



# Board Development: Board & Executive Director Roles and Relationships

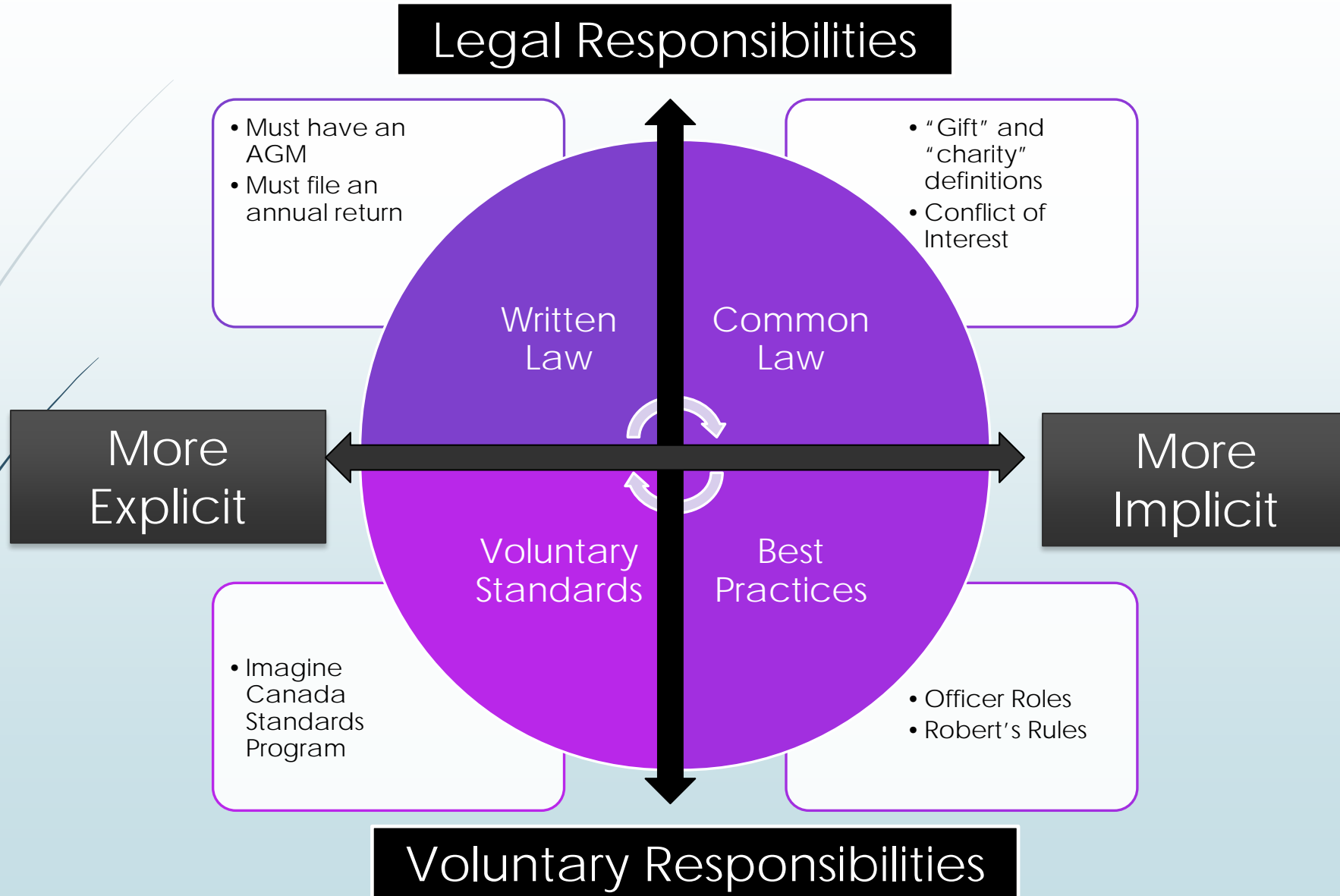
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Alberta Culture & Tourism

