

# Board Leadership & Development

May 2024



M.J. Murdock  
CHARITABLE TRUST



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# Setting the Stage:

Four Characteristics of a High  
Performing Board

The Well-Run Board Meeting



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# Top 5 Action Steps for Our Board

*Ensuring the Organization for the Long Term*

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## Top Five Action Steps for Our Board

Organization Name:

ACTION STEP 1	
Point Person:	<input style="width: 80%; border: none;" type="text"/>
Strategic Step:	<input style="width: 80%; border: none;" type="text"/>
Deadline:	<input style="width: 80%; border: none;" type="text"/>
Completed Date:	<input style="width: 40%; border: none;" type="text"/> <span style="float: right;">Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No</span>

ACTION STEP 2	
Point Person:	<input style="width: 80%; border: none;" type="text"/>
Strategic Step:	<input style="width: 80%; border: none;" type="text"/>
Deadline:	<input style="width: 80%; border: none;" type="text"/>
Completed Date:	<input style="width: 40%; border: none;" type="text"/> <span style="float: right;">Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No</span>

<https://murdocktrust.org/app/uploads/2024/01/BLD-2024-General-Top-Five-Action-Steps-for-Our-Board-fillable.pdf>



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# A High-Performing Board...



1

› Agrees on the governance model and philosophy (Effective **Governance** Practices)

2

› Defines and maintains a healthy, mission-centered board culture (Healthy Board **Culture**)

3

› Commits to deep understanding of the organization and its context/marketplace (**Sustainable** Organizational Framework/Business Model)








4

› Holds the long view in mind (Dynamic **Strategic Plan**)



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# Seven Keys for an Effective Board Meeting

- 1 >  Preparation
- 2 >  Agenda, agenda, agenda
- 3 >  Establish focus at the start
- 4 >  Stick to the plan
- 5 >  Documentation
- 6 >  Executive sessions
- 7 >  Evaluation



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# Governance 101:

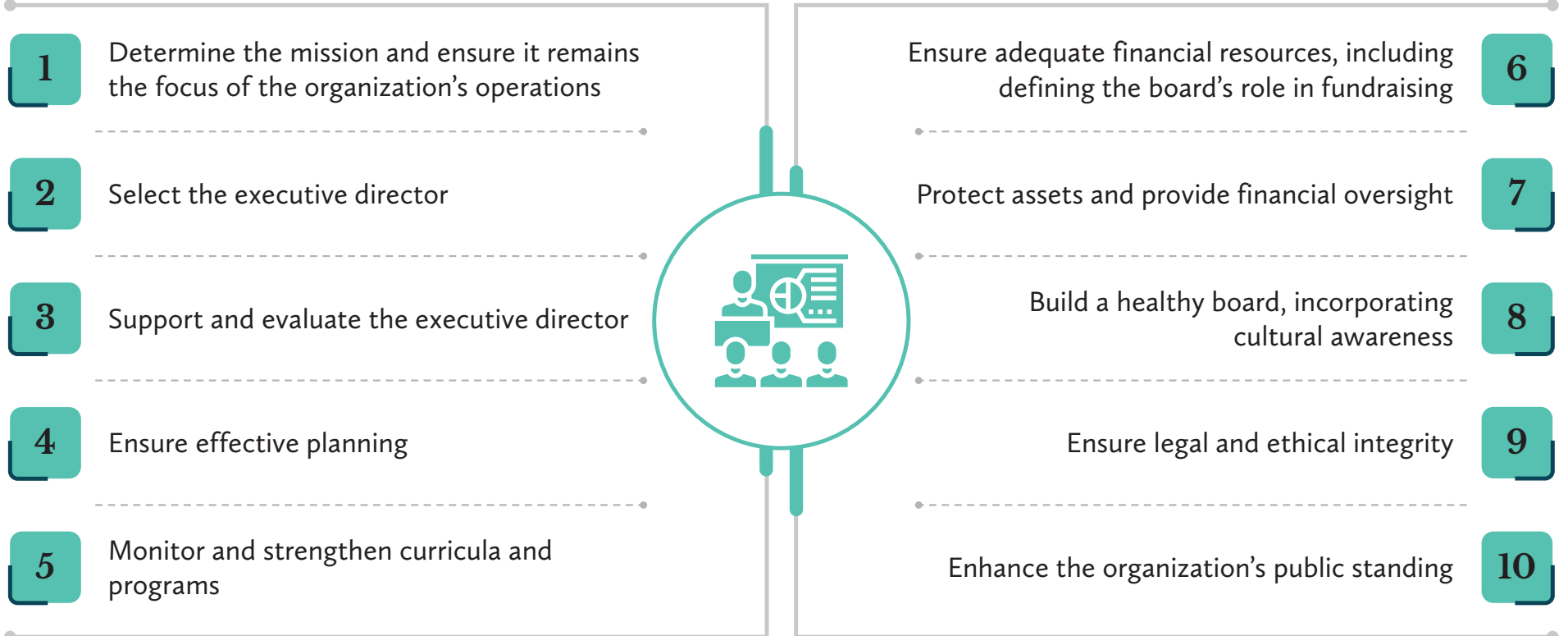
The Primary Work of the Board on Behalf of the Organization



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# Ten Primary Responsibilities of the Board



# The Primary Roles of Board Members



# The 3 Hats of Board Work

B Board Leadership & Development
 G GOVERNANCE

## The 3 Hats of Board Work

☑ Check one box per row.

BOARD MEMBER HATS:	GOVERNANCE HAT	VOLUNTEER HAT	PARTICIPANT HAT
1. "It's important that we have several board members present when our graduates receive their diplomas next week."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. "All in favor say 'aye.'"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. "As you know, every board member and spouse must host a table at our annual fundraising dinner—and invite eight guests."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. "The staff needs some accounting help to close the year-end books."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. "The Audit & Finance Committee will meet with the auditor on July 15."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<https://murdocktrust.org/app/uploads/2024/04/BLD-2024-Governance-The-3-Hats-of-Board-Work-fillable.pdf>






# Shared Commitments of Board Members



# Annual Affirmation Statement (sample)

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## Board Member Annual Affirmation Statement *(sample)*

A resource to supplement the materials in the *ECFA Governance Toolbox Series No. 2: Balancing Board Roles*  
Understanding the 3 Board Hats: Governance ▶ Volunteer ▶ Participant ▶  
[www.ecfa.org/Content/Governance-Toolbox-Series-2](http://www.ecfa.org/Content/Governance-Toolbox-Series-2)

*“With crystal clarity, we explain the three distinct hats of board service: Governance, Volunteer and Participant.”*  
*ECFA Governance Toolbox Series No. 1: Recruiting Board Members (page 11)*

**HOW TO USE THIS DOCUMENT:**  
Begin by asking your board members to answer three questions:

---

**HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THESE STATEMENTS?**  
1 – STRONGLY DISAGREE   2 – DISAGREE   3 – NEITHER AGREE NOR DISAGREE   4 – AGREE   5 – STRONGLY AGREE

---

**HOW EFFECTIVE IS OUR BOARD AT ESTABLISHING WRITTEN CRITERIA AND QUALIFICATIONS FOR BOARD MEMBERS?** CIRCLE YOUR ANSWER

---

We have a “Board Member Annual Affirmation Statement” (or similar document) that summarizes the roles and responsibilities of board members, including future board meeting dates—and the board member’s affirmation that he or she will be in attendance. 1   2   3   4   5

<https://murdocktrust.org/app/uploads/2024/04/BLD-2024-Governance-Board-Member-Annual-.pdf>



# Board Policies



## The board focuses on three types of policies:

Opportunity policies provide thoughtful parameters on how opportunity will be pursued. For example, a policy may require 100% funding prior to starting a new initiative.

