

Making the most of the Board

Torrie Smith

Making the most of the Board

My focus today

Not on Governance

But on how the Board actually functions

All Boards talk about the business agenda

Far fewer talk about what is actually going on in the Boardroom

Key Board Performance Issues

Are you clear about purpose and strategy?

Do you

- Have the right Board composition?
- Organise yourselves effectively?
- Have an effective relationship with management?
- Regularly review the working of the Board ?
- Regularly review the performance of individual Board Members ?

Purpose and Strategy

Vision and Mission

Values

Strategy

Impact - assess and measure progress regularly

Review and adapt frequently in relation to changing strategic context

Do you have the right Board composition ?

Do you have the right people on the board, with the appropriate skills and knowledge ?

Have you clearly identified the needs of the organisation in terms of Board composition ?

Do you have a formal, structured, process for appointing board members ?

Do you have an induction process for new Board members

meetings

Role Clarity; Chair, Board Members, CEO

Taking decisions: does the process work ?

- Delegated responsibility

Does the Board get the information it needs, on a timely basis, for:

- Making Decisions ?

- Monitoring Performance ?

(Do you get the agenda and ALL supporting paperwork in advance?)

Clarity: the roles of board, ceo and staff

Invest time in chair/ceo relationship

Delegated authority

Working parties (think about the ceo)

Trustee time only

Liaison/communication with whole team ; gauging the mood of the organisation

Other factors to consider

Do you need, and use, external support?

The role of the Board re Funding

Recruiting and managing staff and volunteers

How do you; Assess, measure and celebrate success ?

Board Performance Review

Do you, as a Board, regularly review Board performance ?

Does the Board culture support reviewing performance as natural and helpful?

Do you actively allocate time and resources to Board performance review

Are individual Board members encouraged to reflect on their contribution

Summary

Be quite clear what your charity is about

Invest time getting the best Board mix

Make sure the Board support is effective

Delegate and communicate well

Invest time and effort in relationship management

Measure performance

Appraise everyone regularly