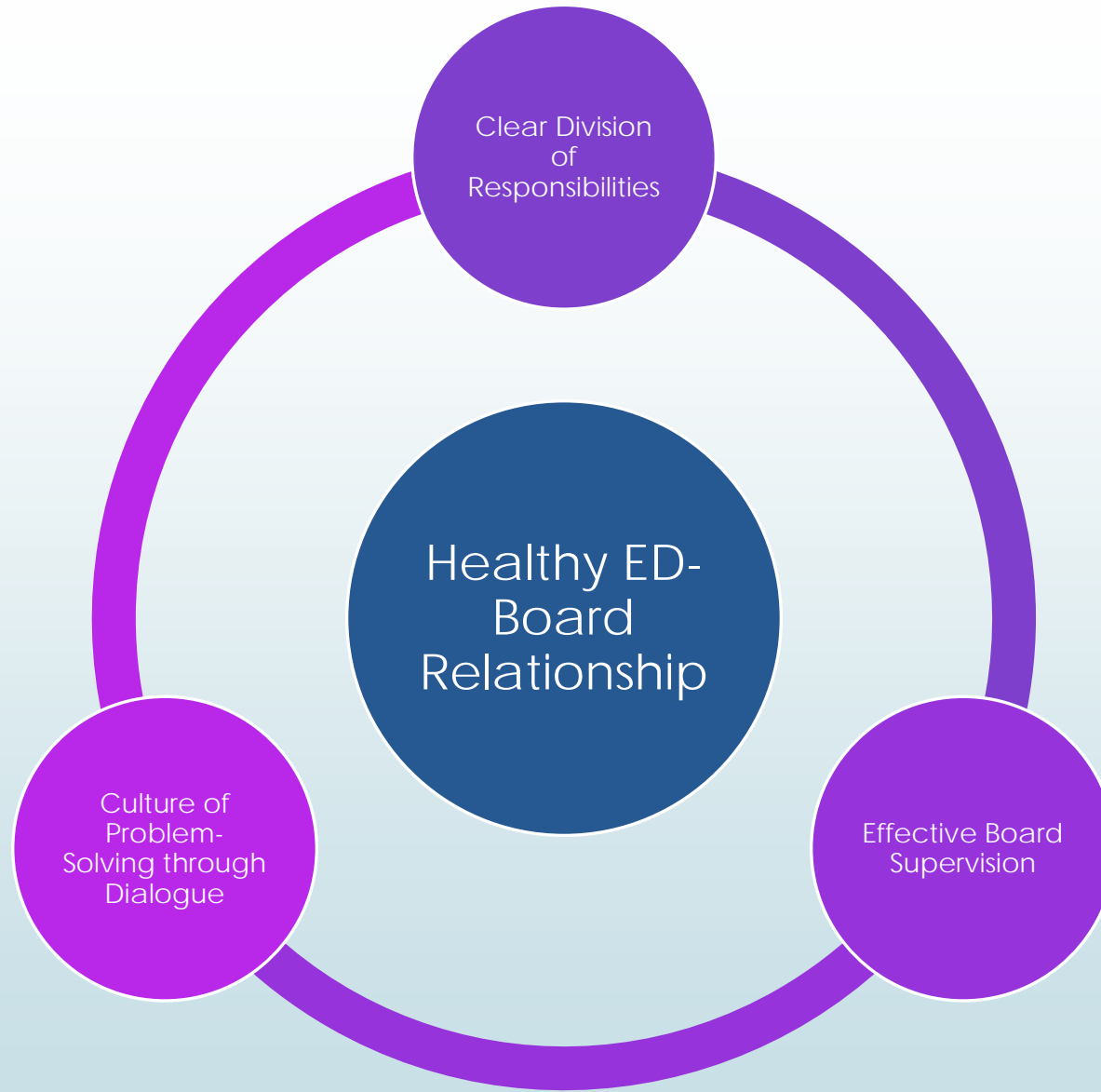
# Community Development Unit

- Or CDU, provides customized services that enhance the capacity of community leaders, organizations, communities and networks, and government to achieve their goals, address community issues and make a positive contribution to the lives of Albertans
- Offer facilitation and skill development in areas such as:
  - community and strategic planning,
  - organization and board development,
  - building community collaboration and partnerships, and
  - public/stakeholder consultation

