



The Visionary Board

A Visionary Model With Godly Leadership
Pat McLaughlin

The Visionary Board

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- ③ The Board's Governance
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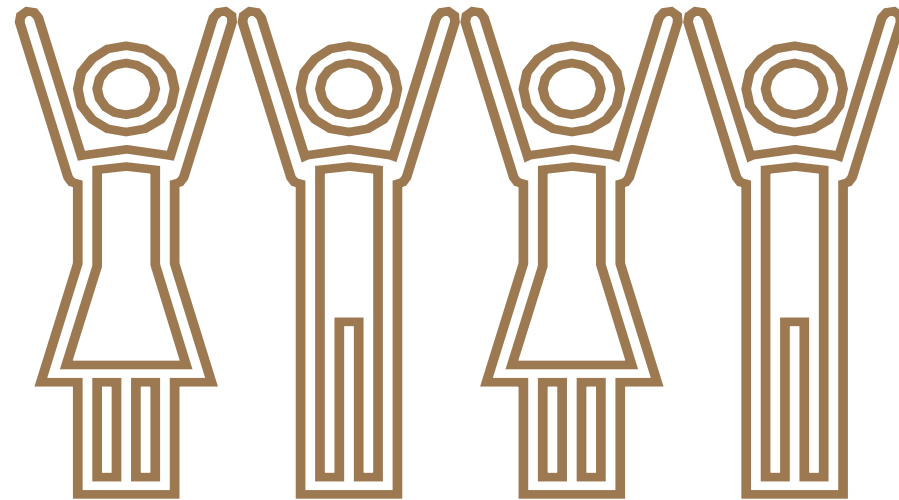
The
board's
role.



