

Sharing Leadership: How Your Board Can Fuel New Levels of Success

John M. Bradley

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The Current State of Affairs

Typical Scenarios in Board-Executive Relations





Scenario #1

“We need new board members!”



Scenario #2

Executive Director cost of living increase -
Approved.

Scenario #3

Volunteer Applications have been slipping. Here's the answer.





What Could Be

Changing Board-Executive Relations



What if the Board took a larger role in recruiting new members?

- ▶ Understand recruitment as an on-going process
- ▶ Define needs of the board
- ▶ Set expectations with board members
- ▶ Recruit creatively and strategically
- ▶ Make it a place where people want to help & identify themselves
- ▶ Assess recruits

- ▶ Evidence
 - ▶ Using recruitment criteria positively associated with board engagement in its roles and responsibilities
 - ▶ Executives rated boards more effective than average when using nominating committee

What if the Board conducted an annual performance review of the Executive Director?

- ▶ Position well defined and written down
- ▶ Yearly performance goals mutually established
- ▶ Assigned board members leads the review of the progress towards those goals
- ▶ Full board discussion: feedback to the CEO and review of final assessment

- ▶ Evidence
 - ▶ CEOs who have formal performance evaluations report higher levels of satisfaction with their jobs

What if the Board helped answer adaptive questions?

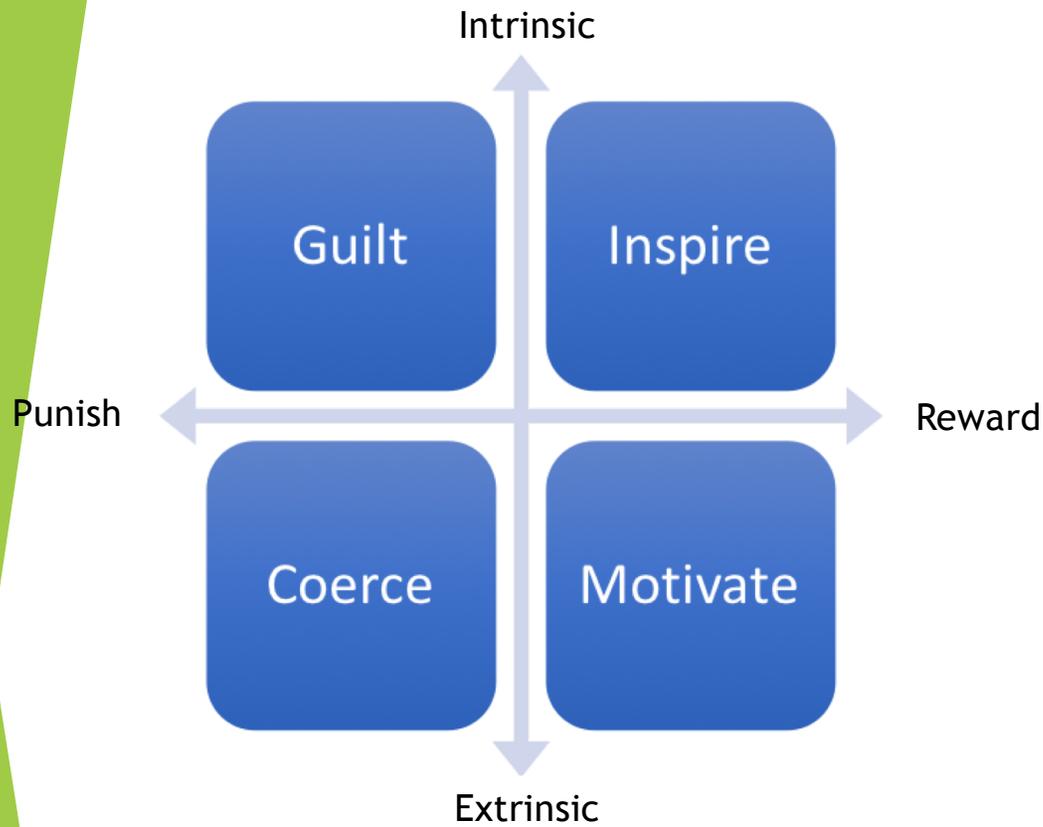
- ▶ Understand different modes of thinking (fiduciary, strategic, generative)
- ▶ Consider whether the problem has been appropriated defined
- ▶ Board participates in strategic thinking before final plans
- ▶ Board structures adjusted:
 - ▶ Agendas
 - ▶ Committees
 - ▶ Participants
- ▶ Evidence
 - ▶ “What single action would improve governance?” Answers: (1) spend more time framing and deliberating issues of strategic importance and (2) have fewer reports and engender more vigorous debate
 - ▶ Strategic contributions of the board - among most important indicators of organizational (financial and perceived) performance



Building a shared leadership team with the board

What is a particular issue to which your board could potentially add value?

What are some challenges that face your board because it is a board?



Moving
People to
Action

Components of a High-Impact Board

- ▶ Purpose
- ▶ Performance Goals
- ▶ People
- ▶ Process
- ▶ Performance Accountability





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john@broadfieldinsight.com

www.broadfieldinsight.com

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Biographical Highlights

PROFESSIONAL EXPERIENCE

- Senior-level director for charitable organization, oversaw legal affairs, communications, and fundraising
- Member of the in-house legal team for Habitat for Humanity International, one of the ten largest U.S. charities
- Attorney at Jones Day, a leading international law firm
- Departmental management positions, overhauled university and secondary school volunteer programs

ACADEMIC QUALIFICATIONS AND ACHIEVEMENTS

- University of Pennsylvania Law School Lecturer, teaching Nonprofit Organizations Law, Governance, and Ethics
- University of Notre Dame Law School, J.D. Magna Cum Laude
- Saint Joseph's University, B.S. Cum Laude (Management, minor in Philosophy).

VOLUNTEERING

- President, Saint Joseph's University Alumni Association & National Alumni Board
- Board of Trustees, American Inns of Court
- Board of Directors, Center for FaithJustice
- Outstanding Achievement Award in Immigrant & Refugee Rights for representation of asylum applicant
- Completed post-graduate volunteer year in the Jesuit Volunteer Corps Northwest; arrived at placement via a 4,160 mile charity-benefit bicycle ride

NONPROFIT BOARD OF DIRECTORS EDUCATIONAL SEMINAR

Board Fundamentals: Roles and Responsibilities

For your next board meeting, orientation, or retreat.

Provides the board of directors with the fundamental building blocks for success. As a result of this session, the board will have a clear and well-rounded understanding of its responsibilities, appreciate how to make board service engaging and rewarding, and possess an agenda for developing the board's full capabilities.

- Fiduciary (Legal) Duties
- Roles and Responsibilities
- Addressing Real-Life Challenges to Fulfilling Board Responsibilities
- Progressing as a Board

We begin by covering the fiduciary duties that board members owe to the organization, including real-life examples. We then move from these legal duties (how board members are to act) to the concrete board responsibilities (what boards are expected to do). Next, we gain insight into board functioning by considering the challenges that boards need to address to perform at a high level. Finally, we present specific practices that the board can adopt to better engage its members and enhance its performance.

Time: 90 minutes

Presenter: John M. Bradley

Email john@broadfieldinsight.com or call (856) 834-0506 to schedule this seminar.

For a description of other services, see www.broadfieldinsight.com or contact John Bradley.