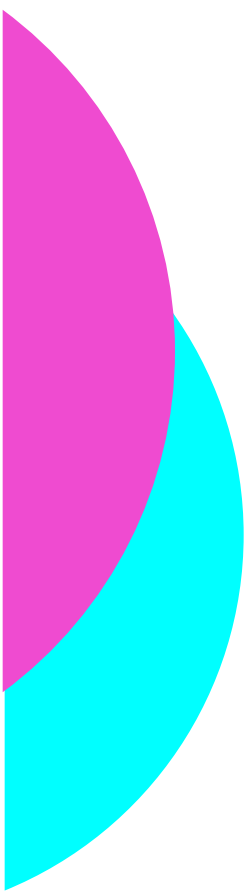


Qualities and Characteristics of Effective Boards



With Joel Christianson

Co-Facilitator: Jennifer Banks-Doll

Guests: Marc Doll
 Deb Kocay

Community Development Unit



CDU facilitators design and deliver services to strengthen and build capacity in organizations and groups specific to:

- Strategic planning
- Board Development
- Stakeholder Consultation
- Basic Facilitation Skills Workshops

Board Development Program:

- Fundamentals and open workshops give board members the opportunity to work together to improve the governance of their organization.

Individual Activity



Grab your worksheet and write down your thoughts:

- *What are the **strengths of your board?***
- *What are the **weaknesses of your board?***

You have 2 minutes

Triad Discussion

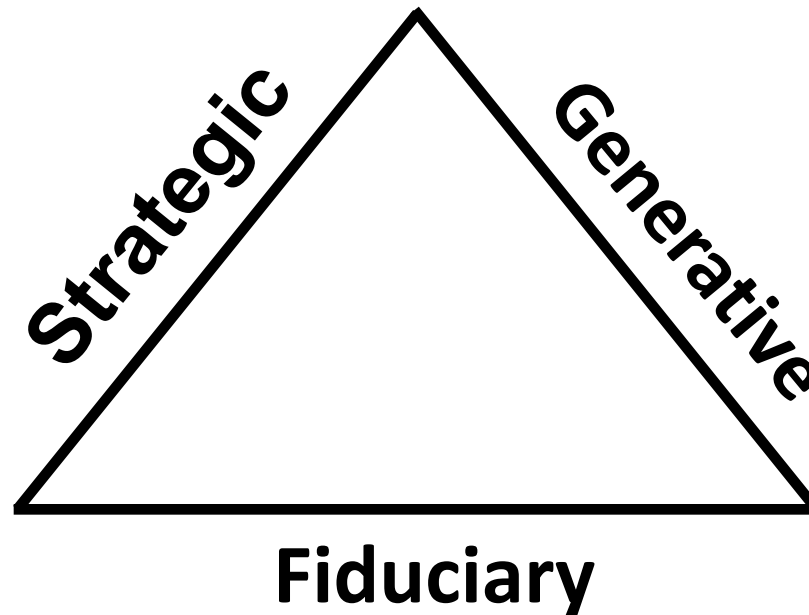


Get into a group of 3 with people you don't know

- Share 1 strength and 1 weakness with your group

You have 6 minutes (2 min each)

Governance as Leadership



Adapted from Governance as Leadership: Reframing the Work of Nonprofit Boards by Chait, Ryan and Taylor. 2005



Legal Duties & Responsibilities

- Trustee or Fiduciary
- Duty of Care
- Skills and Diligence
- No Conflict of Interest
- No Contract Voting



