

Business Model Assessment Tool

Mission

LOW/NO			HIGH/YES	
1	2	3	4	5

1. Does every board member know and understand our mission statement?

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2. Does our board regularly review the mission statement?

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3. Does leadership integrate the mission into meetings, gatherings, and functions?

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Target Audience

LOW/NO			HIGH/YES	
1	2	3	4	5

4. Does the board and leadership understand the needs of our target audiences?

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5. Does our board regularly monitor changes in our target audiences?

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6. Have we adapted to these changes?

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Programs

LOW/NO			HIGH/YES	
1	2	3	4	5

7. Does each program keep our promise to its target audience including our donors?

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8. Does our board review efficiency and effectiveness regarding programs and services?

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Resources

LOW/NO			HIGH/YES	
1	2	3	4	5

9. Does our board review each key resource area at least once a year, using the board’s master calendar?

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10. Do we have a tool that can assist in our review? A dashboard? Flash reports on exception reporting?

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Future Vision

LOW/NO			HIGH/YES	
1	2	3	4	5

11. Does our board regularly look around the corner in each element of our business model? Target audience, programs, resources, and mission?

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12. Do we have a grasp of the role technology can play?

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Next step: Prioritize the areas above where you can improve your board’s performance

1. _____
2. _____
3. _____

Board Evaluation

Board Activity

LOW/NO			HIGH/YES	
1	2	3	4	5

1. The board operates under a set of policies, procedures, and guidelines with which all members are familiar.

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2. The Executive Committee reports to the board on all actions taken.

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3. There are standing committees of the board that meet regularly and report to the board.

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4. Board meetings are well attended, with near full turnout at each meeting.

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5. Each board member has at least one committee assignment.

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6. Nomination and appointment of board members follow clearly established procedures using known criteria.

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7. Newly elected board members receive adequate orientation to their role and what is expected of them.

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8. Each board meeting includes an opportunity for learning about the organization's activities.

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9. The board follows its policy that defines term limits for board members.

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10. The board fully understands and is supportive of the strategic planning process of the ministry.

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Board Activity

LOW/NO			HIGH/YES	
1	2	3	4	5

11. Board members receive meeting agendas and supporting materials in time for adequate advance review.

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12. The board adequately oversees the financial performance and fiduciary accountability of the organization.

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13. The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.

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14. The board regularly reviews and evaluates the performance of the CEO.

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15. The board actively engages in discussion around significant issues.

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16. The board chair effectively and appropriately leads and facilitates the board meetings and the policy and governance work of the board.

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Mission and Purpose

LOW/NO			HIGH/YES	
1	2	3	4	5

1. Statements of the organization’s mission are well understood and supported by the board.
2. Board meeting presentations and discussions consistently reference the organization’s mission statement.
3. The board reviews the organization’s performance in carrying out the stated mission on a regular basis.

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Governance / Partnership Alignment

LOW/NO			HIGH/YES	
1	2	3	4	5

1. The board exercises its governance role: Ensuring that the organization supports and upholds the mission statement, core values, statement of faith, vision statement, and partnership policies.
2. The board periodically reviews, and is familiar with, the organization’s partnership core documents. (Note: This item applies when a ministry has partnered with other ministries.)
3. The board reviews its own performance and measures its own effectiveness in governance work.
4. The board is actively engaged in the board development processes.

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Board Organization

LOW/NO			HIGH/YES	
1	2	3	4	5

1. Information provided by staff is adequate to ensure effective board governance and decision-making.

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2. The committee structure logically addresses the organization's areas of operation.

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3. All committees have adequate agendas and minutes for each meeting.

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4. All committees address issues of substance.

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Board Meetings

LOW/NO			HIGH/YES	
1	2	3	4	5

1. Board meetings are frequent enough to ensure effective governance.

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2. Board meetings are long enough to accomplish the board's work.

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3. Board members fully and positively participate in discussions.

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Board Membership

LOW/NO			HIGH/YES	
1	2	3	4	5

1. The board size is adequate to effectively govern the organization.

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2. The board has a range of talents, experience, and knowledge to accomplish its role.

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3. The board uses its members' talents and skills effectively.

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4. The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.

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5. Fellow board members review each member's performance at the end of every three-year term.

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Board Membership

LOW/NO			HIGH/YES	
1	2	3	4	5

6. Each board member participates in financially supporting the organization on an annual basis.

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7. The board demonstrates a deep spiritual commitment to Jesus Christ, to the Christian mission of our organization, and to obedience to God’s word as revealed in the scriptures.

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Administration and Staff Support

LOW/NO			HIGH/YES	
1	2	3	4	5

1. The committee structure provides adequate contact with administration and staff.

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2. Communication is strong and clear between the board and staff.

