

Tough Talk. Tougher Talk. Toughest Talk. Whichever you need!

Tough Talk About You and Your Board

Simone P. Joyaux, ACFRE | Monday, March 24, 2014 | 1:45 – 3:30 p.m.

Introduction to this workshop

Maybe shock tactics will work. So here goes.

The governance you likely do right now could be a scandal waiting to happen. At best, it may well be mediocre or poor.

Good governance is no longer a luxury. The scandals keep coming. Old news like Enron, Adelphia, WorldCom, and too many nonprofits, too. All failures of governance, not just management issues. Now we have Penn State and Rutgers. Who would you name? I keep updating the list!

Do you have the guts to challenge yourself and your board? Are you willing to question the status quo?

Are you a good enough enabler to lead them to water and pretty much force them to drink? This seminar should help you lead change – but only if you're ready.

Sector credibility is still lower than it used to be. That means less credibility with people in your community, surely with your prospects, and maybe with your donors, too. Who knows what's next? But you and your board should be worried, really worried.

You and your board should be worried. Who will appear next in the newspaper? Make sure it isn't your organization and your board members.

Be prepared for tough talk and ranting and raving.

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Agenda and Notes

How will you get your board to discuss all this? That's the really big question – and you have to figure it out.

Topic	Resources Comments
1. Joyaux' perspective, assumptions, and bias	
A. Most boards are, to some degree, dysfunctional – even the big, sophisticated ones with all the important, experienced people.	Learn about organizational development (OD). <ul style="list-style-type: none"> • Search the Internet.
B. Too many key staff doesn't understand governance and organizational development. <ul style="list-style-type: none"> • There is a body of knowledge and best practice. • There is better practice than is being practiced. • The fundraising profession – and even the sector as a whole – is developing technicians rather than organizational development specialists. This is a failure, I think. • Too few CEOs hold themselves accountable for good governance. • Too few boards hold their CEOs accountable for good governance. • Too few CEO job descriptions include accountability for governance as a performance expectation – and too few job descriptions include governance as a skill and knowledge requirement. 	<ul style="list-style-type: none"> • See my books <i>Strategic Fund Development</i>, 3rd edition and <i>Keep Your Donors</i>. • See PDF article on organizational development in my website's Free Download Library. <p>Become a governance expert.</p> <ul style="list-style-type: none"> • Read and attend workshops. • Serve on boards. <p>Staff must enable well. Pages 15 – 16. Let's talk about leading the horse to water – and what happens along the way. Read the details my book <i>Strategic Fund Development</i>, 3rd edition.</p> <p>What are the implications of for-profit and nonprofit scandals? What's the sector's credibility? What do you think donors, policy makers, and community influencers think?</p>
C. Staff often are reluctant to assume the responsibility for enabling the board – or do so in a manner that intentionally disempowers the board. <ul style="list-style-type: none"> • Staff – especially the CEO – has the most power. Staff chose to exercise their power well, or not. 	
D. Evaluation of board and board member performance is essential.	
E. Thank and release – yes, it is an essential component of board development, systems, and operations.	Read my new book <i>Firing Lousy Board Members – And Helping the Others Succeed</i> . Learn how to enhance attrition and thank and release – and how to avoid all this in the first place!
F. Boards do add value – beyond money and access. And boards add stress too!	
G. Big donors on board – who don't fulfill performance expectations... Now what?	

