



Developing An Effective Board  
Fostering Engagement, Leadership, and Accountability

Presented on behalf of:  center for nonprofit advancement



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What's Your Vision of an Effective Board



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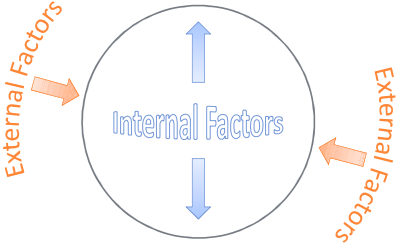
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What Shapes The Board



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### What's A Governing Board Do?



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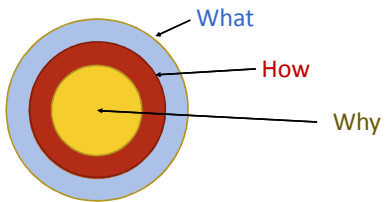
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### A Weak Approach



Simon Sinek - Start with Why

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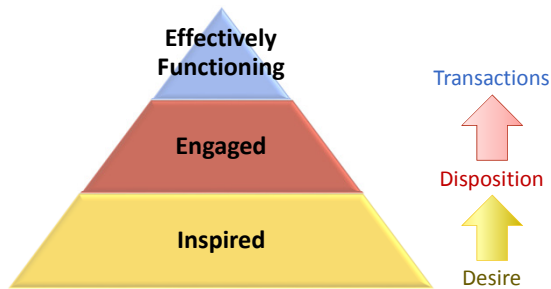
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### Righting the Wrong



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### The Inspirers

#### Leaders

- ▲ Fire Within (Entheos) – Vision – Why
- ▲ Inquire
- ▲ Responsibility
- ▲ Expect the Extraordinary

Leaders support a community in willingly engaging in a struggle to achieve a specific vision



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### A Leaderful Organization

From Leadership	Comes Organizational Function
Fire Within (Entheos)	Vision
Inquiry	Oversight
Responsibility	Fiduciary Attention
Expecting the Extraordinary	Mission Fulfillment



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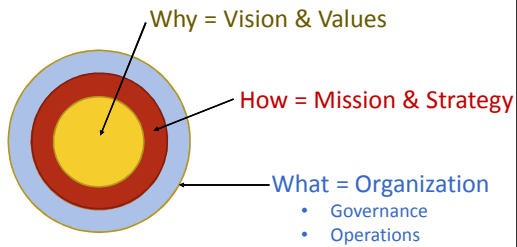
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### A Stronger Approach



Simon Sinek – Start with Why

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### What is Your Why?

“What was the path that brought you to this organization?”

Hildy Gottlieb

What strings did it pull on to engage you?



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### From Why to What Map Your Vision: From Start to Fulfillment

Clearly articulate ...

- ▲ Vision & Values
- ▲ Opportunities Needed
- ▲ Opportunity Approach
  - ▲ Theories & Assumptions
- ▲ Community Served
  - ▲ Beneficiaries
  - ▲ Backers
- ▲ Opportunities to Create
- ▲ Opportunity Strategy



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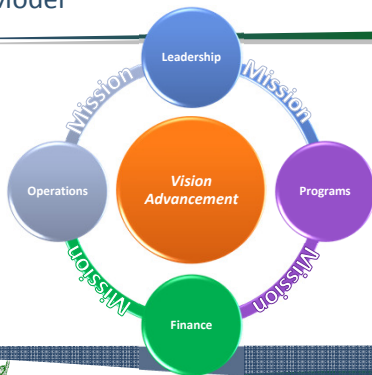
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### Vision Model



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## Focus on Sustainability

### Leadership Sustainability

^ The ability to identify, recruit, and cultivate the leadership necessary to develop strategy, carry out mission, and make decisions that lead to vision fulfillment\*\*

### Programmatic Sustainability

^ The ability to develop, mature, and eliminate programs to ensure efficacy, mission alignment, and furtherance of vision fulfillment\*

### Financial Sustainability

^ The ability of the organization's business model to attract and allocate resources to meet current mission fulfillment needs while establishing a foundation for the future\*

### Operations Sustainability

^ The ability to establish infrastructure and enact policies and procedures that support effective mission fulfillment, mitigate risk, ensure efficient operations, and support succession\*\*



\* Modified from Bell, et al., Nonprofit Sustainability  
\*\* Orgforward Sustainability Model

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## Effectiveness Will Follow



### Personal Orientation

### Attention to Governance



### Active Engagement

### Self Monitoring



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## Personal Orientation

- ^ Maintain a Standard of Care
- ^ Avoid Conflicts
- ^ Be Committed
- ^ Be Informed
- ^ Support Decisions
- ^ Maintain Confidentiality
- ^ Show Up



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### Attention to Governance

- ▲ Organizational Assessment
  - ▲ Mission Alignment
  - ▲ Program Evaluation
  - ▲ Business Model
- ▲ Oversight
  - ▲ Evaluate Leadership
  - ▲ Ensure Compliance
  - ▲ Manage Risk
  - ▲ Monitor Progress



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### Active Engagement

- ▲ Build Infrastructure
  - ▲ Policy Development
  - ▲ Succession Planning
- ▲ Grow Assets
- ▲ Volunteer with Operations
- ▲ Advocate



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### Self Monitor

- ▲ Mitigate Conflicts of Interest
- ▲ Support Effective Use of Time
- ▲ Build the Right Structure
- ▲ Assess Self
- ▲ Develop Leadership



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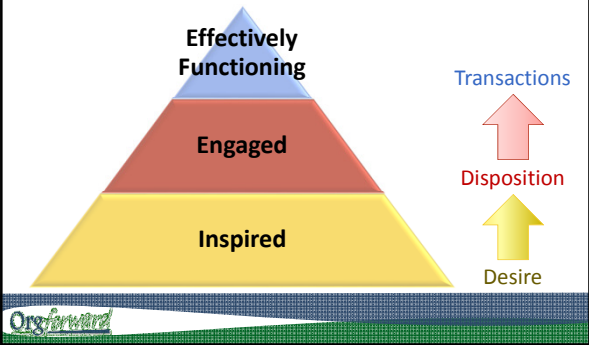
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Getting To Effective



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Wrap Up



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