advisors	Board as Figureheads
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the CEO
Organizational objectives are set by the board	Organizational objectives are set by the board	Organizational objectives are set by the board	Organizational objectives are set by the CEO	Organizational objectives are set by the CEO
Strategies to achieve organizational objectives are developed by the board	Strategies to achieve organizational objectives are developed by the board	Strategies to achieve organizational objectives are developed by the CEO	Strategies to achieve organizational objectives are developed by the CEO	Strategies to achieve organizational objectives are developed by the CEO
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO
The board spends most of its time <i>doing</i> the work of the organization	The board spends most of its time <i>supervising</i> the work of the organization	The board spends most of its time <i>directing</i> the work of the organization	The board spends most of its time <i>reviewing</i> the work of the organization	The board spends most of its time <i>affirming</i> the work of the organization
Primary board output is <i>labor</i>	Primary board output is <i>coordination</i>	Primary board output is <i>direction</i>	Primary board output is <i>counsel</i>	Primary board output is <i>endorsement</i>

Nonprofit Life Cycles Overview

Stage	Key Question	Duration	Obstacles	Opportunities
Grass Roots – Invention	Is this dream feasible?	0 – 5 years	<ul style="list-style-type: none"> • Resistance to forming • Lack of funding/expertise • No outside support 	<ul style="list-style-type: none"> • Creativity • Energy for the dream • Excitement to join
Start-Up – Incubation	How do we get this started?	1 – 2 years	<ul style="list-style-type: none"> • Fear of formalizing • Sustaining initial enthusiasm • Focusing the founder and energy 	<ul style="list-style-type: none"> • Excitement of funders • Charismatic leader • People wanting to belong
Adolescent - Growing	How can we build this to be viable?	2-5 years	<ul style="list-style-type: none"> • Absence of systems & accountability • Overwhelmed with change • Change may alienate funders, clients, staff and board • Danger of becoming isolated in the system 	<ul style="list-style-type: none"> • Sense of accomplishment • New faces, ‘arms and legs’ • Diversification in all areas of the organization • Rejuvenation for the founders
Mature - Sustainability	How can we ensure sustainability?	7 – 30 years	<ul style="list-style-type: none"> • Lack of or too much control • Lack of risk taking • Board & staff too operational • Unable to transition into a governance board • Conflict between old and new 	<ul style="list-style-type: none"> • Feeling secure • Adequate resources • New staff/board – fresh ideas • Ability to try something new
Stagnation & Renewal	How, is any, can we renew?	2 – 5 years	<ul style="list-style-type: none"> • Resistance to change • Inability to address key challenges • Declining excitement • Isolation of the agency 	<ul style="list-style-type: none"> • Wisdom from past • Strategic Partnership opportunities • Chance to take risks again and think ‘out-of-the-box’
Decline And Shut-Down	Should we close?	1 – 2 years	<ul style="list-style-type: none"> • Financial crises • Inappropriate leadership • Loss of staff and volunteers • Lack of any passion 	<ul style="list-style-type: none"> • Commitment to complete turnaround • Graceful ‘sunset’ or merger

Developed by: Speakman Management Consulting, 404-622-1205, www.Speakmanconsulting.com
 Adapted from: The 5 Life Stages of Nonprofits, Judith Sharken Simon, 2002 and The Conservation Company, 1997.

Board Discernment Exercise

Name an issue currently facing the board:

Name one possible option/decision for addressing above issue:

Step 1: Does this align with our core purpose?

INSTRUCTIONS: Considering that possible decision (above), answer the following questions by circling Yes or No, then explain in the box below.

1. Does this thoroughly and completely align with our mission? Y / N

2. Does this affirm and advance our core values? Y / N

3. Does this directly and dramatically improve ability to serve our beneficiaries? Y / N

Step 2: Consider the impact on the following groups:

INSTRUCTIONS: Write potential impact of or potential reaction or concerns about a decision by each of the following groups:

4. Nonprofit leadership/staff?

5. Current champions?

6. Community at large?

7. Beneficiaries?

Step 3: Pause to pray and consider:

8. How might this alter our strategic plan, long-term vision, or core values? Is God calling us to this?

Board Member Champion Development Plan

Step 1: PAUSE

Consider what actions the champion has taken in the cause. Giving? Sharing? Serving? Praying? Learning? Then, write those down below.

Step 2: PRAY

Stop to pray and ask God what He desires for this champion, and what He would have them do in this cause. Ask God to guide you to identify the right next steps. Then, write any answers or thoughts here.

Step 3: PRIORITIZE

Plan 1-3 specific steps you intend to ask the champion to consider. Include a target date and any relevant notes. These categories are here to guide your thinking, but you won't need a step in each category.

P-E-O Category	ACTION	TARGET DATE	NOTES
GIVING			
LEARNING			
PRAYING			
SERVING			
SHARING			

Ideal Board Composition Worksheet *(adapted from The Andringa Group)*

INSTRUCTIONS: This tool is used to gain agreement among all directors of what the future ideal profile of the board should look like. **The items below are examples only.** The three categories reflect the board’s perception of the ‘dream team’ which would include all those players thought to be needed for an excellent board of directors. The Board Development Committee (or nominating committee) would use this board-approved profile to assess the current board members and target the search and selection process for new directors/trustees.

1. **EVERY** board candidate should:
 - A. Be a professing follower of Jesus Christ
 - B. Have full alignment with the ministry’s Christian mission.
 - C. Have demonstrated past and ongoing commitment to mission through financial giving AND through learning, sharing, serving and/or praying.

2. As a **GROUP**, the entire board should eventually reflect this profile:
 - A. Fairly reflect the primary constituencies of the organization.
 - B. Include at least ___ female leaders and ___ leaders representing an ethnic minority.
 - C. Have no more than ____% from any one professional/career category.
 - D. Have ___% capable of giving \$_____ annually.

3. **EACH** individual director or prospective director should bring *at least one* of these, in addition to meeting category I criteria and helping the board meet category II. The board development committee should have a confidential list of current directors and prospective directors to note in the far right columns below (using initials or numbers) so directors can review and advise on potential board members.

Our Ideal Board Profile Would Have at Least One Person in Each Category Below		Directors: Who has what?	Prospects: Who has what?
A.	Expert on the sociology and psychology of primary beneficiaries		
B.	Expert in nonprofit law		
C.	CEO or former CEO of a similar organization		
D.	Expert in major donor fundraising		
E.	Expert in public relations and media		
F.	Business/professional leader who benefited from the organization		
G.	Expert in large organization finance, preferably a CPA		
H.	Expert in construction and building maintenance issues		
I.	Person currently living among primary beneficiaries		
J.	Expert in theology, church leadership (or another relevant, academic discipline)		
K.	(other qualifications as determined by the board)		

Best Practices from the *Good Governance Toolbox* □ www.TheAndringaGroup.com