Topic	Resources Comments
2. What does effective governance mean? Here are some thoughts.	
A. Body of knowledge + best practice + questioning assumptions + personalization = effective boards.	Visit the Free Download Library on my website for lots of samples you can use and modify.
B. Choosing to be effective despite “political realities”	
C. Equity of power – too rarely noticed or confronted.	Beware of overly rigid models.
D. Healthy group dynamics / cohesion without groupthink or the Abilene Paradox	See the reading list on pages 17 – 18 of this handout. These are some of my all-time favorites.
E. Commitment to and understanding of group process	
F. Avoidance of functional silos	
G. Eliminate concept of “representation” or loyalty to appointing bodies	Subscribe to my weekly blog (Simone Uncensored) and my monthly e-news. I often write about boards.
H. No rogue behavior – or people are censured and ultimately released, if necessary	
I. Shared values, norms and guidelines – not just policies and procedures	Search the internet for interesting governance standards.
J. Accountability, transparency, consequences, enforcement	
K. Ongoing conversation “with the full group”	Pay attention to what your governments are doing – national, state / provincial / regional, local / municipal. Governmental response to bad behavior is not always a useful or desirable response.
L. Strategic dialogue, essential questions, questioning assumptions, participatory decision-making	
3. Governance as a collective act – Implications for members and expectations	
A. Preserve authority and accountability of the group. <ul style="list-style-type: none"> • Adopt role of the board as a policy. • Define standards of good governance – and develop and adopt policies. 	Page 7, <i>Basic principles of governance</i> Page 8, <i>Role of the board</i> Page 10, <i>Performance expectations</i>
B. Group process and group dynamics	See the <i>Governance self-assessment</i> (standards) on my website.
C. Individual board member within the collective <ul style="list-style-type: none"> • Skills required within the group to fulfill governance / due diligence accountabilities. • Behaviors required of everyone, to build an effective group that performs well together. • Diversity to build that effective group. • Performance expectations for all board members. 	See John Carver’s work with limitation policies. Great stuff! See all the board member recruitment tools on my website.
D. Use the limitations concept for the board, officers, committees, board members, management	Remember, don’t ask people to serve on your board. Instead, conduct a screening interview to find the right people.
E. Relationship of board, its committees, taskforces	

Topic	Resources
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5. Governance as a collective act – Implications for rogue board chairs

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| <p>A. How is a board chair different than other board members?</p> <p>B. Define the role (and limitations) of the board chair. Define the behaviors, skills, and experiences. Then recruit accordingly!</p> <p>C. Avoid rogue board chairs like Massachusetts Keith.</p> <p>D. Inadvertently got stuck with one? The Governance Committee can provide feedback. And if necessary, the board can remove the rogue.</p> <p>E. Establish one-year term length with a tenure limit of 3 or 4 years. And don't re-nominate the problem board chair after one year. No one automatically gets subsequent terms. No one!</p> | <p>Read my archived blogs, Simone Uncensored, about the board chair.</p> <p>Rogue board chairs – intentional like Massachusetts Keith. Or unintentional because they don't know the right stuff.</p> <p>Too many boards are too chicken to act. Too many boards follow what other organizations do.</p> <p>Too many board members don't want to work too hard so they allow rogues and executive committees.</p> <p>Read my 2014 book <i>Firing Lousy Board Members – And Helping the Others Succeed</i>.</p> |
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6. Governance as a collective act – Implications for executive committees

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| <p>A. Too many executive committees have too much authority and violate the role of other committees and violate the authority of the board.</p> <p>B. By their very nature and performance, too many executive committees take on a broad scope of work. That is their danger – and why I'm on a world wide mission to destroy them all.</p> <p>C. Begin by questioning the status quo. Challenge the apparently commonly held assumption / practice that organizations should have an executive committee.</p> <p>D. What strategic (and cage-rattling) questions would you ask about executive committees – and boards – to stimulate a conversation that leads to a decision? And who decides?</p> <p>E. Who decides if there will be an executive committee?</p> <p>F. Who makes sure the issue gets raised? Maybe starting with the Governance Committee and, of course, moving into full board conversation and decision-making.</p> | <p>Maybe you'll join all the others who are signing up! Or maybe you've already joined my worldwide mission of destruction. Yippee!</p> <p>Or maybe you won't join up. It's your board's choice. Engage them in a conversation. Question and think. Then the board decides.</p> <p>Visit www.simonejoyaux.com for my list of key questions to build an effective board. Some of the questions are big cage-rattlers! Click on Resources and visit the Free Download Library.</p> <p>Ask me about two brilliant observations: John who observed the correlation between having an executive committee and producing a dysfunctional board. And the Governance Committee who was going to establish an executive committee to compensate for board dysfunction.</p> |
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7. Governance as a collective act – What other implications worry you?

