

The Placemat | 4 Conversation Starters

OUR BOARD CULTURE IS EXPRESSED IN HOW WE INTEND, INVEST, INVITE & IMPACT.

Organization

Member

Date

A. Intend

Definition | Having a Purpose or Goal, Designing for a Specified Future, Proceeding on a Course.

- 1. We consult mission, vision and values during decisions.
- 2. We examine by-laws/policies for alignment, fairness, inclusion.
- 3. We translate intentions to action plans, roadmaps, playbooks.
- 4. We orchestrate our progress through a strategic plan, goals.

C. Invite

Definition | Welcoming Participation, Politely Increasing Chance, Offering Incentive.

- 1. We recruit members who add capacity, not merely fit.
- 2. We invite those we serve to help us identify our blind spots.
- 3. We survey board members to assess their comfort to speak freely.
- 4. We have a board matrix and cultivate diverse candidate pools when recruiting.

B. Invest

Definition | Committing Resources, Earning a Return, Acting for Future Advantage, Engaging Emotionally.

- 1. We ask, "How can we afford it?" instead of "Can we afford it?"
- 2. We show 'buy-in' through 100% financial participation.
- 3. We build board capacity through cultural mentors or advisors.
- 4. We invest in customer, staff and board surveys to find gaps that need to be addressed.

D. Impact

Definition | Producing a Result, Force of impression Left, Lasting, Durable Outcome.

- 1. We measure our efforts by evidence-based outcomes.
- 2. We compare our results to stated intentions, promises.
- 3. We harvest learning after events, milestones, fails, wins.
- 4. We recognize, celebrate and encourage efforts of staff team.

BOARD CULTURE
PLACEMAT

KEY

1=NOT TRUE,
3=UNSURE, 5 =TRUE

Start

Stop

Conversation Starters

- Score Each Item, Using a 1-5 Scale.
- Compare Results with Members.
- Host a Conversation: "I Propose We Start, Stop, or Strengthen ____." Use Your Notes.

Strengthen



Board Leadership & Development
A MURDOCK TRUST PROGRAM