

Positioning Your Board for Strategic Leadership Resource Manual

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McKinsey & Company's Dynamic Board Framework

The Three Core Board Governance Responsibilities

1. Shape mission and strategic direction
 - a. Shape the mission and vision
 - b. Engage actively in strategic decision making and policy decisions
2. Ensure leadership and resources
 - a. Select, evaluate, and develop the CEO
 - b. Ensure adequate financial resources
 - c. Provide expertise and access for organizational needs
 - d. Enhance reputation of organization
3. Monitor and improve performance
 - a. Oversee financial management and ensure appropriate risk management
 - b. Monitor performance and ensure accountability
 - c. Improve board performance

Key Environmental Factors Impacting the Focus of the Board

Monitor external and internal environment to highlight areas for board attention

- Life stage of an organization.
- Skills of CEO and staff.
- Stability and adequacy of income.
- Changes in underlying social issue.
- Changes in competitive or philanthropic landscape.

Quality of Board Effectiveness Enablers

Well executed, these enablers build on the passion board members have for the mission by making their service personally rewarding, efficiently delivered and valuable to the organization:

- Careful decisions on board size and structure
- Actively managed board composition
- Inspired board and committee leadership
- Simple administrative practices and processes made routine

Governance as Leadership: Three Modes of Governing

In *Governance as Leadership*, authors Richard Chait, William Ryan, and Barbara Taylor state that governing has become more complicated and can no longer be reduced to simple aphorisms like “boards set policies and administrators implement” or “boards establish ends and management determines means.” Boards have to be engaged in meaningful, challenging, and provocative work if they are to become fully engaged and energized for their task. The authors conceive of board work and functioning in three types or modes:

Type I - Fiduciary Mode Governing	Type II - Strategic Mode Governing	Type III - Generative Mode Governing
<p>Board’s central purpose:</p> <ul style="list-style-type: none"> ▶ Stewardship of tangible assets <p>Board’s principal role:</p> <ul style="list-style-type: none"> ▶ Sentinel <p>Board’s core work:</p> <ul style="list-style-type: none"> ▶ Ensure efficient and appropriate use of resources ▶ Ensure legal compliance and fiscal responsibility ▶ Ensure accountability ▶ Oversee operations ▶ Select and evaluate CEO <p>Organization of work:</p> <ul style="list-style-type: none"> ▶ Fixed structure mirrors administrative functions <p>Agendas and meetings:</p> <ul style="list-style-type: none"> ▶ Operational, standardized, staff-dominated, report-driven, ritualized <p>Deliberative style:</p> <ul style="list-style-type: none"> ▶ Parliamentary, orderly, deferential <p>Performance metrics:</p> <ul style="list-style-type: none"> ▶ Audits, budgets, staff reports, facts and figures 	<p>Board’s central purpose:</p> <ul style="list-style-type: none"> ▶ Strategic partnership with senior management <p>Board’s principal role:</p> <ul style="list-style-type: none"> ▶ Strategist <p>Board’s core work:</p> <ul style="list-style-type: none"> ▶ Scan internal and external environments ▶ Resolve priorities ▶ Review and modify strategic plan ▶ Monitor performance <p>Organization of work:</p> <ul style="list-style-type: none"> ▶ Fluid work groups mirror strategic priorities <p>Agendas and meetings:</p> <ul style="list-style-type: none"> ▶ Thematic, strategic, variable, participative <p>Deliberative style:</p> <ul style="list-style-type: none"> ▶ Empirical, analytical, congenial <p>Performance metrics:</p> <ul style="list-style-type: none"> ▶ Scorecards, benchmarks, dashboards 	<p>Board’s central purpose:</p> <ul style="list-style-type: none"> ▶ Assess internal and external trends to lead the future of the organization. <p>Board’s principal role:</p> <ul style="list-style-type: none"> ▶ Visionary <p>Board’s core work:</p> <ul style="list-style-type: none"> ▶ Invites questions and alternative hypotheses. ▶ Places problems and opportunities in a new light. ▶ Involves sense-making and meaning-making which spawns policies, strategies, and decisions. ▶ Addresses ambiguities and challenges without easy answers. <p>Organization of work:</p> <ul style="list-style-type: none"> ▶ Fluid work groups mirror strategic priorities <p>Agendas and meetings:</p> <ul style="list-style-type: none"> ▶ Thematic, generative, variable, interactive <p>Deliberative style:</p> <ul style="list-style-type: none"> ▶ Empirical, analytical, congenial <p>Performance metrics:</p> <ul style="list-style-type: none"> ▶ Scorecards, benchmarks, dashboards

