M.J. Murdock
CHARITABLE TRUST

Welcome!

- ❑ 8:00 am – Technology Check
- ❑ 8:20 am – Prayer
- ❑ 8:30 am – Welcome & Introductions

- ❑ You are able to mute/unmute yourself and start/stop your video
- ❑ Please mute yourself when not speaking to help with background noise
- ❑ Feel free to use the chat to interact with the group and ask questions to the presenters
- ❑ Resources can be found at boardleadership.org and clicking “Conference Resources”

Board Leadership & Development
A MURDOCK TRUST PROGRAM

Four Characteristics of a High Performing Board

1. Embraces a long view of organization development and growth
   - ❑ Determined to deliver results over an extended period of time
   - ❑ Focused on strategic vs. tactical issues
   - ❑ Short term topics/discussions should be tied to long term objectives
   - ❑ Utilize a forward-looking orientation
2. Shares a common governance model
   - ❑ Full agreement on the board's role
   - ❑ Clear lines of responsibility between the board and management/staff

Four Characteristics of a High Performing Board

3. Commits to a deep understanding and continuous learning regarding the organization and its environment
   - ❑ Maintains a working knowledge of the organizations business model, competitors, business environment, etc.
   - ❑ Focus on the appropriate and relevant questions that need to be asked
4. Develops and maintains a healthy, mission-centered board culture
   - ❑ Accepts responsibility for themselves – the boards' wellbeing – including recruitment, onboarding, active engagement, development, and assessment of the board as a whole and its participants
   - ❑ Fully owns the working relationship with the CEO/Executive Director including selection, communication/feedback, prioritization, assessment and the succession process

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Board Leadership & Development: Sustainability: Ensuring the Organization for the Long Term

May 2020

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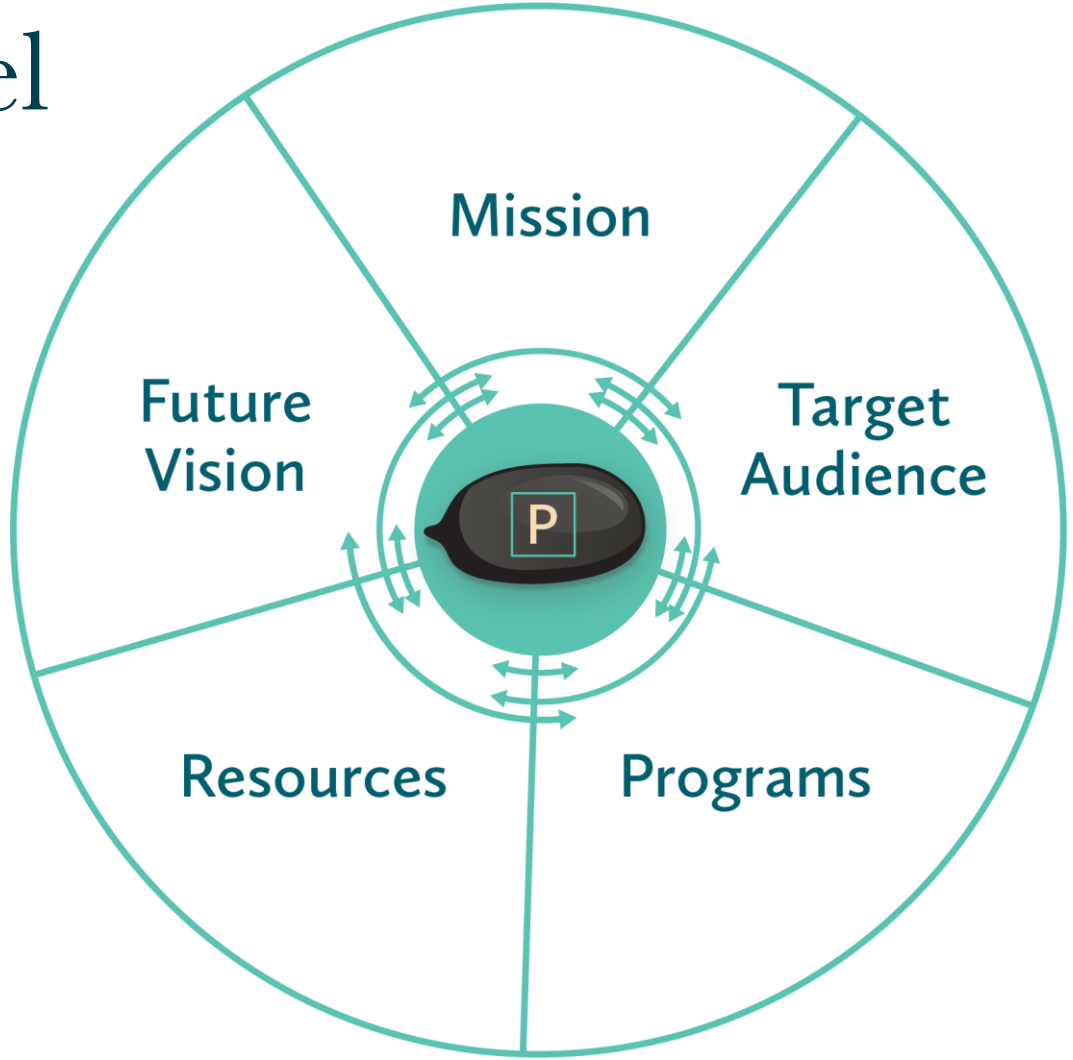
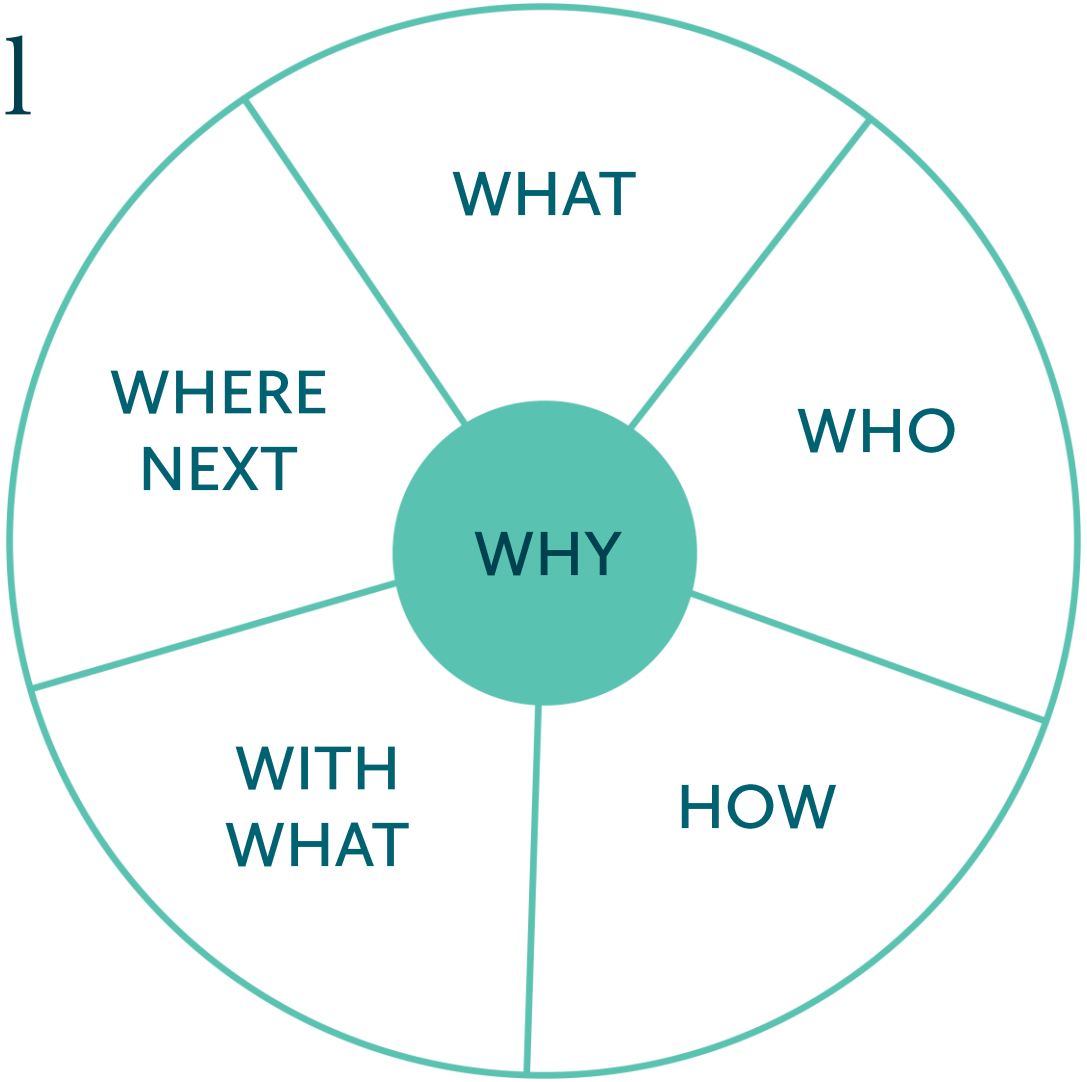
"We are not building this country of ours for a day... it is to last through the ages."

