Thank you for joining:

*How to Build a High-Performing Nonprofit Board*

The webinar will begin shortly.

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How to Build a High-Performing Nonprofit Board

Presented by: Misha Charles, GSEHD MA '08

April 10, 2013
12 pm – 1pm EDT
First, the Scary Stuff

- Penn State
- University of Virginia
- Susan G. Komen for the Cure
- Central Asia Institute
BOARDS MAKE ALL THE DIFFERENCE
When Boards Work

- Advance mission
- Provide resources
- Ensure effectiveness
- Mitigate risks
- Uphold the public trust
- Open doors
- Do no harm
The Secret Sauce

- People
- Work
- Culture
“Getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins
Recruitment

- Set target board size
- Seek mission-alignment, experience/expertise, availability, resources, leadership potential
- Pursue group-fit
- Ensure diversity and inclusion
- Involve all members
- Expand network w/tools like LinkedIn
- Try before you buy
Orientation

- New member handbook
- Governance primer
- Position descriptions
- Meetings with key leaders
- Site visits
Placement

- Committees
- Task forces
- Mentor pairing
- Preparation for leadership
Ongoing training

- Formal training w/ staff, consultants
- Informal readings and discussion
- Access to free resources
- Observation of other boards
- Conferences
“Efficiency is doing the thing right. Effectiveness is doing the right thing.”

Peter Drucker
Governance

- Oversight
- Not management
Mission Alignment

• The mission test
Structure/Process

• Bylaws
• Policies
• Meetings
• Planning
• Evaluation
• Committees
• Annual calendar
“At the end of the day, just remember that if you get the culture right, most of the other stuff -- including building a great brand -- will fall into place on its own.”

Tony Hsieh
Assumptions
Culture
Norms
Values
Habits
Beliefs
Language
Assumptions
Culture = Core Values

- Deliver WOW through Service
- Embrace and Drive Change
- Create Fun and a Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest relationships with Communication
- Build a Positive Team and Family Spirit
- Do More with Less
- Be Passionate and Determined
- Be Humble

Hiring to Values

- Standard interview
- Cultural interview
- Customer service training
- $2K offer to quit
Boards Have Culture Too

- Relationship with CEO
- Interaction among members
- Decision-making
- Engagement
- Use of resources
- Adherence to rules, policy
- Openness to change
How to Build it

- Recruit for culture
- Develop and display norms
- Model behaviors
- Create traditions and stories
- Link to past board members
- Enshrine in policy
- Hold accountable
The high-performance board, like the high-performance team, is competent, coordinated, collegial, and focused on an unambiguous goal. Such entities do not simply evolve; they must be constructed to an exacting blueprint.

David Nadler
Questions?
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