Board Member Position Description

1. Attend regular meetings of the board, which are each approximately two hours in duration. The board meets at least eight (8) times per year. Be accessible for personal contact in between board meetings.
2. Provide leadership to board committees. Each board member is expected to serve as an active, ongoing member of at least one committee. This requires a number of meetings per year plus individual committee task completion time. Presently committees include fund development, strategic planning, board development, personnel, finance, and executive.
3. Responsibly review and act upon committee recommendations brought to the board for action.
4. Prepare in advance for decision-making and policy formation at board meetings; take responsibility for self-education on the major issues before the board.
5. Participate in the annual board member self-review process.
6. Participate in the annual board development and planning retreat held in April of each year.
7. In general, utilize personal and professional skills, relationships and knowledge for the advancement of the organization.

I am aware that this board member position description is an expression of good faith and provides a common ground from which board members can operate. Additional information on organizational mission and board responsibilities is contained in the board orientation materials and bylaws which I have read.

Board Member's Signature

Date

Division of Roles between Board and Executive Director

This matrix describes the roles and responsibilities of the Board and the Executive Director in critical areas. Review each entry and revise as based on the specific needs and requirements of your organization. This chart should be reviewed on an annual basis and updated if necessary.

<u>Responsibility</u>	<u>Board Of Directors</u>	<u>Executive Director</u>
Legal	<ul style="list-style-type: none"> • Exercises fiduciary role to ensure that the organization is properly managed. The board should have a mechanism to validate information from the Executive Director. • Maintains legal status; ensures the proper paperwork is submitted to governmental agencies. • Reviews financial and business dealings and exercises proper judgment in self-dealing transactions -- avoidance of conflicts of interest. 	<ul style="list-style-type: none"> • Must provide information to the board to demonstrate that the organization is well managed. • Compiles information for annual filing requirements. • Signals to the board if any situations are likely to occur/have occurred that jeopardize the legal status of the organization.
Finance and Accounting	<ul style="list-style-type: none"> • Approves annual budget and long range financial forecast • Reviews periodic financial reports (balance sheet, income statement, changes in financial position). • Ensures that proper internal controls are in place. 	<ul style="list-style-type: none"> • Prepares annual budget and long range financial forecast with input from CFO and finance committee • Oversees preparation of periodic financial reports. • Implements proper financial controls.
Planning	<ul style="list-style-type: none"> • Establishes mission, vision and overall program direction for the organization. • Reviews strategic plan progress. • Assesses compliance/progress in achieving program/service outcomes. • Assesses program evaluation plan. 	<ul style="list-style-type: none"> • Participates in establishing mission and program direction for the organization. Contributes to vision of the organization; and assists the board in maintaining focus and momentum for the organization • Develops specific program goals and objectives based on mission. • Develops reports or oversees staff development of reports to demonstrate program progress.
Policy	<ul style="list-style-type: none"> • Develop and adopt written board level policies. • Responsible for reviewing board level policies periodically 	<ul style="list-style-type: none"> • Identifies need for new policies • Responsible for assuring the implementation of policies and for assisting the board in analyzing policy options