President Teddy Roosevelt

A Business Model



A Business Model



A Business Model

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Three Important Concepts – Quick Review

- Top leadership needs to have a working understanding of ALL the core elements
- The interconnectivity of the elements is key to driving efficiency and optimizing your precious resources
- Have a plan for each element

A Business Model

Today we will go deeper into each of the 5 elements highlighting:

- ❑ Importance
- ❑ Some actions a high performing board can take
- ❑ Questions a high performing board should ask

A Business Model

Mission – Review

- Defines the core purpose of the nonprofit organization
- States “WHAT” services the organization provides

Importance of Mission

- Guides the organization from the present to the future
- Provides direction when the organization needs to adapt to new demands
- Helps board adhere to its primary purpose

High Performing Boards

- Utilize mission to make decisions
- Establish boundaries for appropriate courses of action by the organization
- Define and reinforce shared values, norms, and beliefs, while clarifying these with stakeholders as part of mission stewardship

Questions the Board Should Ask

- ❑ Does every board member know and understand our mission statement?
- ❑ Does our board regularly review the mission statement?
- ❑ Does leadership integrate the mission into meetings, gatherings, and functions?

A Business Model

Target Audiences – Review

- Every organization has several target audiences
- The primary audience is usually the beneficiary of the organization or its programs
- Identify your additional target audiences

Importance of Target Audiences

- Beneficiaries are the reason for an organization's existence
- Understanding and communicating the audiences' needs can be directly related to resource and program strategies
- Each target audience requires a strategy

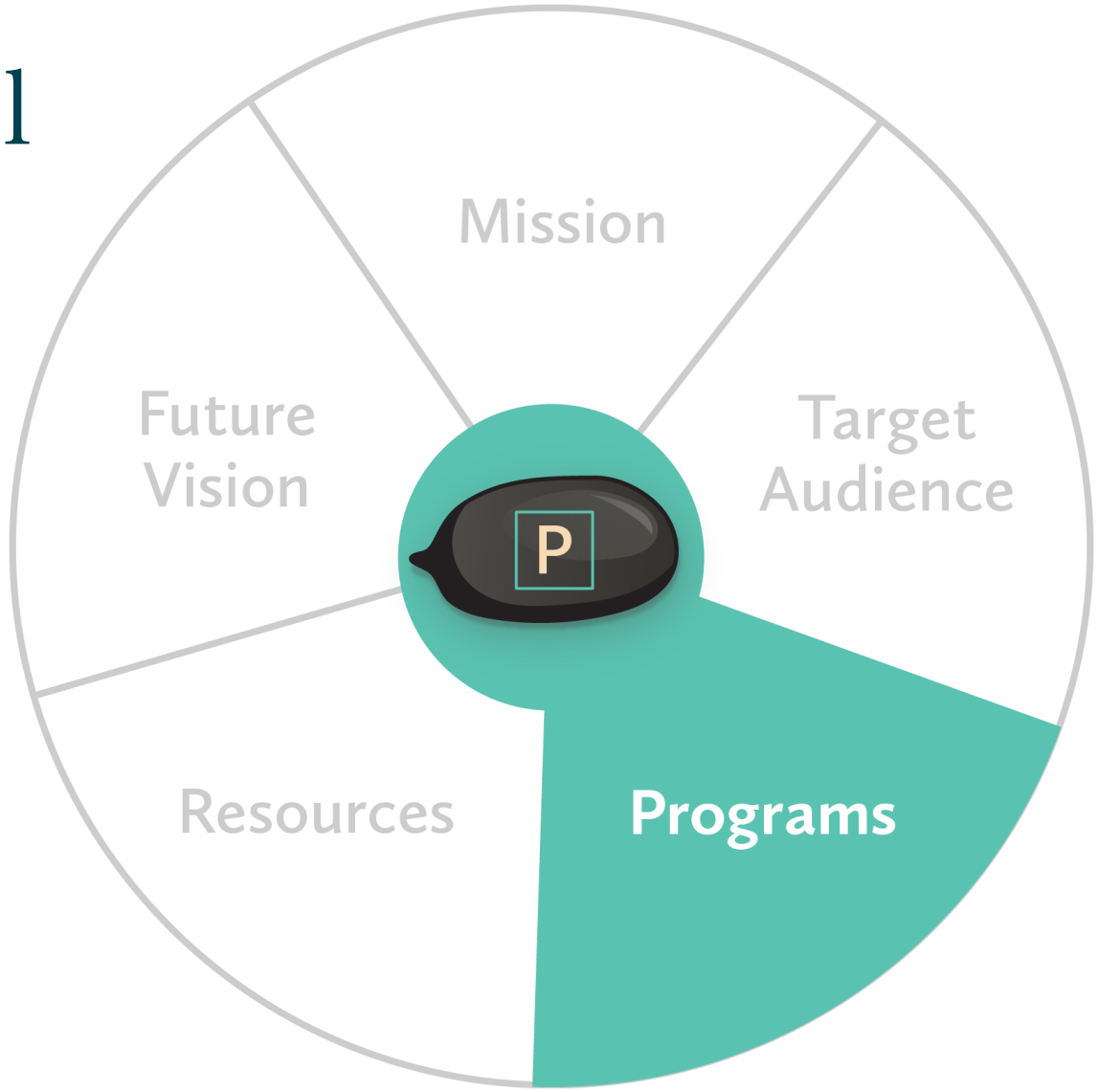
High Performing Boards

- Understand the needs of their target audiences are vitally important
- Recognize that the needs of their audiences, especially the beneficiaries, may change
- Assess the need to adapt strategies to these changes

Questions the Board Should Ask

- ❑ Does the board and leadership understand the needs of our target audiences?
- ❑ Does our board regularly monitor changes in our target audiences?
- ❑ Have we adapted to these changes?

A Business Model



What Do We Know About Programs? – Review

- ❑ Programs are outputs
- ❑ Programs can be seen as our brand
- ❑ Programs have life cycles
- ❑ The board's interest in programs is important

Importance of Programs

- Programs are where the mission is executed
- Audience needs' change – Keep programs relevant

High Performing Boards

- Expand their understanding of how programs meet the needs of each target audience
- Make informed and strategic decisions about adding or discontinuing programs
- Connect programs with outcomes through evaluation and measurement