Promoting Role Clarity

- Performance Expectations
- Job Descriptions



Promoting Role Clarity

- Performance Expectations
- Job Descriptions



Levels of Authority

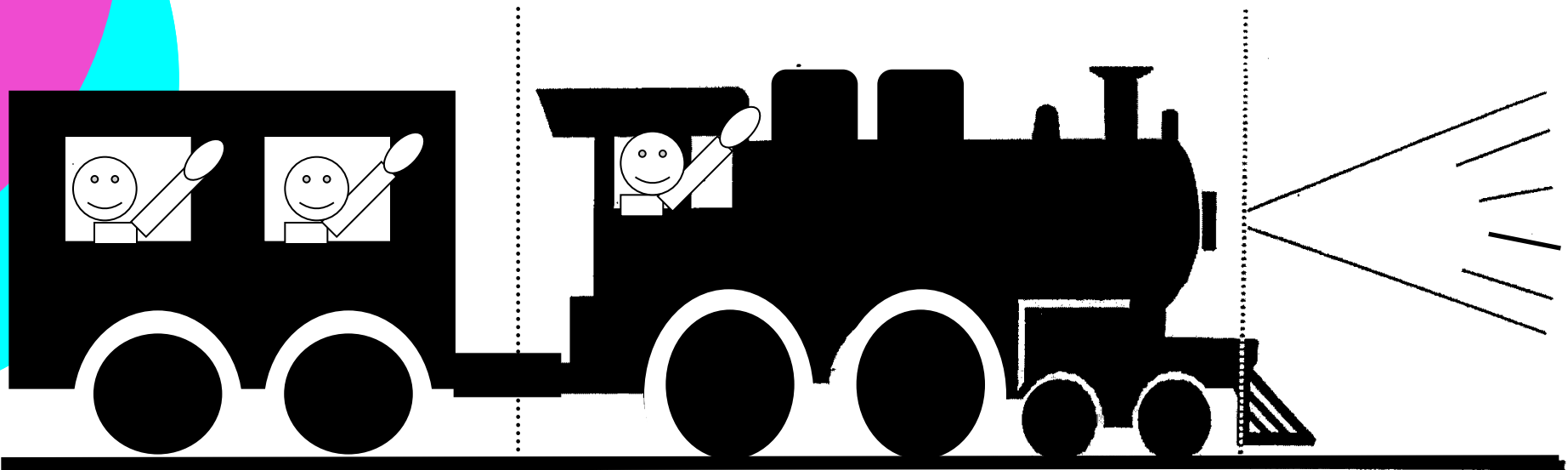
- Governance
- Management
- Implementation

Individuals and their Roles

Implementation

Management

Governance



Responsibilities of Governance



The Board...

- Speaks with one voice
- Is a corporate body, works together as a whole
- Avoids making management and operational decisions when these can be delegated

How are these documents related?