Safeguard policies are written to keep the organization from misunderstanding and harm. *Conflicts of Interest* and *Dispute Resolution* are two common examples.

Relationship policies describe the connection between the board, Executive Director, staff, volunteers, and constituency. Succession plans are a good example of how people will be cared for in crisis or planned transitions.





# The Taxi



Boards provide direction regarding destination.



You are not driving.



# The Corral



Board policies as  
safeguards



Example:  
Executive Limitations



# Governance



The board is a community of individuals brought together to steward/govern the public trust through the unique purpose of the organization.



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# Governance



## One Board–One Voice



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# Governance



## Assessment

- Take *individually* first
- Understand where you are now.
- Consider where you want to be 12 months from now.





## Board Governance Assessment — Summary

NEVER	SOMETIMES			ALWAYS
1	2	3	4	5

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

--	--	--	--	--

2. The executive committee reports to the board on all actions.

--	--	--	--	--

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

--	--	--	--	--

4. Board meetings are well-attended with near full turnout.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

7. Newly elected board members receive orientation for their role.

--	--	--	--	--

<https://murdocktrust.org/app/uploads/2024/04/BLD-2024-Gov-Board-Gov-Assess-Sum-fillable.pdf>







# Board Culture 101:

How Does Your Board Conduct Itself?



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“

Culture eats strategy  
for breakfast.”

-----

**Peter Drucker**

# Board Culture Defined



The underlying beliefs, assumptions, values, and the ways of interacting that contribute to the unique social and psychological environment of an organization or group



# Five Practices to Strengthen Your Board Culture



Recognize the *importance* of a strong and healthy board culture



*Assess* your board's current culture



Be *intentional* about working together towards improving and protecting it



Understand and *utilize practices* that support a healthy board culture



*Reassess* your culture annually and *emphasize* it during times of change and transition



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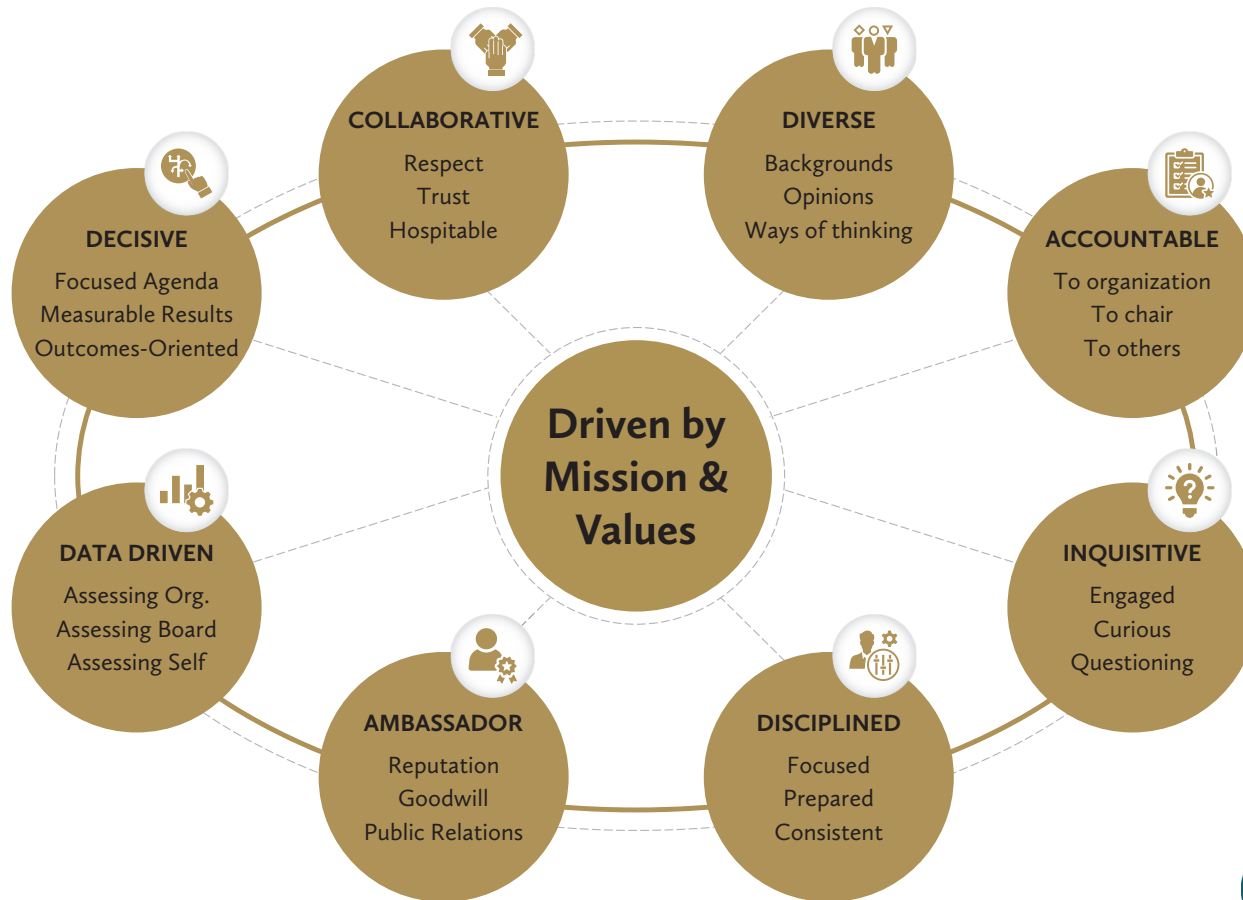
## **Assess Your Current Board Culture: *Healthy, Unhealthy or Somewhere in Between?***