# Sources of responsibilities

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# Core Distinction

Clear Division  
of  
Responsibilities

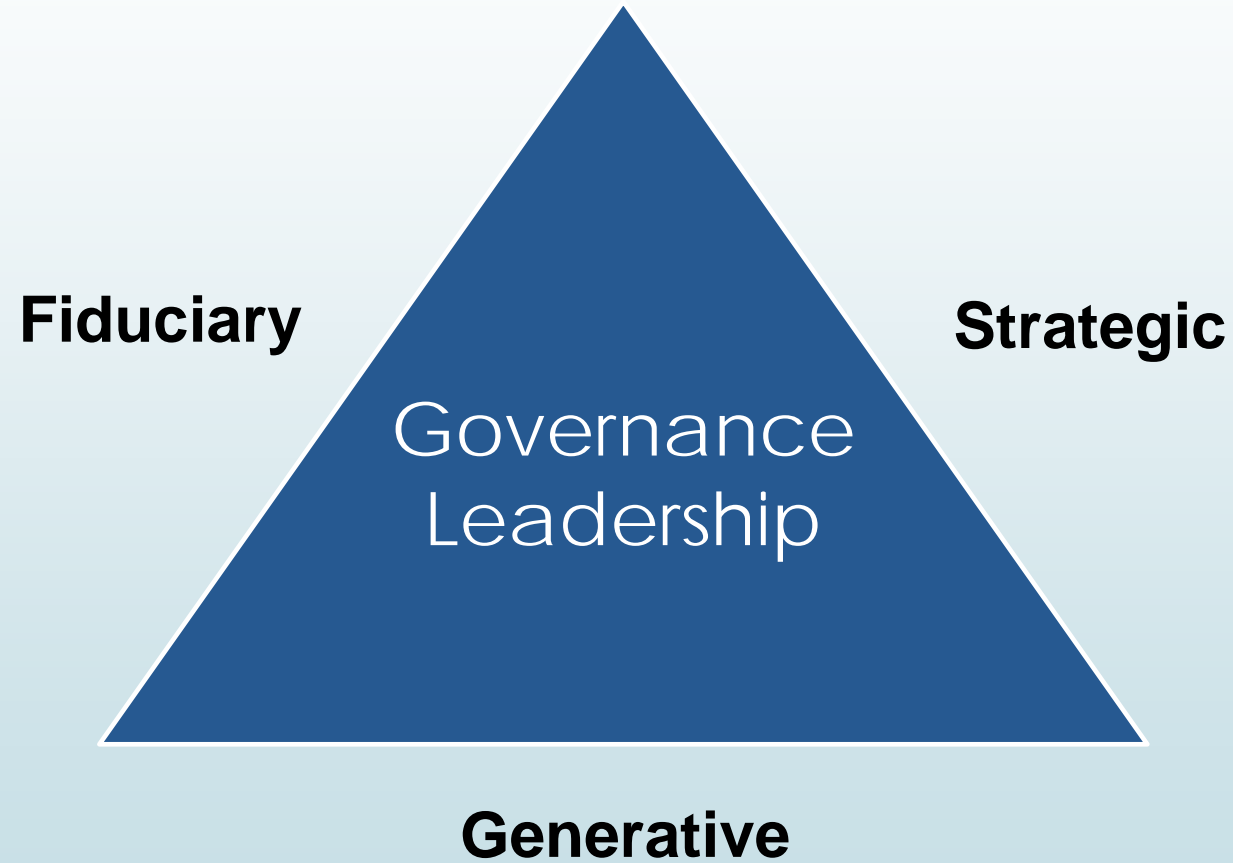


**Governance**

**Management**

# Governance as leadership

Clear Division  
of  
Responsibilities



Based on work by Chait, Ryan and Taylor (2004)

# Governance as Leadership

Clear Division  
of  
Responsibilities

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## Summary of Board Behaviour in these forms of Leadership

	Fiduciary	Strategic	Generative
Key Question	"What's wrong?"	"What's the plan?"	"What's the question?"
Board Focus	Define problems Review performance	Solve problems Shape strategy	Frame problems Engage in sense-making
Board Process	Parliamentary procedure	Logical and empirical discussion	More informal and creative
Problems are to Be	Spotted	Solved	Framed
Decision Making	Resolution	Reaching consensus	Framing the question
Board Sees Their Role As	Oversight & authority	Strategist	Fresh perspective
Performance Metrics	Facts, figures, finances, reports	Strategic Indicators, competitive analysis	Signs of learning and discerning

*Adapted from: Governance as Leadership: Reframing the Work of Nonprofit Boards. Chait, Ryan & Taylor.*