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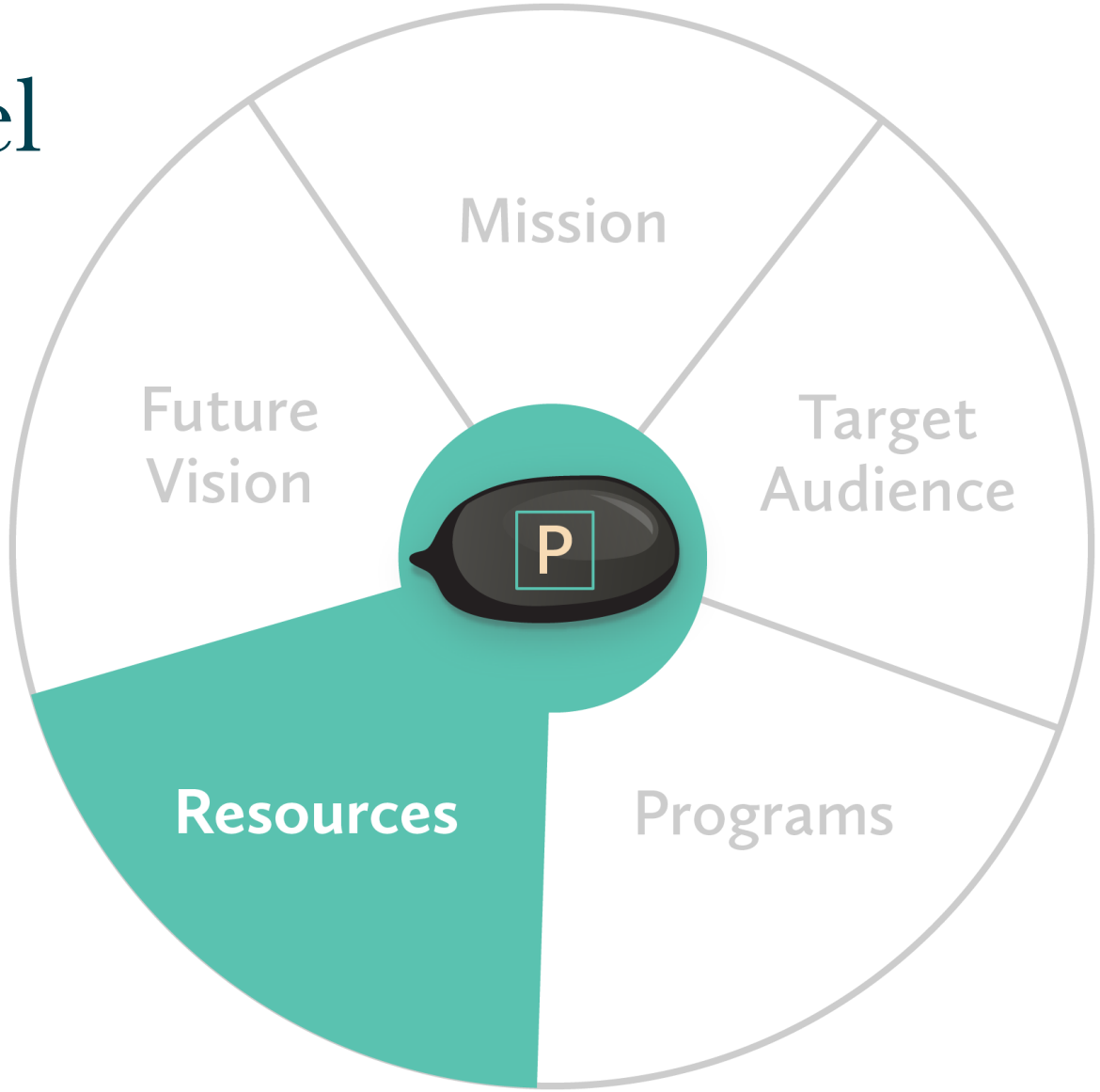
Questions the Board Should Ask

- Does each program keep our promise to its target audience?
- Does our board review efficiency and effectiveness regarding programs and services?

A Business Model



Consider ALL Possible Resources – Review

- ❑ Financial
- ❑ Human
- ❑ Gift in Kind
- ❑ Key Strategies
- ❑ Strategic Plan
- ❑ Equipment & Technology
- ❑ Property & Facilities
- ❑ Unique Processes
- ❑ Key Relationships
- ❑ Data

Importance of Resources

- Generally, resources drive the amount of output an organization achieves
- A scarcity of resources may limit an organization's impact

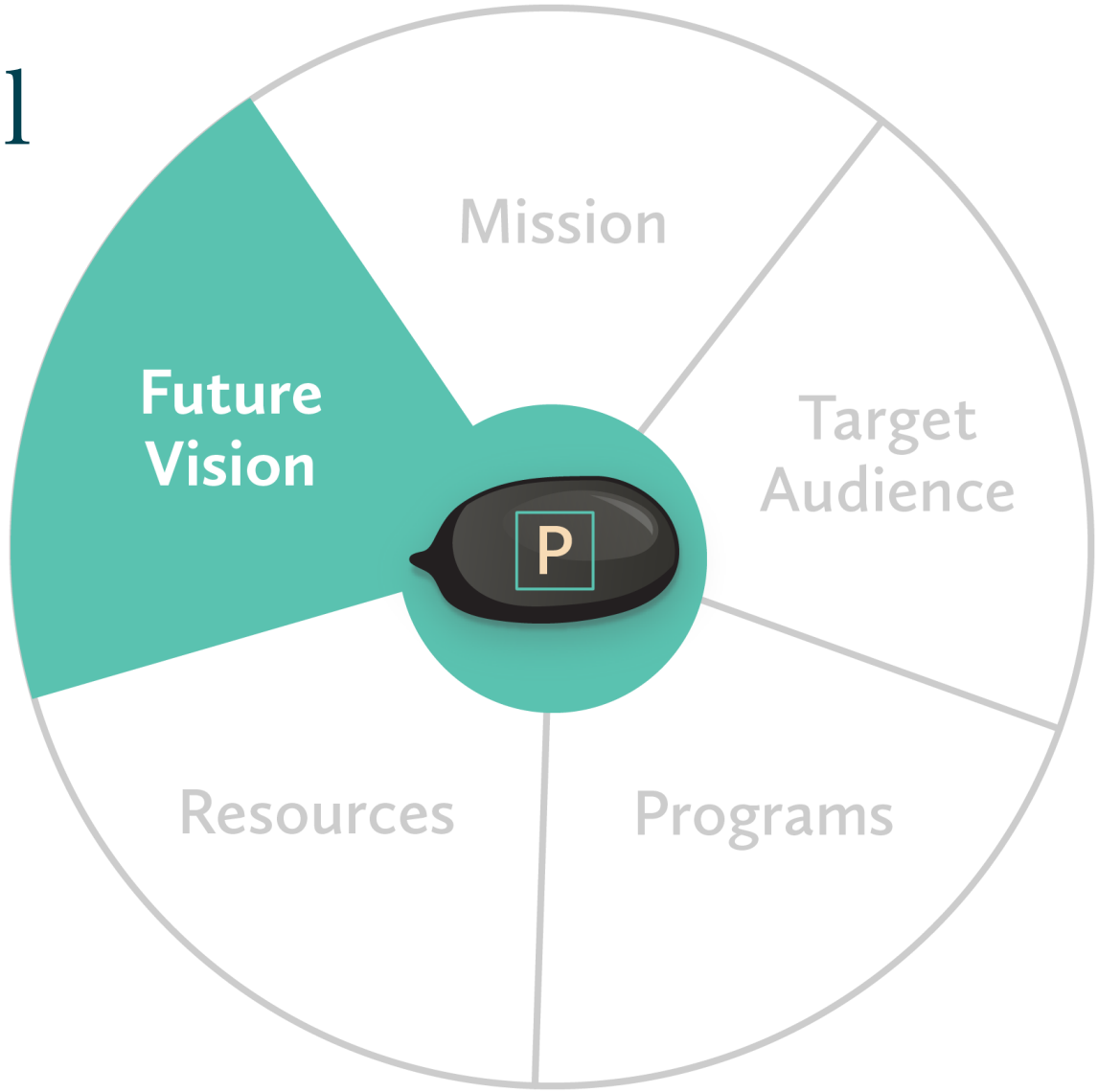
High Performing Boards

- Continually monitor all its resources for effectiveness and efficiency
- Develop simple yet relevant metrics for each key resource
- Develop a tool to monitor the metrics

Questions the Board Should Ask

- Does our board review each key resource area at least once a year, using the board's master calendar?
- Do we have a tool that can assist in our review?
  - A dashboard?
  - Exception reporting?

A Business Model



Future Vision – Review

- Defined as how an organization delivers its promise in the future
- It emphasizes the board and leadership looking forward
- The "future" is more than one planning cycle
- Answers the question, "How will we **deliver our mission and promise** 2-3 years from now?"

