



2009 QNET EXCELLENCE CONFERENCE

Get Focused



Governance

Board-ing School: Tools and Rules for Strategic Boards

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Tips, Tools and Techniques

- GOVERNANCE is a Leadership Job
 - Leadership Accountabilities
 - Board Documents
 - The Board's Job Description
- BOARD Performance Cycle
 - Leadership Skills, Qualities & Attributes
 - Recruitment, Training & Managing Performance

(RLC)



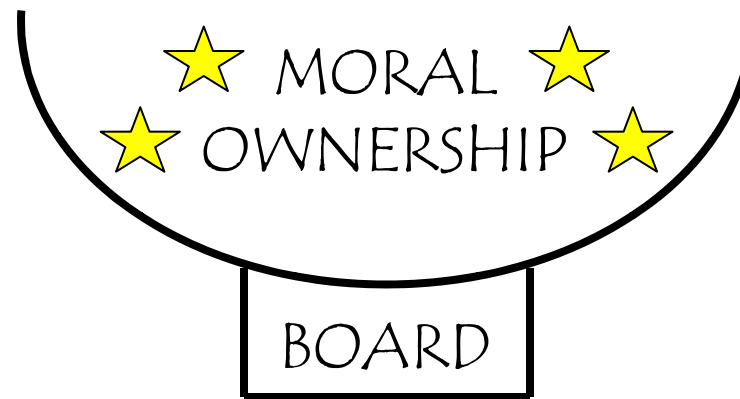
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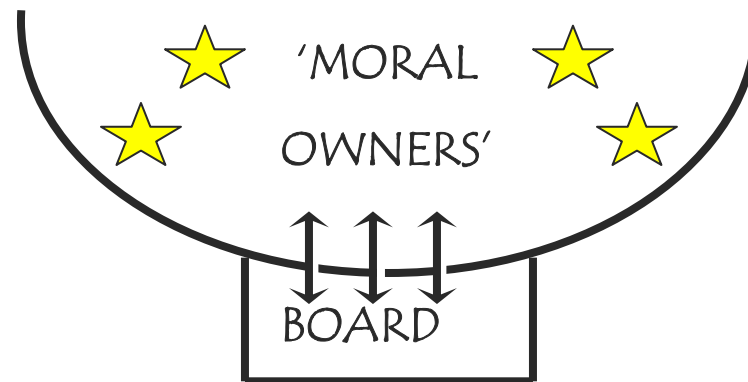
GOVERNANCE is a Leadership Job

- ...to provide strategic direction and reasonable control
- ...because the board 'owns' the organization on behalf of its legal and moral owners (shareholders, public, members, community)
- ...because the board is the only link between that ownership and the operational organization (RLC)



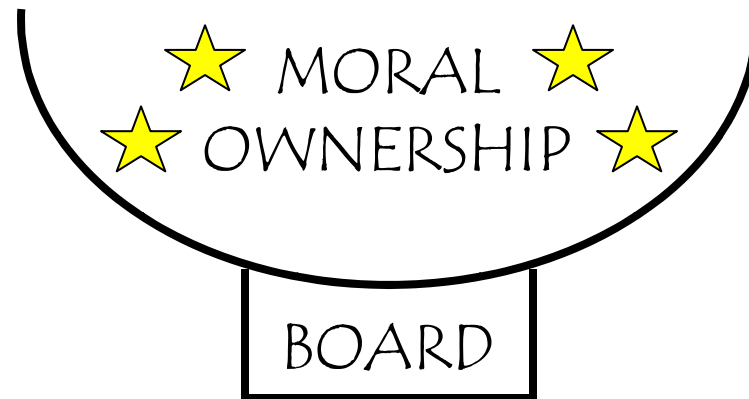
The Board's Owners

- The primary responsibility of the Board is to identify its various moral owners...& then to ensure an active and productive relationship with them.
- A Board's primary relationship is upwards! (RLC)



Leadership Accountability

- Board members are trustees or servant leaders and act with ONE VOICE on behalf of their moral owners.
- The Board is accountable to these owners for 'making a positive difference' in the lives of certain people the organization serves. (RLC)



