



LEADERSHIP VENTURES

Fridays 2.0

January 11, 8:30-10:30 a.m.

HANDOUT

WHY BOARD MEMBERS BECOME UNENGAGED

Wrong Board Members- Weak/ineffective board building cycle

- Poor, non-strategic recruitment process
- Limited or no board member orientation
- No 'connection' established once on the board
- 'Wrong' board member selected- not an appropriate fit
- Change in board member expectations
- Class system or cliques on the board
- Lack of recognition or respect given to board members
- A toxic board member on the board

Roles not clearly defined

- No collective board job description
- No individual board member job description
- Lack of clarity surrounding the role of the CEO
- Staff who don't know how to work with a board
- Lack of an opportunity for a board member to contribute

Ineffective, uninspiring board members

- Nothing 'meaty' on the agenda
- Time management
- Boring, i.e. show and tell, rather than give and take

Inappropriate and/or board and committee structures

- Executive committee challenges or 'exclusion' perception
- Committee assignments with no real substance

No agreed upon vision, values, priorities, and direction for the organization

- Lack of a strategic framework for the organization
- Values and/or philosophy not defined

Personal Resources

- No real passion for the mission
- Resistance to change
- Currently on too many other boards
- Disagree with way something is done on the board
- Frustration
- Lack of understanding of the issues
- Board member is a 'lone ranger'
- Resignation of a well-loved CEO

Inability to address conflicts or crises

- Intimidation by a board chair, CEO, and/or other authority figure



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TEN WAYS TO ENGAGE THE UNENGAGED BOARD MEMBER

1. Get the 'right' people on the board, etc.
2. Establish a 'governance and leadership committee' who lead the board building cycle and institutionalize high performing governance.
3. Establish and institutionalize a comprehensive orientation process for new board members.
4. Write job descriptions for the collective board and for individual board members.
5. Have job descriptions for board officers, committees, and task forces.
6. Ensure that the board understands and agrees on the role of the chief staff officer.
7. Hold inspiring, effective and FUN board meetings.
8. Make sure the organization has an agreed upon vision, values, mission and priorities, ie a strategic framework.
9. If it is appropriate for your organization, eliminate the Executive Committee and reexamine the entire committee structure for appropriateness, flexibility and effectiveness.
10. Be alert to personal issues concerning board members that might not relate to board work (health, family, financial, etc.) and handle accordingly.

More ways...

- Involve new members in committees and board tasks.
- Seek feedback and opinions from new members.
- Elect a strong leader as board chair.
- Encourage all members to ask questions.
- Hold every member accountable/expect participation and follow-through.
- Express appreciation for work well done.
- Engage the entire board in a strategic thinking and planning process.
- Conduct a board self-assessment and retreat.
- Improve the board meeting process and culture of the board room.
- Hold an annual retreat.
- Conduct ongoing board education and training.
- Annually perform a review of all governing documents.
- Act transparent in all board dealings.
- Take responsibility for program outcomes and accountability.
- Make fundraising a serious board commitment.

*Provided by: Indianapolis Consortium of Arts Administrators, Oct. 2007
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