<u>Responsibility</u>	<u>Board Of Directors</u>	<u>Executive Director</u>
Contracts	<ul style="list-style-type: none"> • Approves and monitors those contracts under the purview of the board. 	<ul style="list-style-type: none"> • Administers contracts approved by the board. • Approves and monitors all other contracts
Personnel	<ul style="list-style-type: none"> • Sets and reviews over-arching personnel policies. • Hires President/Executive Director and evaluates his/her performance. (Executive Committee conducts performance review. 	<ul style="list-style-type: none"> • Implements board level personnel policies. • Develops and implements all other personnel policies. • Recommends changes in personnel policies to the board. • Hires all personnel and evaluates performance of staff members (or delegates to appropriate supervisor).
Board Accountability	<ul style="list-style-type: none"> • Establishes and communicates clear expectations of Board directorship. • Assures effective participation of Board directors. • Conducts annual board self review process. 	<ul style="list-style-type: none"> • Facilitates training and information exchange for members in preparation for selection of Board directors. • Facilitates effective communication among Board directors.
Decision-making	<ul style="list-style-type: none"> • Defines and communicates the role of Board and Executive Director in agency decision-making. • Assures appropriate involvement of board directors in organizational decision-making. 	<ul style="list-style-type: none"> • Makes all decisions except those explicitly reserved to the board.
Community Relations	<ul style="list-style-type: none"> • Promotes the organization to various publics. • Promotes cooperative action with other organizations in alignment with the mission, vision and overall program direction of the agency. 	<ul style="list-style-type: none"> • Interprets the mission of the organization to the community through direct involvement, public relations programs, including personal contact, descriptive program literature, and work with the media; works closely with the board for an effective division of labor.
Add Others Here	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Strategic Plan Roles

Board

1. Sets overall direction and communicates that direction to the organization
2. Formally approves the strategic plan
3. Assures alignment of overall staff, board and committee planning
4. Assures that strategic plan guides board recruiting efforts
5. Identifies continuing and current priorities and develops organization's financial plan accordingly
6. Establishes procedures to facilitate committees' response to the strategic plan
7. Evaluates and updates strategic plan
8. Revises mission, vision, goals, strategic directions, and priorities
9. Establishes criteria for successful outcomes and monitors outcomes to assure quality and impact on an ongoing basis
10. Conducts annual self evaluation

Board President (and Vice President/President-Elect)

1. Defines activities in support of organization's strategic directions
2. With Executive Director, guides Board interpretation of plan in relation to programs and other critical activities (board leadership development, community relationship building, etc.)

Executive Director

1. Develops/updates environmental scan
2. Champions the mission and vision and provides continuity
3. Interprets plan to staff, stakeholders and general public
4. Completes annual report of organization's and committees accomplishments in relation to strategic directions
5. Assists president and board with development of implementation plan within defined areas of board responsibility
6. Sets schedule and sequence for evaluation, review and updating of plan

Committees

1. Within the organization's Strategic Plan, identify committee priorities that support goals and strategic directions
2. Develop activities that support committee priorities
3. Complete annual report of committee accomplishments in relation to strategic directions.
4. Contribute to overall organization's strategic planning process.

Consent Agendas

To expedite business at a board meeting, the board can approve the use of a consent agenda that includes those items considered to be routine in nature. A consent agenda would appear as part of the regular board meeting agenda. Full information about these items should be provided to the board in advance in the board packet and any questions or concerns can be directed to the makers of the motions and answered prior to the meeting. This allows thorough examination of the routine items without using up precious board meeting time.

Any item which appears on the consent agenda may be removed from the consent agenda by a member of the board. The remaining items will be voted on by a single motion. The approved motion will then be recorded in the minutes, including a listing of all items appearing on the consent agenda. Use of a consent agenda eliminates the need to vote separately on many of the routine items and resolutions not requiring explanation or board discussion. There is generally one motion to approve all items on the consent agenda, but it takes only the request of any one board director— generally not a formal vote— to remove any item from the consent agenda before the vote. If removed from the consent agenda, the item will be taken up later in the regular agenda. That item is then discussed and voted on separately, after the rest of the consent agenda has been approved.

In all cases, it is assumed there is nothing controversial about these items and therefore no need for discussion. Grouping agenda items like these facilitates the meeting and allows time to be properly spent on issues that do need discussion.

Here are some examples of routine items that can be included in a consent agenda:

- Committee and previous board meeting minutes.
- Minor changes in a procedure.
- Routine revisions of policy.
- Updating documents, for example, address change for the organization.
- Standard contracts that are used regularly (confirmation of using the traditional in-house contract with a new vendor).
- Confirmation of conventional actions that are required in the bylaws (for example, signatory authority for a bank account or acceptance of gifts).

