
Culture 201:

The Stewardship Imperative:
Building Board Capacity Through Hospitable
Cultural Competence



Setting the Context

- › **Stewardship**—the careful management and care of something that has been entrusted to you
- › **Hospitality**—the act of welcoming the stranger
- › **Capacity**—the maximum amount that something can contain
- › **Competence**—having the skills needed to trust your judgments and decisions



Culturally Competent

- › Competence is what we have to know in order to achieve an outcome
- › Cultural competence is to be sensitive, intelligent, and have a global mindset that is humble and open to learning
- › A board must recognize that its organization's goals, culture, and environmental constraints, along with each member's personal experiences, will influence their own viewpoint, which is why a board must be always growing in this area



Enter into the chat:
What word comes to mind when you see this picture?



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

Enter into the Chat:
What word comes to mind when you see this picture?



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

Pivoting Between Host and Guest

- › Host
 - › Inviter, advance team, greeter, chef, in-charge, ready for reciprocity
- › Guest
 - › Stranger, newly arrived, recent hire, not from around here, ready for reciprocity
- › Where have you been the host and the guest?



Stewarding our Mission

To more fully live into our personal and organizational missions, we must first recognize what perspectives are missing and why. Doing this is an act of hospitality and stewardship.



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

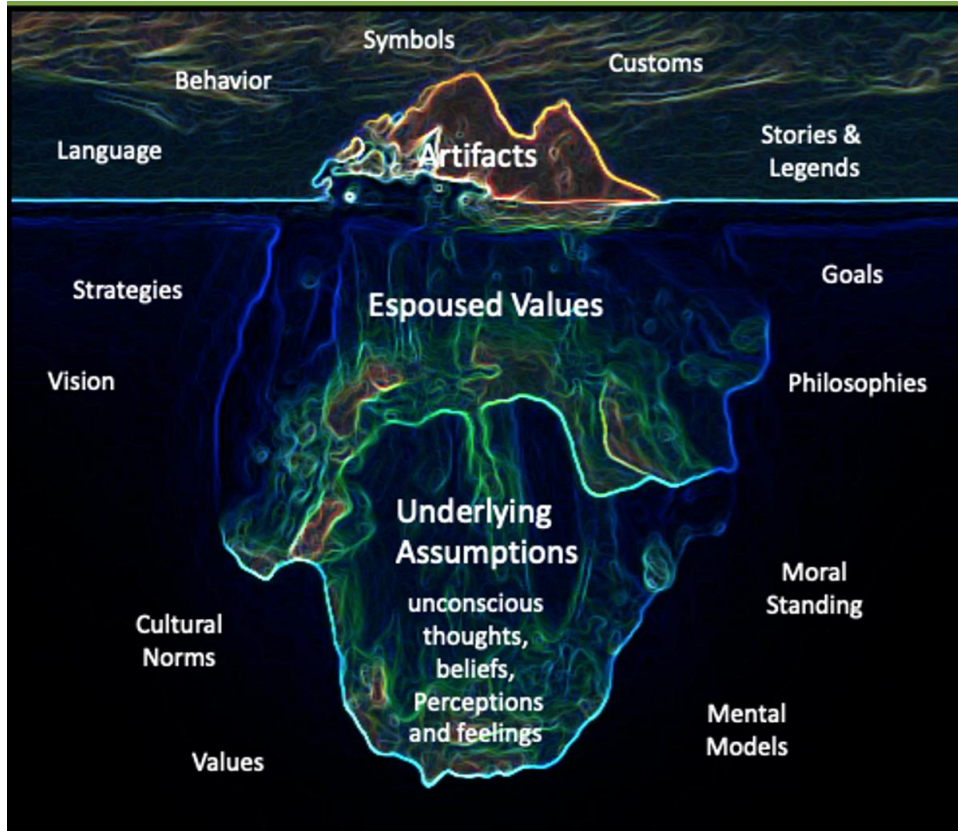
Cultural Competence as a Competitive Advantage

When teams diversify, they become more innovative and financial postures improve.