# How Do Boards Govern?

Clear Division  
of  
Responsibilities

Framework Governance	Self Governance	Operational Governance	Advocacy Governance
Set broadest policy area such as mission, vision, strategic direction	Set policy that defines how and when the Board gets it's work done such as Bylaws, processes for making decisions, etc)	Set policy that directs organization's programs and/or services (Strategies to achieve goals, monitor programs, allocate resources)	Builds community awareness and support for organization's beliefs, vision, mission and long-term direction
Monitor framework and ensure it meets community needs	Policy for recruitment, training and evaluating Board members  Defines Board structure, roles, responsibilities and functions	Set policy that govern how the organization's personnel is managed (Defines role, pay and benefits, relationship, authority of ED; staff and volunteer policy, relations)	Establish the organization's one response/position in relation to matters that affect its relationship to the community and society
Establish process for evaluating organization's progress	Policy for planning and conducting the AGM	Set policy that direct how the organization's finances are managed (Monitor budget, secure funds, audit)	Represent the organization to government, funding agencies and the broader community



# Management defined

Clear Division  
of  
Responsibilities

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The function that coordinates the efforts of people to accomplish the goals and objectives using available resources efficiently and effectively

## Six basic functions:

### Planning:

Deciding what needs to happen in the future and generating plans for action(deciding in advance).

### Organizing:

Making sure the human and nonhuman resources are put into place

### Coordinating:

Creating a structure through which an organization's goals can be accomplished.

### Commanding:

Determining what must be done in a situation and getting people to do it.

### Controlling:

Checking progress against plans.

# Board role vs management role

Clear Division  
of  
Responsibilities

Board's Role	Management's Role
Select, evaluate, and support the ED	<ul style="list-style-type: none"> <li>• Run the organization in line with board direction.</li> <li>• Keep the board educated and informed</li> <li>• Seek the board's counsel</li> </ul>
Approve high-level organizational goals and policies	<ul style="list-style-type: none"> <li>• Recommend goals and policies, supported by background information</li> </ul>
Make major decisions	<ul style="list-style-type: none"> <li>• Frame decisions in the context of the mission and strategic vision, and bring the board well-documented recommendations</li> </ul>
Oversee management and organizational performance	<ul style="list-style-type: none"> <li>• Bring the board timely information in concise, contextual, or comparative formats</li> <li>• Communicate with candor and transparency</li> <li>• Be responsive to requests for additional information</li> </ul>
Act as external advocates and diplomats in public policy, fundraising and stakeholder/ community relations	<ul style="list-style-type: none"> <li>• Keep the board informed, bring recommendations, and mobilize directors to leverage their external; connections to support the organization.</li> </ul>

# Board role vs management role

Clear Division  
of  
Responsibilities

ED – Management and Implementation	Board - Governance
The executive director is an individual who works within the limits of policy set by the board.	The board is a corporate entity, and acts only as a group.
The executive director is temporary. Even if the executive director is with the organization for a long time, s/he is there at the will of the board.	The board is ongoing. Although board members come and go, the board as an entity remains stable.
The executive director is usually a professional who has expertise in the organization's programs and services.	The board is usually made up of lay people, many of whom are not experts in the organization's programs and services.
The executive director has limited authority and responsibility, as assigned by the board.	The board has the ultimate responsibility for the organization, and is the final authority on all matters.

