

Session 5 Handouts



Board Leadership
August 2020



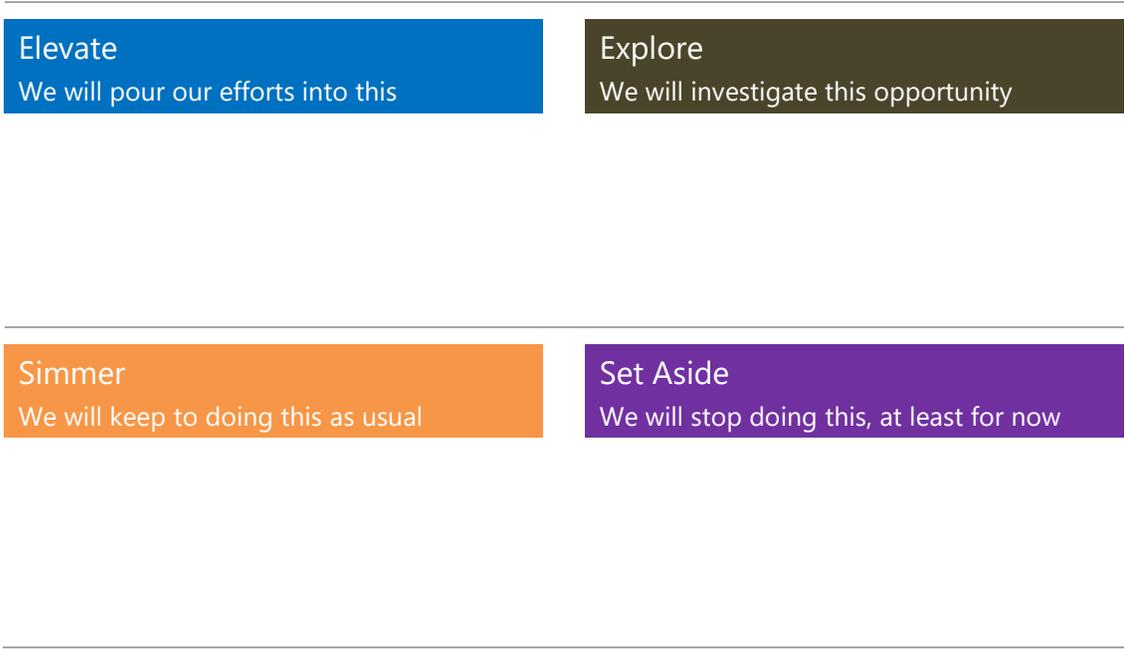
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Ask Your Board to Choose a Focus

This is a simple chart to guide the board through important strategic decisions, especially if the coronavirus situation impels us to streamline our operations and pivot into new areas. This chart is somewhat like the Renewal Ring we looked at in May, but it's simplified to focus on high-level options and reduce the chance that the board will delve into operations.



Turn This Focus into Action

Your staff, with possible involvement of a board committee, can then choose tactics and metrics that will enable you to progress in the **Elevate** areas your board selects.

Elevate Strategy	Elevate Tactics	Elevate Metrics



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Score Your Board – Update Your Responses

Last year we scored our board and identified items to address in the future. We are now on the journey toward that future! Fill out this table and then compare it to the one you filled out last August. To what degree is your board fulfilling the roles listed below?

- If you believe the board is doing great in a given area, check the first box.
- If you believe the board is weak in a certain area and should address that matter within the next year, check the second box.
- If you believe the board is weak in a certain area but should devote its attention there further into the future, check the third box.

