Board Leadership & Development

Faith-Based

March 2024

M.J. Murdock CHARITABLE TRUST

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Let's Celebrate Your Wins!

1. Acres of Diamonds
2. Charis Counseling Associates
3. Christian Ministry Advancement Ltd.
4. Corban University
5. Everett Gospel Mission
6. Firmly Planted Family
7. Hope Medical Clinic
8. MarriageTeam
9. Mending Wings
10. North America Indigenous Ministries
11. Reach 907
12. Road to Hope
13. Schools for Africa
14. Seattle Classical Christian School
15. Trinity Academy of Portland
16. Wagner Hills Farm Society

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Setting the Context

The Stewardship Imperative: Building Board Capacity Through Hospitality in Cultural Awareness

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Building Board Capacity

Stewardship—the careful management and care of something that God has entrusted to you

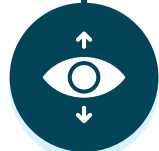**Hospitality**—the act of welcoming people we may not know well

Capacity—the maximum amount that something can contain

Competence—having the skills needed to trust your judgments and decisions

Building Board Capacity

To more fully live into our personal, organizational, and board missions, we must first recognize what perspectives are missing and why

Doing this is an act of hospitality and stewardship

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A Video Overview of Board Leadership & Development...

A High Performing Board...

1 Agrees on the governance model and philosophy (Effective **Governance** Practices)

2 Defines and maintains a healthy, mission-centered board culture (Healthy/Faithful Board **Culture**)

3 Commits to deep understanding of the organization and its context/marketplace (**Sustainable** Organizational Framework/Business Model)

4 Holds the long view in mind (Dynamic **Strategic Plan**)

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Brief Tech Review

Cohort Landing Page

murdocktrust.org/2024-board-leadership-faith-based-cohort/

> Save this landing page as a bookmark on your browser for easy access/return.

> Use the "jump link" to "**Tools and Templates**"

> Look for the pillar header (e.g., Governance) and the assessment or tool title

QR codes on your tables

> These will take your hand-held devices (e.g., iPhones, tablets) to the landing page.

Slide PDFs have links.

> These will take you directly to the specific assessments/tools.

Ask me for help at any time!

Governance 201:

Life Cycle of the Nonprofit Board

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Five Stages: Aligns with Characteristics of High Performing Board

1. › Identifying
2. › Beginning
3. › Continuing
4. › Ending
5. › New beginning

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Identifying: Recruiting New Board Members

Three Steps:

1 **Board Evaluation—know what you want**
  › Use tools for board evaluation and individual board member self-evaluation
  › Create a matrix to identify current board composition
  › Use strategic plan to identify needed strengths and areas of expertise
  › Identify the weaknesses/needs in current board
  › Create profile for new members
  › Fulfill commitments to cultural awareness

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Identifying: Recruiting New Board Members

Three Steps:

2 **Board Recruitment Strategy**
  - Be sure you have a clear job description and list of expectations and responsibilities
  - Convene a strong nomination committee
  - Have forms for candidate nominations
  - Involve Executive Director and key staff as necessary
  - Use board analysis and strategic plan in recruitment–targeted and specific
  - Develop a nominating process and follow it
  - Do your board terms help/hurt your recruitment?

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Identify: Recruiting New Board Members

Three Steps:

3 **Board Nomination Process**
- Three steps:
  - Interest
  - Invitation
  - Nomination
- Process is bi-directional
- Create a nomination packet for candidates
  - Ten Questions
  - Commitment Form

- Create a nomination packet with bio for board members
- Develop a personal visitation process with Chair and Executive Director
- Bring nominations through Nominating Committee by way of assessment and strategic plan
- Complete due diligence and due process
- Critical role of wisdom and discernment

Beginning: Welcoming, Informing, and Orienting New Board Members

Provide appropriate materials on both the board and organization

Involvement with staff/organization

Personal meeting with Executive Director and Board Chair
- › Review minutes of previous meetings
- › Highlight critical issues/decisions
- › Review the strategic plan
- › Reaffirm role and expectations
- › Open line to Executive Director and Board Chair

Welcome and introductions at first meeting

Continuing: Effectively Involving Board Members to Achieve the Vision

Five Considerations

1 **Time Management:** Use their time wisely with well-run, organized, purposeful meetings

2 **Communication:** Timely mailings, meeting preparation, semi-annual visits by board chair, good staff-board communications

3 **Involvement:** According to their expectations and roles, opportunities for organization involvement, personal financial support

4 **Revitalization:** Board retreats, strategic planning work, outside consultants

5 **Recognition:** Acknowledge and thank board members often

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Ending: Helping Board Members Complete Their Service

Three Reasons to Move Members Off the Board:

1 **Ineffectiveness:** Lack of attendance and inability to carry out role and expectations

2 **Unacceptable behavior**

3 **End of term**

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Keys for Good Endings

- Clear policies and expectations
- Fair and frequent evaluations
- Processes for grievances and discipline
- Accountability
- Appropriate term limits
- History

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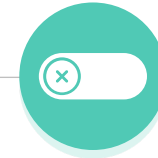# Places for Former Members to Continue Serving

Advisory committees

Emeriti

Volunteers

Off the board with plans to return when appropriate

New Beginnings: Considerations for Returning Board Members

Considerations:

> Must fit strategic board needs

> Abbreviated nomination process

> Give board full reign to vote—no pre-arrangements or promises—due process

> Don't abbreviate orientation process

![M.J. Murdock CHARITABLE TRUST logo]

Now:
Tablework

Templates are located on the cohort landing page:

› Access landing page

› Click "**Tools and Templates**" jump link

› **Section:** Governance

› **Subsection:** New Board Members

The focus for this time is:

Slides 9-19
&
these templates:

Pathway to the Board: Overview

Pathway to the Board: Process Checklist

Board Member Nominee Suggestion Form

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Now:
Working Lunch

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Governance 201:

Succession Planning

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What Happens Now?

Executive Directors…

What Happens Now?

Executive Directors...

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Executive Director Reports/Board Reports

Boards
What did you learn?

Executive Directors
What did you realize?

Contingency/Emergency Plan

Contingency Plan Checklist Questions

› **Who takes the lead?**
  › What are the decision-making parameters?
  › How much money can be spent?

› **When, what, and to whom do we communicate?**
  › Organization
  › Donors
  › Family
  › Insurance–should we have it?
  › Constituents
  › Bank
  › Others?

› **What about the organization?**
  › Who is in charge?
  › Will we pay them extra?
  › How will we communicate?

› **What about the family?**
  › Do they know?
  › What can be done to ease the pain?
  › Is there an interim leader?
  › Do we start a search?
  › How is the search to be paid for?

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Succession Planning

Succession planning is a process of preparing for good leadership transition

Succession planning is not to be confused with executive director or key leader evaluation

Two key aspects of succession planning to consider:

1

Contingency planning deals with emergencies

2

Succession planning prepares for the future

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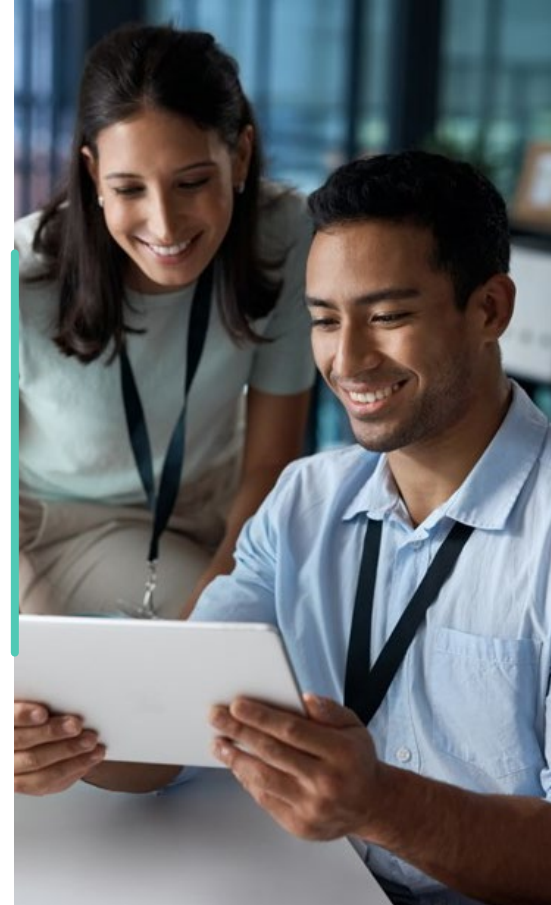# Succession Planning

1 **Develop a written Contingency Plan**

> Share the Contingency Plan with trusted advisors

> Incorporate their comments into your thinking

> Work through Contingency Plan with your staff and board

> Don't try to finish the plan all at once; think; take your time

> Ensure the Contingency Plan is consistent with Articles of Incorporation, bylaws, policies, etc.

> Finalize your Contingency Plan and circulate

> Think through the benefits/liabilities of sharing your plan within the organization

> Revisit Contingency Plan annually

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Succession Planning

2 A written Succession Plan and the elephant in the room

› Why so few of us have a good written plan

› Uneasiness from the board

- Poor executive director evaluation process, if there is one
- Marginal performance by executive director
- Not wanting to "talk money"
- Not sure how to create a plan
- Who should have the conversations?
- How do we start the conversations without concerning the executive director?

› Insecurity of Executive Director

- Are they forcing me out?
- I don't have enough to retire
- Am I not doing a good job?
- I haven't had a review in years

Questions to Answer:

Do we review the Executive Director annually?

- › Is there a job description?

- › Is succession planning part of the review?

- › How is a competitive wage established?

Is there a process and timetable for retirement and/or planned departure?

Is there an internal successor(s)?

- › If so, what development needs are there for that person?

- › What training or additional exposure can be offered?

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Questions to Answer:

If there is not an internal choice, has a search firm been identified?

> If not, how do we learn about search firms?

Who is on the search committee?

What is our severance policy?

> Forced termination?
- Performance issues?
- For cause?

> Unforced termination?
- Change in direction for the organization?
- Performance not up to expectations?

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Questions to Answer:

Does the board have a formal evaluation process?

Does the board require SMART* goals and are they measured annually by the executive director?

Is there a strategic plan?

*SMART: Specific, Measurable, Achievable, Relevant, Time-Bound

Once these questions are answered by the board and the executive director, you will have 90% of your Succession Plan complete.