Resources:

- The Consent Agenda: A Tool for Improving Governance. <http://tiny.cc/lxfvg>.
- Guide to Effective Use of the Consent Agenda. <http://bsbpa.umkc.edu/mwcnl/board%20resources/Consent%20Agendas.pdf>.

Sample Board Meeting Agenda

Call to Order

(Welcome by the chair, who shares the objectives of the meeting and reviews the agenda)

Consent Agenda Items -- Items Previously Sent to the Board

(The consent agenda includes items that are approved by consent (without a vote, if there is no objection) or by formal vote. Single items can be taken off calendar in considered separately, it even only one member wishes to do so. Typical items in this calendar are:

- Minutes of previous meeting.
- Routine ratifications.
- Board approvals required by the bylaws, such as the approval of banking relations.)
- Committee reports not requiring discussion and/or major action by board

Treasurers Report -- Item Previously Sent to the Board

(This is an opportunity for the treasurer to answer questions on financial reports or bring items for action.)

Executive Director's Report -- Item Previously Sent to the Board

(Opportunity for board directors to ask questions on the written report. The ED can also use time to update board directors on emerging issues and trends.)

Committee Reports -- Items Previously Sent to the Board

(Committees that have major action items requiring time for board deliberation. Remember, committee reports do not need to be part of every agenda if they have not sent out a report that requires discussion or have no action items.)

Issues Discussion and Decision-making/In-depth Board Education -- Items Previously Sent to the Board

(This is the part of the agenda where the board focuses on major governance deliberation, decision-making and/or education. This section becomes the centerpiece of the board meeting.)

- Presentation, discussion and approval of updated Strategic Plan – *ACTION ITEM*
- Final Review and Approval of Emergency Succession Plan – *ACTION ITEM*

Evaluation of the Meeting

(This can be a quick, two-minute appraisal. Board directors answer to questions: "What went well?" and "What did not?" -- Also see Board Meeting Feedback Form on next page of this document)

Adjournment

Board Meeting Feedback Form

Date: _____

Complete this form before leaving today.

	Excellent	Good	Fair	Poor
Were the issues discussed substantive and focused on governance matters rather than operational issues?	4	3	2	1
Was the meeting characterized by action/decision-making versus passive listening to reports?	4	3	2	1
Were the materials provided helpful in understanding/resolving the issues?	4	3	2	1
Was the discussion future oriented?	4	3	2	1

Based on today's discussion, what should we discuss in the future?

What was the most valuable contribution the board made TODAY to the long-term welfare of the organization and the people we serve?

How can our next meeting be more productive?

Please write additional comments below:

Committee Chair Position Description

Responsibilities:

1. Attend all committee meetings.
2. Call and preside over meetings of the committee.
3. Set the agenda for committee meetings in collaboration with the Chief Executive and Board Chair.
4. Record decisions and recommendations made by the committee.
5. Report the committee's activities and recommendations to the executive committee or the full board.
6. Invite the Chief Executive and Board Chair to attend committee meetings.
7. Work with the Chief Executive and Board Chair to decide who should serve on the committee.
8. Delegate responsibilities to other committee members and encourage their full participation.
9. Evaluate the work of the committee with other committee officers, the Board Chair, and the Chief Executive in concert with the organization's strategic plan.

Finance and Sustainability Committee

General Purpose

The Finance and Sustainability Committee is commissioned by and responsible to the Board of Directors. It has the responsibility for working with the Executive Director to create the upcoming fiscal year budget; presenting budget recommendations to the Board; monitor implementation of the approved budget on a regular basis and recommend proposed budget revisions; recommend to the board for approval and annually revise, a three-year financial forecast and long-range financial plans based on the forecast; recommend to the Board appropriate policies for the management of the Corporation's assets. The Finance and Sustainability Committee shall be assisted by the Executive Director.