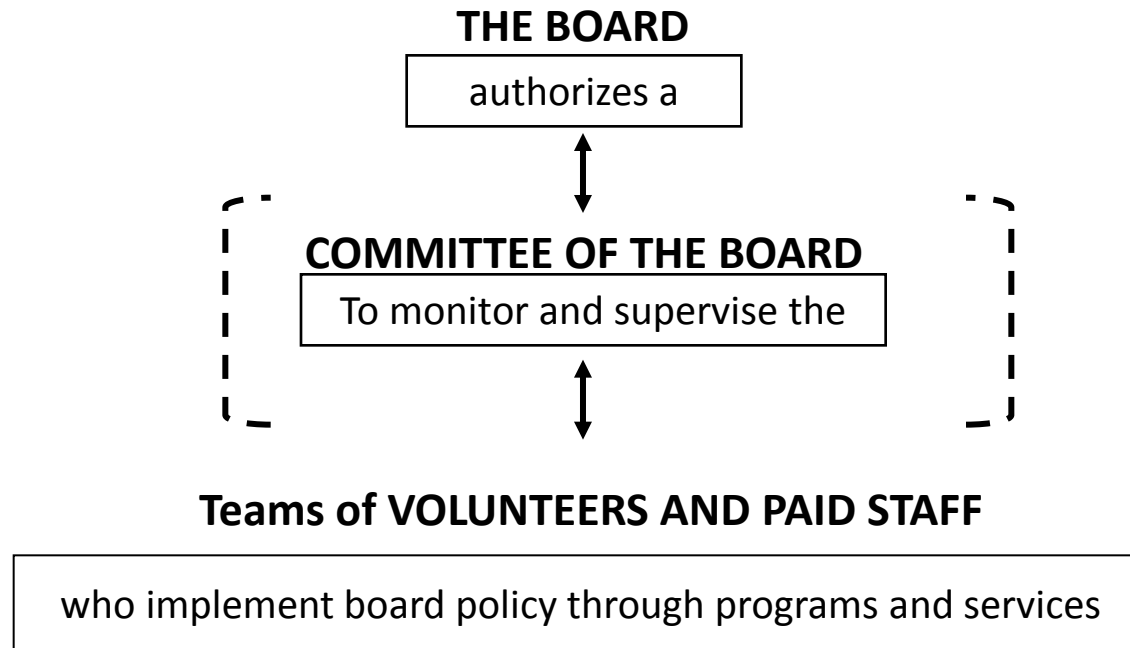


Bylaws

Policies

Procedures

Reporting Relationships and Lines of Authority

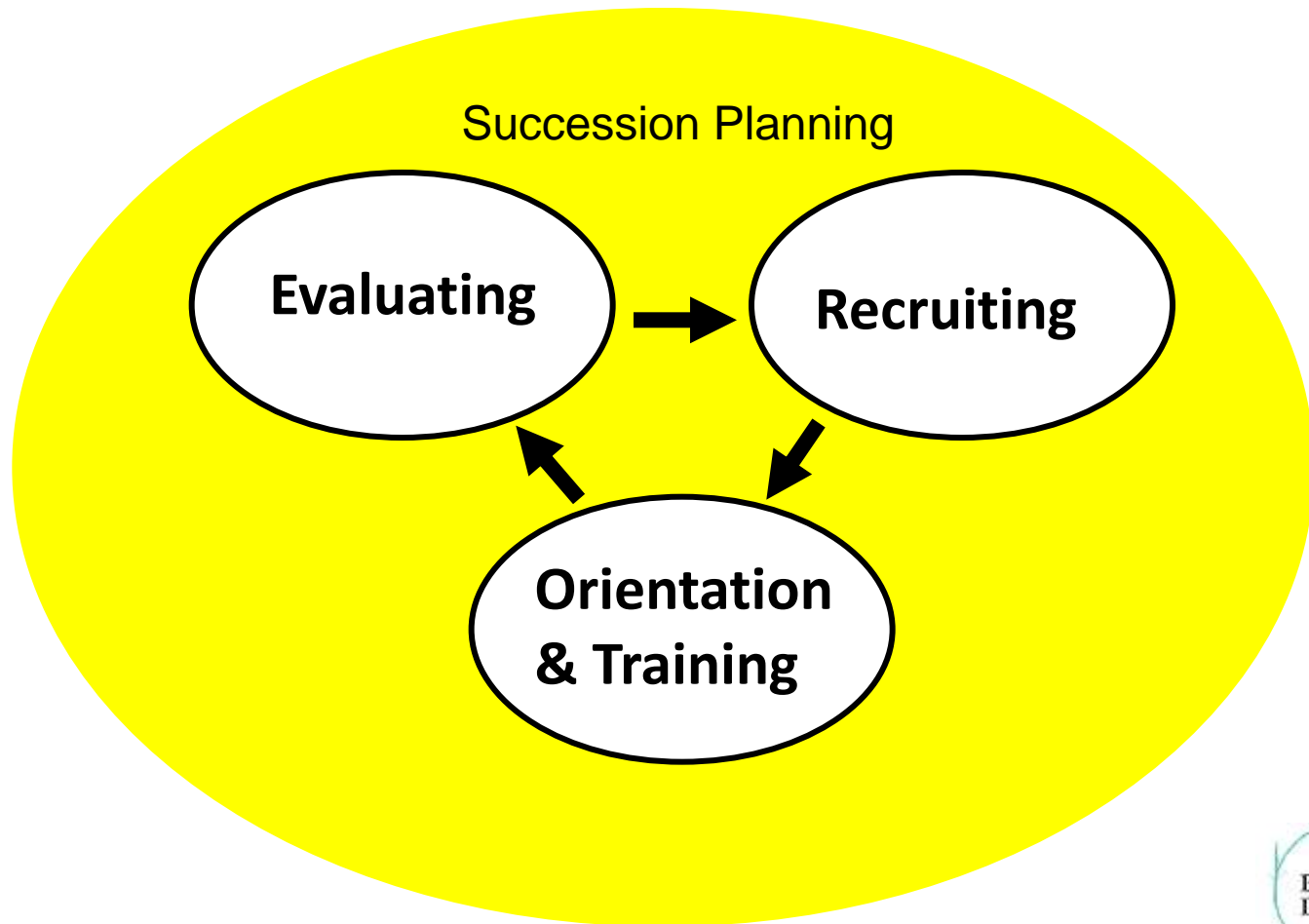


Reporting Relationships and Lines of Authority are Defined

by...