Roles for Each Board Member	Doing Great	Address by end of 2020	Address in 2021 or later
Mission focus: Challenge fellow board members to stay focused on your core purpose. Watch out for mission drift.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision casting and strategic thinking: Stretch the board’s thinking. Challenge assumptions about the organization’s capabilities and nature of impact. Be positive and ambitious.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community orientation: Develop empathy. Visit program sites to learn what matters to stakeholders such as service recipients, vendors, funders, volunteers, etc. Observe the wishes, concerns, resources, geography, and demographics that pertain to your nonprofit’s work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising: Contribute financially and recruit donors. Participate in conversations with potential major givers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing: Be an ambassador for the organization’s image and generate visibility for the nonprofit’s work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy definition and enforcement: Establish and enforce policies on matters such as confidentiality, conflicts of interest, human resources intervention, and materiality. Define criteria for when a decision requires the board to get involved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Roles for Each Board Member	Doing Great	Address by end of 2020	Address in 2021 or later
<p>CEO recruitment, selection, and evaluation: Choose selection criteria, identify and vet candidates, establish performance expectations, periodically review the CEO’s performance, and decide along with fellow board members about the CEO’s retention and compensation.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Oversight: Be conscious about whether the resources match the nonprofit’s mission, vision, and volume of work. Be on the lookout for risks that could be large enough to endanger the nonprofit’s survival.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Due diligence: You have a duty to look into the viability of items that could have a major effect on the organization’s future, such as potential mergers or transformative grants. Gather information that will help fellow board members make sound decisions.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Orientation: Make transitions clear and welcoming for new board members, and for board members new to an officer position. Create and periodically update items that highlight the mission, vision, values, beliefs, goals, roles, norms, and resources of the board and the nonprofit. Share knowledge and advice.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Transition planning: Think about board member and CEO succession. The board may delegate succession planning to a committee, but ultimately it must decide what characteristics will be crucial for the future board members and CEO to possess. Design processes to vet candidates and orient newcomers.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Board Development and Goals – Update Your Responses

Describe your progress in strengthening operations and building your board’s capabilities. We may continue to pursue to board development aims we listed last summer and/or choose new areas to strengthen as we continue through this year.



Nonprofit Strengths to Develop

A nonprofit’s strengths may include community outreach, service delivery, impact evaluation, fundraising, staff and volunteer development, long-term planning, and more. As a board, we are determined to make our organization strong in these five areas this year:

Strength 1:

Strength 2:

Strength 3:

Strength 4:

Strength 5:



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Board Member Traits to Develop

To develop the above strengths, what traits must our board have? Traits could include skills in making marketing plans, evaluating program structure and performance, persuading friends and colleagues to donate or volunteer, thinking creatively about the future, etc. From now through next summer, we will develop these traits among board members or across our entire board (List at least one trait we must develop for each skill we listed above.):

Traits to achieve
strength 1:

Traits to achieve
strength 2:

Traits to achieve
strength 3:

Traits to achieve
strength 4:

Traits to achieve
strength 5:





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Goal Statements

Let's describe our board's progress on goals we set last year and summarize bottlenecks or circumstances that have impeded our progress since then. On the next page, we will update our list of activities based on what we have learned about our ability to pursue our goals.

Goal 1:

Progress to date:

Impediments:

Goal 2:

Progress to date:

Impediments:

Goal 3:

Progress to date:

Impediments:

Goal 4:

Progress to date:

Impediments:

Goal 5:

Progress to date:

Impediments:



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Structural Adjustments

It's possible we did not achieve everything we had envisioned last year. Maybe the structural adjustments we have made thus far are not sufficient, maybe they weren't the right ones to make, maybe bottlenecks or unanticipated events (such as the coronavirus) have impeded progress, or maybe we never got around to making structural adjustments. In light of these considerations, how might we adjust our approaches between now and next summer?

1. What committees or task forces should we create, modify, or eliminate?

2. How might we become more effective by making these changes? (E.g., we might make decisions faster, attract certain participants, or develop a deeper understanding of certain issues and opportunities.)

3. What things we are willing to give up in order to make these changes? (E.g., we might not be able to spend as much attention on other things as before.)