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Worksheet

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Succession Planning Starting Questions

A GOOD, SIMPLE, COMMUNICATED CONTINGENCY PLAN IS FIRST. TO GET STARTED, ANSWER THESE QUESTIONS:

1. Who takes the lead?
    a. What are the decision-making parameters?

    b. How much money can be spent?

2. When, what, and to whom do we communicate?
    a. Organization

    b. Donors

    c. Family

    d. Insurance—should you have it?

    e. Constituents

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Now:
Tablework

Templates are located on the cohort landing page:

› Access landing page

› Click "**Tools and Templates**" jump link

› **Section:** Governance

› **Subsection:** Succession/Contingency Planning

The focus for this time is:

Slides 22-33
&
this worksheet:

Succession Planning Starting Questions

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Governance 201:

The Board/Executive Director Relationship

Cultivating Clarity and Alignment: The Governance Continuum

👥 Board as Staff	👥 Board as Managers	👥 Board as Directors	👥 Board as Governors	👥 Board as Advisors	
▸ 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	▸ Board responsibilities
▸ 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 Executive Director	▸ Executive Director responsibilities
▸ Organizational long-term goals are set by the board	▸ Organizational long-term goals are set by the board	▸ Organizational long-term goals are set by the board	▸ Organizational long-term goals are set by the Executive Director	▸ Organizational long-term goals are set by the Executive Director	
▸ Strategies to achieve organizational long-term goals are developed by the board	▸ Strategies to achieve organizational long-term goals are developed by the board	▸ Strategies to achieve organizational long-term goals are developed by the Executive Director	▸ Strategies to achieve organizational long-term goals are developed by the Executive Director	▸ Strategies to achieve organizational long-term goals are developed by the Executive Director	
▸ Day-to-day operational authority rests with the board	▸ Day-to-day operational authority rests with the Executive Director	▸ Day-to-day operational authority rests with the Executive Director	▸ Day-to-day operational authority rests with the Executive Director	▸ Day-to-day operational authority rests with the Executive Director	

The board spends most of its time **DOING** the work of the organization	The board spends most of its time **SUPERVISING** the work of the organization	The board spends most of its time **DIRECTING** the work of the organization	The board spends most of its time **GOVERNING** the organization	The board spends most of its time **AFFIRMING** the work of the organization
Primary board output is **LABOR**	Primary board output is **COORDINATION**	Primary board output is **DIRECTION**	Primary board output is **COUNSEL**	Primary board output is **ENDORSEMENT**

These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004

Board Member Temptations

1 › To think and conduct board business under the false assumption that all board members are just like me, and that we are wired with similar strengths, gifts, and social styles.

2 › To assume all board members are experienced and effective leaders—just like me—and that we all agree on our board's operating style and are aligned with the Executive Director's preferred operating style.

3 › To confuse the three hats of a board member: governance, volunteer, and participant.

4 › To lower the bar on board member selection and buy into the ill-informed mantra that just one of the three "W's"—work, wisdom, wealth—is sufficient.

5 › To recruit board members because of their position versus their passion.

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Board Member Temptations

6 › To rely on my past board and organizational experiences and rest on my laurels—versus becoming an active life-long learner in board governance best practices.

7 › To assume that all nonprofit organizations have similar organizational cultures—and to understand one is to understand them all.

8 › To make board decisions based on anecdotes and subpar analysis versus requiring objective data and reports and dashboards that are aligned with the mission statement, goals, and a strategic plan.

"What everyone knows is usually wrong." –Peter Drucker

9 › To avoid healthy and honest dialogue with the Executive Director on challenging realities.

10 › To… [insert your own temptation]

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Assessment

Take individually *first, then discuss as a table.*

> **Page 1:** Governance continuum

> **Pages 2-5:** Board/ED operating styles

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GOVERNANCE

Board Continuum — Policy Assessment
ADAPTED FROM JOHN CARVER'S "POLICY GOVERNANCE®" LIST OF BOARD ROLES

SELECT 1 THROUGH 5 FOR EACH STATEMENT BELOW

	NEVER	SOMETIMES			ALWAYS
	1	2	3	4	5

BOARD ORGANIZATION

1. Sets the board's work plan and agenda for the year and for each meeting

2. Determines board training and development needs

3. Attends to discipline in board attendance, following bylaws and other self-imposed rules

4. Continually improves their expertise as life-long learners in governance

5. Meets with and gathers wisdom from the organization's customers and "owners"

6. Establishes the limits of the Executive Director's authority to budget, administer finances, and compensation

7. Establishes the results, recipients, and acceptable costs of those results that justify the organization's existence

Link to assessment

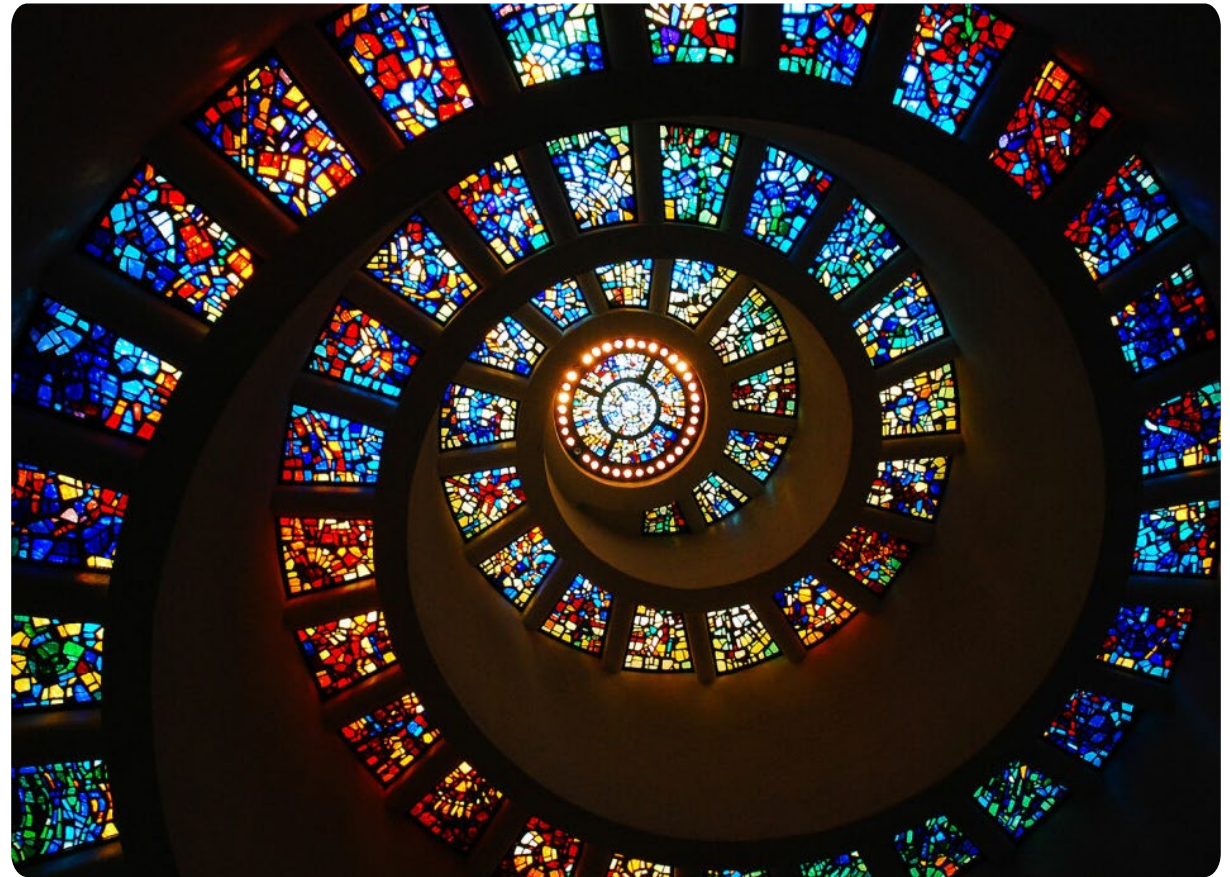**Board Leadership & Development**
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Culture 201:

Creating and Sustaining Healthy Boards

Ideal Ministry Board Culture

The board is a spiritual community called by God to steward a piece of His Kingdom work here on earth
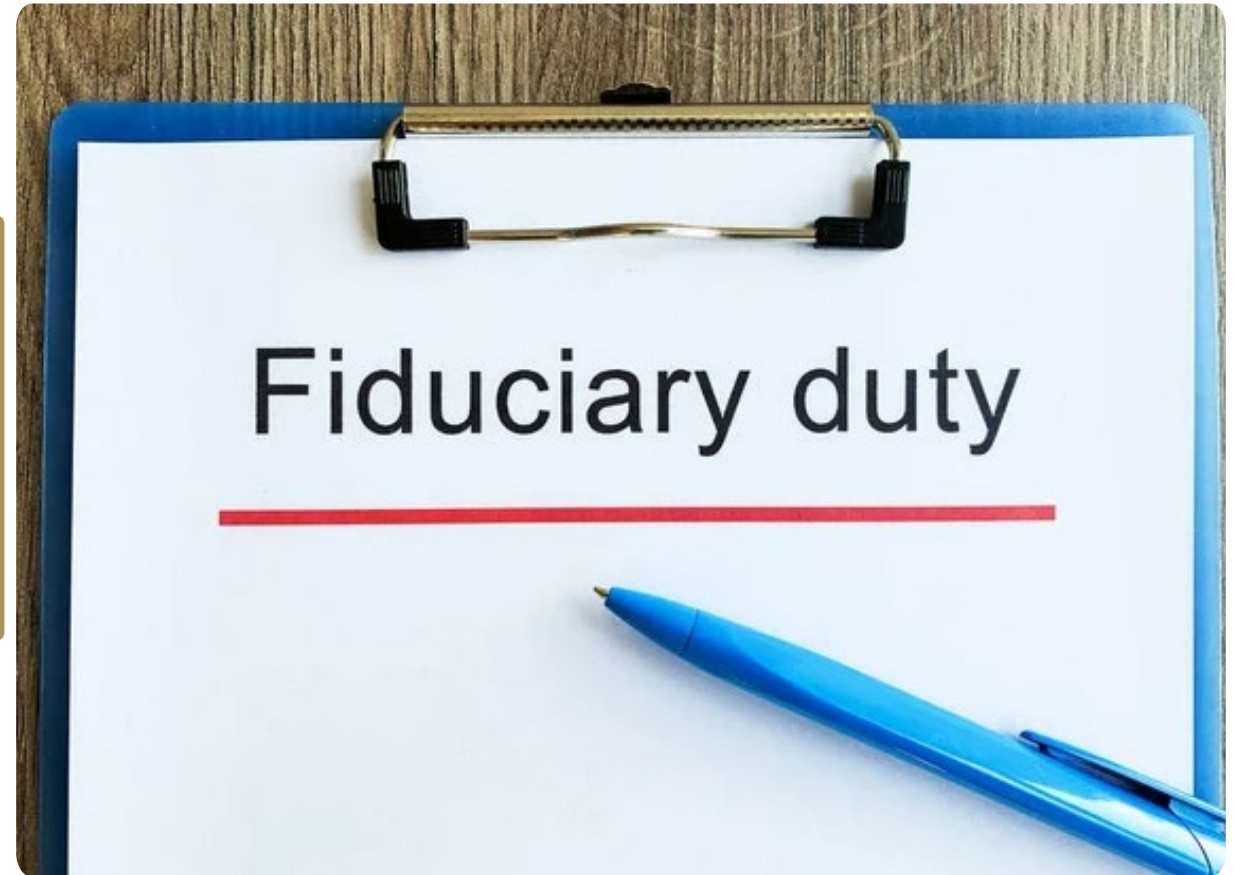
Steward a Piece of His Kingdom Work Here on Earth

1

We are Stewards

"This, then, is how you ought to regard us: as servants of Christ and as those **entrusted…** Now it is required that those who have been **given a trust** must prove **faithful**."