Appointments and Composition

1. The members of the Finance and Sustainability Committee shall be the Treasurer of the Board who shall serve as Chair, the President who shall serve as an ex-officio member, together with other directors appointed by the President with the advice and consent of the Board in accordance with the By-laws.

Responsibilities

1. Review, and recommend to the board for approval, an annual budget for the organization in collaboration with the Executive Director and the CFO.
2. Also in collaboration with the Executive Director, review, and recommend to the board for approval and annually revise, a three-year financial forecast and long-range financial plans based on the forecast.
3. Review grant proposals when required by funders, and when necessary, recommend action by the board.
4. Review all non-budgeted expenditures over a set dollar amount to be determined by the board of directors and recommend action to the board.
5. Annually submit objectives as part of the planning and budgeting process.
6. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
7. Arrange for an annual audit with submission of same to the Board.
8. Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.

Governance Committee Description

General Purpose

The purpose of the Governance Committee is to build and maintain a strong Board for the organization. The Committee will establish and drive a continuous improvement process in order to help the Board and individual Directors become more valuable as strategic assets of the organization, contributing to our long-term success.

Appointments and Composition

The members of the Governance Committee shall be board directors appointed by the President with the advice and consent of the Board in accordance with the By-laws.

Responsibilities

1. Review the structure and size of the Board and the Board committees. Periodically, review with the Board the appropriate skills and characteristics required on the Board in keeping with the strategic direction of the organization.
2. Identify and consider candidates for Board membership. On behalf of the Board, assess the skills and experience of prospective Board members. Present candidates to the full Board for consideration.
3. Review the institutional and other affiliations of directors and director candidates for possible conflicts of interest. Investigate any potential conflict of interest involving a director and make a recommendation to the Board for resolution.
4. Keep up to date on developments in the corporate governance field. Annually review and assess the corporate governance practices of the Board and recommend any proposed changes to the Board for approval.
5. Plan Board education including new member orientation, education of Board members and Board retreats.
6. Plan training and education of the Board related to governance roles and responsibilities and with respect to bridging Board knowledge gaps
7. Conduct assessment/evaluation of the Board, the Chair, individual directors, including each director's self-assessment, and Board meetings/sessions
8. Evaluate and monitor governance structures and processes, including policy development and processes for Board monitoring/oversight of operations
9. Identify leadership development opportunities for existing and potential Board members to maximize member's contributions.
10. Report to the Board of Directors at regular Board meetings in a manner determined by the Board.
11. Annually submit objectives as part of the planning and budgeting process.
12. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.

Board Committee Plan Reporting Form

Reporting Quarter _____

Name of Board Committee _____

Strategies Assigned to Committee	2014 Objective	Quarterly Committee Progress/Results

Form to be filled out on a quarterly basis by committee chair and submitted to Board President.

Organizational Dashboard

Another tool that can be used to increase the effectiveness of board decision-making is the “organizational dashboard.” Chait, Holland and Taylor describe this tool in Improving the Performance of Governing Boards. The dashboard incorporates key success factors of the organization – the most essential areas of performance. These are the variables that most determine whether the organization will succeed or fail. Once the critical success factors have been identified, the board and the organization Executive Director (and other key staff) can then propose and consider strategic performance indicators – the qualitative and quantitative data that most accurately measure and convey the critical areas of performance. These critical success factors should be linked to the organization’s strategic plan. By focusing on these indicators, the board can position itself to place its focus on the priority areas of governance.

As the “dashboard” metaphor implies, the board will regularly refer to the organizational dashboard for feedback on how well the association is doing relative to the critical success factors. In this way, corrective action can be taken before – not during or after – a crisis erupts. The latest version of the dashboard will be included in the board packet of information. The review of the dashboard will be a standard part of each regular board meeting. A “most current version” can be maintained on the organization’s website, available for board directors anytime.