Importance of Future Vision

- Future Vision informs your strategic direction and strategic choices, which is why board involvement is necessary

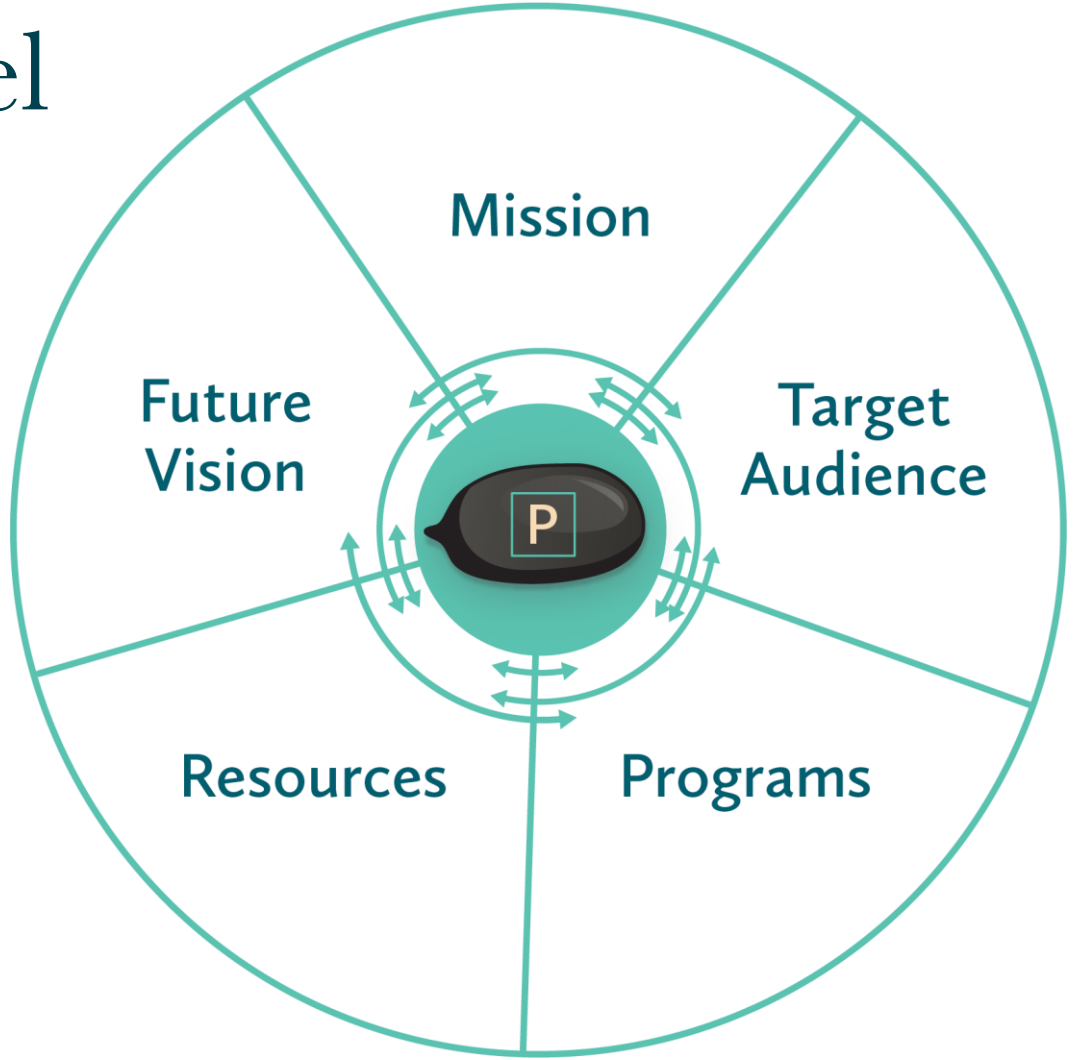
High Performing Boards

- Join leadership in being open minded, thoughtful, and committed to ‘looking around the corner’
- Create a space where this can be accomplished, essentially being proactive rather than reactive

Questions the Board Should Ask

- Does our board regularly look around the corner in each element of our business model? Target audience, programs, resources, and finally mission?
- Do we have a grasp of the role technology can play in the future?

A Business Model



Why is This Important?

- We believe boards that understand their business model will increase their performance
- Better understanding leads to better questions. Answers lead to even higher understanding, creating a cycle of improvement
- Continuous improvement builds to **Sustainability**

What Do We Mean By "Sustainable"?

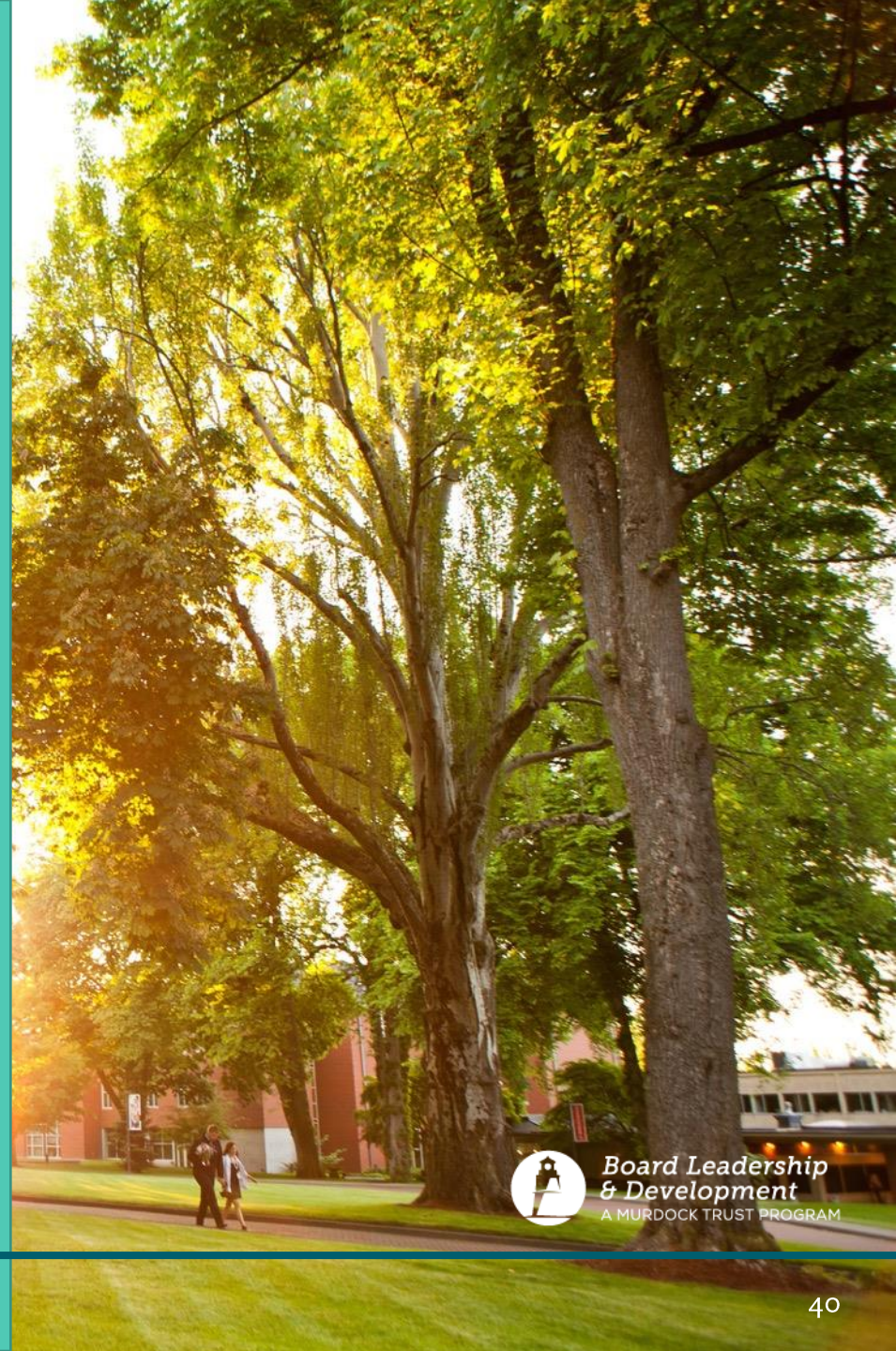
- ❑ Lasting, enduring, delivers over the long haul
- ❑ Absorbs ups and downs
- ❑ Flexes, but does not break
- ❑ Balances inputs and outputs

Why is a Sustainable Organizational Structure Important?