Topic	Resources
8. Importance of the board meeting – the only time governance happens	
<p>A. What's your organization's culture? For example: candor, congeniality, dysfunctional politeness.</p> <p>B. What's the board member role at board meetings?</p> <ul style="list-style-type: none"> • Advance preparation is required. Review and bring your materials. We don't provide extra copies. Nope. Never. • We don't review stuff that you were supported to read in advance – just because a few of you didn't review in advance! We move forward! • Don't bring up stuff we already decided. • Don't repeat just to hear yourself talk. <p>C. Attendance – and conversation – are essential and non-negotiable. What about quiet or silent people?</p> <p>D. All board members are accountable to help manage group behavior. Don't just leave it up to the board chair!</p> <p>E. Carrying out the board's job description at the board meeting. Visit my website for a sample due diligence outline that operationalizes the board job description.</p> <p>F. Designing the board meeting agenda – a focus on reports? No no no no no...</p> <p>G. The board does not just react to committee recommendations. How boring is that?</p> <p>H. Handling routine items efficiently.</p> <p>I. Facilitating the agenda and conversation and motions and voting – and managing the time.</p> <p>J. How do you feel about consensus and unanimity?</p> <p>K. Disagreement – dare I say conflict? – is good.</p> <p>L. What's the staff's role?</p>	<p>See <i>Roanoke Times</i> article on page 14.</p> <p>See my website for the sample due diligence plan. Click on Resources / Free Download Library / Boards – Governance.</p> <p>Don't get overly enamored of Roberts' Rules of Order. Check out Roberta's, for example. And even Roberta's might not always be necessary.</p> <p>Staff must be very very very good at enabling. Because that's how to make all this governance stuff (and bunches of other stuff, too) work well.</p> <p>See Page 15, <i>Enabling Functions</i>.</p> <p>Make sure the board meeting agenda is worth the time for volunteers and staff to attend.</p> <ul style="list-style-type: none"> • Important stuff first. • Some topic for meaningful and useful strategic conversation. • Mission moment. • Committees provide information and engage the board in conversation and decision-making. • Build board member understanding and capacity. • What's on your board meeting agendas? What should be on your agendas?
9. Conversation rather than discussion	
<p>A. There's a big and important difference between conversation / dialogue and discussion. Leveling the playing field to encourage conversation</p> <p>B. Using meaningful and cage-rattling questions to stimulate conversation.</p>	<p>The board job is conversation not discussion.</p> <p>See Page 12, <i>Conversation is a core business practice</i>.</p>

Postscript

You know the old phrase “You can lead a horse to water but you cannot make it drink?” Well, I want to know how you are leading (or enabling) that horse to water. Because lots of people don’t do it so well.

Staff is responsible for enabling an effective board. When you’re complaining about your board, look in the mirror first. Only after self-evaluation can you decide if this is “their problem,” not yours.

And if it’s your problem, fix it! Know the body of knowledge and best practice. Practice it enough that you have qualified expert opinions and can think about next practice.

Serve on boards yourself to learn that lens. Make sure you’re more than a darn good technician. Enable effectively.

It’s your job!

Basic principles of governance

Definitions

- Governance is the process whereby a group of individuals works as a collective to assure the legal and moral health of an organization.
- Governance is the process of due diligence whereby the board, as a collective, assures the legal and moral health of an organization.
- A board is the body that carries out the governance process to assure that an organization fulfills its legal and moral obligations to its constituencies.
- A board is legally and morally accountable for the health of the organization and the fulfillment of the organization's mission.

Basic principles

1. The board is a collective and only has authority as a group. The board is responsible for governance.
2. The board exists to gather together, talk about information vital to organizational health, and take action. This all happens together, as a group, through group dialogue, at board meetings.
 - An effective board understands this and so it establishes policies and procedures for conducting effective board meetings.
 - An effective board focuses on strategic issues rather than routine matters.
3. The board focuses on ends (e.g., results) and management focuses on the means to achieve the ends established by the board. (And of course the board establishes these ends through dialogue with management, as staff are the experts in the work of the organization.)
4. There is a difference between governance and management – but there are also similarities and overlaps. The distinction is one of judgment and organizational evolution.
5. A board is responsible for various functions – and the board should be composed of individuals who have the skills and experience to help the board carry out these functions.
6. There is a difference between a board and an individual board member – and this difference must be made clear prior to nominating an individual for board service.
7. The board has a written job description for itself, accompanied by written performance expectations common to all board members. The board enforces both.
8. An effective board regularly monitors its own performance in governance – and assures that individual board member performance is evaluated annually.