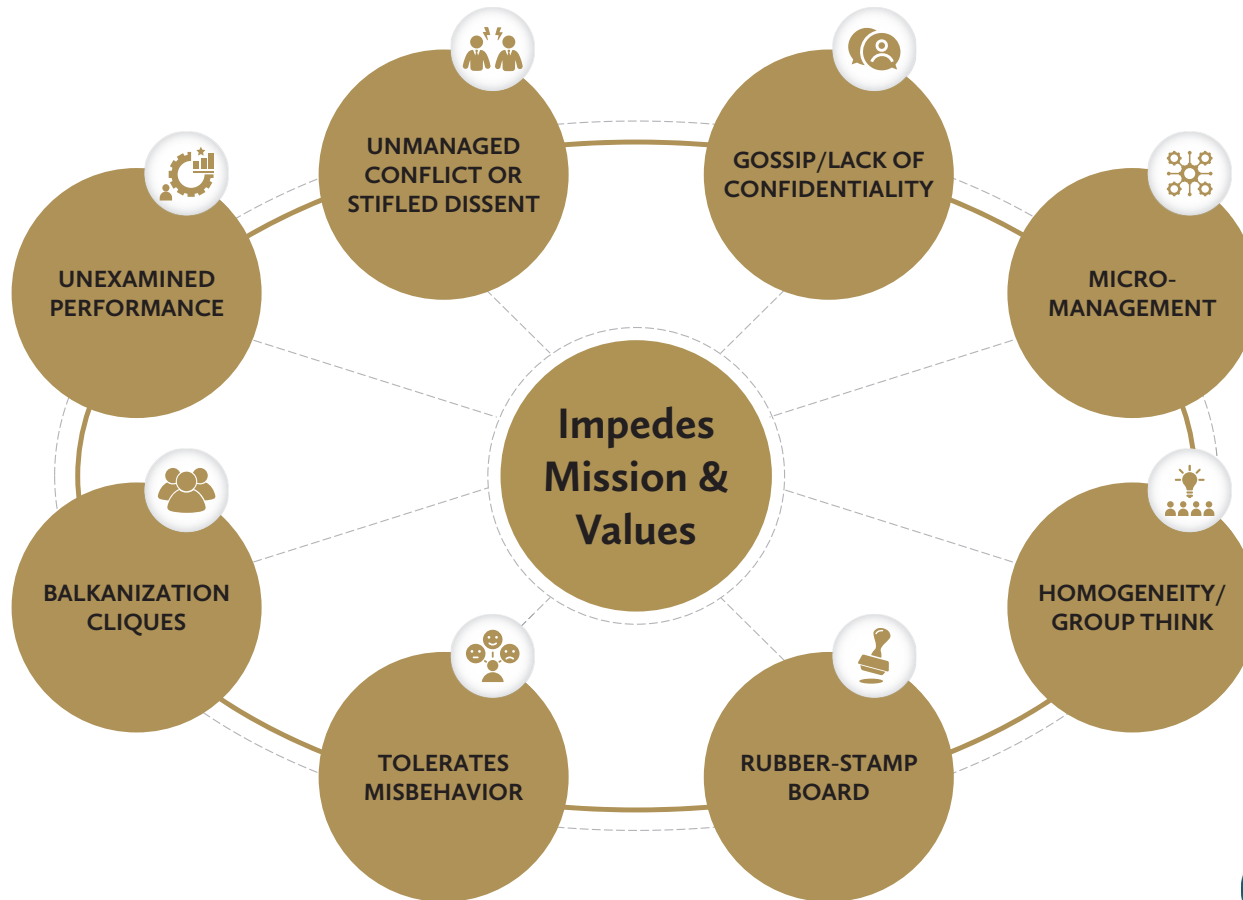
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# Healthy Board Culture



# Unhealthy Board Culture



# Culture Assessment

*Take individually first, then discuss as a team.*





Board Leadership & Development			CULTURE	
<b>Board Culture Survey</b>				
Please indicate where you believe our Board is on the continuum:				
DOMINANT INNER CIRCLE			DISTRIBUTED INFLUENCE	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
INDIVIDUAL CONVICTIONS			COLLECTIVE WISDOM	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
CLOSE-MINDED			OPEN-MINDED	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
OPACITY			TRANSPARENCY	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
LACK OF CONFIDENTIALITY			CONFIDENTIALITY	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
DISENGAGEMENT			DILIGENCE	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
DISREGARD AND DISTRUST			RESPECT AND TRUST	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
AMBIGUOUS EXPECTATIONS			CLEAR EXPECTATIONS	
1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

<https://murdocktrust.org/app/uploads/2024/04/BLD-2024-Culture-Board-Culture-Survey-fillable.pdf>



# Be *Intentional* about Improving and Protecting Culture



-  **Work together to improve and protect**
-  **Owned by the entire board**
-  **Monitored and assessed by a specific committee**
-  **Led by Board Chair and Executive Director**





# Utilize Practices that Drive a Healthy Culture



A chair who is an *effective facilitator*



*Strong relationships* among board members, with Executive Director and senior leadership



Board cultures that take the *long view*



# Chair Facilitates Healthy Culture



- › Cultivates a strong partnership with Executive Director
- › Resolves conflicts
- › Builds consensus and reaches compromise
- › Fosters an environment that builds trust
- › Frames questions and discusses issues strategically



# Build Strong Relationships



- › Manage expectations on the front end
- › Ensure board feels appreciated
- › Leverage gifts and skills of board members
- › Value all perspectives and opinions, while speaking with one voice



# Take the Long View



- › Spend 70%-80% on future vs. 20%-30% on current issues
- › Use longer time horizons when making decisions
  - 3 years or more
- › Strategic vs. tactical focus—creates robust discussions
  - Makes most of diverse perspectives
- › Challenges leadership to consider different future scenarios





# *Reassess and Emphasize* Culture



**Include questions in annual or bi-annual board evaluations**



**Emphasize the importance of culture during times of transition**



**When it's broken, be intentional about fixing it.**



# Quick Review—for a Healthy Culture



Recognize the *importance* of culture



*Assess* current culture



Be *intentional* about improving and protecting it



*Utilize* healthy board culture practices—3 Drivers



*Reassess* your culture regularly



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# Breakout Discussion/Work with Coach

- 1 > Discuss the healthy and unhealthy aspects of your board culture based on the board assessment.
- 2 > Discuss unwritten rules as well as clear and hidden assumptions within your board's culture.
- 3 > Does your board have specific values it aspires to? If so, what are they?
- 4 > How do you describe board culture to a prospective board member?
- 5 > What might you want the board culture to look like in two years?
- 6 > What steps could you take to make shifts in board culture?
- 7 > Should we add board culture to your Top 5 Action Steps for your board?








# Top 5 Action Steps for Our Board

*Ensuring the Organization for the Long Term*

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## Top Five Action Steps for Our Board

Organization Name: \_\_\_\_\_

ACTION STEP 1	
Point Person:	_____
Strategic Step:	_____
Deadline:	_____
Completed Date:	_____ Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

ACTION STEP 2	
Point Person:	_____
Strategic Step:	_____
Deadline:	_____
Completed Date:	_____ Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

<https://murdocktrust.org/app/uploads/2024/01/BLD-2024-General-Top-Five-Action-Steps-for-Our-Board-fillable.pdf>



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# See you tomorrow!



