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Creating A High Performance Board



How NSA Chapter Board Members need to think, act and lead differently to help their Chapters grow and get ready for the future.

With
Stephen Tweed, CSP
2002-2003 President, NSA

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How do YOU define...

- **Success?**
- **Significance?**

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How do YOU define...

- **Success**
 - The continuous achievement of worthwhile goals.
- **Significance**
 - Making a positive impact on the lives of others. Leaving a lasting legacy. Creating an organization that continues to have a lasting influence on its stakeholders long after you are gone.

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To energize and inspire your board toward significance...

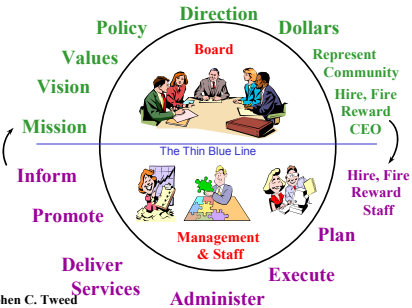
Help your directors...

1. Define the role of the board
2. Define the role of staff & Volunteers
3. Examine the Duties of a trustee
4. Explore the "Continuum of Control."
5. Celebrate your success



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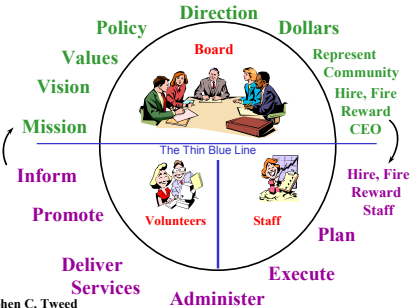
The Thin Blue Line



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Roles of the Board


- Establish mission, vision and values
- Set policy and strategic direction
- Give or get money
- Approve the budget
- Monitor financial performance
- Understand the business
- Assure quality
- Represent the members
- Hire, fire, reward and support the Executive Director



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Roles of Staff & Volunteers

- Carry out the mission, vision and values
- Execute the strategic plan
- Adhere to policy
- Administer the operations of the chapter
- Deliver programs and services
- Promote the chapter and its services
- Prepare the budget and operating plans
- Provide complete, accurate and timely information
- Keep the board informed



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The Duties of a Board Member


- The Duty of Attention
- The Duty of Care
- The Duty of Loyalty
- The Duty of Obedience



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Three types of trust between board, staff, and volunteers

- **Contractual Trust** - The trust that says, "You will do what you promised you would do."
- **Disclosure Trust** - The trust that you can disclose information ... good news or bad news... without fear that you will be criticized, taken advantage of, or talked about when you are gone.
- **Informational Trust** - The trust that the information provided is complete, accurate and timely.

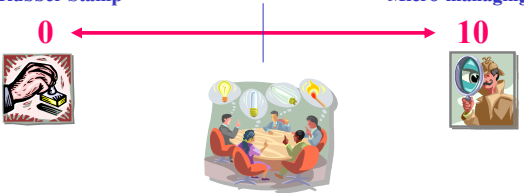


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The Continuum of Control

Rubber Stamp Micro-managing

0 ← → 10



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The Continuum of Control

Rubber Stamp 0 ←————→ 10 Micro-managing

Three Factors determine your place on the continuum:

1. Experience & Maturity of the Board
2. Experience & Maturity of the CEO
3. Mutual Trust

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Trustees need access to complete, accurate and timely information

- Financial
- Statistical
- Operational
- Quality
- Staffing



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Where are we now?

Rubber Stamp 0 ←————→ 10 Micro-managing

On a scale of 0 - 10 ...

- Where are we now as a board?
- Where do we want to be?

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How to Plan, Organize, and Facilitate a Board Retreat

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Planning Your Retreat

- Select the Site
- Select the Date
- Invite the Board and staff
- Identify the Issue
- Prepare the Agenda
- Arrange food, beverages, snacks

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Organizing the Retreat

- Assess the Current Reality of your chapter
- Identify the Strategic Issues facing you chapter
- Survey your members
- Involve your officers
- Arrange the timeline for the retreat
- Send out the agenda ahead of time



Facilitating the Retreat

- Use an outside facilitator if possible
- Make ideas visible (flip chart, storyboards)
- Ask great questions
- Separate “creative thinking” from “critical thinking.”
- Capture the results
- Summarize each discussion
- Debrief the day
- Prepare a written action plan for the year




Storyboarding





Storyboarding Your Board Retreat

Mission



Storyboarding Your Board Retreat

Mission	
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*Mission explains why our chapter exists.
What is our purpose for being?*

Mission = Purpose plus Action



Storyboarding Your Board Retreat

Mission	Vision	
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Vision is a clear mental picture of what we aspire to be.

“If you could wave your magic wand and make your chapter anything you wanted it to be, what would it look like?”



Storyboarding Your Board Retreat

Mission	Vision	Goals	
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*Write SMART Goals:
Specific
Measurable
Achievable
Relevant
Time-based*

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Storyboarding Your Board Retreat

Mission	Vision	Goals	Programs
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Storyboarding Your Board Retreat

Mission	Vision	Goals	Programs	Member Services
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Storyboarding Your Board Retreat

Mission	Vision	Goals	Programs	Member Services	Special Events
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Create a Written Chapter Strategic Plan

- Mission
- Vision
- Goals
- Programs
- Member Services
- Special Events
- Communication

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Questions?



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Keepers

- List the three things from this program that have the most “take-home” value for you.
- What are you going to do with these “keepers?”