(1 Cor. 4:1-2)

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Not Owners

> We seek to do the Lord's will in His way

> We do so humbly

> We take baton for a period of years and then hand it off to others

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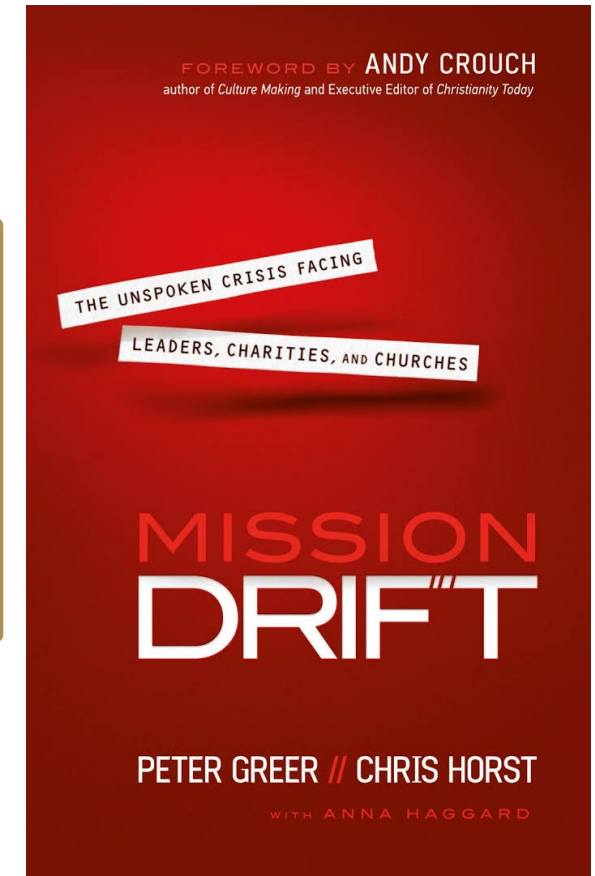# Steward a Piece of His Kingdom Work Here on Earth

2

We are Accountable

"Everything is uncovered before the eyes of him to whom we must give account" *(Heb. 4:13).*

› Prevent mission drift

› Conduct program audits

› Assess performance of chair, officers, and committee chairs

› Terminate non-performing trustees per pre-set procedures

› Conduct thorough annual review of ED (including strategic plan)

Steward a Piece of His Kingdom Work Here on Earth

3

We Have a Balanced Relationship with the ED

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Not Defer Too Much

Not Overreach

"Maybe we are micro-managing a bit too much"

Steward a Piece of His Kingdom Work Here on Earth

4

We are Aligned

"Discern what is the will of God, what is good and acceptable and perfect" (*Romans 12:2*).

Regularly reference core documents during meetings:

> Mission Statement

> Vision Statement

> Core Values

> Strategic Plan

Ensure that **policies** are congruent with core documents – especially those related to personnel and finances

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Steward a Piece of His Kingdom Work Here on Earth

5 **We Have an Effective Chair**

Has high emotional intelligence
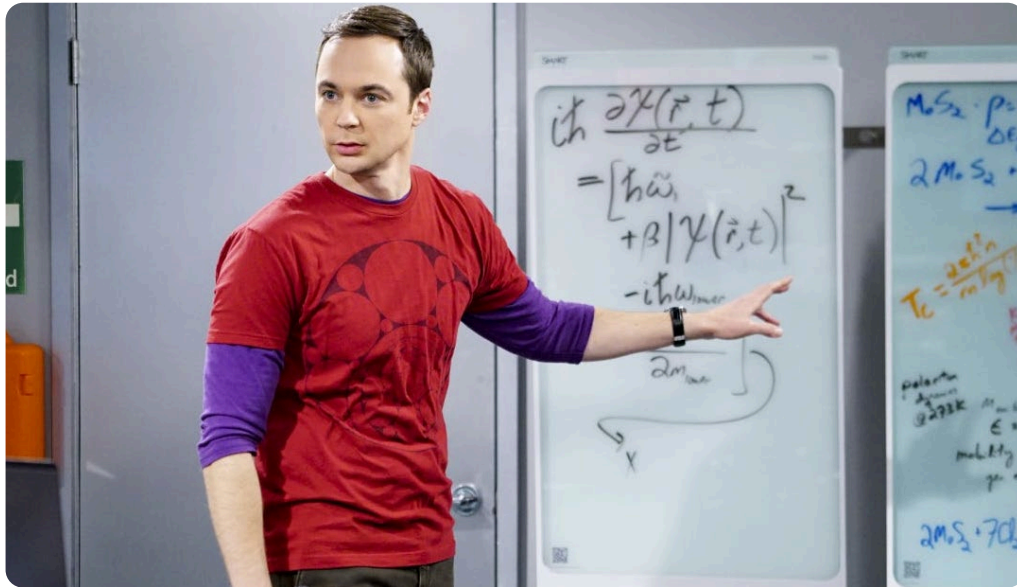
Hosts focused agendas

"I don't want to take this meeting off track, but… isn't *Stonehenge* amazing? Seriously, who *did* that?"

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Handles Contrarians Well. Neither:

Muzzles

Allows to dominate

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Misbehavior is Not Tolerated
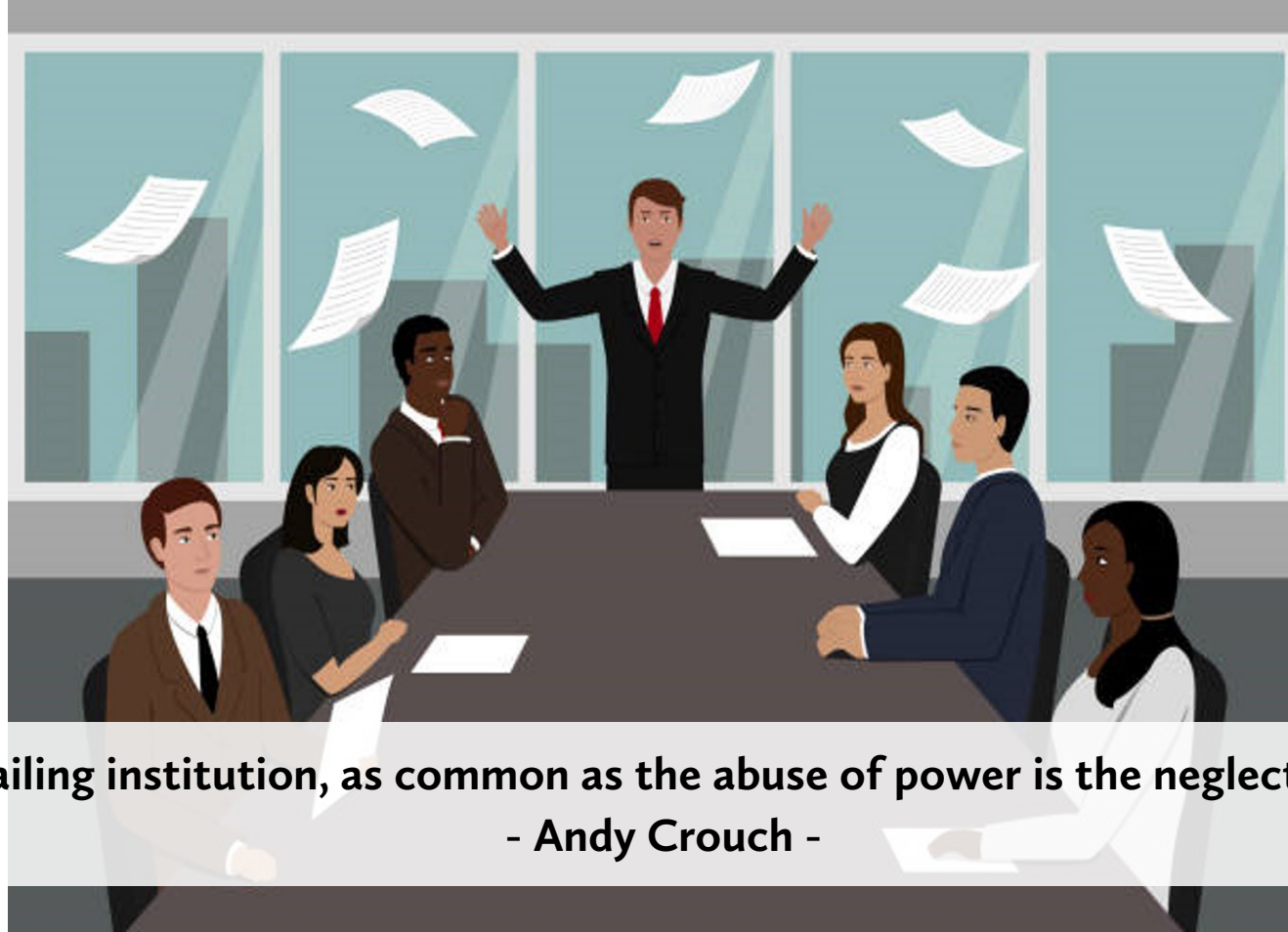
"In any failing institution, as common as the abuse of power is the neglect of power."
- Andy Crouch -

Steward a Piece of His Kingdom Work Here on Earth

6

We Intentionally Improve

"From him, the whole body - joined and held together by every supporting ligament – **grows and builds itself up…** as each part does its work."