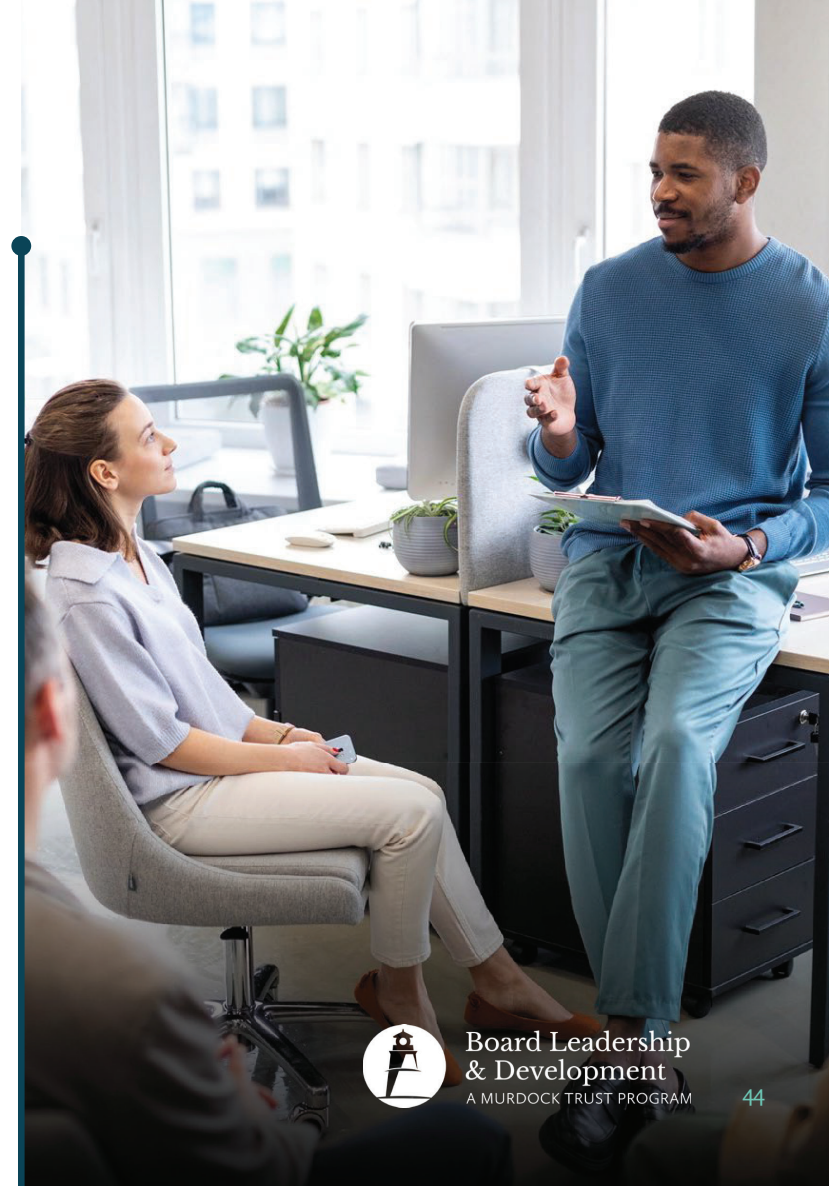
The room opens at

**8:45am PT**



The first session starts at

**9:00am PT**



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# Sustainability 101:

Building an Organizational Framework



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“

Our primary task is to unleash the creative forces in man. Let us accept the challenge and try to elevate the whole population.”

---

**Jack Murdock**



# What Do We Mean by “Sustainable”?



› Lasting, built for the long-haul



› Flexes but does not break, absorbs ups and downs



› Balances inputs and outputs



# Why is Sustainability Important?



➤ Numerous constituents require it.



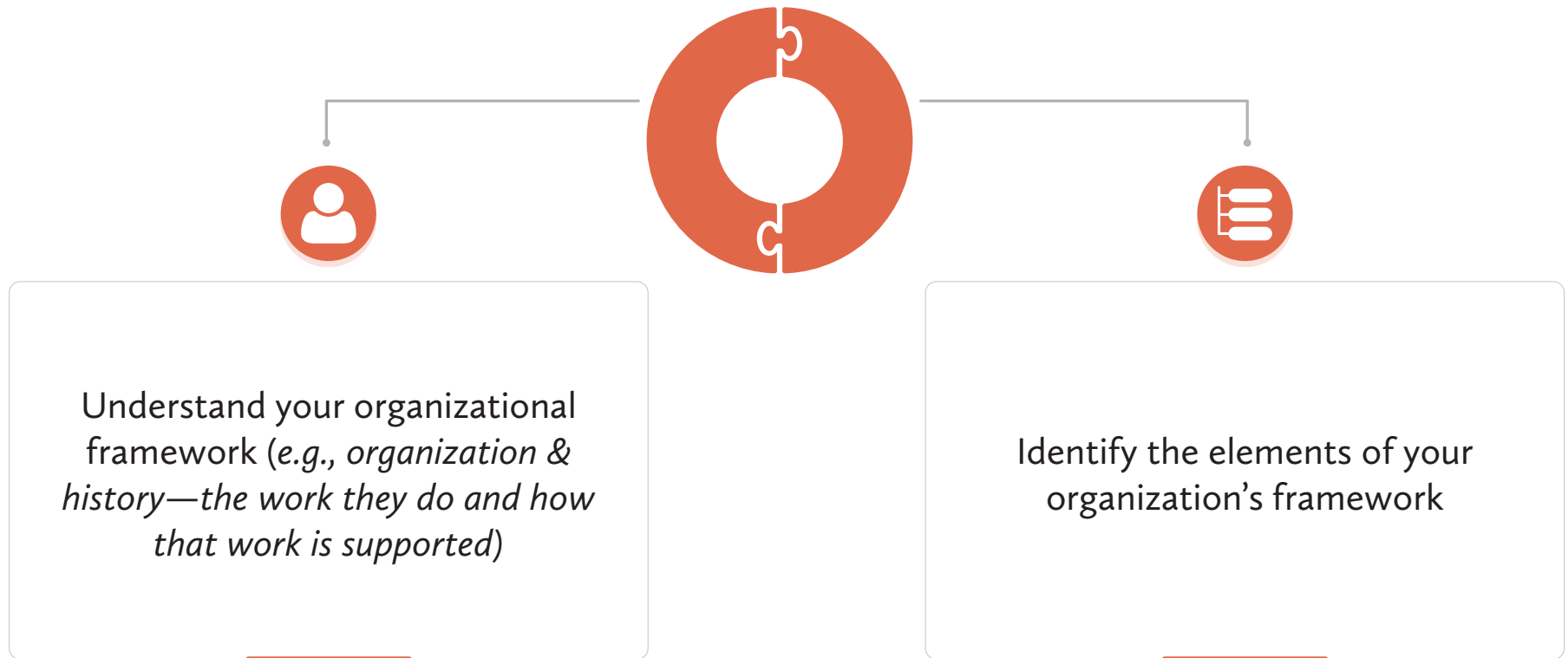
➤ You can focus on doing work rather than reorganizing.



➤ Top Leadership and the Board are on the same page.



# Organizational Framework



# 5-Minute Self-Assessment



*Complete the self-assessment individually first.*

*Identify the elements of your organization's framework. Think in terms of ingredients in a recipe.*



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What are the “Ingredients” that make up your organization?

