Great Governance

Developed and Facilitated By:

THE WEATHERS GROUP
LEARN | CONNECT | PERFORM

Intentions

- Increase awareness and understanding of nonprofit governance best practices

- Gain clarity on the roles, responsibilities, and expectations of board members

- Equip participants to better assess and align their knowledge, skills, interests, and abilities with the needs of the boards

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What motivates you to serve on a nonprofit board?

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The Changing Landscape

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The Changing Landscape

Political	Economic	Social	Technology
• Policies • Bureaucracy • Regulation • Laws • Influence • Grants • Etc..	• Industry growth • Costs • Taxes • Inflation • Income • Employment • Competition • Credit • Etc..	• Attitudes • Behaviors • Norms • Culture • Shared beliefs • Demographics • Etc..	• Access • Automation • Innovation • Intellectual property • Efficiencies • Business processes • Service delivery • Etc..

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BREAKOUT

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The Changing Landscape

○ Competition ⬆

○ Compliance ⬆

○ Criticism ⬆

○ Competency ⬆

○ Costs ⬆

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Governance

Organizational control by group leadership, usually on the behalf of others, that ensures an organization achieves what it should achieve while avoiding those behaviors and situations that should be avoided.

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Organization Culture

Organizational culture is a system of assumptions, values, beliefs, and requirements which governs people's expectations, decisions, and behaviors in an organization.

– Adapted from John McLaughlin

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Collective Governance Responsibilities

- **Duty of Obedience**
  - To the central mission & purpose
  - Function w/in the law of the land and its own bylaws
- **Duty of Care**
  - Careful oversight
  - Attention to issues
  - Actively participate
- **Duty of Loyalty**
  - Faithful to the organization's priorities
  - Avoiding conflicts of interests
  - Interest of the organization ahead of personal interest
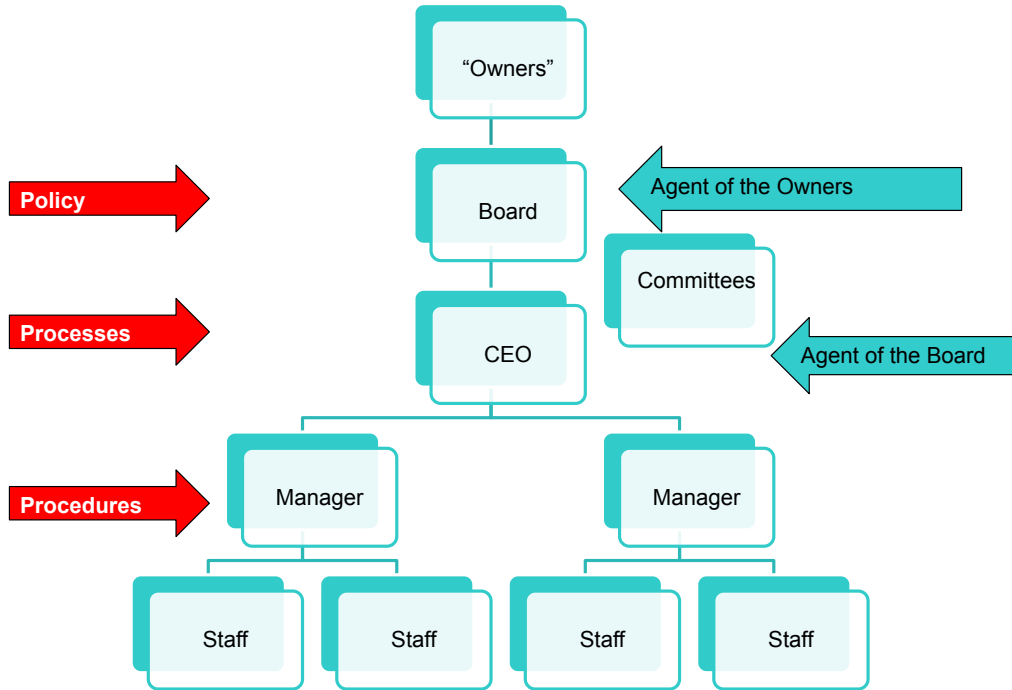
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What Happens in the Meeting?

- Decision Making
- Monitoring
- Strategic dialogue
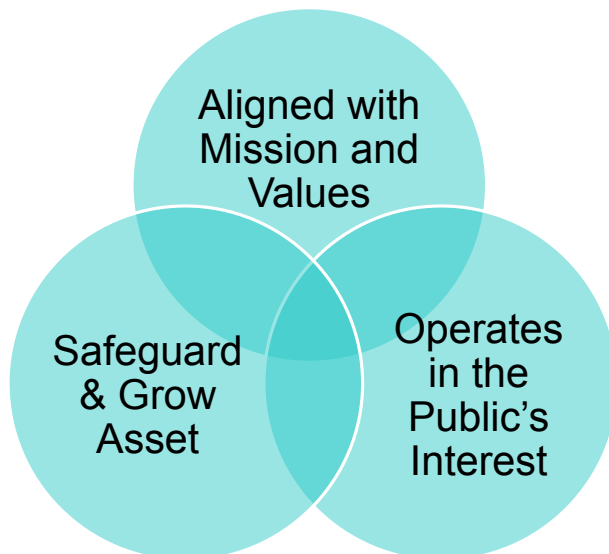- Nice-to-know

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Management

Organizing, planning, controlling, directing, and coordinating an organization's resources and activities in order to achieve defined objectives.