(Eph 4:16)

› Assess board's health annually via surveys

› Allot agenda time (and resources) for training, particularly during annual retreats

A Video Overview of Board Culture...

Questions for Discussion Work with Your Coach

<u>Individually</u> evaluate your board's stewardship of "a piece of God's kingdom work here on earth," using the assessment worksheet

Discuss your individual responses as a team. What action steps should you take as a board?

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Board Self-Assessment

Take assessment first <u>individually</u>, then discuss as a group.

1 ❯ The board faithfully practices biblical stewardship.

2 ❯ None of our trustees act as if they own the ministry.

3 ❯ The board consciously guards against mission drift.

4 ❯ The board conducts regular program audits.

5 ❯ The board regularly assesses the performance of the board chair, officers, and committee chairs.

6 ❯ Non-performing trustees are terminated per pre-set procedures.

7 ❯ The board conducts a thorough annual review of the ED.

8 ❯ The board micromanages the ED.

<u>Link to assessment</u>

Board Culture Self-Assessment #2

	NEVER	SOMETIMES			ALWAYS
	1	2	3	4	5

1. The board faithfully practices biblical stewardship.

2. None of our trustees act as if they own the ministry.

3. The board consciously guards against mission drift.

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6. Non-performing trustees are terminated per pre-set procedures.

7. The board conducts a thorough annual review of the ED.

8. The board micromanages the ED.

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Board Self-Assessment

9 › The board is too passive, allowing the ED free reign.

10 › Core documents (Mission Statement, Vision Statement, Values, and Strategic Plan) are regularly referenced in every board meeting.

11 › Personnel and finance policies are congruent with our Values.

12 › Our board chair is well organized, hosting a focused agenda.

13 › Contrarian trustees are neither muzzled or allowed to dominate.

14 › Trustee misconduct is dealt with quickly and effectively by the chair.

15 › The board consciously engages in self-improvement.

16 › Adequate time is allocated for board training.

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Board Culture Self-Assessment #2 *(cont.)*

	NEVER	SOMETIMES			ALWAYS
	1	2	3	4	5

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Now:
Tablework

Templates are located on the cohort landing page:

› Access landing page

› Click "**Tools and Templates**" jump link

› **Section:** Culture

The focus for this time is:

This assessment:

Board Culture Self-Assessment #2

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Thank You!

> **This evening:**
>> Reception: 5:30pm / Dinner: 6:00pm
>> 6:45pm: "Fireside chat"
>>> CEO Romanita Hairston
>>> Kimberly Thornbury
>>> Ed McDowell

> **Tomorrow's program begins at 8:00am! (Breakfast, 7:00am)**

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Sustainability 201:

The Work of High Performing Boards

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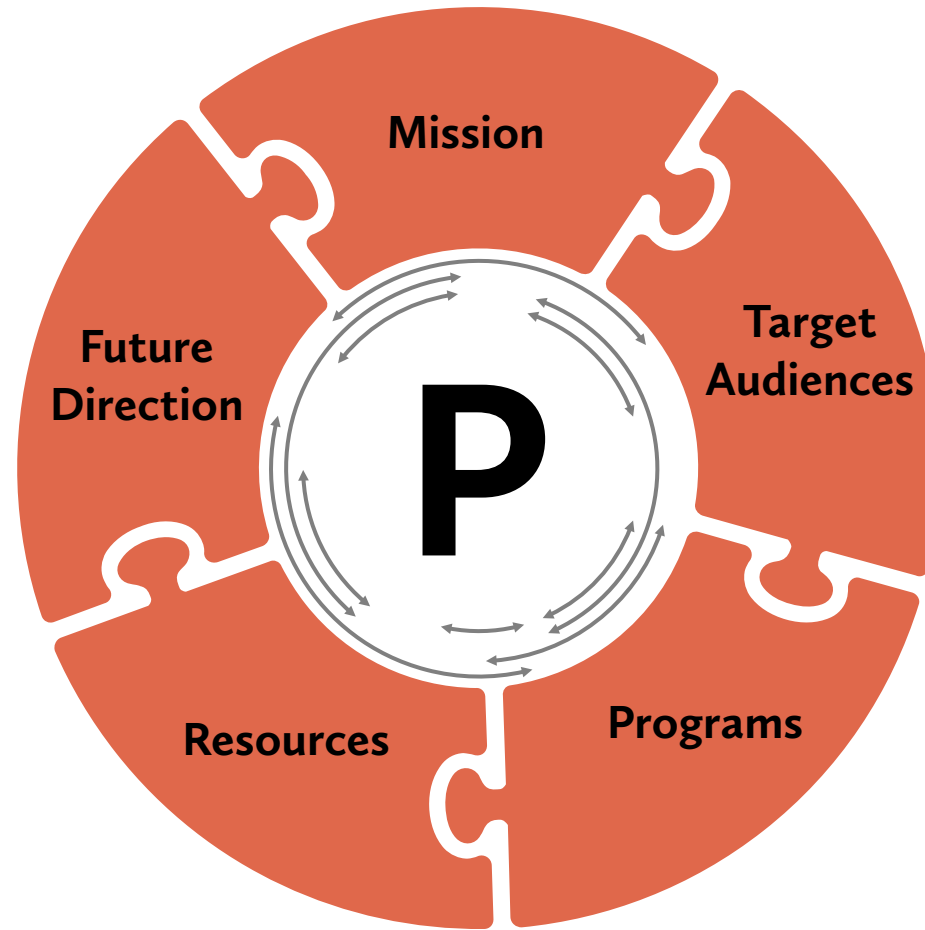
> We are not building this country of ours for a day... it is to last through the ages.

President Teddy Roosevelt

Organizational Model for Sustainability

What Do We Mean by "Sustainable"?

› Lasting, enduring, delivering over the long-haul

› Absorbs ups and downs

› Flexes, but does not break

› Balances inputs and outputs

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Why is a Sustainable Organizational Structure Important?

› Numerous constituents require it

› Beneficiaries, staff, volunteers, donors, suppliers, your community, all benefit from a sustainable organization

› Allows us to keep our promise

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Organizational Model for Sustainability
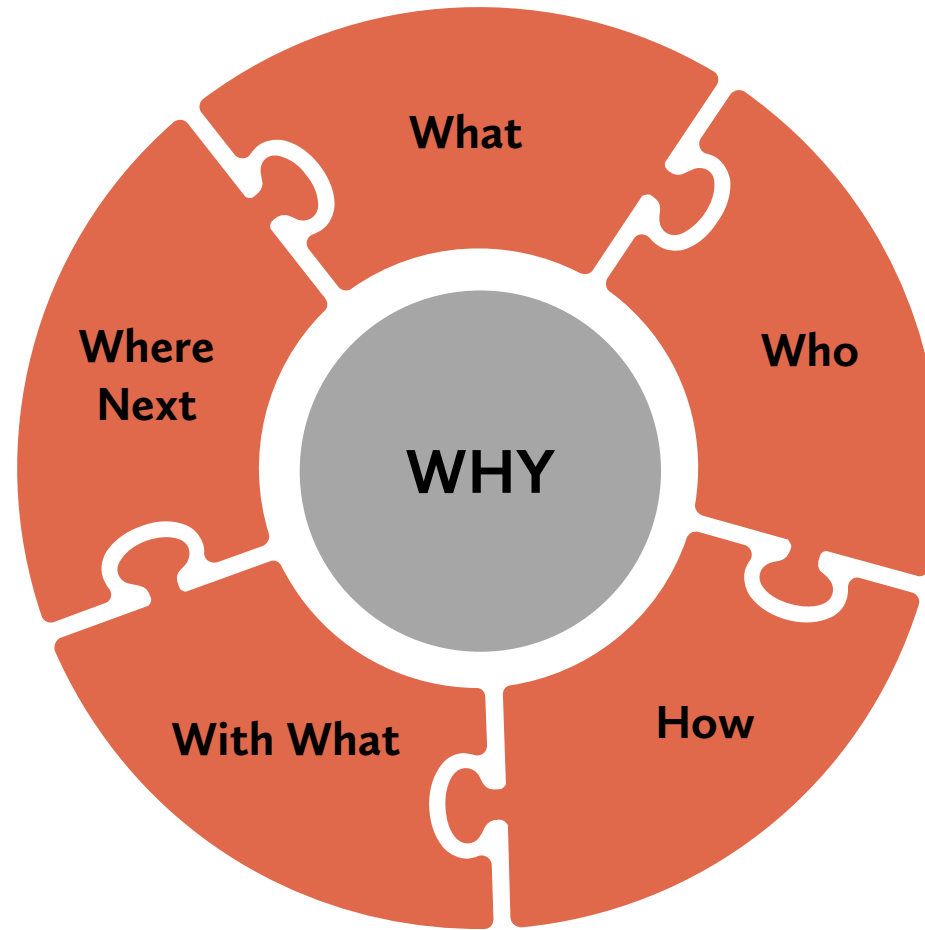
Organizational Model for Sustainability

Three Important Concepts: Quick Review

1 › Top leadership needs a working understanding of ALL core elements

2 › The interconnectivity of elements is key to driving efficiency and optimizing resources

3 › The organization should have a plan for each element

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An Organizational Model

Today we will go deeper into each of the five elements, highlighting three things for each:

1. Their importance

2. Actions a high-performing board can take

3. Questions a high-performing board should ask

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Organizational Model for Sustainability

Mission: Quick Review

> Defines the core purpose of a nonprofit organization

> States "WHAT" the organization provides
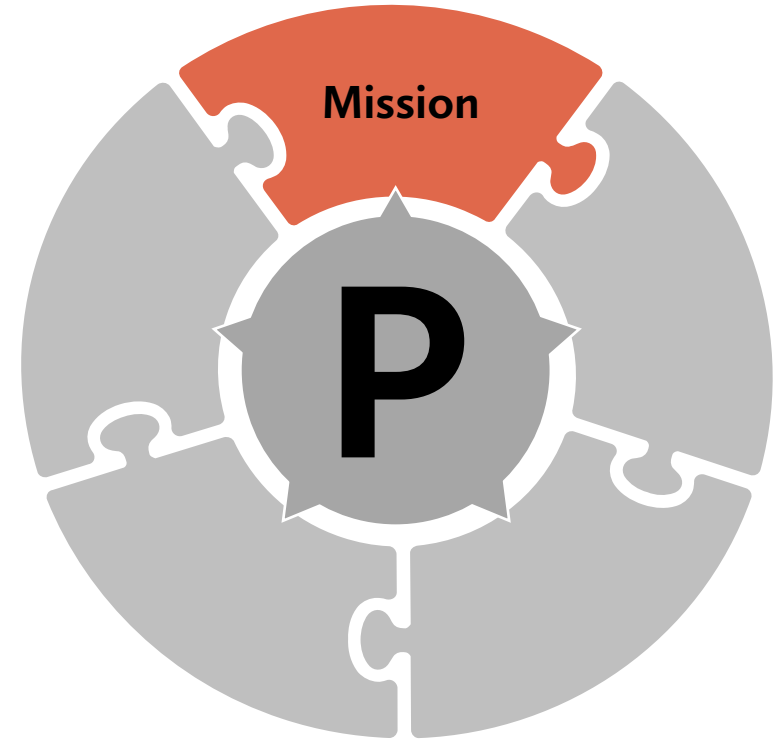
Importance of Mission