INDIVIDUAL EXERCISE:  
Identify the elements of your organization's framework. Think in terms of ingredients in a recipe.

- 
- 
- 
- 
- 

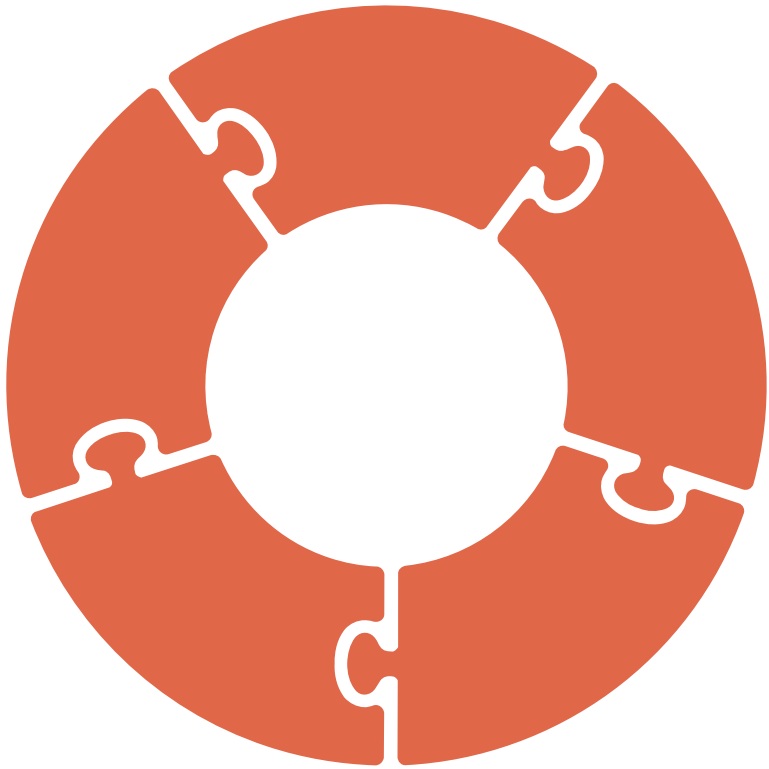
<https://murdocktrust.org/app/uploads/2024/01/BLD-2024-Sustainability-Organizational-Ingredients-fillable.pdf>



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# Framework for Board Success: A Structure



# Everything Starts with “Why”

- > Why did you come into existence?  
What need did you see?
- > What gets you up in the morning?
- > What keeps you up at night?
- > Understanding your “why” leads to a promise



# What is Your Promise?

## Breakout Discussion Questions

- > Why was your organization founded?
- > What need did it set out to meet?
- > What is your promise?

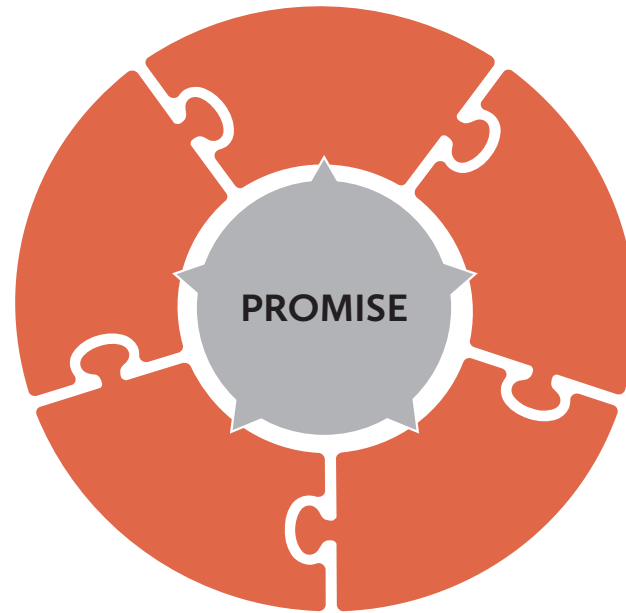


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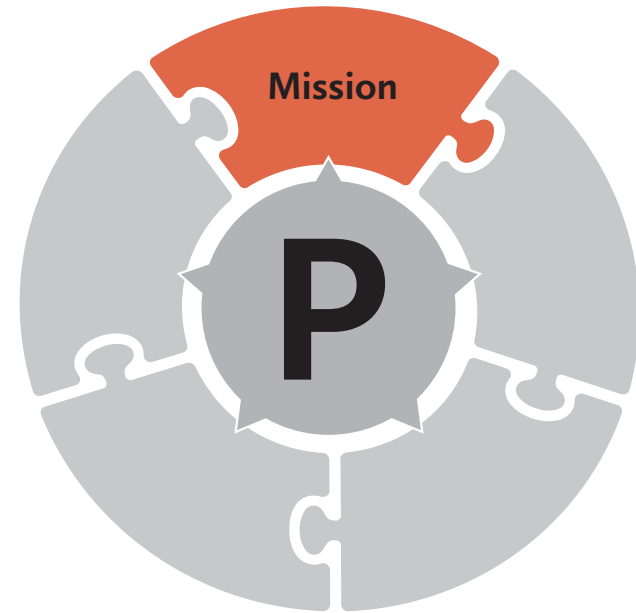
# Your “Promise” is the Core, Touching All Elements of the Framework





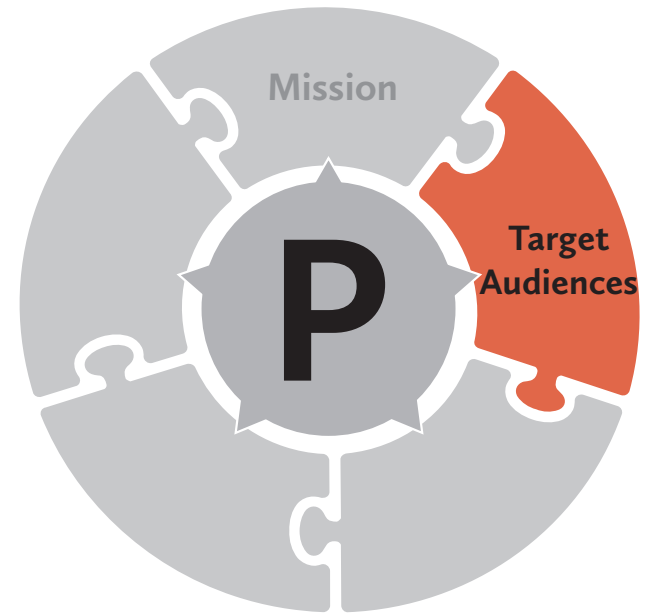
# First Core Element: Mission

- > Defines what we do
- > The board is responsible to steward (hold in trust) the mission
- > Missions must live and breathe—they need to stay relevant



# Second Core Element: Target Audiences

- > You have multiple audiences—your primary audience is the beneficiary of your services
- > What does each audience want/need?
- > The board needs to ensure a strategy exists for each audience



# Third Core Element: Programs

- > This is where your mission comes to life
- > Do we deliver this service/program better than everyone else?
- > Are our programs relevant/productive? Do they produce desired results?