It takes a lot of work and time and attention to develop a board. The executive director of the organization is principally responsible for providing the leadership and the knowledge. And if you are fortunate, you will recruit a few board members who are experienced in not-for-profit governance.

Role of the board | Job description of the board

The board of directors is legally and morally (ethically) accountable for the health and effectiveness of the organization. The board ensures that the organization achieves its mission in an ethical, transparent, accountable, and prudent manner.

The board's job is governance, the ongoing process of due diligence whereby the board operates as a collective to ensure corporate health and effectiveness. Specifically, the board is accountable for the functions described below.

The board works in partnership with its chief executive (CEO). The executive provides leadership and support, enabling the board to carry out its governance responsibility.

Board Functions/Scope of Authority

All of these functions are accomplished as a group – at board meetings – through review of information, strategic questioning, conversation, and decision-making.

1. Articulate values and mission, and set standards, controls, and policies. Ensure that all the organization's programs, activities, and operations adhere to these.
2. Ensure that the organization is relevant to the community through processes that monitor the external environment and define vision, direction, and strategy.
3. Define and monitor key areas of performance compared with short- and long-range strategy and plans, assess results, and ensure that steps are taken for continuous quality improvement in all areas.
4. Ensure financial sustainability and intergenerational equity, e.g., operations, reserves, and capitalization.
5. Ensure that adequate risk management is in place, e.g., safety and security, insurance, data backup, CEO succession, board officer and board member succession, etc.
6. Define criteria for board membership, ensure proper recruitment of candidates, elect members and officers, and ensure proper orientation and development of board members.
7. Define and enforce parameters of the board's work, including its committees and task forces, and the role and performance of the individual board member. Assess effectiveness.

8. Define the role of and hire the CEO. Appraise performance; set compensation; reward competence; and, if necessary, replace the individual.
9. Ensure compliance with relevant laws and regulations.
10. Ensure effectiveness of management without intruding in management's role and authority.
11. Act as a think tank and sounding board regarding organizational health and effectiveness and the marketplace environment without compromising management's authority.

Note: The challenge is to ensure that the boards – including its individual members – recognize that #10 and #11 are neither a directive nor an authoritative function.

This job description for the board comes from *Firing Lousy Board Members – And Helping the Others Succeed*, by Simone P. Joyaux, ACFRE. Published in Fall 2013 by Charity Channel Press, www.charitychannel.com/charitychannel-press.
For more about the board, governance, and the individual board member – and lots more! Visit the Free Download Library at www.simonejoyaux.com.

[This document uses the terms “board member” and “board of directors,” referring to the governing group. Other organizations may trustee, governor, board of trustees, board of governors. The intent is the same. How do you make this work when your board members may be appointed – or elected through citizen voting?]

Performance expectations of the individual as a board member

Each Board member of this organization affirms the expectations outlined here and strives to perform accordingly. We treat all Board members the same when it comes to these expectations.

We clearly articulate these expectations during the recruitment process – and secure commitment prior to nomination. By accepting nomination or appointment, the individual confirms that this board service is one of his / her top volunteer and giving commitments.

Specific performance expectations for every single board member:

1. Believe in and be an active advocate and ambassador for the organization’s values, mission, vision.
2. Participate in governance activities (group processes¹), e.g., meeting preparation and performance
 - a. Act in a way that contributes to the effective operation of the Board. Work with fellow Board members and staff to assure that the Board and its committees function well.
 - i. Focus on the good of the organization, independent of personal agenda, self-interest, or influence of others.
 - ii. Support the organization’s policies and procedures for conducting business.
 - iii. Maintain confidentiality of all work unless authorized otherwise.
 - iv. Support Board decisions once these are made.
 - v. Help build a good corporate culture.
 - b. Regularly attend Board and committee meetings. Prepare for these meetings by reviewing materials and bringing materials to meetings.
 - c. Use conversation as a core business practice, asking strategic questions and participating in dialogue.
 - d. Be available to serve as a committee/task force chair or member. Be a prepared and active participant in committee and task force work.
 - e. Inform the Board of Directors of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
 - f. Respect the authority of the chief executive officer and staff; and, adhere to the limitations of the Board, its committees and individual Board members.
3. Personal development
 - a. Keep informed about the organization, its issues, and its connection to the community through active participation within the organization and outreach outside the

¹ Remember, corporate governance is the process whereby a group of people ensure the health and effectiveness of the organization.

organization. (Another way of saying this might be: Participate in opportunities to engage in/understand the organization's mission.)