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3. Staff support before, during, and after-board meetings is effective.

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Please make additional comments about the work and effectiveness of our boards.

EXAMPLE:

Self-Assessment to be Completed Annually by Board Members

BOARD MEMBER SELF – ASSESSMENT

Indicator		Rate Yourself 1 (low) – 5 (high)
1	I have a clear understanding of my role as a member of the board	
2	I have a good understanding of the programs offered at the organization and could articulate them to	
3	I visit the organization regularly and participate when I can in the work of the organization	
4	I have trust and confidence in the CEO	
5	I serve actively on at least on Board committee	
6	I attend board meeting regularly	
7	I am comfortable and pleased with the way that I participate in board discussions	
8	I read carefully the reports I receive in order to make good decisions for the organization	
9	I am involved in meaningful ways in the fund raising events and efforts of the organization	
10	I give generously and frequently to the work of the organization	
11	I am very familiar with the strategic goals of the organization	
12	I regularly represent the work of the organization to the community	
13	I am proud to be a member of this Board	

<p style="text-align: center;">Ten questions to ask yourself before agreeing to serve on a board</p>		
1	Do I fully understand what is expected of me as a responsible board member?	
2	Can I make the time available to effectively serve on the board, to do the necessary homework, to attend meetings and retreats, etc.?	
3	What qualifies me to serve on this board? What would I bring to the board in terms of my experience, abilities, interests, resources, and relationships?	
4	How long of a commitment am I willing to make to this organization?	
5	Do I believe in this organization?	
6	Do I feel truly supportive of this organizations executive and the executive staff?	
7	Is my spouse supportive of my serving on this board?	
8	Are there hidden things in my life that would disqualify me from serving if they were known?	
9	Why should I not serve?	
10	Do I sense God's leading in this decision?	

Board Commitment Form

Knowing God spoke clearly in His word concerning the character and responsibility of a leader, as a board member, I commit myself to God and to my board colleagues to do the following:

- I will seek to maintain an intimate walk with the Lord by regularly spending time alone with Him in His Word and in prayer.
- I will be a diligent student of God's Word.
- I will endeavor to walk continually in the Spirit.
- I will pray regularly for those who serve with me as board members and for the staff.
- I will pray regularly for the ministry.
- I will give my talents and treasure to the work of the Lord through this ministry.
- I will attend all meetings of the board, unless I am hindered by a compelling reason such as illness or necessary travel. When unable to attend, I will notify the board chairman in advance.
- I will prepare for each board meeting by doing my homework and by submitting myself anew to the Holy Spirit.
- By the power of the Holy Spirit, I will not express negative attitudes through criticism and complaint. Instead, I will be positive and encouraging, endeavoring to maintain the unity of Spirit in the bond of peace.
- I will maintain an open and teachable attitude.
- I have studied these statements of commitment and have prayed over them. I believe God would have me serve the board as a member according to these standards.

Signature: _____

Date: _____

2. Time with staff/ministry involvement
3. Personal meeting with executive director and board chair
 - a. Review minutes of previous meetings
 - b. Highlight critical issues/decisions
 - c. Thorough review of the strategic plan
 - d. Reaffirm role and expectations
 - e. Open line to executive director and board chair for questions
4. Welcome at first meeting and pray over

Stage #3: Life – Involving Board Members in the Most Effective Way Possible to Achieve the Strategic Vision of the Ministry

WORKSHEET

Five Considerations

- 1. Time Management** - Use their time wisely – well run, organized meetings with Purpose
- 2. Communication** - Timely mailings, meeting preparation, semi-annual personal visits by board chair, good staff/board communications
- 3. Involvement** - According to their expectations and roles, opportunities for direct ministry involvement, personal financial support
- 4. Revitalization** - Board retreats, strategic planning work, outside consultants
- 5. Recognition** - Acknowledge and thank them often and appropriately

WORKSHEET:

The Three Phases of Board Recruitment and Engagement

✓ In each row, check the box that best describes how effective your board is at these phases.

The 3 Phases of Board Recruitment and Engagement	Very Ineffective	Ineffective	Neither Effective Nor Ineffective	Effective	Very Effective
1. CULTIVATION Prayer List Board Assessment Board Matrix Board Member Criteria					
2. RECRUITMENT Board Nominee Orientation Binder Annual Affirmation Statement Board Roles and Responsibility Recruitment Strategy					
3. ORIENTATION New Member Orientation Plan (six months) Orientation Feedback Plan					