# Fourth Core Element: Resources





# Fourth Core Element: Resources



- > Avoid overreliance on financials
- > Have a plan and review process for each resource



# Fifth Core Element: Future Direction

- > “Future” is the key word (70/30)
- > Proactive versus reactive
- > Disruption will drive this if nothing else
- > How will you deliver your mission three years from now?



# A Complete Framework for an Organization

- > Your promise is at the center of everything
- > Balances inputs/outputs
- > Top leaders need to understand your framework



# Adding the POWER

- > The power is the interconnectivity of the elements
- > Embrace this and avoid silo thinking
- > Promote efficient behavior







# Three Most Important Concepts with the Organizational Framework

1

➤ Leadership must have a working understanding of the entire framework

2

➤ Interconnectivity is key to driving efficiency and optimizing resources

3

➤ Have a plan and review process for each element



# Organizational Framework Assessment

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SUSTAINABILITY

## Organizational Framework Assessment

LOW					HIGH
1	2	3	4	5	
1. How confident are you that your organization is sustainable? Built for the long-haul?					
2. How confident are you that your mission is reflected in your operations?					
3. How confident are you that ALL target audiences have been identified and resourced?					
4. How confident are you that your organization has effective programs for each target audience?					
5. How confident are you that your board is knowledgeable about ALL resources needed to deliver your promise—not just financial resources?					
6. How confident are you that your board has anticipated the need and importance of a future direction that will serve for generations?					

**GROUP COMPOSITE AVERAGE SCORE**

Question 1

Question 2

Question 3

Question 4

Question 5

Question 6



<https://murdocktrust.org/app/uploads/2024/01/BLD-2024-Sustainability-Organizational-Framework-Assessment-fillable.pdf>

# Organizational Framework Assessment (sample)

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SUSTAINABILITY

## Organizational Framework Assessment

	LOW				HIGH
	1	2	3	4	5
1. How confident are you that your organization is sustainable? Built for the long-haul?			X		
2. How confident are you that your mission is reflected in your operations?					X
3. How confident are you that ALL target audiences have been identified and resourced?		X			
4. How confident are you that your organization has effective programs for each target audience?			X		
5. How confident are you that your board is knowledgeable about ALL resources needed to deliver your promise—not just financial resources?				X	
6. How confident are you that your board has anticipated the need and importance of a future direction that will serve for generations?				X	

**GROUP COMPOSITE AVERAGE SCORE**

Question 1 **3**

Question 2 **4.5**

Question 3 **2**

Question 4 **2.5**

Question 5 **4**

Question 6 **3.5**





# Strategic Planning 101:

The Board's Role in Strategic Planning



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# Strategic Planning



Why have a plan?



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# Strategic Planning



Strategic planning is a continual process that is used to set priorities, focus resources, and establish agreement on intended results. It shapes what an organization does with a focus on the future.

*Note: Strategy is different from strategic planning. Strategy describes HOW goals will be met using available resources.*



# Board's Role in Strategic Planning

   Board as Staff	   Board as Managers	   Board as Directors	   Board as Governors	   Board as Advisors	
<ul style="list-style-type: none"> <li>▶ Legal responsibility resides with the board</li> <li>▶ Reasons for organization to exist are determined by the board</li> <li>▶ Organizational long-term goals are set by the board</li> <li>▶ Strategies to achieve organizational long-term goals are developed by the board</li> <li>▶ Day-to-day operational authority rests with the board</li> </ul>	<ul style="list-style-type: none"> <li>▶ Legal responsibility resides with the board</li> <li>▶ Reasons for organization to exist are determined by the board</li> <li>▶ Organizational long-term goals are set by the board</li> <li>▶ Strategies to achieve organizational long-term goals are developed by the board</li> <li>▶ Day-to-day operational authority rests with the Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>▶ Legal responsibility resides with the board</li> <li>▶ Reasons for organization to exist are determined by the board</li> <li>▶ Organizational long-term goals are set by the board</li> <li>▶ Strategies to achieve organizational long-term goals are developed by the Executive Director</li> <li>▶ Day-to-day operational authority rests with the Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>▶ Legal responsibility resides with the board</li> <li>▶ Reasons for organization to exist are determined by the board</li> <li>▶ Organizational long-term goals are set by the Executive Director</li> <li>▶ Strategies to achieve organizational long-term goals are developed by the Executive Director</li> <li>▶ Day-to-day operational authority rests with the Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>▶ Legal responsibility resides with the board</li> <li>▶ Reasons for organization to exist are determined by the Executive Director</li> <li>▶ Organizational long-term goals are set by the Executive Director</li> <li>▶ Strategies to achieve organizational long-term goals are developed by the Executive Director</li> <li>▶ Day-to-day operational authority rests with the Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>▶ Board responsibilities</li> <li>▶ Executive Director responsibilities</li> </ul>
The board spends most of its time <b>DOING</b> the work of the organization	The board spends most of its time <b>SUPERVISING</b> the work of the organization	The board spends most of its time <b>DIRECTING</b> the work of the organization	The board spends most of its time <b>GOVERNING</b> the work of the organization	The board spends most of its time <b>AFFIRMING</b> the work of the organization	
Primary board output is <b>LABOR</b>	Primary board output is <b>COORDINATION</b>	Primary board output is <b>DIRECTION</b>	Primary board output is <b>COUNSEL</b>	Primary board output is <b>ENDORSEMENT</b>	

These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004





# Board's Role in Strategic Planning



**Where you land on the previous chart helps describe your role in the strategic planning process.**





# Why Plans Fail, Falter, Succeed, Never Get Started

- › **Fail:** No loyalty, no updates, no accountability
- › **Falter:** Loss of focus due to tyranny of the urgent, board neglect, rigidity
- › **Falter:** Strategy is confused with operations
- › **Falter:** Poor framing of strategic issues
- › **Succeed:** Loyalty, accountability, agility, enculturation
- › **Never get started/finished:** Desire for the perfect plan, low priority, the illusion of time commitment

*“I have always found that plans are useless, but planning is indispensable.”*

-----  
**Dwight D. Eisenhower**



# Outcomes of a Good Strategic Planning Process



Works well for most boards and executive directors



Functions well in simple/complex situations



Collaborative



Drives strategic thinking into the culture



Focused and communicates well



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# Elements of the Work



 **Strategy Formation**  
Strategic thinking



 **Plan Development**  
Rolling three-year strategic plan





# Strategic Planning 101:

Strategy Formation



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# Why Is Strategy Important?



An organization's power arises from bringing its resources to bear on a point.



Deciding why, where, and how to operate is different than operating.



Strategy overtly decides the best answers to “why, where, and how.”





# What Strategy Looks Like



Guides resources allocation and shapes organizational practices



Chooses a point of focus



Aligns organization around that point of focus



Great strategy uses today's resources to achieve greater success tomorrow through the organization's position, programs, practices, and resources



# What Strategy Is



**Strategy advisor Roger Martin says it well...**

- › "Strategy is the act of making an integrated set of choices which positions the organization to win."