- b. Participate in professional development opportunities to strengthen corporate governance and advance the organization's effectiveness through learning². Participate in appraisal of own performance and others, as called upon.
4. Individual leadership acts³ outside board and committee meetings
 - a. Promote a culture of philanthropy.
 - b. Help support the charitable contributions operation of the organization. Specifically:
 - i. Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
 - ii. Give an annual financial contribution to the best of personal ability⁴. If the organization launches a special campaign, give to that, too.
 - iii. Participate in fund development by taking on various tasks tailored to your comfort and skills.
 - c. As appropriate, use personal and professional contacts and expertise⁵ to benefit the organization, without compromising ethics or trespassing on relationships.
5. Agree to step down from Board position if unable to fulfill these expectations.

What happens with all-volunteer organizations?

Without staff, board members typically carry out the management tasks. However, it is still necessary to distinguish between governance (the work of the board) and management (the work of staff, whether paid or volunteer.)

With an all-volunteer organization, maybe add this statement:

#5 Help carry out management tasks

As an all-volunteer organization, board members do both governance and management. Items in performance expectation #4, "individual leadership acts outside board and committee meetings," are not considered management tasks. These are board member actions.

There is a distinction between governance and management and we are ever vigilant to ensure this distinction. One way we reinforce the distinction is by not intermingling governance and management conversations at board meetings.

Board members take on various tasks from the management task list, reviewed regularly. While doing management tasks, board members maintain a level of autonomy that does not require group decision-making like governance does.

The board chair provides the coordinating and leadership services that an executive director typically does.

² Suggested by Cohort 20, Saint Mary's University Masters Degree in Philanthropy and Development.

³ Board members do more than participate in governance. Board members are considered leadership volunteers.

⁴ Some organizations make this type of statement: "Consider this organization one of your top 2 – 3 charitable commitments." What do you think of that? Why would an organization include that statement?

⁵ Each candidate is invited to join the Board in order to provide specific expertise to the governance process. The individual is informed of this need – and agrees – prior to nomination or appointment.

Conversation is a Core Business Practice

“Imagine that ‘the grapevine’ is not a poisonous plant to be cut off at the roots, but a natural source of vitality to be cultivated and nourished...”

“Consider...that the most widespread and pervasive learning in your organization may not be happening in training rooms, conference rooms, or boardrooms, but in the cafeteria, hallways, and the café across the street. Imagine that through email exchanges, phone visits and bull sessions with colleagues, people at all levels of the organization are sharing critical business knowledge, exploring underlying assumptions, and creating innovative solutions to key business issues.” [Juanita Brown and David Isaacs, “Conversation as a Core Business Practice,” *The Systems Thinker Newsletter*, Volume 7, Number 10, December 1996-January 1997.]

Consider the following:

1. Informal networks of learning conversations are a key business practice. Create these in your organizations.
2. Communities of practice build social capital – and social capital makes organizations work. Do you see gatherings of UPS trucks? What does that mean to you?
3. Conversation has the power to generate new insight and committed action. “An organization’s results are determined through webs of human commitment, born in webs of human conversations.” (Fernando Flores)
4. Talking catalyzes action! So encourage talking.
5. Innovation happens at the grassroots level as people share common interests, concerns and questions.
6. Promote ongoing conversation through dialogue, the process of collective thinking and generative learning.
7. Conversation is the lifeblood of the new economy. (Alan Webber)
8. Your organization must create physical environments that encourage knowledge-generating conversations.
9. Use the Intranet (but don’t eliminate the face-to-face meetings that are essential to building social capital.)

David Bohm, physicist: Fragmentation of human thought

In a rapidly shifting and troubled world, Bohm believed we desperately need a common pool of meaning in order to take coherent action together. We create this common pool of meaning by learning to think together in new ways. Thinking together in new ways happens through conversation and dialogue.

Dialogue (conversation) is different than discussion⁶.