Picture the critical performance indicators for an organization displayed as a series of charts and graphs that would enable the board to regularly answer the following questions:

- What is our overall financial performance? Is our revenue structure balanced? Are we deploying our funds appropriately and according to the approved budget?
- What is the status of key financial ratios (for example, current assets to current liabilities, fixed assets to long term debt)?
- How well are we acquiring the resources we need?
- How well are we using and managing our resources?
- Are we in compliance with applicable laws, regulations and contracts?
- Are our programs and services achieving expected outcomes?
- What is the level of constituent satisfaction?
- Are we attracting and retaining skilled, dedicated staff?
- Others specific to your organization.

Succession Planning Checklist for Boards of Directors:

Key Components

Our organization has a strategic plan to which it is committed

Board roles and responsibilities have been documented and reviewed

- Board member job description
- Chair job description
- Conflict of interest guidelines
- Board members code of conduct
- Board committee roles descriptions

The future skills and talent composition of the board have been assessed in light of the our organization's future board leadership needs

- Organizational expertise
- Representation
- Community /issue knowledge
- Community support building
- Commitment to goals
- Interpersonal and teamwork skills

We have a board recruitment plan

- We have a three year board recruitment/board succession outlook
- A standing governance committee is in place and reporting at least three times a year
- A board member prospects list has been developed and is up to date
- Our recruitment package is up-to-date
- Information on our board, board member duties and on the nomination or recruitment process is on our website
- We are using our committees as stepping stones to the board

We have a board development/education plan

- We will be conducting a board self-evaluation and will act on the results

We have taken steps towards a more diverse board

- Our recruitment plan includes some diversity goals

Individual Board Member Self-Review Form

Your name: _____

Part 1 Are you satisfied with your performance as a board member in the following areas: (rate your performance in spaces that apply below)

	<u>Very good</u>	<u>Adequate</u>	<u>Needs work</u>
• Attendance at board meetings	_____	_____	_____
• Input in policy development and decision-making	_____	_____	_____
• Attendance at committee meetings	_____	_____	_____
• Strategic relationship building	_____	_____	_____
• Other _____	_____	_____	_____

Part 2 What factors contributed to your performance or lack of performance in the areas above: (please be specific)

Part 3 Here's what I would need from the board to maintain/increase my level of board commitment:

Part 4 Do you have any other comments or suggestions that will help the board increase its effectiveness?

Exit Interview Questions For Board Directors

Instructions: At the end of their term of board service, conduct an exit interview with board directors. The ideas and feedback received will be a valuable resource for board improvement efforts.

- Why did you originally agree to serve on the board?
- Was your understanding about the requirements of serving consistent with your actual board experience?
- What suggestions would you make for improving the way the board operates?
- What are your feelings about leaving the board?
- What did you like best (and least) about serving on the board?
- What advice would you offer to incoming board directors?
- If you could do the job over again what would you do differently?

Identifying Changes and Trends	Identifying Critical Strategic Issues	Developing Strategies
<p>Instruction: First, brainstorm a list in response to this question: What are the external changes and trends that will have the greatest impact on your organization (region) (field)? Consider changes in technology, demographics, lifestyle/values, economic, political, legal, philanthropic, volunteerism, etc.</p>	<p>Instruction: Reflect on the major external changes/ trends that you identified previously.</p> <p>Now with reference to selected trends, list what you believe are the 1-3 <u>most</u> critical issues facing the organization over the next 3-5 years. Try to word your statements in the form of questions as in the example below:</p>	<p>Instruction: With reference to the critical issues you identified previously, generate some strategies that respond to some of those critical issues. See the example below:</p>
<p>Example: <i>Emerging technologies will continue to transform the ways organizations can communicate with their markets/constituencies.</i></p>	<p>Example: <i>How can our organization make the most effective use of emerging technologies to strengthen our relationships with partners, stakeholders, and other key supporters?</i></p>	<p>Example: <i>Expand agency use of internet technology to strengthen communication with key constituencies.</i></p>

Foremost Strategic Challenges
Facing the ABC, Inc. Over the Next 3 years

Foremost strategic issues and challenges that the organization will need to address over the 1-3 years	What roles would be appropriate for the board to play in addressing each issue listed in Column 1?	Clarify the board's need for information and education regarding this issue. (In order to make good decisions in response to this issue, what new things will the board need to know and be able to do?)	What resources can the Board access to help address this issue?
1.			
2.			
3.			
4.			