> Guides the organization from the present into the future

> Provides direction when the organization needs to adapt to new demands

> Helps the board adhere to its primary purpose

Mission

P

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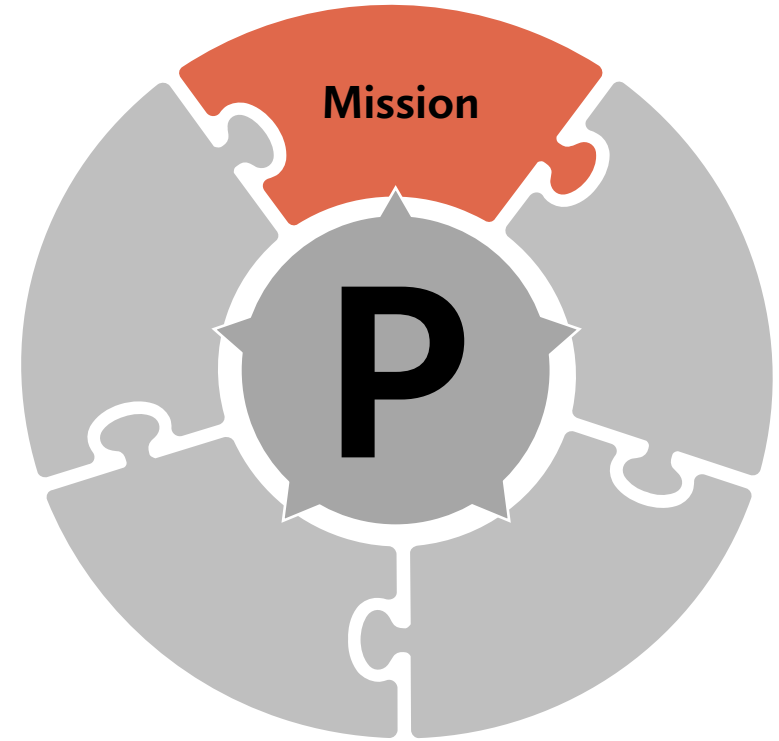
Actions a High-Performing Board Can Take

Utilize their mission to make decisions

Establish boundaries for appropriate courses of action

Define and reinforce shared values, norms, and beliefs while clarifying these with stakeholders as part of mission stewardship

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Questions the Board Should Ask

1 › Does every board member know and understand the mission statement?

2 › Does our board regularly review the mission statement?

3 › Does leadership integrate the mission into meetings, gatherings, and functions?

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Organizational Model for Sustainability
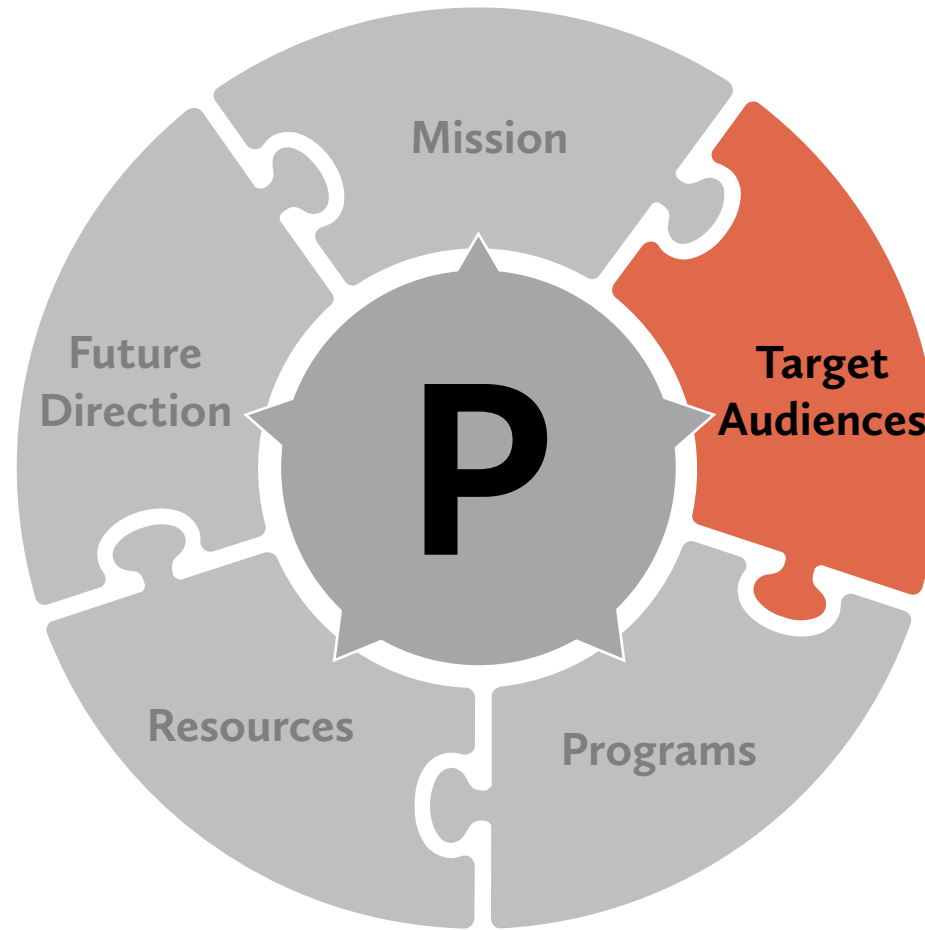
Target Audiences: Quick Review

> Every organization has several target audiences

> The primary audience is usually the beneficiary of the organization or its programs

> Identify your additional target audiences

Mission

P

Target Audiences

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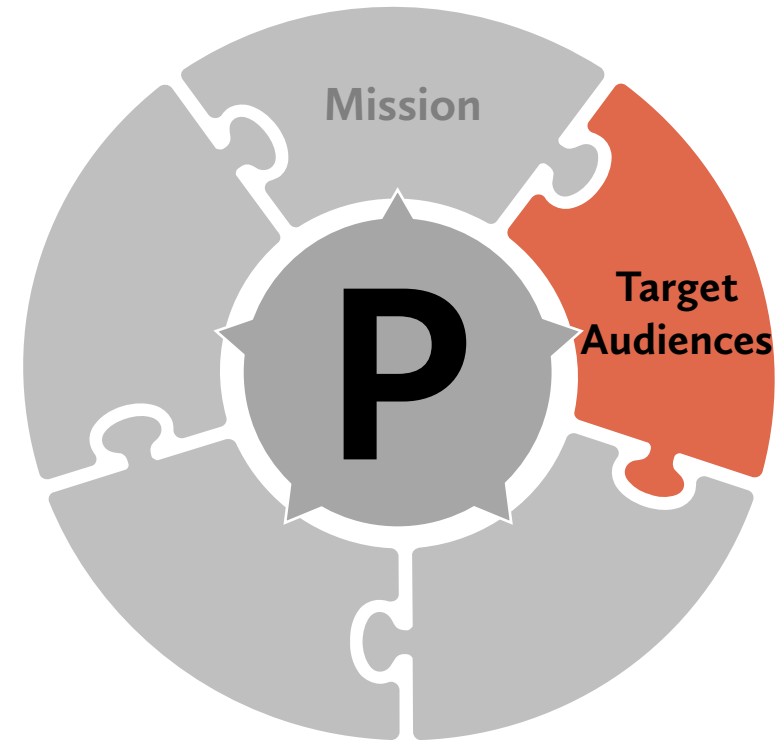
Importance of Target Audiences

> Beneficiaries are the reason for an organization's existence

> Understanding the audiences' needs directly relates to resources, program strategies, and board-level decisions

> Each target audience requires a strategy

Mission

P

Target Audiences

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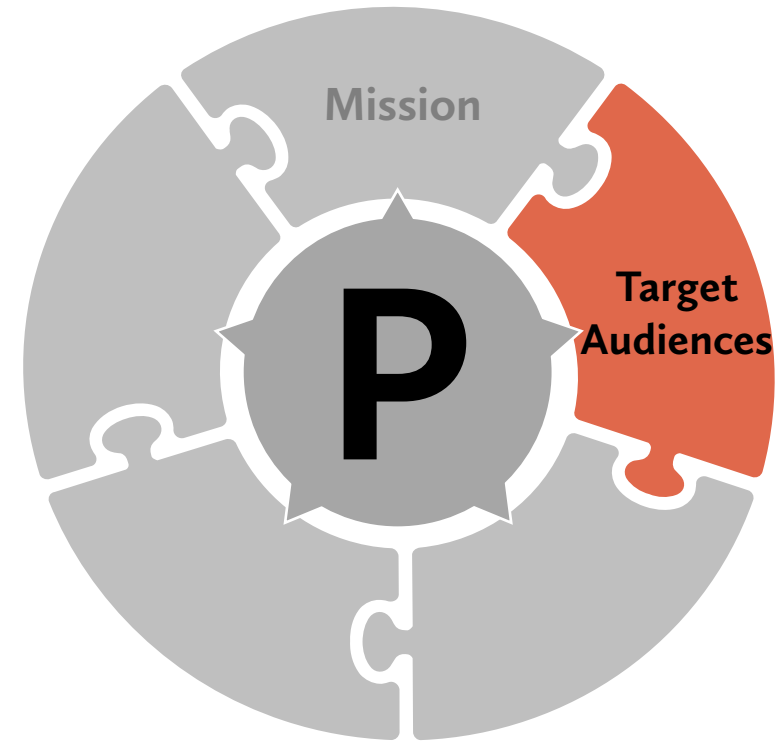
Actions a High-Performing Board Can Take

Understand the needs of their target audiences are vital

Recognize the needs of their audiences may change and/or vary depending on cultural differences

Assess the need to adapt strategies to these changes

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Questions the Board Should Ask

1 ❯ Does our board and leadership understand the needs of our target audiences?