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2. Strengths:

www.StrengthsFinder.com and www.StrengthsTest.com

Our Board: Top-5 Strengths from StrengthsFinder.com

**Note! Download the template (see the Tools and Templates binder)*

NAMES					
STRENGTHS					

**Our Board:
Top-5 Strengths from StrengthsFinder.com**

NAMES						
Strength #1						
Strength #2						
Strength #3						
Strength #4						
Strength #5						
EXECUTING						
Achiever						
Arranger						
Belief						
Consistency						
Deliberative						
Discipline						
Focus						
Responsibility						
Restorative						
INFLUENCING						
Activator						
Command						
Communication						
Competition						
Maximizer						
Self-Assurance						
Significance						
Woo						

RELATIONSHIP BUILDING						
Adaptability						
Connectedness						
Developer						
Empathy						
Harmony						
Includer						
Individualization						
Positivity						
Relator						
STRATEGIC THINKING						
Analytical						
Context						
Futuristic						
Ideation						
Input						
Intellection						
Learner						
Strategic						

For more information visit StrengthsFinder.com. The “4 Domains of Leadership Strengths” (Executing, Influencing, Relationship Building and Strategic Thinking) are detailed in the book, *Strengths Based Leadership: Great Leaders, Teams and Why People Follow*, by Tom Rath and Barry Conchie.

WORKSHEET:

Identify ways your board could benefit from a better understanding of each member’s spiritual gifts, strengths, and social learning styles.

- Option 1: Ask board members to take the StrengthsFinder assessment and create a grid.

- Option 2: Ask board members to discuss their spiritual gifts at next board meeting.

- Option 3: Group board members by social learning styles and reflect on the beautiful differences we bring to governance.

- Option 4: All the above.

POINT PERSON	TASK	DEADLINE DATE	DONE DATE

“Why are you doing what others can do, when you are leaving undone what only you can do?”

What You Do Best in the Body of Christ

BY BRUCE BUGBEE KEEPING THE PROMISE

Four Essentials of Healthy Boards

#1. Ten Temptations Board Members Must Confront

WORKSHEET:

What are the Greatest Temptations Your Board Members Must Confront?

✓ Check the greatest temptation below

Ten Board Member Temptations:	
	1. To think and conduct board business under the false assumption that all board members are just like me and that God wired us with similar strengths, spiritual gifts, and “social styles.”
	2. To assume that all board members are experienced and effective leaders—just like me—and that we all agree on our board’s operating style and that we are in alignment with our CEO’s preferred operating style.
	3. To confuse the three hats of a board member: governance, volunteer, and participant.
	4. To lower the bar on board member selection and buy into the ill-informed mantra that just one of the three “W’s” are sufficient (Work or Wisdom or Wealth).
	5. To recruit new board members because of their position versus their passion.
	6. To rely on my past board and organizational experiences and rest on my laurels versus becoming an active life-long learner in board governance best practices.
	7. To assume that all Christ-centered organizations have similar organizational cultures and to understand one is to understand all.
	8. To make board decisions based on anecdotes and less-than-stellar analysis versus requiring thoughtful and objective data, reports, and dashboards that are in alignment with a God-inspired mission statement, Big Holy Audacious Goal (B.H.A.G.), clear annual S.M.A.R.T. goals, and a strategic plan rooted in spiritual discernment. Peter Drucker said, “What everyone knows is usually wrong.”
	9. To avoid healthy and honest dialogue with the CEO on challenging realities.
	10. Add your own temptation.:

#2. The Continuum Between Policy-making Boards and Hands-on Boards

BOARD MEMBER QUIZ	POLICY-MAKING ✓	HANDS-ON ✓
1. Board committees focus ONLY on governance		
2. Most board members have key volunteer roles		
3. Board members exclude CEO from input on interviews with future board prospects		
4. Board meets more than four times a year		
5. “Adjourned is adjourned.” Individual board members have no authority outside of board meetings		
6. All execution and implementation assigned to CEO		
7. The board speaks with one voice or not at all		
8. Board members chair and serve on various operational committees, including Program, Operations, and Fund Development Committees		
9. Board agenda focuses on short-term problems		

WORKSHEET:

Where is Your Board on the “Policy Governance®” Continuum?

ADAPTED FROM JOHN CARVER’S “POLICY GOVERNANCE®” LIST OF BOARD ROLES

1 through 10 for each statement below

“THE STARTER LIST”	Always _____ Never									
The Board	1	2	3	4	5	6	7	8	9	10
1. Sets the board’s work plan and agenda for the year and for each meeting										
2. Determines board training and development needs										
3. Attends to discipline in board attendance, following bylaws and other self-imposed rules										
4. Continually improves their expertise as life-long learners in governance										
5. Meets with and gathers wisdom from the organization’s customers and “owners”										
6. Establishes the limits of the CEO’s authority to budget, administer finances, and compensation										
7. Establishes the results, recipients, and acceptable costs of those results that justify the organization’s existence										
8. Examines monitoring data and determines whether the organization has achieved a reasonable interpretation of board-stated criteria										
9.										
10.										