**Choices that fit together to achieve a defined vision**



**Strategy reveals the path to success**



# What Strategy Is Not



**Strategy is not planning, but they are dependent upon one another.**

- › "Planning is the act of laying out projects (steps) with timelines, deliverables, budgets and responsibilities..." - Roger Martin

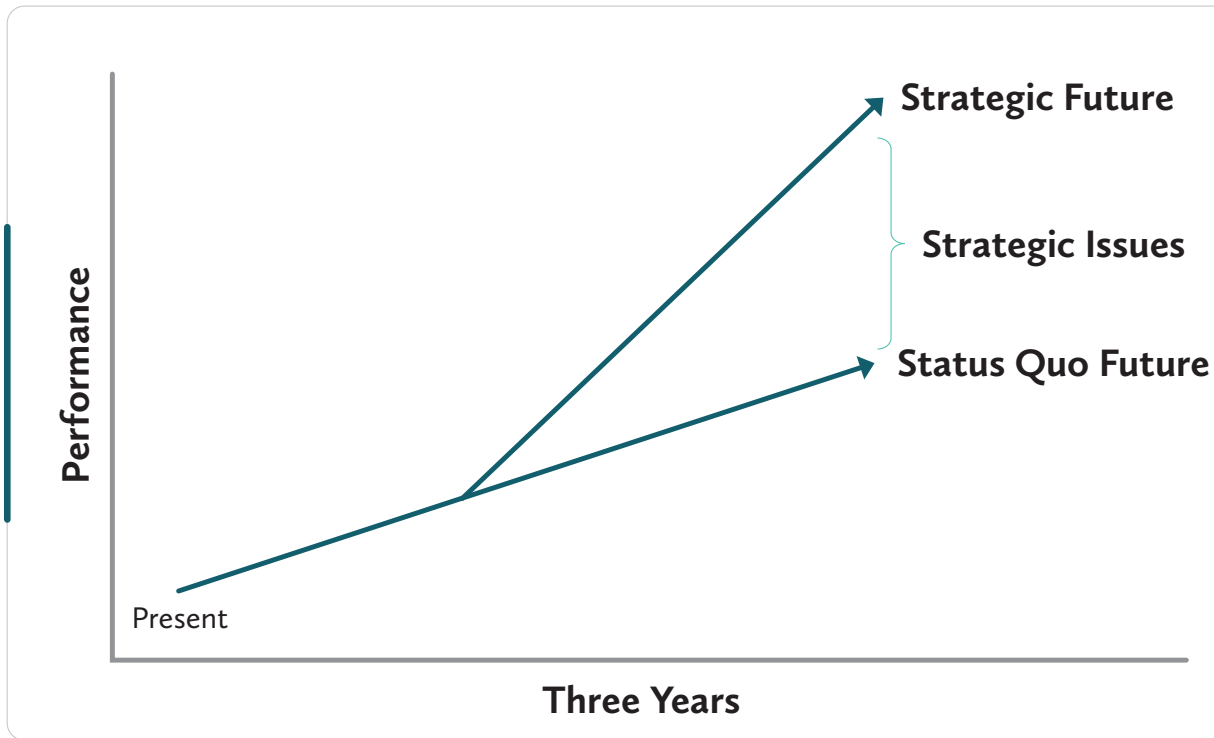


**Strategy is not tactics. Strategy is large-scope, long-term and stable. Tactics are fluid and shorter-term.**

- › You adjust tactics in pursuit of your strategy.



# Strategy Formation



➤ **Strategy requires dissatisfaction with the status quo for the future**





# Context for Strategy



› An organization is itself “a thing”



› The organization operates within an environment



› That environment is dynamic





# 4 Parts of Strategy Formation



› Affirmation of purpose



› Narrative describing environment and its changing nature



› Statement of organization's position



› A real description of the organization at the end of the planning time horizon



# Results of Strategy Formation



› Answers the big questions



› Guides resource allocation



› Provides direction that can be implemented organization-wide



› Develops outcomes for which management is responsible



# Strategy Formation Exercise



## › As you see the world today:

- › What is **most** possible?
- › What is **less** possible?
- › What is **impossible** (but needs to happen)?

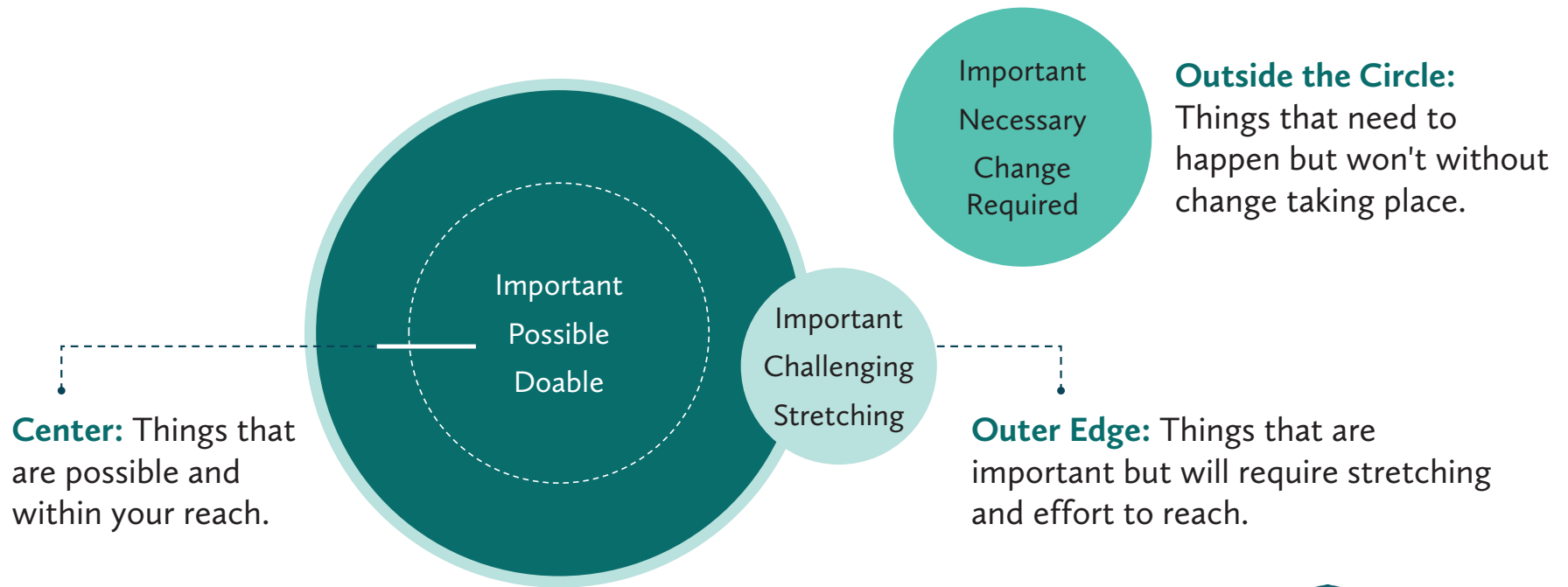
*Strategic thinking will consider how to make the impossible come to be a reality.*



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# Circle of Possibility

*Things to Consider: Think about the next 3 years coming up.*







# Strategic Planning 101:

## Planning



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# Components of the Planning Process





# Strategic Planning Assessment



› Take assessment *individually*.