# Executive Director Areas of Responsibility

Clear Division  
of  
Responsibilities

Policy Management

Strategic Planning

Visioning

Leadership

Program Management

Personnel Management

Financial Management

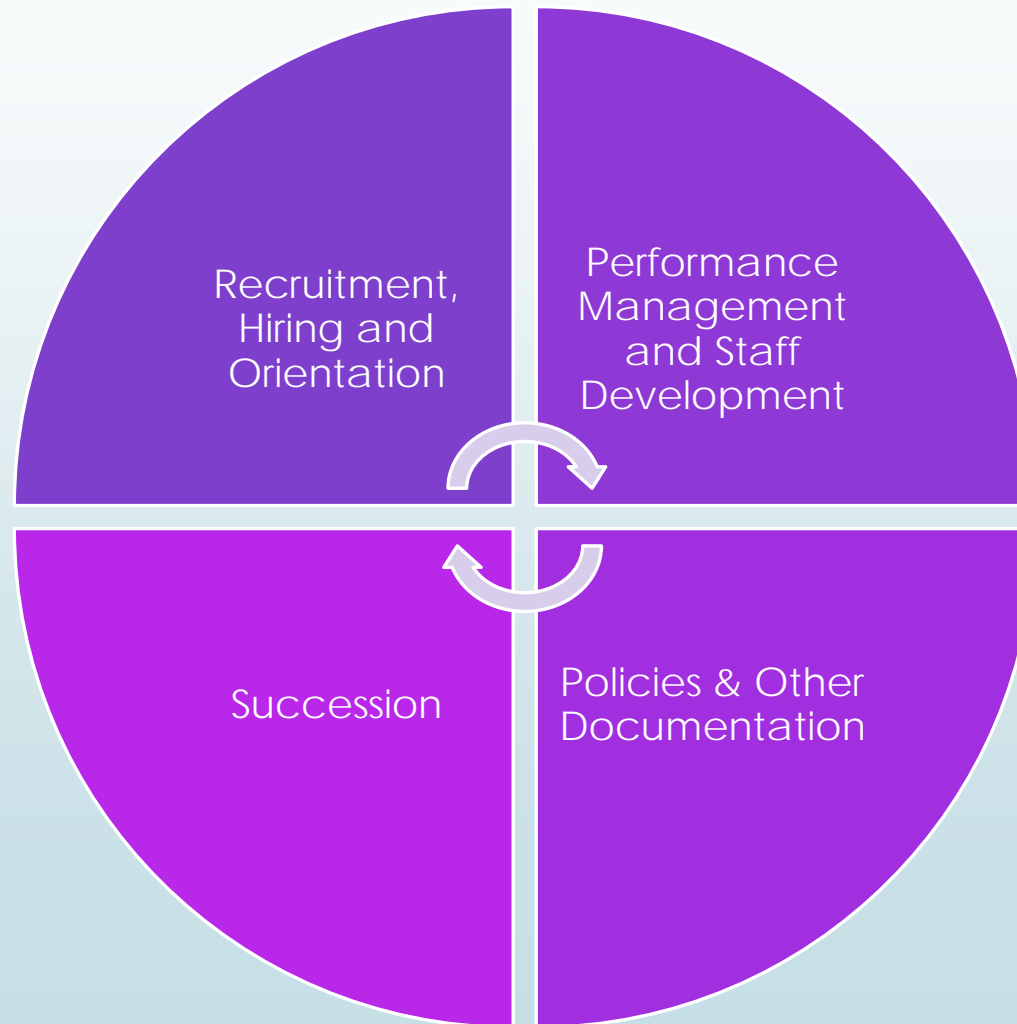
Risk Analysis

Advocacy Management

Executive Director's Performance Appraisal Process

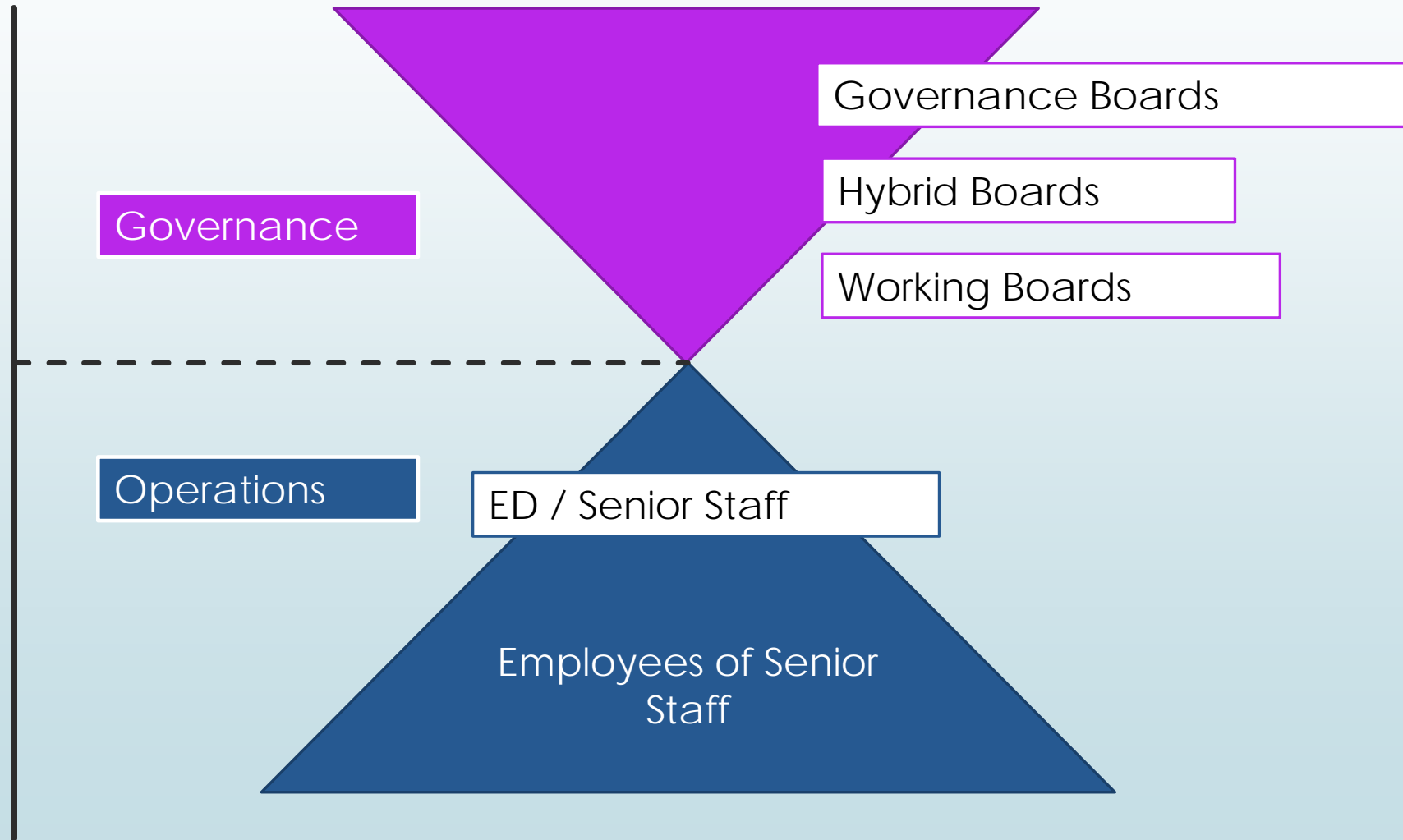
# Board as employer

Effective  
Board  
Supervision



# Organization/ Staffing structure

Effective  
Board  
Supervision



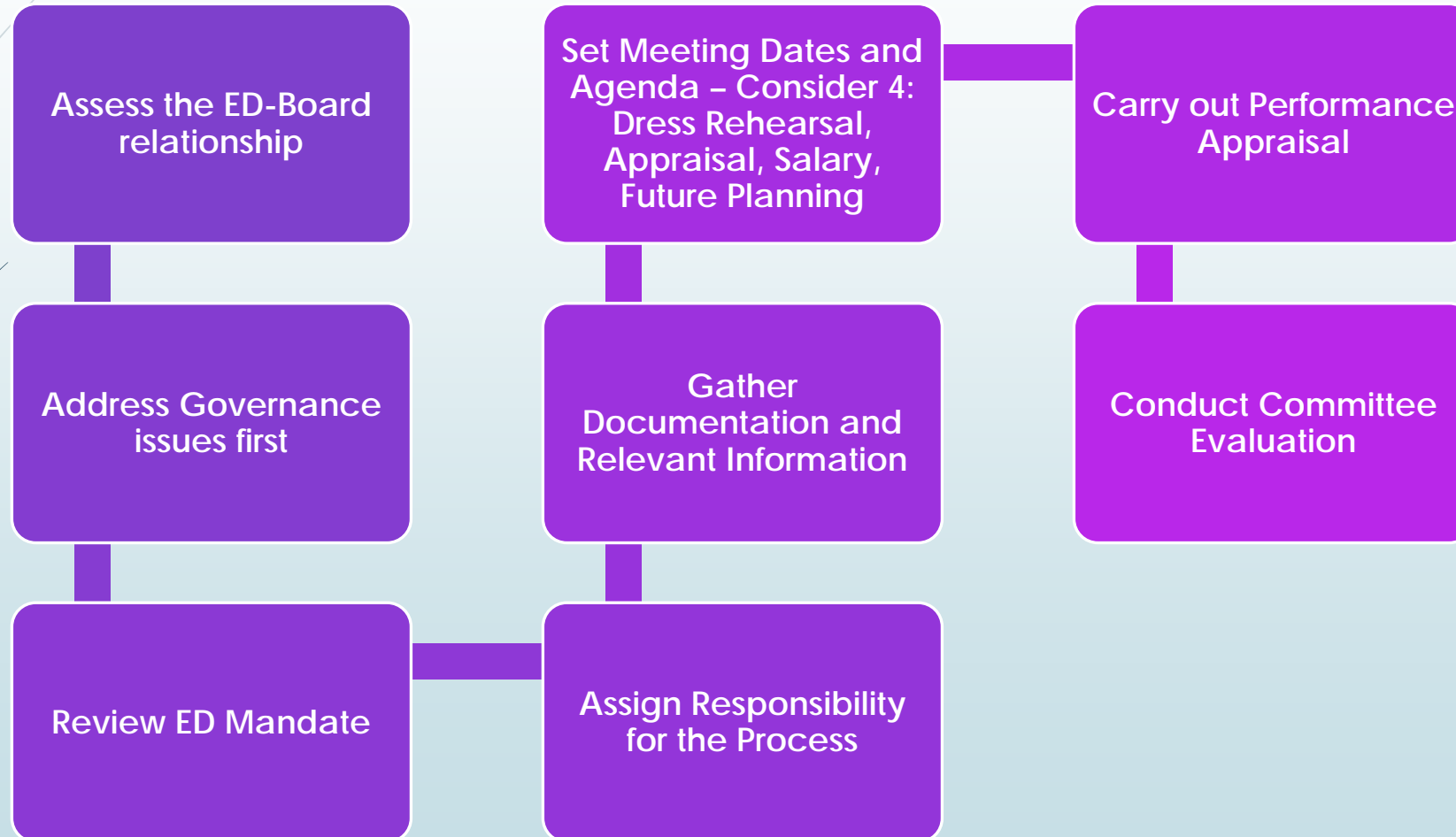
# Recruitment process

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Effective Board Supervision



# ED Performance Appraisal - Steps





# Orientation & Training

## Aspects of ED Orientation to Consider

"The Team" (culture, dynamics...mentoring op's)

Facility assets

Inventory  
Use of space/equipment practices  
Asset management plans/monitoring systems

Safety protocols (Occupational Health & Safety)

Administration protocols

Records/information management

Governance/operational infrastructure

# Orientation and training

## Key Employee Policies

Employment Classification

Hours of Work and Overtime

Statutory and General Holidays

Sick Days and Other Paid Days

Vacation