2 ❯ Does our board regularly monitor changes in target audiences?

3 ❯ Should we adapt strategies to address changes?

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Organizational Model for Sustainability

Programs: Quick Review

- Programs are outputs and where the mission is executed

- Programs are your brand

- Programs have lifecycles

- The board's interest in programs is vital
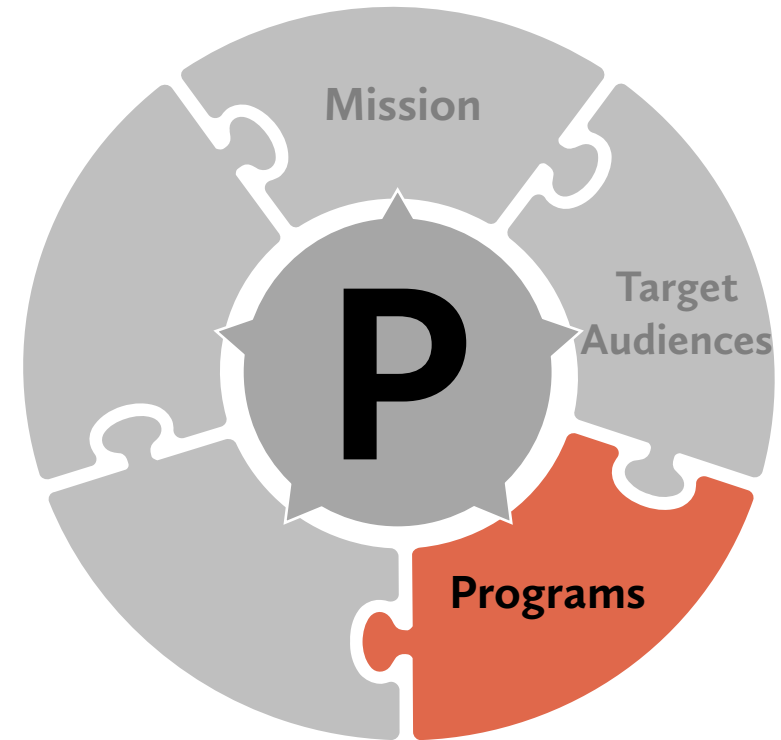
Importance of Programs

> Programs are where the mission comes to life

> What are your key programs?
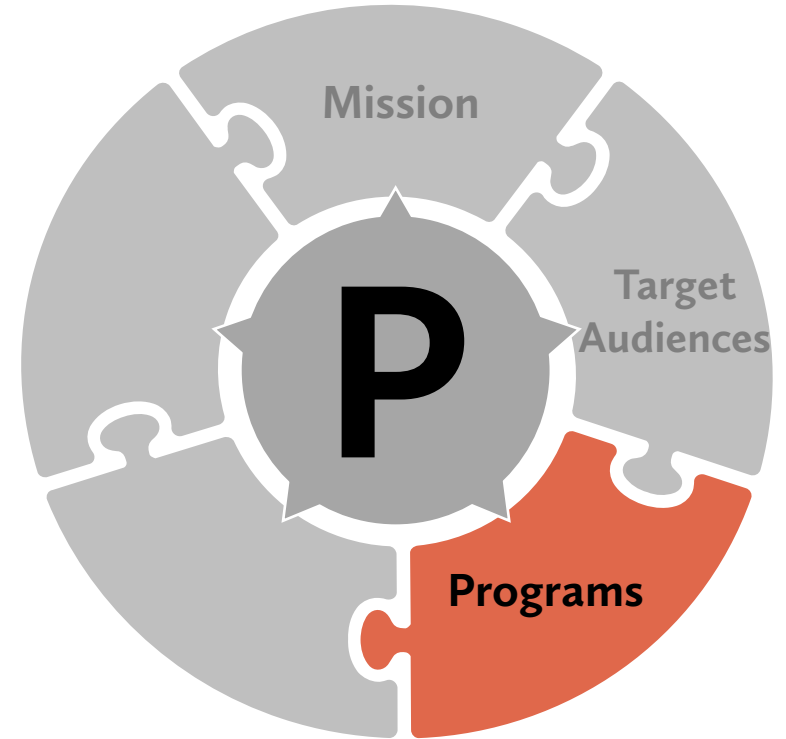
Actions a High-Performing Board Can Take

Expand their understanding of how programs meet the needs of each target audience

Make informed/strategic decisions about adding/ discontinuing programs

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Examples of Program Pivots

Connect programs with outcomes
through evaluation and measurement

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Evaluating Programs with Quantitative Data

Meals served

People served

Attendance

Cost of program

> **Choose 5-6 metrics**

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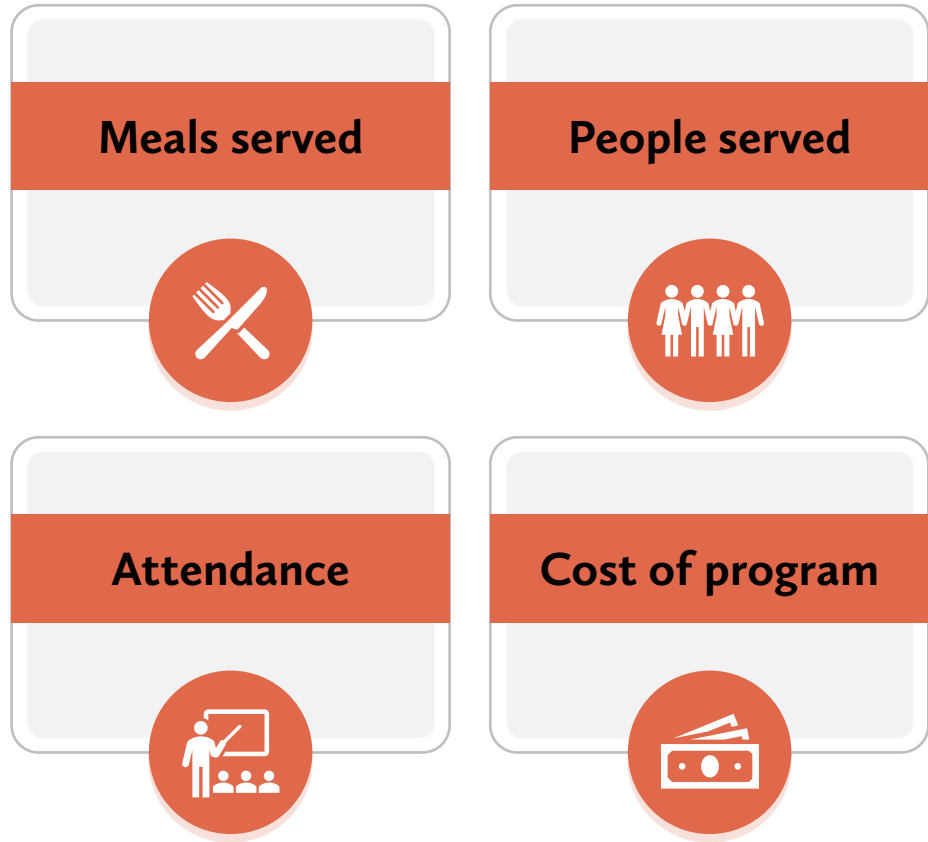
Evaluating Programs with Qualitative Data

Success stories

The power of institutional storytelling

Other Assessments: Keeping Programs Relevant

| SWOT | **S**trengths | **W**eaknesses | **O**pportunities | **T**hreats |

The four buckets for continual improvement:

1. What is going right with this program?

2. What is broken or could be improved with this program?

3. What is confusing about this program?

4. What is missing with this program?

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Questions the Board Should Ask

1 › Does each program keep our promise to its target audience?

2 › Does our board regularly review efficiency and effectiveness regarding programs?

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Resources: Quick Review

Financial	Human	Gift-in-kind
Key strategies	Strategic plan	Equipment and technology
Property and facilities	Unique processes	Key relationships
	Data	

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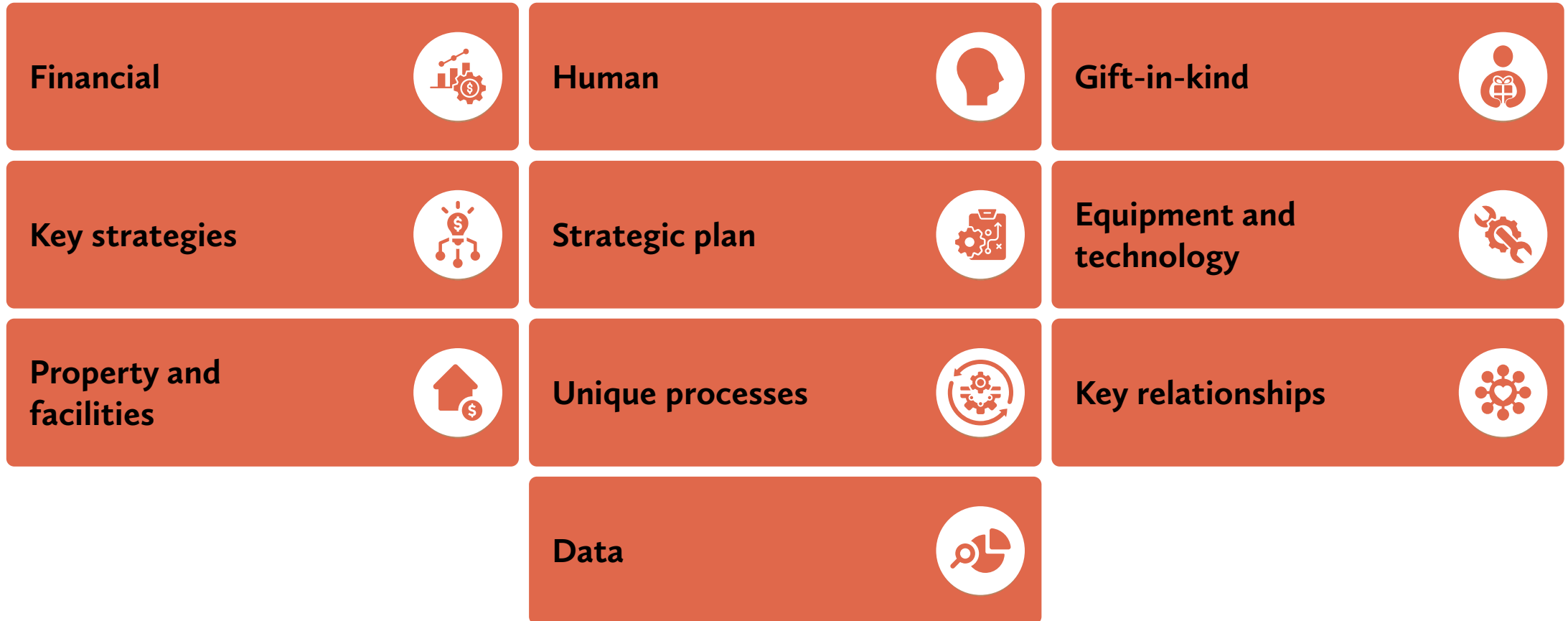
Importance of Resources

Resources drive the amount of output an organization achieves

A scarcity of resources may limit an organization's impact

Actions a High-Performing Board Can Take

Continually monitor resources for effectiveness and efficiency

Utilize simple tools to monitor relevant metrics

Questions the Board Should Ask

1 › Does our board review each key resource area at least once a year using a master calendar?