Leadership Accountability

...create Strategic Outcomes to ensure a positive difference

- “WHY” does your organization exist? What ‘difference’ is it supposed to make... for whom?
- How exactly will the lives of some individuals, groups or communities ultimately improve as a result of your work?
- What is this ‘improvement in lives’ worth in terms of the investment of your organization’s resources?
- This ‘difference’, for whom and at what worth is called the **STRATEGIC OUTCOME!**

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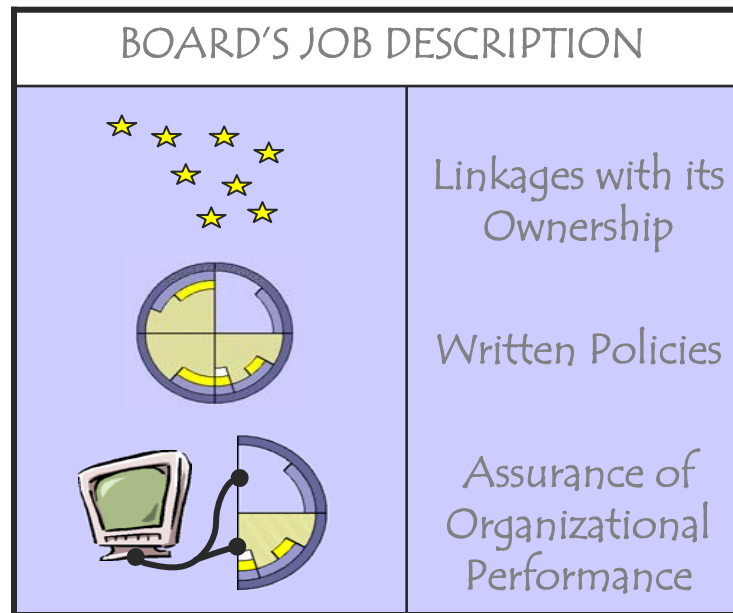
Basic Board Documents

- ACTS
- BYLAWS
- POLICIES...to articulate:
 1. 'what difference the organization is to make' (strategic outcomes),
 2. to ensure effective governance processes (such as a board job description, code of conduct and more...),
 3. to mitigate risk in operational activities, and
 4. to ensure healthy work delegation & relationships between board & staff.
- MINUTES (RLC)