Termination

Unpaid Leave

Performance Reviews

Staff Development

Benefits Administration

Employee Conduct and Confidentiality

Discipline

Hiring of Staff

# Dialogue

- ▶ *"It's when we let our guard down and allow our differences and doubts to surface and interact that something authentic and original can begin to emerge, tentatively, in the spaces between us. And I've found that it's often in these fleeting and complicated moments that the heart and mind can come into synchrony, pointing to altogether novel educational possibilities. The key is to remain alert to those moments and to move with them when they arise.*
- ▶ *We know that the most effective process for discovering these layers of meaning is through interactive and iterative dialogues and that if we undertake them sincerely and openly—and patiently—we can sometimes find our way to something entirely new. We assume that individual voices speak and act for the system as a whole, and we listen carefully to a variety of voices and the competing values they represent. "*
- ▶ *– Diana Chapman Walsh*

# David Bohm on Dialogue

- *"Dialogue" comes from the Greek word dialogos . Logos means 'the word', or in our case we would think of 'the meaning of the word'. And dia means through'—it doesn't mean 'two'.... The picture or image that this derivation suggests is of a stream of meaning flowing among and through and between us. This will make possible a flow of meaning in the whole group, out of which may emerge some new understanding. It's something new, which may not have been in the starting point at all. It's something creative. And this shared meaning is the 'glue' or 'cement' that holds people and societies together.*
- *The object of a dialogue is not to analyze things, or to win an argument, or to exchange opinions. Rather, it is to suspend your opinions and to look at the opinions—to listen to everybody's opinions, to suspend them, and to see what all that means.... We can just simply share the appreciation of the meanings, and out of this whole thing, truth emerges unannounced—not that we have chosen it.*
- *Everything can move between us. Each person is participating, is partaking of the whole meaning of the group and also taking part in it. We can call that a true dialogue.*
- *Dialogue is the collective way of opening up judgments and assumptions.*



- What is one idea on how you can cultivate a culture for dialogue in your organization?
- How might this impact key relationships in your organizations?