2 › Have we developed metrics for measuring each resource?

3 › Do we have a tool that can assist in our review, such as a dashboard or exception reporting?

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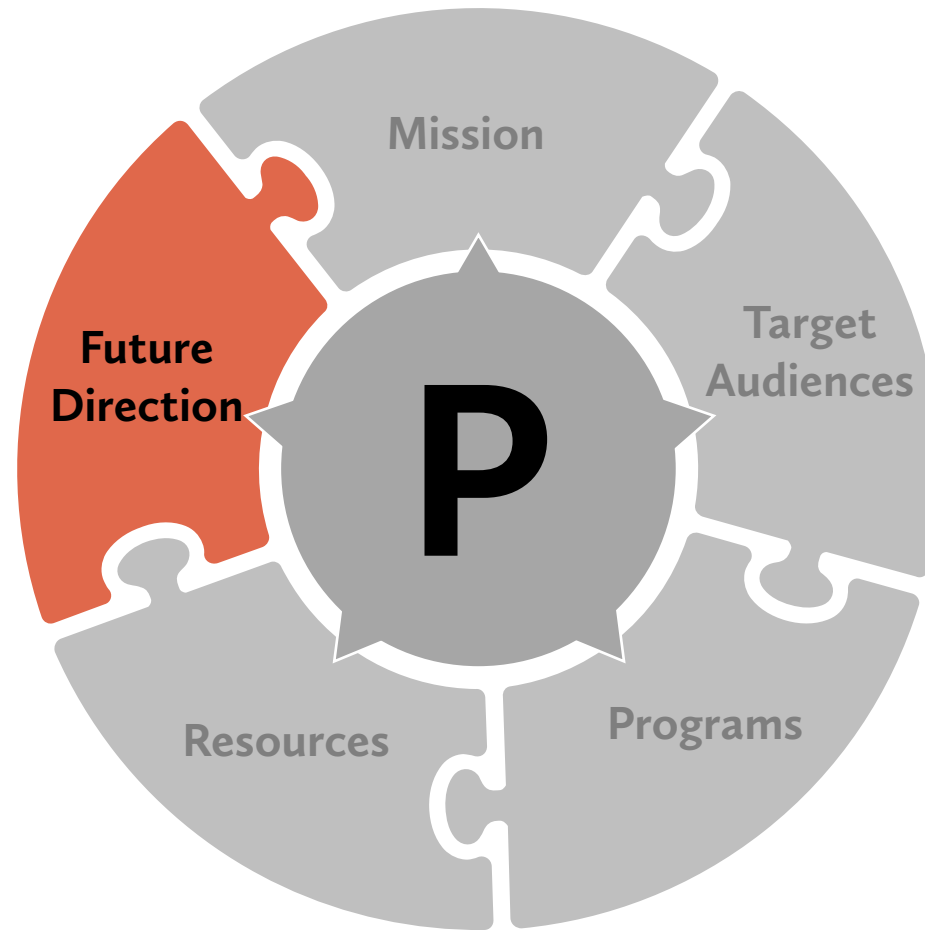
Future Direction: Quick Review

1 › Defined as how an organization delivers its promise in the future

2 › Emphasizes the board and leadership looking forward

3 › The future is more than one planning cycle

4 › How will we deliver our mission and promise two to three years from now?

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Importance of Future Direction

1 › Future direction informs your strategic intent and choices, which is why board involvement is necessary

2 › Looking through the window of 2+ years

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Actions a High-Performing Board Can Take

Join leadership in being open minded, thoughtful, and committed to "looking around the corner"

Create space where this can be accomplished, being proactive rather than reactive

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Questions the Board Should Ask

1 › Does our board regularly "look around the corner" in each element of our business model—target audience, programs, resources, and finally mission?

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Examples of Future Direction Focus

Assessments

Infrastructure

Financial stability

Programs

Staff culture

Physical master plan

Future story

Market and competitive landscape

Board education

Community Engagement

Scenario Planning

- Cash flows
- Changing audiences/demographics
- New partnerships
- Physical space
- Crisis

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Pilot Simulator

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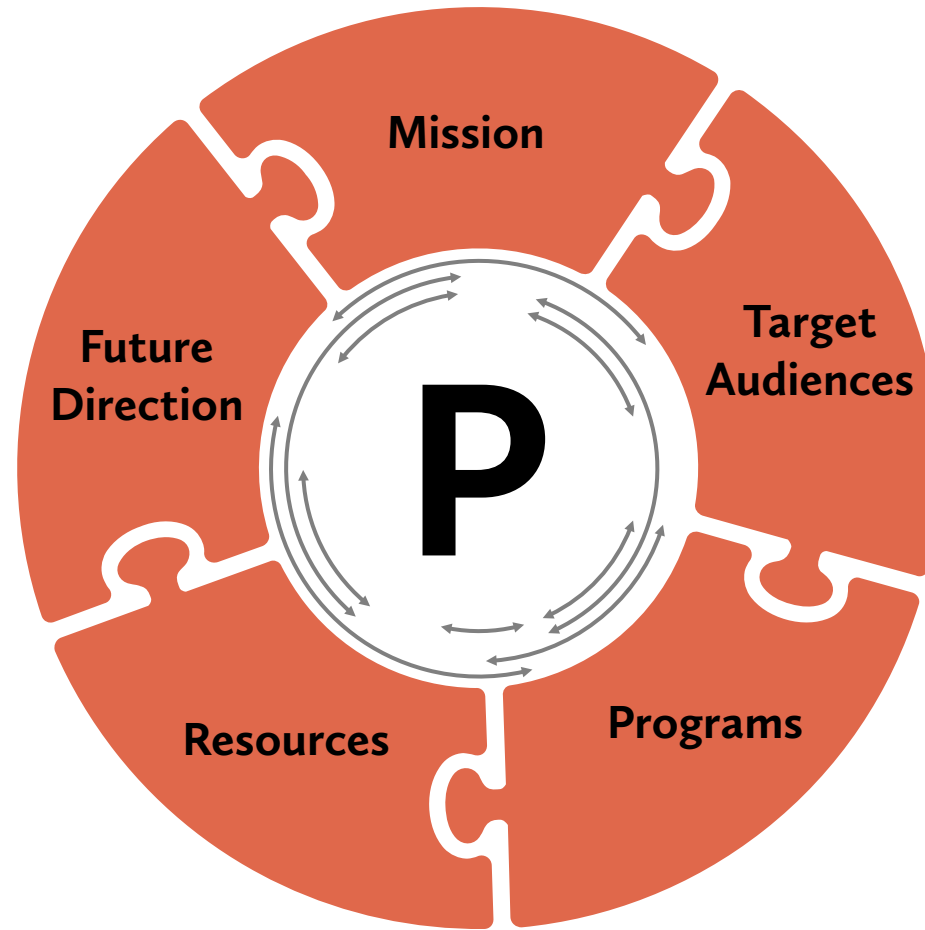
Organizational Model for Sustainability

Why is This Important?

Boards that understand their business model will increase performance

Better understanding leads to better questions—answers lead to higher understanding, creating a cycle of improvement

Continuous improvement builds sustainability

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Assessment

Take individually *first, then discuss as a table.*

Board Leadership & Development   SUSTAINABILITY

Questions the Board Should Ask

MISSION

	NEVER		SOMETIMES		ALWAYS
	1	2	3	4	5

1. Does every board member know and understand our mission statement?

2. Does our board regularly review the mission statement?

3. Does leadership integrate the mission into meetings, gatherings, and functions?

TARGET AUDIENCE

	NEVER		SOMETIMES		ALWAYS
	1	2	3	4	5

4. Does the board and leadership understand the needs of our target audiences?

5. Does our board monitor change in target audiences?

6. Have we adapted to these changes?

PROGRAMS

	NEVER		SOMETIMES		ALWAYS
	1	2	3	4	5

7. Does each program keep our promise to its target audience, including donors?

8. Does our board review efficiency and effectiveness regarding programs and services?

9. Are all programs evaluated to ensure an awareness and sensitivity to a variety of cultures?

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Strategic Planning 201:

Board's Role in Aligning Your Strategic Plan, Business Plan and Mission

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Recap: Board's Role in Strategic Planning

Simple premise

Clear benefits

Good process

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Recap: Board's Role in Strategic Planning

Simple premise

› Strategic Planning is done every year covering a three-year period.

› As the first year is completed, a new third year is added. Always three years in view.

Clear benefits

Good process

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Recap: Board's Role in Strategic Planning

Clear benefits

- > Works well for most boards and Executive Directors
- > Functions well in simple and complex settings
- > Collaborative
- > Drives strategic thinking and planning into the culture of the organization
- > Focused
- > Communicates well

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Recap: Board's Role in Strategic Planning

Good process components

- Mission, vision, and values
- Our customers and what they value
- Environmental scan
- SWOT analysis
- Trends (internal & external)
- Assumptions

- Visionary priorities
- Top three to five goals for year one
- Narrative Building
- Board and senior team goals and dashboards
- Rolling three-year strategic plan Document
- Updating process

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Board's Role in Strategic Planning

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
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 executive director
Organizational long-term goals are set by the board	Organizational long-term goals are set by the board	Organizational long-term goals are set by the board	Organizational long-term goals are set by the executive director	Organizational long-term goals are set by the executive director
Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the executive director	Strategies to achieve organizational long-term goals are developed by the executive director	Strategies to achieve organizational long-term goals are developed by the executive director
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the executive director	Day-to-day operational authority rests with the executive director	Day-to-day operational authority rests with the executive director	Day-to-day operational authority rests with the executive director
The board spends most of its time **DOING** the work of the organization	The board spends most of its time **SUPERVISING** the work of the organization	The board spends most of its time **DIRECTING** the work of the organization	The board spends most of its time **GOVERNING** the organization	The board spends most of its time **AFFIRMING** the work of the organization
Primary board output is **LABOR**	Primary board output is **COORDINATION**	Primary board output is **DIRECTION**	Primary board output is **COUNSEL**	Primary board output is **ENDORSEMENT**

- Board responsibilities
- Executive director responsibilities

These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004

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Board's Role in Aligning the Strategic Plan, Annual Operating Plan, and Mission

Promise:
why we exist

Mission:
what we do

Annual Operating Plan:
how we operate

Strategic Plan:
where we are going

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Strategic Planning 201:

Steps for Strategy Formation

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Starting Strategy Formation

Strategy Formation is about making choices and deciding on an organizational focus

> It positions your organization for greater impact

Sound Strategy Formation answers many *essential* questions

> Every board needs answers for these questions

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10 Strategy Formation Questions

1 › Why does our organization exist today?