Boards with greater diverse demographic representation – ethnicity, gender, age, capability – have higher engagement

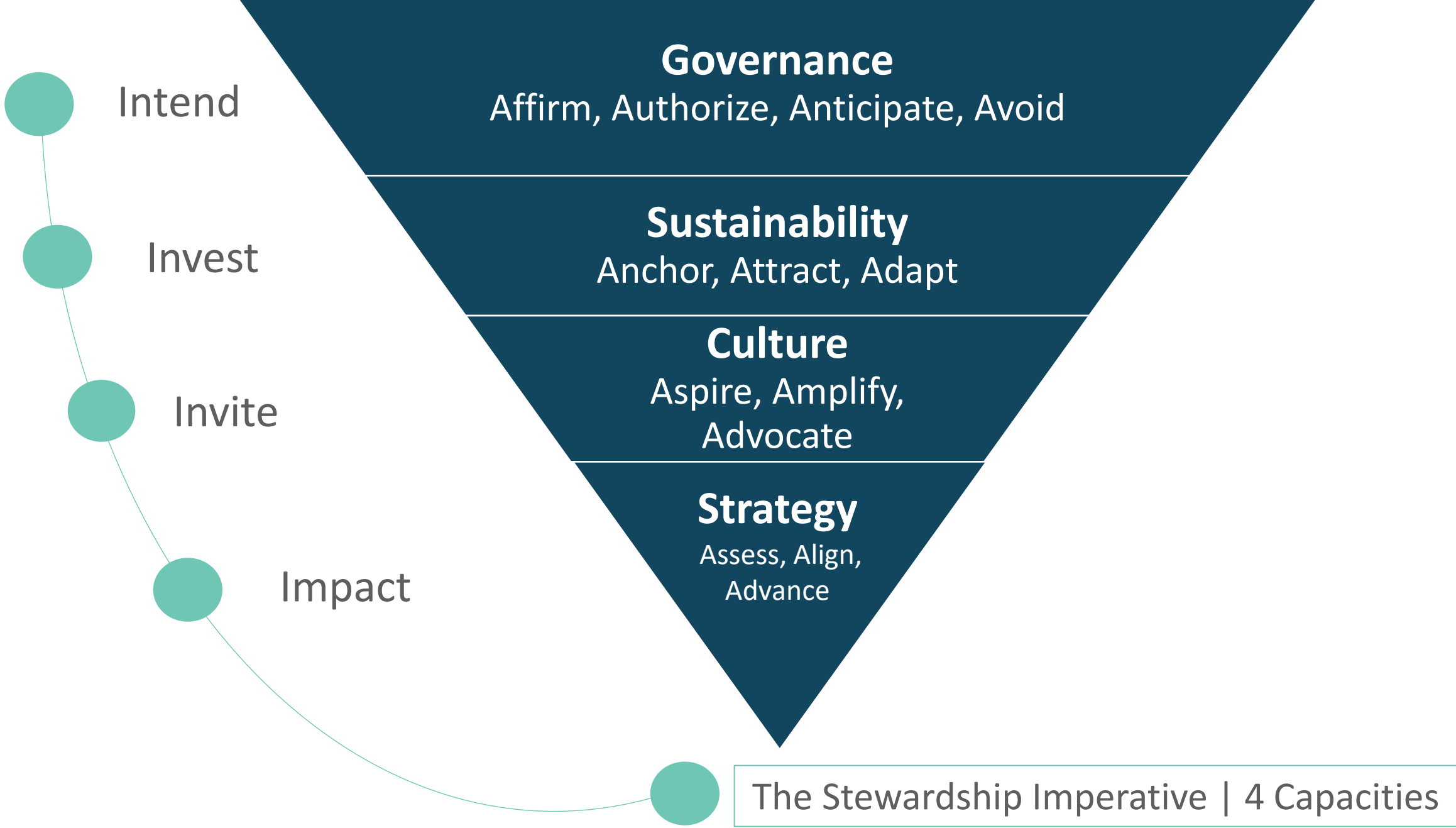
Diversity, applied, improves decision-making, improves creativity, diligence and work ethic.





- › Visible manifestations of board culture
- › What the board says its culture is
- › Hidden aspects of the board culture





Assumption | If Culture is an Asset, Stewardship Practices are an Imperative

The Placemat | 4 Conversation Starters

OUR BOARD CULTURE IS EXPRESSED IN HOW WE INTEND, INVEST, INVITE & IMPACT.

Organization

Member

Date

Intend

Definition | Having a Purpose or Goal, Designing for a Specified Future, Proceeding on a Course.

- We consult mission, vision & values during decisions.
- We examine policies for fairness, equity and inclusion.
- We expect status reports on the promise to stakeholders.
- We are convinced our theory of change makes a difference.
- We orchestrate our progress through a strategic plan.

Invite

Definition | Welcoming Participation, Politely Increasing Chance, Offering Incentive.