Strategic Issue Briefing Paper Format

Critical Issue Statement:

- **Background:** *(Why and how this is a critical strategic issue for the ABC, Inc.?)*
- **Opportunities for the ABC, Inc.:** *(Opportunities for growth, improvement, and/or increased program impact for?)*
- **Threats for the ABC, Inc.:** *(Threats to the ABC, Inc. and/or constituents served — consequences for the ABC, Inc. if nothing is done in response to this issue.)*
- **How Nonprofits and Other Organizations Facing Similar Issues, Opportunities and Threats Are Responding:** *(What changes, strategies, shifts in direction are organizations attempting? NOTE: Don't limit yourselves to what other organizations are doing. Consider other kinds of organizations as well.)*
- **What major choices, decisions and/or shifts in direction does this issue challenge us to consider?**
- **What other information do we still need in order to develop effective responses to this issue?**

Three Modes of Governance

	Type I Fiduciary	Type II Strategic	Type III Generative
Board's role	<i>Steward/Watchdog</i>	<i>Strategist</i>	<i>Sense Maker</i>
Key question	<i>What's wrong?</i>	<i>What's the plan?</i>	<i>What's the key question?</i>
Problems are to be	<i>Spotted</i>	<i>Solved</i>	<i>Framed</i>
Way of deciding	<i>Reach resolution</i>	<i>Reach consensus</i>	<i>Reach understanding</i>
Current Estimate % of Board Time Devoted to Each Type			
Hoped-for % of Board Time Devoted to Each Type			

Resource Bibliography: A Starter List

- Board Source. www.boardsource.org. Board Member Newsletter with paid membership
- Center for Association Leadership www.asae.org
- Getting On Board With Effective Orientation: A BoardSource Toolkit by BoardSource. <http://www.boardsource.org/Bookstore.asp?Item=1102>
- Board Development Resources. Frank Martinelli, The Center for Public Skills Training. http://www.createthefuture.com/past_articles.htm
- Governance as Leadership: Reframing the Work of Nonprofit Boards by Richard P. Chait, William P. Ryan, Barbara E. Taylor. <http://amzn.to/Sgs3YJ>
- Staying Engaged, Stepping Up: Succession Planning and Executive Transition Management For Nonprofit Boards Of Directors by The Annie E. Casey Foundation http://www.transitionguides.com/images/stories/resources/aecf_mono/aecf_stepping.pdf
- Visionary Board Leadership Assessment by Frank Martinelli, The Center for Public Skills Training <http://www.createthefuture.com/Visionary%20Board%20Leadership%20Assessment.htm>
- The Dynamic Board: Lessons from High-Performing Nonprofits by McKinsey & Co http://nonprofit.haas.berkeley.edu/new/documents/McKinsey_Dynamic_Board_Report_w_Assessment_Gri d.pdf. The Dynamic Board: Self-Assessment Tool by McKinsey & Co. http://www.boardnetusa.org/graphics/attachments/boardselfassess_long.pdf
- What If? The Art of Scenario Thinking for Nonprofits published by the Global Business Network, http://www.gbn.com/articles/pdfs/GBN_What%20If.pdf
- Strategically Speaking Blog by Frank Martinelli. Go to: <http://www.strategicthinkingandplanning.blogspot.com>.
- The Nonprofit Dashboard: Using Metrics to Drive Mission Success, by Lawrence M Butler, <http://www.boardsource.org/Bookstore.asp?Item=1421>
- The Participatory Revolution in Nonprofit Management by Gregory D. Saxton <http://www.nonprofitquarterly.org/management/20769-the-participatory-revolution-in-nonprofit-management.html>
- The Practitioner's Guide to Governance As Leadership by Kathy A. Trower <http://tinyurl.com/npv46bk>
- YOU and Your Nonprofit Board: Advice and Practical Tips from the Field's Top Practitioners, Researchers, and Provocateurs by CharityChannel Press. <http://tinyurl.com/q2w15tt>

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Helping Determined Nonprofit Leaders Harness the Power of Shared Vision . . .