Dialogue	Discussion
Seeing the <i>whole</i> among the parts	Breaking issues / problems into <i>parts</i>
Seeing <i>connections</i> between the parts	Seeing <i>distinctions</i> between the parts
<i>Inquiring</i> into assumptions	<i>Justifying</i> / <i>defending</i> assumptions
<i>Learning</i> through inquiry and disclosure	<i>Persuading, selling, telling</i>
Creating <i>shared</i> meaning among many possibilities	Gaining agreement on <i>one</i> meaning

1. Discussion focuses on advocacy. I'm sharing my position with you and trying to convince you to sign on. High quality advocacy provides data and explains how you move from these data to your view of the situation.

Advocacy

- Stating one's views
- Describing what I think
- Disclosing how I feel
- Expressing my judgments
- Urging a course of action
- Giving an order

2. Inquiry is different than advocacy. Inquiry focuses on asking meaningful questions. Inquiry seeks information and does not advocate a position. High quality inquiry means seeking the views of others and probing how the others arrived at that view. Encouraging others to challenge your own perspective.

3. Balancing high quality advocacy and high quality inquiry makes significant learning possible.

4. Dialogue focuses on inquiry. Dialogue is defined as a particular set of conversational practices designed to help create and sustain learning and collaborative partnerships.

- See the "whole" of issues: systems thinking
- Suspend judgment in order to hear the rationale behind the thinking of others.
- Identify and suspend assumptions because assumptions produce judgments.
- Unquestioned assumptions hamper listening and learning.
- Listen – without resistance – in order to learn
 - Listening to others
 - Listening for your own judgments, assumptions and questions
 - Listening for the collective themes emerging from the dialogue
- Release the need for a specific outcome.
- Suspend role and status
- Respect differences
- Share responsibility and leadership for the dialogue process
- Speak to the group – to the collective intelligence
- Speak when you're moved to speak
- Balance inquiry and advocacy

5. Asking questions and creating conversation

- "Pursuit of knowledge is based on asking questions, questioning answers, and asking the right questions in the first place." [Karla A. Williams, ACFRE and Simone P. Joyaux, ACFRE]
- "Unity, like so many good things, is good only in moderation." [Jane Jacobs, *Dark Age Ahead*]

⁶ From *Dialogue: Rediscover the Transforming Power of Conversation* by Linda Ellinor and Glenna Gerard

- c. In a Board meeting at General Motors, Alfred Sloan said about an important decision: “I take it that everyone is in basic agreement about this decision?” Everyone nodded yes. Sloan replied, “Then I suggest we postpone the decision. Until we have some disagreement, we don’t understand the problem.”
- d. Don’t be too congenial. Dysfunctional politeness is bad. See the article below, from *The Roanoke Times*, 2005, by Camille Wright Miller: “A Culture of Congeniality Cannot Achieve Greatness”

The author quotes a corporate executive who says: “We need more rabble-rousers. We need more people who cause a stir and make noise when we are making the wrong decisions.” But the author wonders if, deep down, if such people are really welcome.

The author mentions a colleague serving on a board. The colleague notes “Unless those at the top are willing to listen to tough questions and work on the tougher answers, it’s like spitting in the wind – with a mouthful of food.” The colleague has currently concluded that this board, like so many others with which she is acquainted, is an emperor with no clothes!

The article continues:

“Unless [the colleague] stays in place, asks the tough questions, demands the even tougher-to-arrive-at-answers, there’s little hope of emperors – boards, associations, corporations or organizations – every being fully clothed or achieving greatness.

“Sometimes I wonder if the culture of congeniality is a culture that cannot ever achieve greatness. The answer...a culture of congeniality – or one of avoidance – cannot achieve greatness. A culture where tough questions are asked, tougher answers are provided honestly and the hardest truths examined closely, provided that culture is deeply embedded in a culture of civility and respect, appears to be the only way to achieve greatness.

Granted, not everyone is in the position to feel comfortable speaking freely; however, for those who are, those who can, those who should, every tough question that remains unasked creates another barrier to reaching fullest potential.”