2 › What are the contributions we make and to whom?

3 › Is everything we provide still needed?

4 › Are these needs stable, growing or declining?

5 › Are other organizations meeting these needs?

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10 Strategy Formation Questions (cont.)

6 › What is our organization's position in the current service environment?

7 › Is our organization in the best possible position in the current environment?

8 › How will our service environment change in the next three years?

9 › What is our desired position in the future service environment?

10 › What needs to change or happen for us to reach our desired position in the future service environment?

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Organize your effort

Strategy Formation questions are complex and will take time and effort to answer well

> Insist on thoughtful, in-depth, and clear responses
> Choose a method to guide the development of responses and answers

We would like you to consider one method we think works well for Strategy Formation - **Narratives**

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Narratives – What do we mean by it?

Summary descriptions of key elements of strategy

> Business Environment and its changing nature

> Organization's Current and Future position in it

Narratives are focused and concise

> ½ page to one page maximum

Narratives are the result of diligent and detailed work

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Narratives – Benefits

Summary in nature
> High level, not overly detailed

Sets context well

Tells a story that is easy to connect with

Narratives – The Process

Gather the right people

Research the Narrative Topic

Garner agreement on research findings

Write a draft narrative
  › Assign 1 or 2 people to do this

Finalize narrative

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Narratives – The Sequence

1 ❯ The Purpose

2 ❯ The Current Service Environment

3 ❯ The Current Position

4 ❯ Future Service Environment

5 ❯ Future Position

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#1: The "Purpose" Narrative

Why does our organization exist?
› Describe the contribution the organization brings to the world

What is our organization's promise?
› Describe the need the organization set out to meet

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#2: Current "Service Environment" Narrative

Is what we provide still needed?
› Gather information about current relevance/impact of programs and forces affecting them.

Is that need growing, stable, or declining?
› What are key beneficiaries saying?
› What are those supporting key beneficiaries saying?

Who else is meeting these needs?
› Conduct a thoughtful competitive/comparative analysis.

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#3: Our "Current Position" Narrative

What is our organization's position in the current environment?

> Focuses on internal choices and their effectiveness

Is our organization positioned for success in this environment?

> Explain "why" or "why not"

#4: Our "Future Service Environment" Narrative

How will the service environment change in the next 3 years?

> Describe it!

> What are we basing these observations on?
  - Actually gather supporting data.
  - What are we offering that is likely to experience increase/decrease in demand?

> Be comprehensive in your review (any and all ways).

#5: Our "Future Position" Narrative

What is our desired position in the future service environment?

- "Preferred Future"
- Who is your Preferred Client/Beneficiary?
  - Why will they choose you over other options?
- Paint a picture of strategy success

What Needs to Change?

What needs to change for us to reach our desired position in the environment 3 years from now?

> Create a working list of needed changes.
  - These changes help you move from your current position to the preferred future.
  - Confirm alignment of changes with promise and mission.

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Focused Priorities

Prioritize the "what needs to change" list.

› Consider **Impact** and **Resource** needs

  • Clients first / Staff second

Focus on the top 5 priorities to guide planning.

Strategic Planning 201:

Planning the Path to Execution

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Rolling Three-Year Plan Advantages

Realistic time horizon

Maintains a consistent planning window

Easy to update and modify—dynamic

Informs the current annual operations plan

Provides accountability for the future direction

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Rolling Three-Year Plan Phases

Phase 1

Laying the Foundation

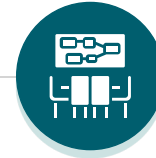Transferred from Organizational Framework

Transferred from Strategic Formation

Phase 2

Strategic Priorities

Transferred from Strategic Formation

Phase 3

The Working Plan

Spread out over 3 years

Rolling Three-Year Plan: Phase 1

Promise:
Describe WHY the organization exists

Mission:
Describe WHAT the organization does

Future Direction:
Describe WHERE the organization is going

Values:
Describe HOW the organization will conduct itself in pursuit of the mission

Tag Line or Slogan:
Unique identifier of the organization that speaks to the promise

Rolling Three-Year Plan: Phase 2

Strategic Next Steps:

› Focus priorities of the organization over the next three years

› Reviewed and updated annually

Recommendation: Limit the organization to 5 strategic next steps in any one year.

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Rolling Three-Year Plan: Phase 3

Strategic Next Steps	Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 & Beyond Goals
#1				
#2				
#3				
#4				
#5				

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Rolling Three-Year Plan: Results

Answers the big questions

Guides resource allocation

Provides directions that can be implemented organization-wide

Develops outcomes for which management is responsible

Strategic Planning 201:

Using, Evaluating, and Updating the Plan

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Using the Plan: Implementation

1 › Monthly written report from the Executive Director to the board

2 › Progress/challenges discussed with staff at least monthly

3 › Progress/challenges discussed with the board at least twice a year, if not quarterly

4 › Adjustments based on new information

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Reviewing & Updating the Plan

1

Monthly Review of Plan
- › How is performance against the plan?
- › What adjustments need to be considered?

2

Semi-Annual Plan Updates
- › What are the recommendations for plan changes?
- › Assumptions, Narratives, Strategic Priorities
- › Approved by the board

3

› **Tied to the board-approved annual budget**

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Spoiler Alert

A plan is only as effective as its updating process

How to Utilize a Board Leadership Coach

> **2 Days** – *Must be concluded within 6 months of Session 2*

> **Goal:** *To help facilitate (some) of the Top 5 Action Steps for your Board*

> **What it looks like practically:**

- Option 1:
  - *6-8 hours of in-person*
  - *4 hours of pre-call and follow-up with ED and Board Chair, 4 hours of coach prep*

- Option 2:
  - *Virtual only with 3-4 time blocks (min. 2 hrs.) with ED and Board*
  - *4 hours of pre-call and follow-up with ED and Board Chair, 4 hours of coach prep*

> **What it's not:**

- Billable time in 15-minute increments

- Consulting

How to Use Your Coach's Time

Have a draft of how you'd like to use your coach's time by March 29.

Here are some of the primary ways organizations have used their Murdock Trust Board Leadership & Development coach:

› Build, review, and/or refine strategic plans (NOTE: Often, the coach will not have time to lead an organization in an entire strategic planning process.)

› Assess organizational progress through the building of meaningful dashboards.

› Provide guidance on important materials related to the Top 5 Action Steps, especially helping board members who did not attend the training to understand major pillars.

› Prioritize board documents including job descriptions of the board and onboarding plans for new board members.

› Can attend a regular board meeting or board retreat to observe, ask questions, and provide feedback.

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What costs are covered for a Board Leadership Coach?

❯ **The Murdock Trust covers the cost of:**

- *The coach's time (professional fees)*

- *The coach's travel and lodging expenses for a single trip*

❯ **An organization is welcome to include a coach in any provided meals.** Otherwise, the Murdock Trust covers the coach's meal(s) but does not subsidize a board-wide meal.

Stand & Declare: Top 5 Action Steps
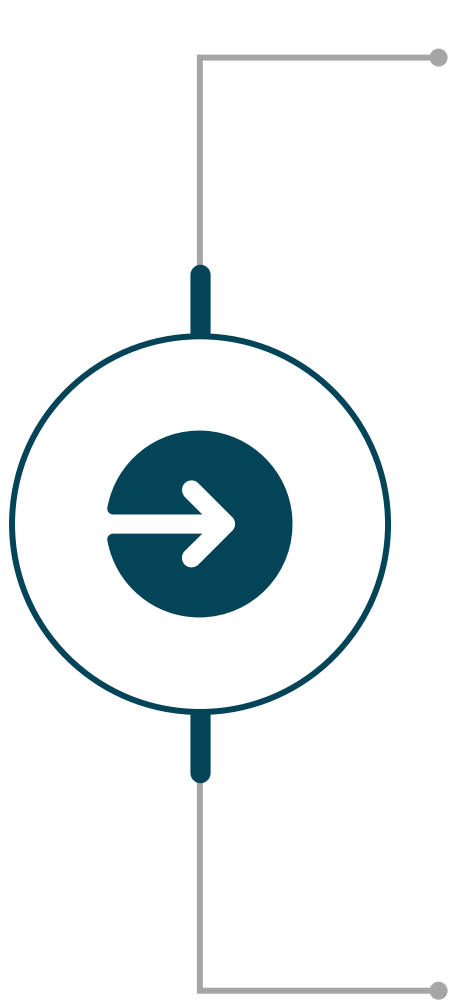
#		#	
1	Wagner Hills Farm Society	9	MarriageTeam
2	Trinity Academy of Portland	10	Hope Medical Clinic
3	Seattle Classical Christian School	11	Firmly Planted Family
4	Schools for Africa	12	Everett Gospel Mission
5	Road to Hope	13	Corban University
6	Reach 907	14	Christian Ministry Advancement Ltd.
7	North America Indigenous Ministries	15	Charis Counseling Associates
8	Mending Wings	16	Acres of Diamonds

Thank you!

- Survey B will be sent out later today—please help us by submitting your feedback

- Email your Top Five Action Steps to your coach and 'cc' boardleadership@murdocktrust.org by Friday, March 22.

- Email your coach a draft of how you'd like to use their time by Wednesday, March 27.

- Optional Grants Info Webinar: Thurs., May 16, 10:00am (PT). Zoom invitation will be emailed this month!

- Questions?

> Visit murdocktrust.org/boardleadership for more info

> Contact us at boardleadership@murdocktrust.org

Thank you

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