- Numerous constituents require it
- Beneficiaries, staff, volunteers, donors, suppliers, your community, all benefit from a sustainable organization
- **It allows us to keep our promise**

Breakout

- You'll be placed into a breakout with the rest of your team for 20 minutes to work on assessments and organizational work



10 Minute Break

- See you back at **10:10 am**

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Governance:
The Life Cycle of the Nonprofit Board

May 2020

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Session 2: The Life Cycle of the Nonprofit Board

Five Stages

1. Conception
2. Birth
3. Life
4. Death
5. Resurrection

Ensures that the Board is dynamic, relevant and effective

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The Life Cycle of the Nonprofit Board

Conception – *Identifying and Recruiting New Board Members*

Three Steps:

1. Board Evaluation – *know what you want*
    a. *Use tools for board evaluation and every-board member self evaluation*
    b. *Create a matrix to identify current board composition*
    c. *Use strategic plan to identify needed strengths and areas of expertise*
    d. *Identify the weaknesses/needs in current board*
    e. *Create profile for new members*

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The Life Cycle of the Nonprofit Board

2. Board Recruitment Strategy
   - ❑ *Be sure you have a clear job description and list of expectations and responsibilities*
   - ❑ *Convene a strong nomination committee*
   - ❑ *Have forms for candidate nominations*
   - ❑ *Involve ED and key staff as necessary*
   - ❑ *Use board analysis and strategic plan in recruitment – targeted and specific*
   - ❑ *Develop a nominating process and follow it*
   - ❑ *Do your board terms help or hurt your recruitment?*

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The Life Cycle of the Nonprofit Board

3. Board Nomination Process
   - ❑ *Process is bi-directional*
   - ❑ *Create a nomination packet for candidates*
     - ❑ *Ten Questions*
     - ❑ *Statement of Faith*
     - ❑ *Board Member Commitment Form*
   - ❑ *Create a nomination packet for board members with bio*
   - ❑ *Develop a personal visitation process with Chair and ED*
   - ❑ *Bring nominations through Nominating Committee by way of assessment and strategic plan*
   - ❑ *Complete both "Due Diligence" and "Due Process"*
   - ❑ *Three steps: Interest-Invitation-Nomination*
   - ❑ *Critical role of prayer and discernment*

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The Life Cycle of the Nonprofit Board

Birth – *Welcoming, Informing and Orienting New Board Members*

Considerations:

- ❑ *Provide appropriate materials: board and ministry*
- ❑ *Time with staff/ministry involvement*
- ❑ *Personal meeting with ED and Board Chair*
  - ❑ *Review minutes of previous meetings*
  - ❑ *Highlight critical issues/decisions*
  - ❑ *Thorough review of the strategic plan*
  - ❑ *Reaffirm role and expectations*
  - ❑ *Open line to ED and Board Chair for questions*
- ❑ *Welcome at first meeting (pray over?)*

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The Life Cycle of the Nonprofit Board

Life – *Involving board members in the most effective way possible to achieve the strategic vision of the ministry*

Five Considerations

1. *Time Management – Use their time wisely – Well run, organized meetings with purpose*

The Life Cycle of the Nonprofit Board

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*

The Life Cycle of the Nonprofit Board

4. Revitalization – *Board retreats, strategic planning work, outside consultants*

5. Recognition – *Acknowledge and thank them often and appropriately*

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The Life Cycle of the Nonprofit Board

Death – *Enabling board members to end their service in the most efficient and caring way to achieve the strategic vision of the ministry*

Three Reasons to Move Members Off the Board

1. *Ineffectiveness – Lack of attendance, inability to carry out expectation and role, etc.*
2. *Unacceptable behavior*
3. *End of term*

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The Life Cycle of the Nonprofit Board

Keys to a Peaceful Death

- ❑ *Clear policies and expectations*
- ❑ *Fair and frequent evaluations*
- ❑ *Processes for grievances and discipline*
- ❑ *True accountability*
- ❑ *Sane term limits*
- ❑ *History*

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The Life Cycle of the Nonprofit Board

Places for Former Members to Continue to Serve

- ❑ *Advisory committees*
- ❑ *Emeriti*
- ❑ *Ministry volunteers*
- ❑ *Off the Board with plans to return as appropriate*

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The Life Cycle of the Nonprofit Board

Resurrection – *Bringing former board members back onto the board*

Considerations

- ❑ *Abbreviated nomination process, but must fit strategic board needs*
- ❑ *Give board full reign to vote – no pre-arrangements or promises – due process!*
- ❑ *Don't abbreviate orientation process*

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Governance:
Using Board Members Wisely

May 2020

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Using Board Members Wisely

Take time to know everyone's:

- ✓ **S**piritual Gifts
- ✓ **S**trengths
- ✓ **S**ocial Styles

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The 3 Powerful S's

"Imagine… if every board member served out of the sweet spots of their Spiritual Gifts, their Strengths, and their Social Styles! That would be a *HOLY CALLING*!"
-John Pearson

"The Place God calls you to is the place where your deep gladness and the world's deep hunger meet."
-Frederick Buechner

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Spiritual Gifts

- *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style, and God-Given Passion*, by Bruce L. Bugbee

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2. Strengths

Our Board: Top-5 Strengths from StrengthsFinder.com
*Note! Download the template (see the Tools and Templates binder)

Names →
Strength #1
Strength #2
Strength #3
Strength #4
Strength #5

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3. Social Styles page 60

ANALYTICAL Values Thinking Avoids Under Pressure	**DRIVING** Values Control Becomes Autocratic Under Pressure
← ASK (slower-paced) **AMIABLE** Values Relationships Acquiesces Under Pressure	TELL (faster-paced) → **EXPRESSIVE** Values Intuition Attacks Under Pressure

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Governance:
The Board/CEO Partnership

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The 10 Temptations Board Members Must Confront

- **Review page 69**

- Discuss how board members can be encouraged to FLEE from theses temptations!

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Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
• Legal responsibility resides with the board	• Legal responsibility resides with the board	• Legal responsibility resides with the board	• Legal responsibility resides with the board	• Legal responsibility resides with the board
• Reasons for organization to exist are determined by the board	• Reasons for organization to exist are determined by the board	• Reasons for organization to exist are determined by the board	• Reasons for organization to exist are determined by the board	• Reasons for organization to exist are determined by the CEO
• Organizational objectives are set by the board	• Organizational objectives are set by the board	• Organizational objectives are set by the board	• Organizational objectives are set by the CEO	• Organizational objectives are set by the CEO
• Strategies to achieve organizational objectives are developed by the board	• Strategies to achieve organizational objectives are developed by the board	• Strategies to achieve organizational objectives are developed by the CEO	• Strategies to achieve organizational objectives are developed by the CEO	• Strategies to achieve organizational objectives are developed by the CEO
• Day-to-day operational authority rests with the board	• Day-to-day operational authority rests with the CEO	• Day-to-day operational authority rests with the CEO	• Day-to-day operational authority rests with the CEO	• Day-to-day operational authority rests with the CEO
• The board spends most of its time ***doing*** the work of the organization	• The board spends most of its time ***supervising*** the work of the organization	• The board spends most of its time ***directing*** the work of the organization	• The board spends most of its time ***governing*** the work of the organization	• The board spends most of its time ***affirming*** the work of the organization
• Primary board output is ***labor***	• Primary board output is ***coordination***	• Primary board output is ***direction***	• Primary board output is ***counsel***	• Primary board output is ***endorsement***

Yellow indicates Board responsibilities: Green indicates CEO responsibilities. These vary based upon which type of board you have.

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Policy Board or Hands-on Board page 70

- ❑ Policy
- ❑ Hands-on
- ❑ A little of both

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The Policy Governance Continuum page 71

"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."

John Carver from "Boards that make a Difference"

Board & CEO Operating Style page 72

- Current
  - Board Operating Style CEO
  - Operating Style
- 12-18 months from now
  - Board Operating Style
  - CEO operating Style

Day 1 Closing Words

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Culture Keeping

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How can you further develop and nurture your desired culture through your values, policies and practices?

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Values

- ❑ Are your Core Values serving you as your light posts and guardrails?
- ❑ How is your commitment to be a steward board reflected in your values?
- ❑ Do your values link your Biblical foundations to your steward convictions?

