

Your Best Board: How to Attract the Right People for Your Organization



Board Recruitment, Orientation, Training and Evaluation

Board Leadership March 2017

Jodi Goebel



Welcome





13-14

29

14-15

24

15-16

31

16-17

34





Session Outline:

- The benefits of building your best board
- What your organization needs to know about itself
- Recruitment, orientation and training
- Board evaluation

Your Best Board





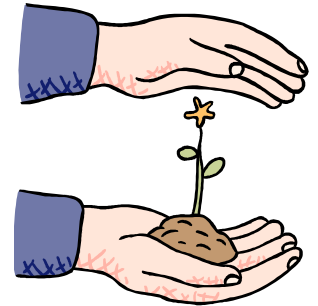
Your Best Board

- Blends complementary strengths
- Fosters creativity and learning
- Shares accountability
- Sustains energy
- Encourages healthy risk-taking
- Ensures your future

Recruitment

It is ...

- an investment in the future success of your organization
- part of a year-round effort
- each board member's responsibility!





*“Effective boards are the product
of a planned building process
that continues **all** year.”*

The Annual Journey



Succession Planning



The planning, process development and implementation of activities undertaken to ensure that key positions on the board are filled in a timely manner.

Recruitment and Succession Planning

Two aspects to long term success in building a strong volunteer board:

- 1) *Recruiting* the best candidates available, and
- 2) *Retaining* the best board members you have now



Four Key Parts of a Recruitment Plan



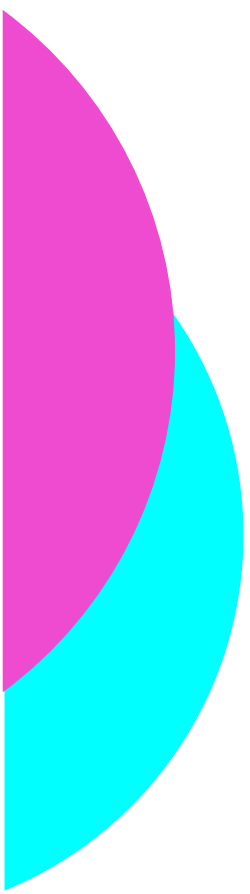
- Building a strategy on solid board foundations
- Identifying your board's needs
- Knowing what board positions are available and what the expectations are for each position
- Setting up a structure to do the work (Nominating Committee)

Board Recruitment

Take a minute to reflect...

- 1) Do you know what you stand for?
- 2) What skills and experience are missing?
- 3) What does your board offer a candidate?
- 4) Do you have a formal process?





“It’s pretty difficult to ask someone to support your cause when you’re not really sure what your cause is.”

- Diane Duca

Knowing Yourself...



What's our VISION?

What's our MISSION?

What's our MANDATE?

The Elevator Pitch

Board Recruitment

Review the skills and experience that
you already have on your board.
What's missing?



Board Recruitment

What does service on our board offer someone we want?

- Meeting new business contacts
- Applying underutilized skills
- Giving back to the community
- Gaining governance experience



Board Recruitment

Formal structure and plans...

- Do you have a committee working to identify good candidates?
- Do you have a board manual with board job description, policies, mission & vision statement, financials, history, minutes?
- Do you have an orientation plan?
- Do you work at it year round?



Board Recruitment



Sources of Prospective Board Members:

- Within your organization
- Consider who isn't using your services/joining your organization, but should be
- Ask for suggestions from current board members and staff

Board Recruitment



- Look for retiring members of other boards
- Ask experienced board members from affiliates
- Ask community leaders
- Ask retired or semi-retired individuals
- Look in the business and corporate community

Board Recruitment



- Consult with volunteer centres
- Look in professional associations and educational institutions
- Look in churches and service clubs
- Ask critics of your organization

Board Recruitment



Recruiting Tips

- Customize recruitment approach
- Highlight each prospective board member's unique qualities and help them recognize how important they are to the organization

Board Recruitment



Decide:

What information will your organization provide prospective board members about the organization, programs and staff?

What Information will your organization provide about your board and how it operates?