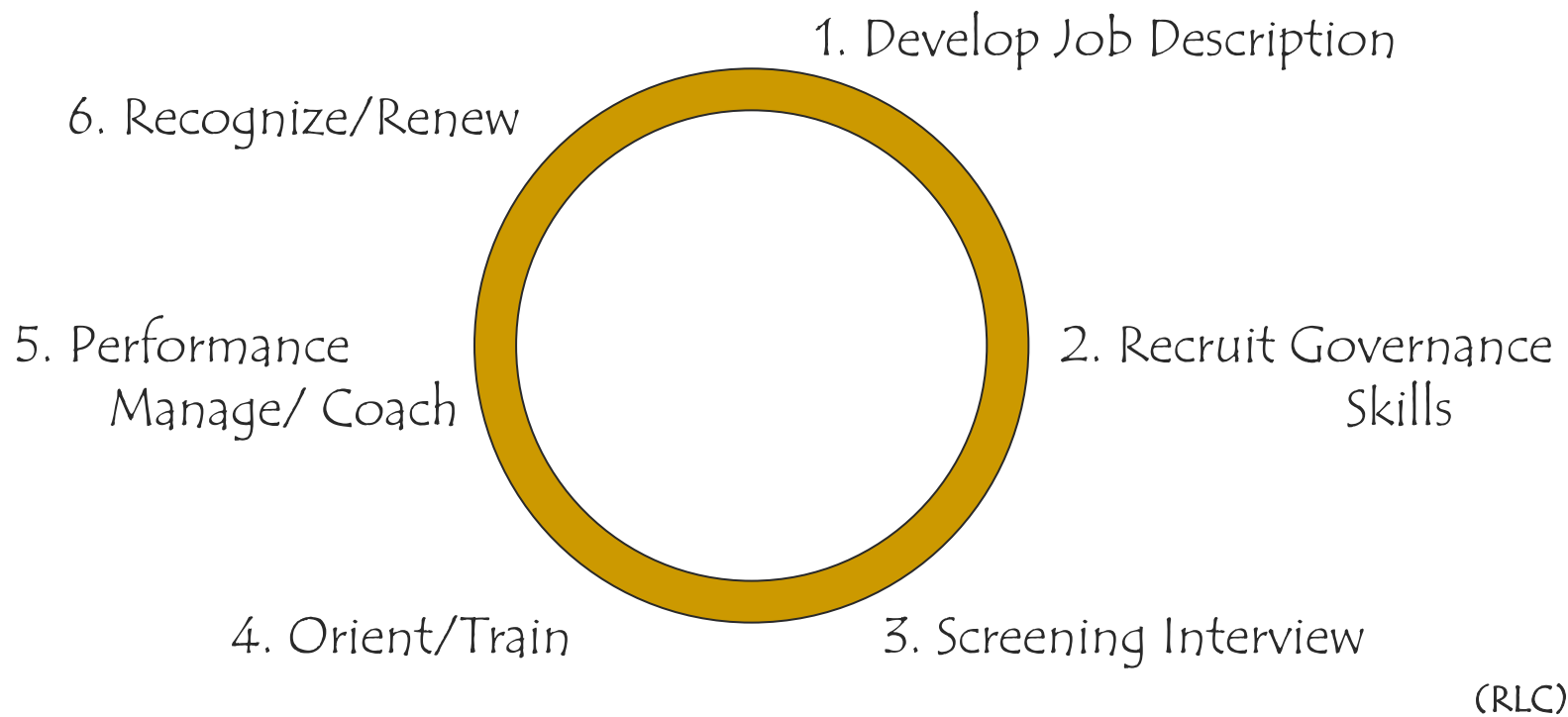


The Board's Job Description

- The Board's perpetual job description drives its governance work.
- Each of these three products are complex and non-delegable; they demand excellent team performance & a plan to accomplish them. (RLC)



BOARD Performance Cycle



Leadership Skills, Qualities & Attributes

- Based on the need for Boards to LEAD, to GOVERN, to fly at 30,000 feet... what are some of the skills and attributes board members ought to have?
- We need to think differently about who should be sitting around the Board table and what directors or trustees should be doing in their meetings!



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Recruitment, Training & Managing BOARD Performance

- Recruit based on leadership skills & the Board's Job Description
- Invest in Governance: board recruitment, training and professional development
- Set high performance expectations... in writing (Board policies)... & train and coach for high performance
- Evaluate Board, individual Board member & Board meeting performance against your written expectations (Board policies)
- Evaluate regularly and in perpetuity...by the Board, not the Chair!
- REMEMBER...WHAT YOU PERMIT, YOU PROMOTE! (RLC)



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Tips, Tools and Techniques

- Treat GOVERNANCE as a Leadership Job
 - Recognize & Deliver on Leadership Accountabilities
 - Create & Use Effective, Comprehensive Board Documents
 - Create & Use the Board's Job Description & clearly delegate everything else to your CEO/Executive Director
 - Lead by creating strategic outcomes & other policies, then monitor, not approve CEO/Executive Director Performance

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Tips, Tools and Techniques

- Use the BOARD Performance Cycle
 - Recruit Leadership Skills, Qualities & Attributes
 - Be Rigorous in selecting Board members...remember they are not volunteers, they are servant leaders/trustees
 - Set the Board performance bar high
 - Invest in Board training & professional development
 - Promote positive performance in perpetuity! (RLC)



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Practical Illustration of Board Governance Tools

- Orientation Session for New Board Members
- Governance Policies Manual

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Practical Illustration of Board Governance Tools

■ Monitoring the Board's Performance

- Board meetings
- Annual self-assessment of the Board as a whole
- Evaluation of individual Board members
- Evaluation of the Board Chair

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Practical Illustration of Board Governance Tools

- Monitoring the Performance of Board Committees
- Monitoring the Performance of the CEO

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On Board! The Strategic Approach

- Summary notes available at www.qnet.mb.ca
- Contact **Susan Rogers**, President, ROGERS Leadership Consulting at susanerogers@shaw.ca OR susan@rogersleadership.ca OR (204) 284 3388 OR (604) 230 0199 OR www.rogersleadership.ca
- Contact **Gary Hannaford**, Chief Executive Officer, The Institute of Chartered Accountants at (ghannaford@icam.mb.ca OR (204) 942 8248 EXT. 201 or 1 888 942 8248)
- To join the QNET Board Governance Networking Group contact admin@qnet.mb.ca

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