- Policies
- Committee Terms of Reference
- Job Descriptions for:
 - Board Members
 - Executive Director
 - Staff and Service Volunteers

Board Building



Board Skills/Interests/ Attributes Matrix

	Fiduciary			Strategic	Generative
Name	\$ Mgt	Risk Mgt	Regulatory Knowledge		
Bob	X	X			
Jacq	X				
Joel		X	X		
Kelly	X		X		
Total	3	2	2		

A Sense of Team



Realistic Expectations

Every time I turn around, someone's asking me to take on another task.



Vision and a Plan to Implement

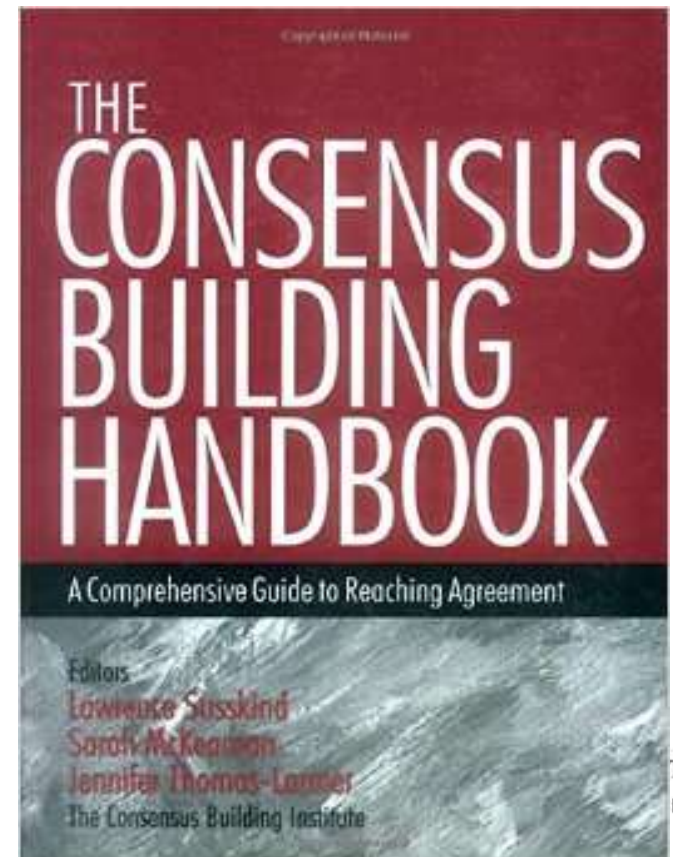
He definitely has leadership qualities but I think he lacks vision.



Decision-making process

Majority Rules?

Consensus?



Ability to Adapt



Reflection by our guests



- *Marc and Deb, if you had to pick your top 3 qualities and characteristics of effective boards, what would they be?*

Individual Activity



Take out your worksheet again...

- *Thinking about your board's strengths and weaknesses...pick 3 qualities and characteristics of effective boards that you would like to work on to help make your board more effective*

Triads



Get back into the same group of 3

- Share your 3 things and why you picked them

You have 9 minutes (3 min each)

Action Plan



On the back of your worksheet...

- Take a few minutes to think about what you want to do next to help make your board more effective

Resources



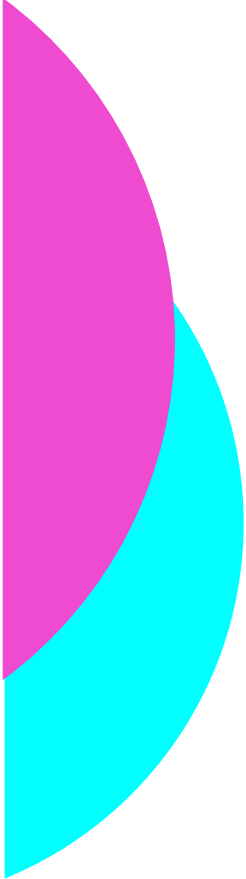
- Board Development Program Information Bulletins

<http://culture.alberta.ca/community/programs-and-services/board-development/resources/info-bulletins-english/>

- Governance as Leadership by Chait, Ryan and Taylor, 2005

To order book: [Click Here](#)

Thank you!



Joel Christianson
Coordinator, Board Development Program
Community Development Unit
Alberta Culture and Tourism

(780) 415-8147
Joel.Christianson@gov.ab.ca