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Policies

- ❑ HR policies – do they reflect a steward culture?
- ❑ Financial – do they bear witness to your steward values?
- ❑ Strategy – is it a testimony to your steward commitments?
- ❑ Programs – do their outcomes align with your desired culture?
- ❑ Fundraising – is it done according to biblical principles?

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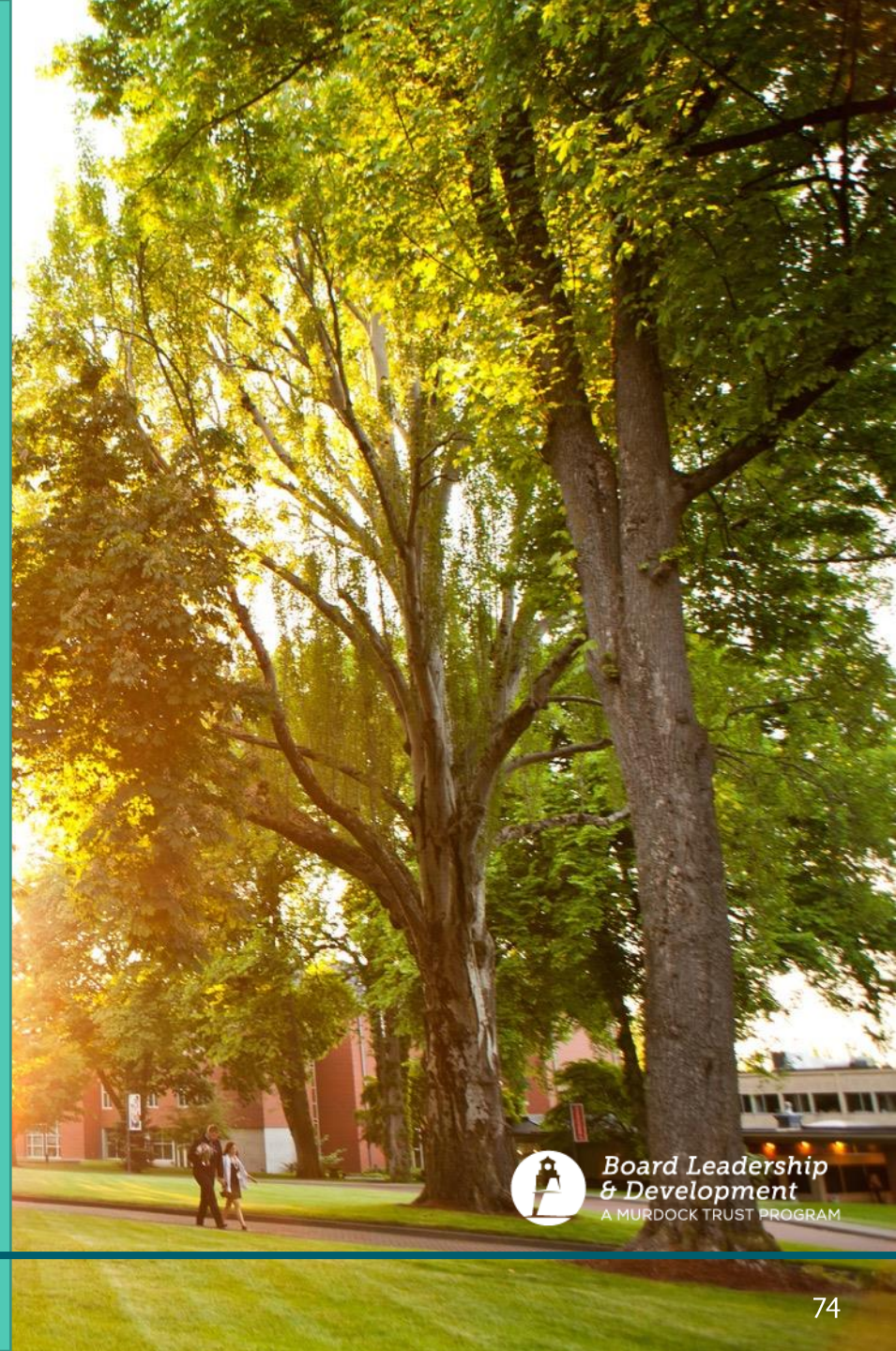
Practices

- ❑ Board Governance – will they build a steward board?
- ❑ CEO Evaluation – are you evaluating him/her on kingdom principles?
- ❑ Conflict of Interest – is it aligned with your values?
- ❑ Board Discipline and Accountability – is it being followed according to your steward board commitments?
- ❑ Spiritual Discernment – is it practiced consistently and resulting in Spirit-led decisions?

Breakout

- You'll be placed into a breakout with the rest of your team for 20 minutes to work on assessments and organizational work



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Culture Keeping: Discerning God's Way Together

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Perspective:

- *The Board is a spiritual community brought together by God to govern a piece of His kingdom work.*
- *Discerning God's Way is the Priority*

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Spiritual Discernment Questions: page 88

- ❑ *Prompting coming from God?*
- ❑ *Consistent with scripture?*
- ❑ *Wise?*
- ❑ *In tune with our culture and character?*
- ❑ *What do trusted people think?*

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Spiritual Discernment Practices: page 88

- ❑ *Pray Now*
- ❑ *Listen and Reflect*
- ❑ *Corporate Prayer*
- ❑ *Ask for Wisdom*
- ❑ *Grant Enough Time*

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Spiritual Discernment Practices: page 88

- ❑ *Intercessors*
- ❑ *Invite Input*
- ❑ *Unity expressed through Common Trust*
- ❑ *Alignment with Scripture*
- ❑ *Peace and Joy*

"God's will is the best thing that could happen to us under any circumstances."

-*Danny Morris and Charles Olsen, Discerning God's Will Together*

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Culture:
Keeping the Promise Faithfully – God's Glory

May 2020

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Five Implications for the Way We Govern

1. Decide Who Is Leading
2. Seek His Voice
3. Surrender Control
4. Serve with Humility and Grace
5. Rely on His Strength and Courage

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1. Deciding Who is Leading

Assessment Moment:

1. What practices are there in our board work that give evidence of this desire?
2. Where is God's voice allowed into our meetings and sought for in our decisions?
3. Do we have examples of times when we sought to go a certain direction but, after concerted prayer, felt God guidance leading us to go a completely different way?
4. Are we committed together to the practice of not moving ahead with a decision until we have certainty that it is affirmed by God through prayer?
5. Would a visitor or new board member be able to tell in short order that we are committed to discerning God's leading and following it obediently as our highest priority?

2. Seeking His Voice

- ❑ Steward boards make prayer their agenda.
- ❑ Steward boards seek confirmation and affirmation of what we hear when we seek His leading.
- ❑ Both intentional, communal prayer and robust and open discussion are the vehicles God can use to steer a steward board forward.

3. Surrendering Control

- The key word here is surrender.
- Tension between our responsibility for the health and well-being of our organization, and God's call on us to surrender it back to him as faithful stewards, trusting him to bring the increase.
- 1 Corinthians 3:5-9 can guide us.
- As steward boards we are called to make sure our organization plants and waters with excellence. That includes our work of governance.
- We must also know where our work ends and our total reliance on God's provision takes over.

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4. Serving with Humility and Grace

Steward boards cultivate cultures that encourage and embrace truth, grace and humility.

Three key questions to ask as you assess where you are as a steward board.

- ❑ Does every member feel free to speak the truth in an atmosphere of open dialogue and honesty?
- ❑ Is grace freely and readily given in speaking and listening to opposing views, and when tensions and disagreements arise?
- ❑ Do all board members practice humility in final decisions, whether their position is adopted or not?

5. Relying on His Strength and Courage

- When God leads it usually requires a tolerance for risk, a step of faith, a surrender of control and a trust for Him to provide.
- Owner boards will shrink back from taking these big steps of risk and faith, believing that if they cannot control the outcomes and assure their secular definition of success, somehow they are acting prudently through their inaction.
- If we truly seek after and believe we have received God's guidance for the way forward, and that way requires a faithful reliance on God's provision, we must be prepared to move ahead, even if worldly standards of financial management or risk avoidance might say otherwise.
- This is a tension felt by every Christian board, and how we navigate it will have a significant impact on the extent to which we carry out God's work, done God's way, for God's glory.