Board Recruitment



- Do not guarantee automatic election
- Use two members of the nominating committee as a recruiting team
- Use personal visits to approach prospective board members – *one to ones, throughout the year, from a nudge to a conversation*

Board Recruitment



- Make sure that your presentation to prospective board member is **honest** when you describe time, energy, expectations and challenges that are associated with the role.

Board Recruitment



- Emphasize the orientation, training and other development activities available
- Do not be afraid to personally invite new members to consider joining the board

Board Retention



Honouring Personal Development...

Board members bring a variety of skills, values and interests to an organization, which can be focused and enhanced through training and development

Board Retention - Orientation



Board members benefit from a thorough orientation to the:

- People within the organization
- Way in which the organization and the board operates
- Key beliefs and goals that direct the organization's activities

Board Orientation



Methods of orienting board members

- Group sessions
- Orientation manual
- Audiovisual and multimedia materials
- Mentors – partners
- Three month check-up
- Annual committee experience

The Experience...

Reflect for a few moments on the most positive experiences you have had working on a board



What words would you use to describe the experience?

Assessing the work of the Board



Four Stages of Competency

**Unconscious
Incompetence**

**Conscious
Incompetence**

**Conscious
Competence**

**Unconscious
Competence**

Assessing the work of the Board

Four Stages of Competency

Unconscious
Incompetence

DENIAL

Conscious
Incompetence

**BEGINNER
MINDSET**

Conscious
Competence

**LEARNER
MINDSET**

Unconscious
Competence

“FLOW”



Assessing the work of the Board

What is “Flow”?

In positive psychology, flow, also known as “the zone”, is the mental state of operation in which a person performing an activity is fully immersed in a feeling of **energized focus**, **full involvement**, and **enjoyment** of the process of the activity.





Assessing the work of the Board

- **Fiduciary:** financial analysis, reports
- **Strategic:** progress on goals
- **Generative:** process of learning and ideation

Board Evaluation

- Evaluate the board as a whole
- Evaluate individual board members
- Evaluate process
- Evaluate results



Board Evaluation



Benefits of evaluation:

- Make sure tasks are getting done
- Ensure people are getting the support they need
- Opportunities for recognition/motivation
- Areas of improvement are identified

Board Evaluation



Evaluation topics:

- Meetings
- Policy creation
- Creation and monitoring of annual work plan or goal achievement
- Recruiting
- Executive director performance

Board Member Evaluation

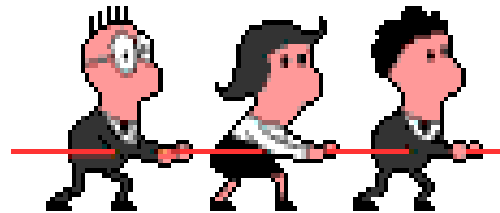


- Use the job description as a guide
- End of term reviews
 - Desire to continue
 - Suitability to continue
 - Solicit views on board performance
- Mid term reviews
 - To help focus
 - To give recognition
 - To identify training or support needs

Board Member Evaluation

- Self Assessment Checklist

- I support the mission
- I prepare
- I attend
- I participate
- I enjoy
- My strengths/weaknesses are



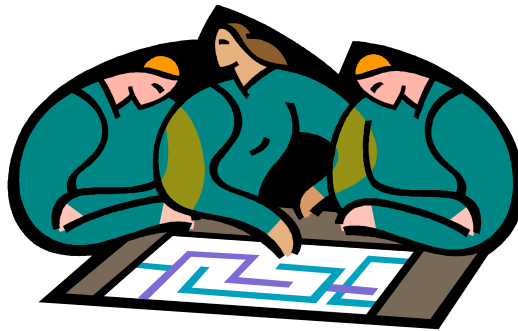


In this session we discussed:

- The benefits of building your best board
- What your organization needs to know about itself
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The Most Significant Issue

“Based on my experience,
the most significant issue
that is raised by our
discussion is...”



Taking Action

“Knowing what I know now about board recruitment, over the next few months I want to...”



BDP Fundamentals Workshop



Board Development Program



Website: www.albertabdp.ca

Email: bdp@gov.ab.ca

Phone: 780-427-2001





**Thank You!!
You're on your
way.**