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Organization Chart

"Owners"

Board ← Agent of the Owners

Committees

CEO ← Agent of the Board

Policy →

Processes →

Procedures →

Manager

Manager

Staff

Staff

Staff

Staff

Governance Decision-Making

- Aligned with Mission and Values
- Safeguard & Grow Asset
- Operates in the Public's Interest

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STRATEGIC FRAMEWORK
An Expression of Purpose

The Stages of Development

Forming
- Transition from individual to member status; explore boundaries of group.
- Testing the leader's guidance both formally and informally.

Storming
- Uncertainty – Why am I here? Why are we here?
- Difficult time for a team; Internal collaboration is a challenge.
- Groups debate about the approach and actions they need to take.

Norming
- Clarity and understanding. Purpose is solidified.
- Members reconcile competing loyalties and interests.
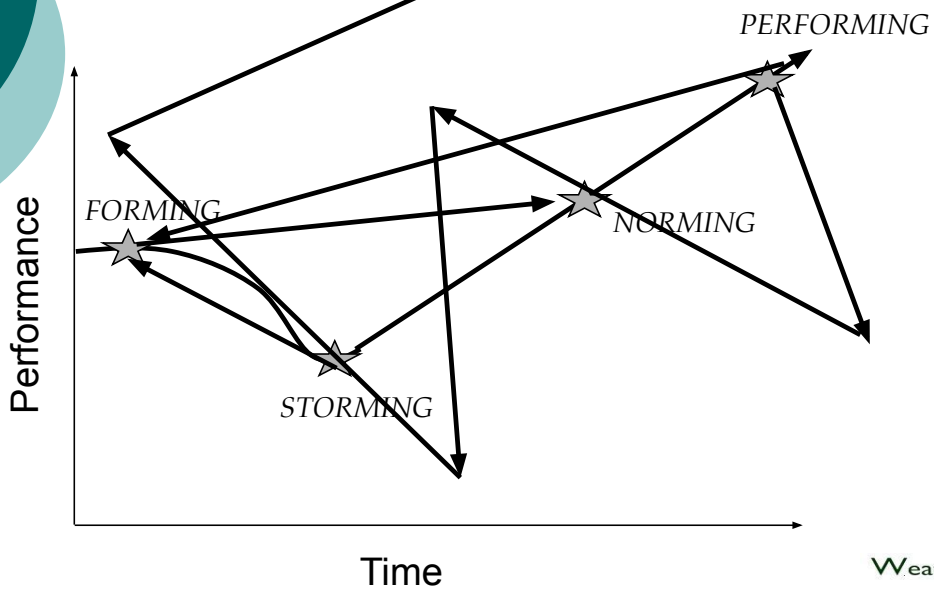- Team ground rules (or "norms") are accepted; Find our fit.

Performing
- Success is defined. People believe.
- Discovered/accepted each other's strengths and weaknesses.
- Roles, responsibilities, and expectations are clear.

The Stages of Development
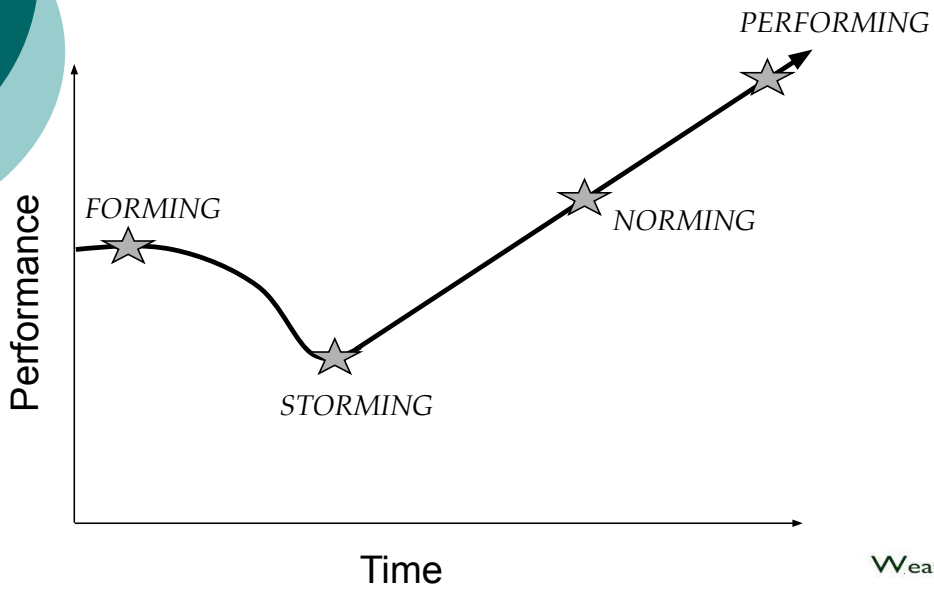
The Stages of Development

BREAKOUT

Governance Best Practices

1. Clarify and fulfill roles, responsibilities, and expectations

Governance Best Practices

2. Speaks with One Voice

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Governance Best Practices

3. Forward-Focused

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Governance Best Practices

4. Loyal to the Mission

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Governance Best Practices

5. Individual and Group Accountability

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Governance Best Practices

6. Consider the Input of Stakeholders

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Governance Best Practices

7. Make values-based decisions

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Next Steps

1. **What** did you learn?

2. **So What** does that mean to you and your organization?

3. **Now What** will you do?

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Thank You.

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