Enabling | What volunteers should expect of staff

Originally described in detail in the 2nd edition of *Strategic Fund Development: Building Profitable Relationships That Last*. Expanded and updated in the 3rd edition published by John Wiley & Sons in March 2011. This handout includes the expanded and updated enabling functions, fully described in the 3rd edition.

Use these enabling functions to strengthen your fund development and governance. Use these enabling functions with your own staff, too.

Enabling functions

1. Transmit the organization's values.
2. Engage volunteers in the meaning of your organization.
3. Articulate expectations and clarify roles and relationships.
4. Respect and use the skills, expertise, experience and insights of volunteers.
5. Engage volunteers in process as well as tasks.
6. Provide direction and resources. Explain why not just how. Identify and remove barriers, and help develop skills.
7. Coach and mentor people to succeed.
8. Transmit the body of knowledge and best practice, helping others anticipate next practice. (And this includes helping people distinguish between unqualified personal opinion and the body of knowledge.)
9. Communicate – which includes helping people transform information into knowledge and learning.
10. Encourage people to question organizational and personal assumptions and ask strategic and cage-rattling questions.
11. Engage people in meaningful conversation that produces learning and change.
12. Ensure quality decision-making.
13. Anticipate conflicts and facilitate resolution.
14. Encourage volunteers to use their power, practice their authority, and accept their responsibility.
15. Model behavior.
16. Manage
17. Create opportunities / strategies to buy more time to think things through. (Cohort 14, Saint Mary's University Philanthropy and Development Program)
18. Enhance attrition (and facilitate thank and release, if necessary).
19. Monitor, evaluate, and enhance enabling.

Enablers have the right attitude. Enablers:

1. respect and trust others;
2. are trustworthy themselves;
3. are comfortable with diversity and complexity;
4. welcome divergent opinions;
5. are flexible and comfortable with change;
6. commit to process as well as outcome;
7. appreciate conversation and disagreement;
8. share responsibility for success;
9. acknowledge responsibility for failure;
10. balance personal ego with egos of others;
11. persevere; and,
12. are patient.

Enablers possess essential skills. Enablers are:

1. organizational development specialists
2. proficient teachers and learners
3. effective communicators (listening, informing and helping to transform information into knowledge);
4. critical thinkers (anticipating problems, identifying solutions, and redirecting volunteer energies);
5. strategists (analyzing situations, identifying barriers and opportunities, capitalizing on strengths, and ensuring action and results);
6. comfortable with conflict and resolve conflict through shared power with as many individuals as possible; and,
7. effective motivators and can focus and manage people well.

Resources you might find useful

For me, good board work (just like good fund development work) is all about organizational development, systems thinking, and learning organization theory.

Also, I urge you to check out current writings about the sector and its role in democracy, public policy, advocacy, and the concept of social justice and social change philanthropy. I'm concerned that these areas are not adequately addressed in the "mainstream" literature of the sector.

And that directly links to governance. See, for example, the final chapter in my book *Keep Your Donors: The Guide to Better Communications and Stronger Relationship*, where I discuss the moral dilemma of philanthropy. This is also posted on the homepage of my website.

Visit the Free Download Library on my website. Subscribe to my weekly blogs (Simone Uncensored) and my monthly free e-news. I write about governance and fund development and suggest resources and more....

1. Carver, John. *Boards That Make A Difference: A New Design for Leadership on Nonprofit and Public Organizations*. Jossey-Bass Publishers.
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I am proud to be described as “one of the most thoughtful, inspirational, and provocative leaders in the philanthropic sector.” In January 2014, I began my 27th year as a consultant, specializing in fund development, strategic planning, and board development.

I work with all types and sizes of nonprofits. I’m also a teacher, speaking at conferences worldwide, and serving as faculty in the graduate program for philanthropy at Saint Mary’s University, MN.

My books *Keep Your Donors* and *Strategic Fund Development* (released in its 3rd edition in 2011) are standards in the field. My newest book *Firing Lousy Board Members – And Helping the Others Succeed*, was released by Charity Channel Press in early 2014. I’m a web columnist for the *Nonprofit Quarterly*, write feature articles, publish a free e-news, and blog weekly (Simone Uncensored) with tips and resources.

As a volunteer, I founded the Women’s Fund of RI, chaired CFRE International, and regularly serve on boards. My life partner and I have bequeathed our entire estate to charity.