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Your Roadmap to Becoming a Steward Board – Five Steps

1. Gain 100% agreement on the need to become a more faithful steward board.
2. Assess where you are and identify the work to be done – use tools to help you understand your board's strengths and weaknesses.
3. Lay out a plan to address each one with clear steps and accountability.
4. Adjust policies to align with your new commitments.
5. Pay attention to culture. Peter Drucker famously remarked, "culture eats strategy for breakfast." Steward boards pay constant attention to culture, both the board culture and that of the larger organization they serve.

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Final Word on Culture – Practice Joy

We have used the words faithfulness, obedience and freedom. We need to add one final important word that should be a characteristic of a steward board; namely, joy.

If we are working for the King of Kings and Lord of lords, building his kingdom his way for his glory how can that work not bring us great satisfaction and joy?

We pray that as you embrace this call to become a more faithful steward board, that will be one of the defining outcomes for all who serve.

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Breakout

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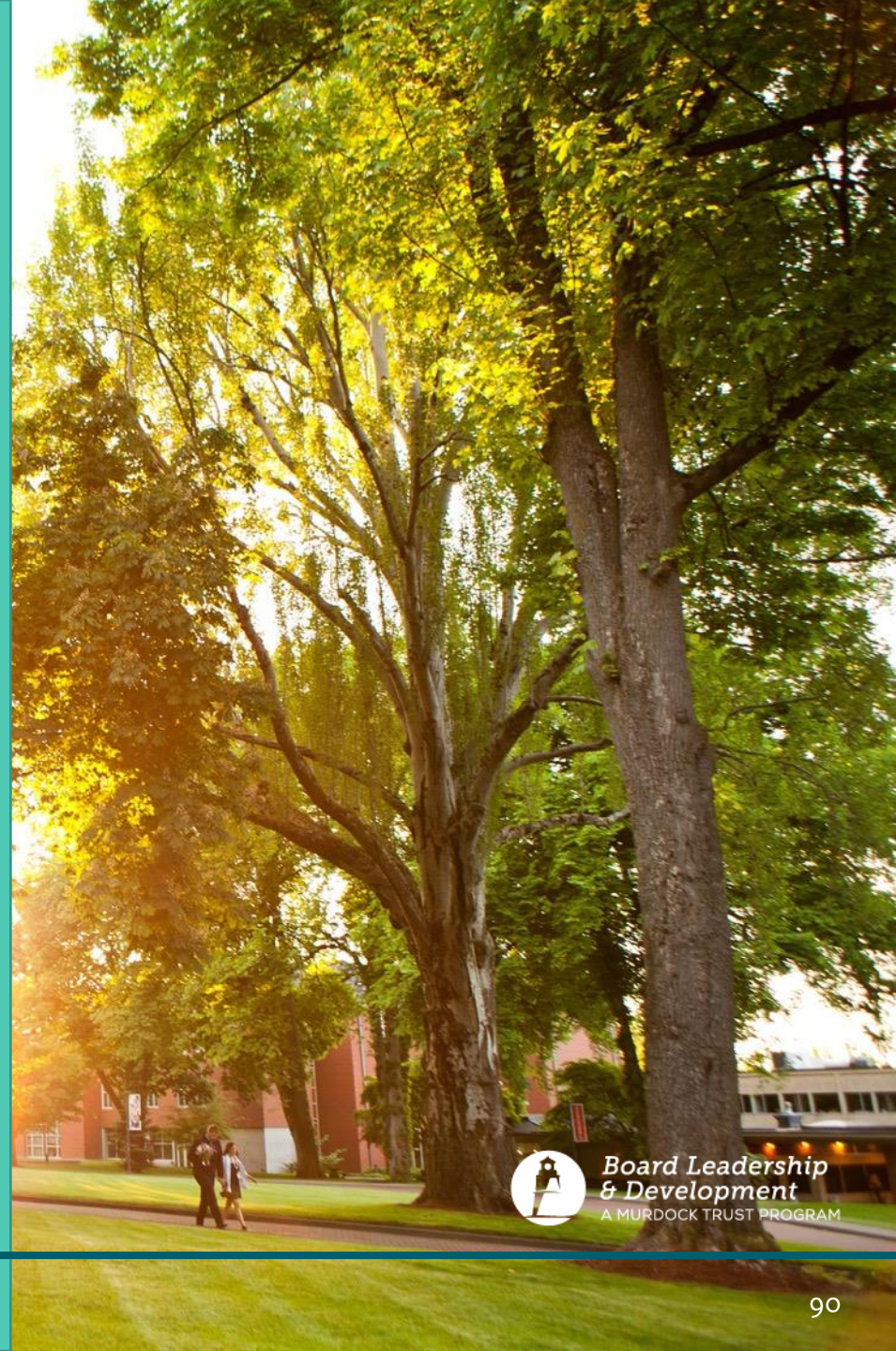

10 Minute Break

- ❑ See you back at **10:30 am**

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Strategy: Using, Updating, and Evaluating the Plan

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Recap: Rolling Three Year Plan: page 96

- ❑ *Simple Premise*
- ❑ *Clear Benefits*
- ❑ *Good Process*

**Adapted from the work of John Pearson*

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Using the Plan:

- *Reported on monthly by CEO to Board.*
- *Progress/Challenges discussed w/ staff at least monthly.*
- *Progress/Challenges discussed w/ board at least twice a year, if not quarterly.*
- *Adjustments made based on new information*

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Reviewing the Plan: page 98

- ❑ *A simple review process*
- ❑ *Starter questions*
- ❑ *Updating the plan*

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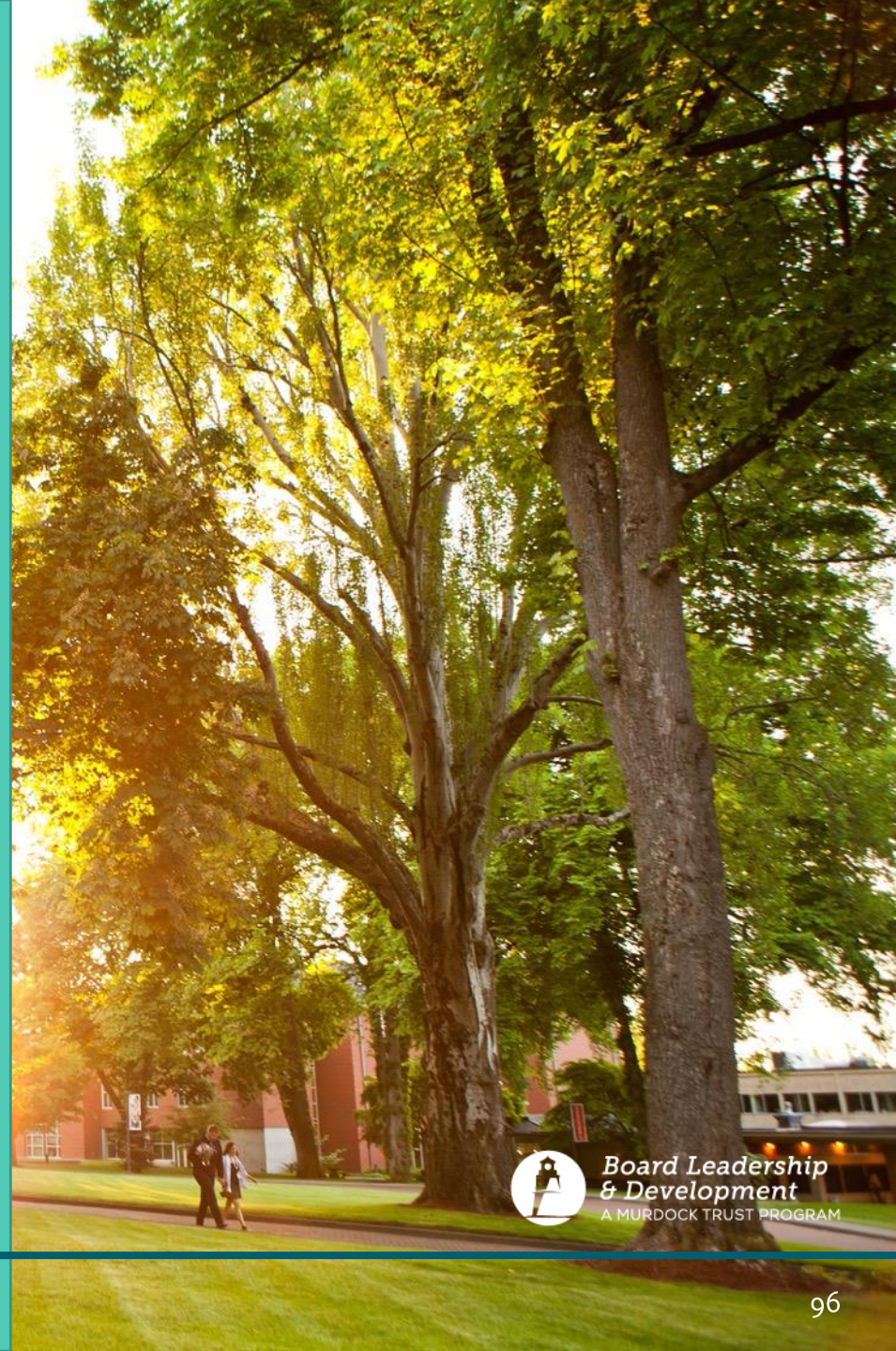
Breakout