THE BOARD'S ROLE

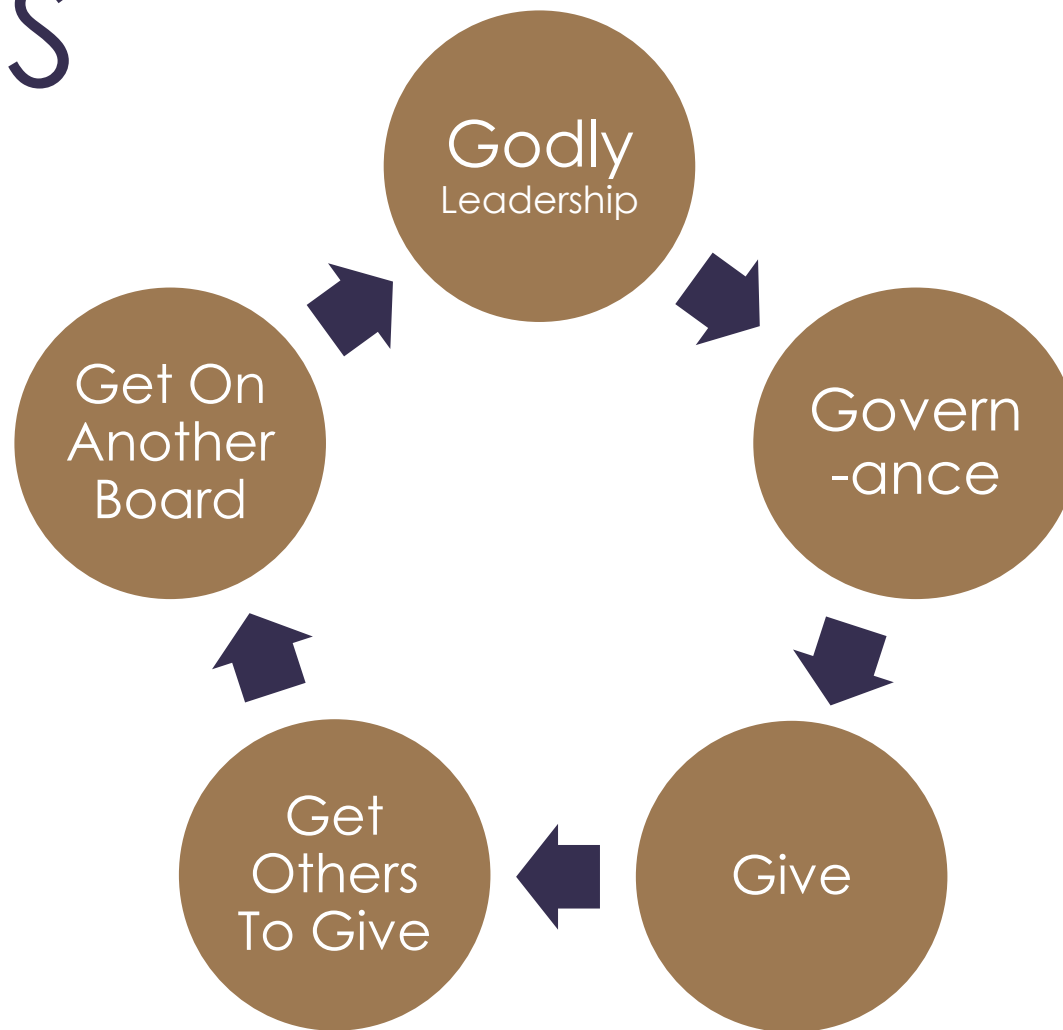
FUNCTIONS

- Governors
- Ambassadors
- Consultants
- Sponsors



THE BOARD'S ROLE

THE 5G'S



THE BOARD'S ROLE

KEY RESPONSIBILITIES

Select and supervise the CEO.

- A Board has one employee; a leader who serves as the Board's sole agent.
- Compensate fairly, nurture, encourage, and evaluate annually.

THE BOARD'S ROLE

KEY RESPONSIBILITIES

Set the Direction.

Determine the mission, core values, major strategies and desired outcomes and monitor their achievement.



THE BOARD'S ROLE

KEY RESPONSIBILITIES

Secure the Future.

Ensure financial solvency, legal integrity, and spiritual integrity through policy development and guidance in concert with the organization's executive leader.

THE BOARD'S ROLE

3 GOOD REMINDERS



1. Time – Treasure – Talent
2. Presence – Affluence – Influence
3. Work – Wealth – Wisdom

THE BOARD'S ROLE

7 HEALTHY HABITS

Praying

Giving

Networking

Inviting

Working

Thanking

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The
board's
model.



THE BOARD'S MODEL LEVEL OF INVOLVEMENT

Administrative Board “flies at 5,000 feet.”

- Makes every day, operational decisions.
- Board members are involved in “administrivia.”
- Executive leadership is not fully empowered to act but must look to the board for permission.

THE BOARD'S MODEL LEVEL OF INVOLVEMENT

Policy Board “flies at 30,000 feet.”

- Makes strategic, but not typically operational decisions.
- Board sets policy and parameters.
- Executive leadership is empowered to act within these policies and parameters.



The full board sets policy, not individual board members who feel strongly about something and voice their opinions to the chief executive. Board members must be taught this principle, and staff must be reminded of it. Otherwise, confusion and conflict reign and board effectiveness is diminished.

~Robert C. Andringa and Ted W Engstrom, Nonprofit Board Answer Book

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The board's
governance.

A woman in a white shirt and glasses is leaning over a man in a suit who is holding a tablet. They are in a modern office setting with large windows and string lights.

THE BOARD'S GOVERNANCE CARVER MODEL

“Most of what the majority of Boards do either does not need to be done or is a waste of time when done by the board. Conversely, most of what boards need to do for strategic leadership is not done... the failures of governance are not a problem of people, but of process.”

~John Carver, Boards That Make a Difference

THE BOARD'S GOVERNANCE CARVER MODEL

Boards should avoid minutia and focus on two types of policies:

- “Ends Policies” – mission, goals, etc.
- “Limitation Policies” – defining the boundaries (legal, ethical, financial) that staff may employ to fulfill the mission.