› Discuss the three lowest scores.



› Identify next steps for improvement/work with coaches.





# Strategic Planning Assessment


Board Leadership & Development		STRATEGIC PLANNING				
<b>Strategic Planning Assessment</b>						
	<b>NEVER</b>	<b>SOMETIMES</b>	<b>ALWAYS</b>			
	1	2	3	4	5	
1. We have a plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our plan is up to date and relevant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our plan is being executed well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our plan guides all we do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our plan is regularly assessed and annually updated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Everyone in our organization knows the plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Everyone in the organization knows where they fit and their role in accomplishing the plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The leadership team and key staff feel a sense of loyalty to the plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<https://murdocktrust.org/app/uploads/2024/04/BLD-2024-Strategic-Planning-Assessment-combo-fillable.pdf>





# Undertaking a Strategic Planning Process

 Board Leadership & Development

STRATEGIC PLANNING

## Undertaking a Strategic Planning Process

Board's Role and Staff's Role

Mission, Vision, Values	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Our Customers & What They Value	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Environmental Scan	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
S.W.O.T. Analysis	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Trends	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Agreed Upon Assumptions	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Spiritual Discernment Process	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Three-Year Visionary Priorities	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Top Five Goals	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Board & Senior Team Dashboard	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Updating Process	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
Executive Summary	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>
The Rolling Three-Year Strategic Plan	BOARD <input type="radio"/>	STAFF <input type="radio"/>	JOINT <input type="radio"/>

Sample Meeting Schedule for Planning

Meeting #1

1. Affirm Mission, Core Values
2. Conduct SWOTs Assessment
3. Environmental Scan
4. Trends and Assumptions

Meeting #2

5. Review and affirm work from Meeting #1
6. Three Year Visionary Priorities
7. Top 5 Goals
8. Assign Board and Senior Team Dashboard Work



# Strategic Planning: Next Steps & Work with Coach

Board Leadership & Development

STRATEGIC PLANNING

## Next Steps and Work with your Coach

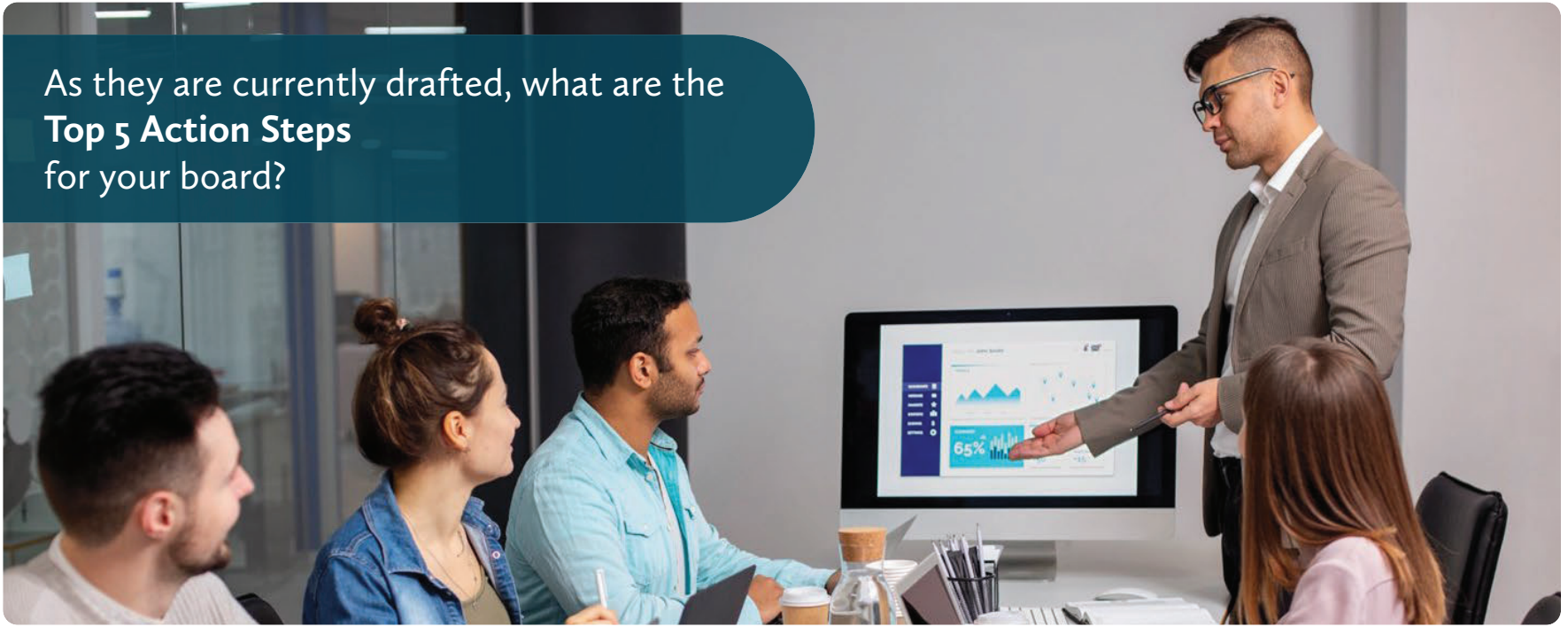
As a team, answer these questions:

1. Do we have a current strategic plan that is relevant, up-to-date, and guiding our work daily?
2. If NO, are we committed to create a plan in the next six months?
3. Do we have a clear idea of the delegation of responsibilities between the board and staff?
4. Can we see how the meeting schedule outlined above can be shaped to serve our process?



# Stand and Declare

As they are currently drafted, what are the **Top 5 Action Steps** for your board?



# About your Board Leadership Coach



- **The goal of coaching:** *To help facilitate (some) of the Top 5 Action Steps for your Board*
- **What to expect between Sessions 1 and 2:**
  - Coaches may be in touch, but the majority of coaching takes place after Session 2 (concluding by December).
- **The role of a coach:**
  - Coaches are independent contractors hired by the Murdock Trust—not consultants or Murdock Trust employees
  - The focus of the coaches is supporting your board toward accomplishing some of your Top 5 Action Steps
  - If you have questions or feedback about the Murdock Trust’s administration or grants process, please contact a member of the Murdock Trust, not your coach.





# Thank you!



See you in Vancouver, WA, on June 10 & 11 for Session 2!



Optional Grants Info Webinar: Thurs., May 16, 10am (PT).  
Contact Hannah Pick for Zoom registration information.



Questions?



Visit [murdocktrust.org/boardleadership](https://murdocktrust.org/boardleadership) for more info



Contact us at [boardleadership@murdocktrust.org](mailto:boardleadership@murdocktrust.org)





*Thank you*

[murdocktrust.org](http://murdocktrust.org)