- You'll be placed into a breakout with the rest of your team for 20 minutes to work on assessments and organizational work



M.J. Murdock
CHARITABLE TRUST

Strategic:
The Board's Role in Aligning Your Strategic Plan, Business Plan and Mission

May 2020

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The Board's Role in Aligning Strategic Plan, Business Plan and Mission

- ❑ Mission – Who we are and what we do (promise)
- ❑ Business Plan – how we operate
- ❑ Strategic Plan – Where we are going and how we get there

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Car Analogy

Mission and Purpose: Describes our design and its intended purpose

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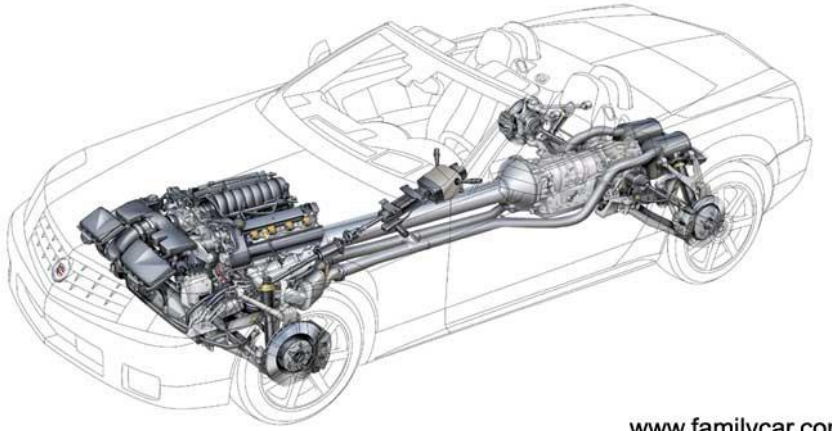
Car Analogy

Business Plan: everything that makes our organization run smoothly and efficiently according to our design.



www.familycar.com

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Car Analogy

Strategic Plan is your Steering Wheel and GPS: takes us where we can perform at our best according to our design.

Examples

Fast street cars are designed for (promise) speed and handling

Engines, suspensions and drive trains that go fast and are agile

Need to be steered onto pavement, fast tracks and open areas

4x4 trucks are designed for (promise) rugged off-road driving

Engines, suspensions and drive trains that provide torque and clearance

Need to be steered off-road where they can perform their best

Six Questions

1. Do you know your ‘design’, your purpose and what you promise?
2. Do you have the right systems to take fullest advantage of your design and purpose?
3. Does your strategic plan steer you in directions that allow you to best take advantage of your design, use your systems and get maximum performance?
4. What do you do if you sense you need to be steered in a direction that your systems are not built to handle?
5. Can you retool your systems without working against your design?
6. What drives you: design, systems or steering wheel?

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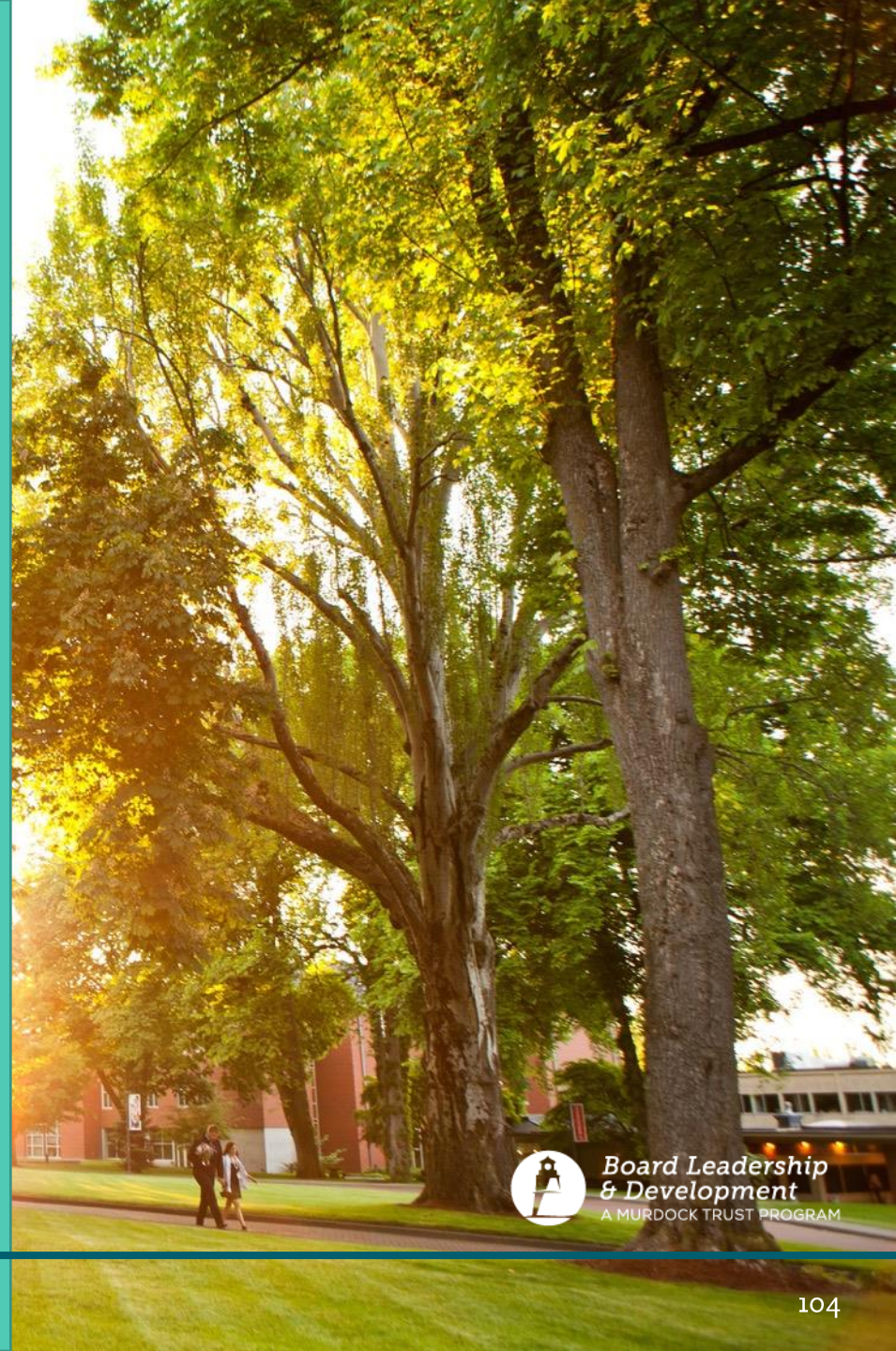

Top 5 Strategic Next Steps

- ❑ Time as an organization to work on your Top 5 Strategic Next Steps document
- ❑ Email a copy to boardleadership@murdocktrust.org and cc your coach

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Closing Words

Thank you.

360-694-8415

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