- We leverage our mission and story to attract stakeholders.
- We recruit members who add capacity, not merely fit.
- We seek & use stakeholder feedback on our blind spots.
- We embody a partnership of equals, a participatory approach.
- We cultivate diverse candidate pools when recruiting.



Invest

Definition | Committing (Resources)) Earning a Return, Acting for Future Advantage, Engaging Emotionally.

- We require budget priorities to reflect missional intent.
- We fund evidence-based efforts-to-outcome strategies.
- We ask, "how can we afford it?" instead of "can we afford it?"
- We model missional engagement by participating financially.
- We build board capacity through cultural mentors & advisors.

Impact

Definition | Producing a Result, Force of impression Left, Lasting, Durable Outcome.

- We measure our efforts by evidence-based outcomes.
- We avoid provider/recipient resourcing mindsets.
- We compare our results to stated intentions, promises.
- We harvest learning after events, milestones, fails, wins.
- We recognize, celebrate & encourage efforts of staff or team.

Start

Stop

Conversation Starters

1. Mark True or False & Tally.
2. Compare & Discuss Tallies.
3. Decide: Start, Stop, & Sustain.

Sustain



Board Leadership & Development
A MURDOCK TRUST PROGRAM

Having a Purpose
or Goal,
Designing for a
Specified Future,
Proceeding on a
Course.

Intend

- › We consult mission, vision & values during decisions.
- › We examine policies for fairness, equity and inclusion.
- › We expect status reports on the promise to stakeholders.
- › We are convinced our theory of change makes a difference.
- › We orchestrate our progress through a strategic plan.



Welcoming
Participation,
Politely
Increasing
Chance, Offering
Incentive.

Invite

- › We leverage our mission and story to attract stakeholders.
- › We recruit members who add capacity, not merely fit.
- › We seek & use stakeholder feedback on our blind spots.
- › We embody a partnership of equals, a participatory approach.
- › We cultivate diverse candidate pools when recruiting.



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

Committing
(Resources))
Earning a Return,
Acting for Future
Advantage,
Engaging
Emotionally.

Invest

- › We require budget priorities to reflect missional intent.
- › We fund evidence-based efforts-to-outcome strategies.
- › We ask, “how can we afford it?” instead of “can we afford it?”
- › We model missional engagement by participating financially.
- › We build board capacity through cultural mentors & advisors.



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

Impact

- › We measure our efforts by evidence-based outcomes.
- › We avoid provider/recipient resourcing mindsets.
- › We compare our results to stated intentions, promises.
- › We harvest learning after events, milestones, fails, wins.
- › We recognize, celebrate & encourage efforts of staff or team.

Producing a
Result, Force of
impression Left,
Lasting, Durable
Outcome.



Board Leadership
& Development
A MURDOCK TRUST PROGRAM



The Placemat | 4 Conversation Starters

OUR BOARD CULTURE IS EXPRESSED IN HOW WE INTEND, INVEST, INVITE & IMPACT.

Organization _____ Member _____ Date _____

Intend

Definition | Having a Purpose or Goal, Designing for a Specified Future, Proceeding on a Course.

- We consult mission, vision & values during decisions.
- We examine policies for fairness, equity and inclusion.
- We expect status reports on the promise to stakeholders.
- We are convinced our theory of change makes a difference.
- We orchestrate our progress through a strategic plan.

Invite

Definition | Welcoming Participation, Politely Increasing Chance, Offering Incentive.

- We leverage our mission and story to attract stakeholders.
- We recruit members who add capacity, not merely fit.
- We seek & use stakeholder feedback on our blind spots.
- We embody a partnership of equals, a participatory approach.
- We cultivate diverse candidate pools when recruiting.



Invest

Definition | Committing (Resources)) Earning a Return, Acting for Future Advantage, Engaging Emotionally.

- We require budget priorities to reflect missional intent.
- We fund evidence-based efforts-to-outcome strategies.
- We ask, "how can we afford it?" instead of "can we afford it?"
- We model missional engagement by participating financially.
- We build board capacity through cultural mentors & advisors.

Impact

Definition | Producing a Result, Force of impression Left, Lasting, Durable Outcome.

- We measure our efforts by evidence-based outcomes.
- We avoid provider/recipient resourcing mindsets.
- We compare our results to stated intentions, promises.
- We harvest learning after events, milestones, fails, wins.
- We recognize, celebrate & encourage efforts of staff or team.

Start

Stop

Sustain

Conversation Starters

1. Mark True or False & Tally.
2. Compare & Discuss Tallies.
3. Decide: Start, Stop, & Sustain.



Board Leadership & Development
A MURDOCK TRUST PROGRAM