John Carver’s Purpose Of Governance

“The purpose of governance is to ensure, usually on behalf of others, that an organization achieves what it should achieve while avoiding those behaviors that should be avoided.”

Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations,
BY JOHN CARVER

www.policygovernanceassociation.org/resources/principles-of-policy-governance.html

WORKSHEET:

What Is Your Board’s Operating Style and What Is Your CEO’s Operating Style?

✓ Check the number that best describes your board’s operating style today:

	High Policymaking					High Hands On				
Board Style 10 = High Policymaking 1 = High Hands-on	10	9	8	7	6	5	4	3	2	1

✓ Check the number that best describes your CEO’s operating style today.

	Very Strong Leader					Hands-on Maintainer				
CEO Style 10 = Very Strong Leader 1 = Hands-on Maintainer	10	9	8	7	6	5	4	3	2	1

What is your analysis of the styles of your board and CEO?

WORKSHEET:

Where Do You Want Your Board and CEO to Be in 12 to 18 Months?

Now take this second self-assessment below.

✓ Check the number that best describes where you want your board’s operating style to be in 12 to 18 months.

	High Policymaking					High Hands On				
Board Style 10 = High Policymaking 1 = High Hands-on	10	9	8	7	6	5	4	3	2	1

✓ Check the number that best describes where you want your CEO's operating style to be in 12 to 18 months.

	Very Strong Leader					Hands-on Maintainer				
CEO Style 10 = Very Strong Leader 1 = Hands-on Maintainer	10	9	8	7	6	5	4	3	2	1

Discuss where you think the board and CEO are in their understanding of styles and the key steps required to move them to a new position in the next 12 to 18 months (if desired/required)?

Quick Assessment	Very Well	Somewhat	Not Sure	Not Well	Not at All
1. How well do you use your core values to set and maintain the culture you desire?					
2. How well do your HR/ personnel policies reinforce the culture you desire?					
3. How well do your strategic planning policies reinforce the culture you desire?					
4. How well do your program policies reinforce the culture you desire?					
5. How well do your fundraising policies reinforce the culture you desire?					
6. How well do your board practices reinforce the culture you desire?					

Quick Assessment	Very Well	Somewhat	Not Sure	Not Well	Not at All
1. How well do you use your core values to set and maintain the culture you desire?					
2. How well do your HR/ personnel policies reinforce the culture you desire?					
3. How well do your strategic planning policies reinforce the culture you desire?					
4. How well do your program policies reinforce the culture you desire?					
5. How well do your fundraising policies reinforce the culture you desire?					
6. How well do your board practices reinforce the culture you desire?					

Measure our mission statement against this Top-10 List.

<p>Ten Ingredients That Create an Eloquent and Arresting Mission Statement</p> <p>Our mission...</p>	<p>Yes Absolutely!</p>	<p>To Some Extent</p>	<p>Not At All</p>
1. Is short and easily focused			
2. Is clear and easily understood			
3. Defines why we do what we do, why the organization exists			
4. Does not prescribe means			
5. Is sufficiently broad			
6. Provides direction for doing the right things			
7. Addresses our opportunities			
8. Matches our competence			
9. Inspires our commitment			
10. Says what we want to be remembered for			

*Source: The Five Most Important Questions Self-Assessment Tool:
Participant Workbook
by Peter F. Drucker and Frances Hesselbein Leadership Institute (available
on Amazon)*

<p>Who is the customer?</p>	<p>Peter Drucker distinguishes between “primary” and “supporting” customer and says that your primary customer is “the person whose life is changed through your work.”</p> <p>In your opinion, who is our primary customer?</p>
<p>What does the customer value?</p>	<p>Research is a key part of discerning what our customers value. What would you like to know about our primary customer that we don’t know today?</p>

<p>What are the results?</p>	<p>Drucker talks about planned abandonment, “sloughing off yesterday.” What are the sacred cows we should abandon in order to make room for our critical priorities and achieving God-honoring results?</p>
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<p>What are the results?</p> <p>Optional Homework</p>	<p>John Pearson, author of <i>Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit</i>, begins his book (the first “bucket” or core competency) with “The Results Bucket.”</p> <p>Download and read “The Results Bucket” chapter from John’s book at http://managementbuckets.com/results-bucket, then, jot down insights that apply to our present and future situation.</p>
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	<p>Insights:</p>
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<p>What is the plan?</p> <p>Optional Homework</p>	<p>Peter Drucker says an effective plan involves five elements: Abandonment, Concentration, Innovation, Risk-taking, Analysis</p> <p>Which one of the five elements above are we most competent in? Why?</p> <p>Which one element above needs more of our focus? Why?</p>
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