4. What steps will our board and committees take to adapt to this new structure?

**Structural steps
for goal 1:**

**Structural steps
for goal 2:**

**Structural steps
for goal 3:**

**Structural steps
for goal 4:**

**Structural steps
for goal 5:**

5. Who shall guide us through the transitional steps? List specific names.

6. When will our new structure be ready to launch? Set a launch date.



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Personal Inventory for Board Members

As an individual board member, identify items that would make your ongoing participation meaningful, convenient, and enjoyable.

Personal Inventory of Skills, Connections, and Interests

We have skills and connections from our daily lives that we may apply as board members. Please list yours so we can match roles and activities with your capabilities and interests!

Your name:

1. What skills do you enjoy using in your daily life? (Place a checkmark in the appropriate boxes or, if you're using your computer, highlight your choices in **bold**.)
 - Accounting
 - Managing events
 - Giving legal guidance
 - Teaching children or teens
 - Managing office operations
 - Running community service projects
 - Defining and resolving personnel matters
 - Envisioning the big picture and distant future
 - Designing marketing or community outreach plans
 - Researching information in newspapers and databases
 - Networking with community leaders
 - Networking across school systems
 - Designing or building web sites
 - Attracting media coverage
 - Requesting donations
 - Speaking in public
 - Photographing
 - Writing
 - Other:
 - Other:
2. Describe your community affiliations (roles in companies, associations, school, church, sports teams, arts, service groups, etc.).

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- 3. Sometimes board members get slotted into roles that may not suit them the best.
 - a. Please list any activities that fellow board members seem to expect you to perform, that you would prefer not to handle.

 - b. Please list any other roles or activities that you would like to perform, that fellow board members may not realize you would like to do.

- 4. When is it easiest for you to participate as a board member? Consider when you're usually free, what parts of town are easy for you to reach, when you have a "light season" or a "busy season" for work, and when you traditionally take vacations.

Best days of the week:

Best time ranges within a given day:

Best locations for meetings:

Best periods of the year:

Times, dates, places, & periods to avoid:

- 5. Would certain changes to our board's logistics or discussion topics make it easier or more meaningful for you to be an active member?

Please send your responses to our board's secretary. Thank you!



Twenty Great Questions for Board Members to Ask

These questions can help your board make decisions and stay focused on “the big picture”:

1. Where are our audiences asking us to be involved?
2. If our audiences are doing something or asking for something beyond our current services, what is the lesson for us?
3. Do these audiences’ needs and wishes align with our mission and vision?
4. How might we address this situation? What new idea(s) should we consider?
5. What exciting and unconventional possibilities might emerge from a new idea? How might our business model change?
6. What new audiences might we attract if pursue this new idea? How do we feel about this possibility?
7. What are some contrarian views on the idea we are considering? What insights and modifications should we consider based on these perspectives?
8. What’s the worst thing that could happen if we agree to this idea?
9. What could make us feel embarrassed or ashamed about this idea?
10. What additional features would make this idea even more powerful?





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11. How might we use our personal and organizational networks to accomplish this idea with greater efficiency or scale?
12. Why is this idea good or bad...
 - a. ...from an analytical or logical perspective?
 - b. ...from a branding or experiential perspective?
 - c. ...from an organizational capacity perspective?
 - d. ...from a resource preservation or growth perspective?
13. What are we doing today that we ought to stop doing tomorrow? (For example, are there certain things we do today that just don't excite us, or that aren't popular and relevant among our audiences?)
14. If we pursue this idea, how might it affect our position five years from now?
15. What trends, issues, and competitors might emerge within five years? How might we prepare today so we will succeed when that future arrives?
16. We can always collect more information, but do we know enough already to make a reasonable decision?
17. How might we alter our strategies to beneficially disrupt "the way things are always done" in our field?
18. Think about someone we respect who isn't in the room with us. What wisdom might that person share about the topic we are considering?
19. How might an "everyday person on the street" feel about the idea we are considering? How might a staff member feel about it? How should these perspectives factor into our decision about what to do?
20. Does our board have a clear understanding of what progress we must achieve by next meeting for each major topic we've considered today?