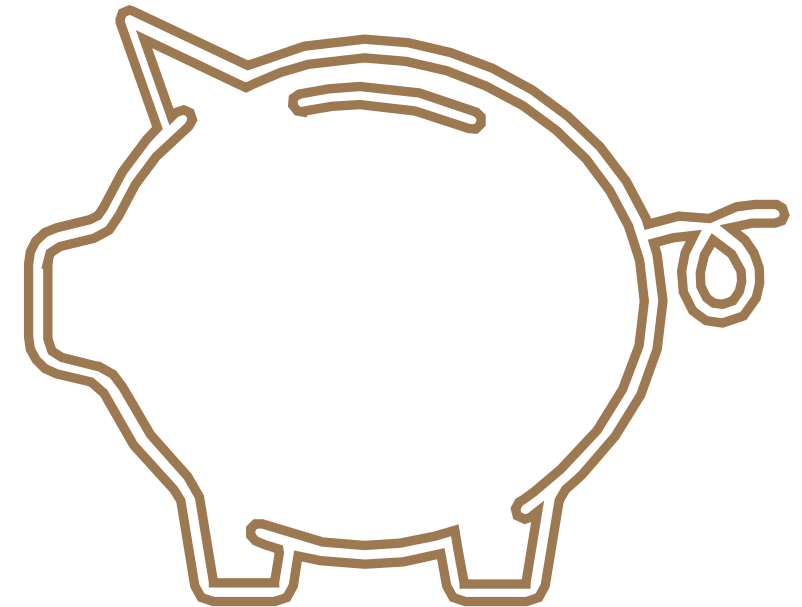
THE BOARD'S GOVERNANCE CARVER MODEL

- Boards should avoid short-term bias or focusing on the past.
- Boards should create the future, not mind the shop.



THE BOARD'S GOVERNANCE CARVER MODEL

Boards spend too much time dealing with budget details instead of the underlying values and policies.



THE BOARD'S GOVERNANCE CARVER MODEL

- Boards should make proactive decisions rather than simply reacting to staff initiatives.
- Boards should avoid reviewing, rehashing, or redoing what staff have already done.

THE BOARD'S GOVERNANCE CARVER MODEL

- The solution to improving Board governance is to encourage not more, but less involvement.
- Boards should hire a top caliber CEO and stay out of the way.



Leadership through explicit policies offers the opportunity to think big and to lead others to think big... Policy leadership clarifies, inspires, and sets a tone of discourse that stimulates leadership in followers.

~John Carver, Boards That Make a Difference

THE BOARD'S GOVERNANCE LEVELS OF POLICY

Major Policies: Fundamental issues of mission or business definition. Typically involves direction, values, priorities, and principles.

Secondary Policies: Significant decisions about human, financial, and physical resources.

Functional Policies: Major functional operations such as planning, budgeting, finance, marketing, and personnel.

Minor Policies: Decisions that govern day to day practices.

THE BOARD'S GOVERNANCE LEVELS OF POLICY

Standard Operating Procedures:

Mechanisms to handle normal operations – forms, process, method, and application of other policies.

Rules:

Regulations that guide or prescribe everyday conduct.

THE BOARD'S GOVERNANCE LEVELS OF POLICY

A good exercise is to ask these 2 questions:

- “At what level of policy is our Board currently engaging?”
- “What can we do to move up the ladder to higher level of policy?”

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The board's organization.

THE BOARD'S ORGANIZATION

COMMITTEES

- Executive
- Development
 - Planning
 - Program
 - Promotions
- Nominating
- Finance



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The board statement.



THE BOARD AGREEMENT SIGNED STATEMENT

The Board Member Statement of Agreement is:

- a promise a board member makes when accepting a position for service.
- an internal (not legal) agreement to assert the board.
- for a board member's commitment and understanding of the general responsibilities.
- a useful tool for recruitment purposes in that they clearly state what board service is all about.
- a supplement for more holistic board job descriptions.

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QUESTIONS?

Please reach out
anytime to chat.

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THANK
YOU!