

Strategies for Effective Board Development: Nurturing Leadership, Diversity, and Expertise

WESTERN ASSOCIATION OF CHAMBER EXECUTIVES

2024 ANNUAL CONFERENCE

FEBRUARY 7, 2024



Western Association
of Chamber Executives



it all starts with the board...

Get involved! Board members needed!



we've got to pick someone...



agenda

- I. Fundamental Principles
- II. Collaborative Dynamics between Board and Staff
- III. Enhancing Board Member Effectiveness
- IV. Responsibilities of the Chief Executive Officer/Executive Director
- V. Strategies and Importance of Establishing a Diverse Board
- VI. Reflections

the basics



Duty of Care: Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and goodwill.

Duty of Loyalty: Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member (or any other individual or for-profit entity).

Duty of Obedience: Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission.

National Council of Nonprofits

the functions of a board

- Setting vision and direction
- Establishing an effective and efficient structure
- Providing support to the professional staff
- Ensuring accountability and oversight
- Providing community leadership as advocates for the organization, its members, and staff





the board – staff partnership

- ✓ The Volunteer Board is the “What”
- ✓ The Professional Staff is the “How”
- ✓ There is a partnership with clear and distinct boundaries
- ✓ NO micromanaging!
- ✓ Success does not happen by chance!

how does this all work?



To Operate Effectively, the Board Must Have a Unity of Purpose and:

1. Keep the organization focused on learning and achievement for all students (members.)
2. Communicate a common vision.
3. Operate openly, with trust and integrity (no surprises!)
4. Govern in a dignified and professional manner, treating everyone with civility and respect.
5. Govern within board-adopted policies and procedures.
6. Take collective responsibility for the board's performance.
7. Periodically evaluate its own effectiveness.
8. Ensure opportunities for a diverse range of views in the community to inform board deliberations.

impactful boards nurture leadership



Involve the community, businesses, civic leaders, and staff in developing a common vision for the organization focused on economic growth and is responsive to the needs of all businesses.



Adopt, evaluate and update policies consistent with current law and the organizations vision and goals.



Maintain accountability for member/investor growth by adopting relevant programming based on best practices in the industry and monitoring the progress.



Support the Executive Director/CEO so that the vision, goals and policies of the organization can be implemented.



Conduct regular and timely evaluations of the Executive Director/CEO based on the vision, goals and performance of the non-profit, and ensure that the Director holds staff accountable.



Adopt a fiscally responsible budget based on the non-profit's vision and goals, and regularly monitor the fiscal health of the organization.



Provide community leadership related to the non-profit's issues and advocate on behalf of all stakeholders at the local, state and federal levels.



board members who lack direction can result In:

- Boards delving into the day-to-day minutiae instead of focusing on their oversight role
- Questioning committee recommendations after the fact
- Independent committees operating outside the scope of organizational objectives
- Unique Initiatives that don't align with the mission and values of the organization
- Exploring "what if" scenarios and creative possibilities without testing for adequate capacity aka "Idea Faries"

to be an effective board member:

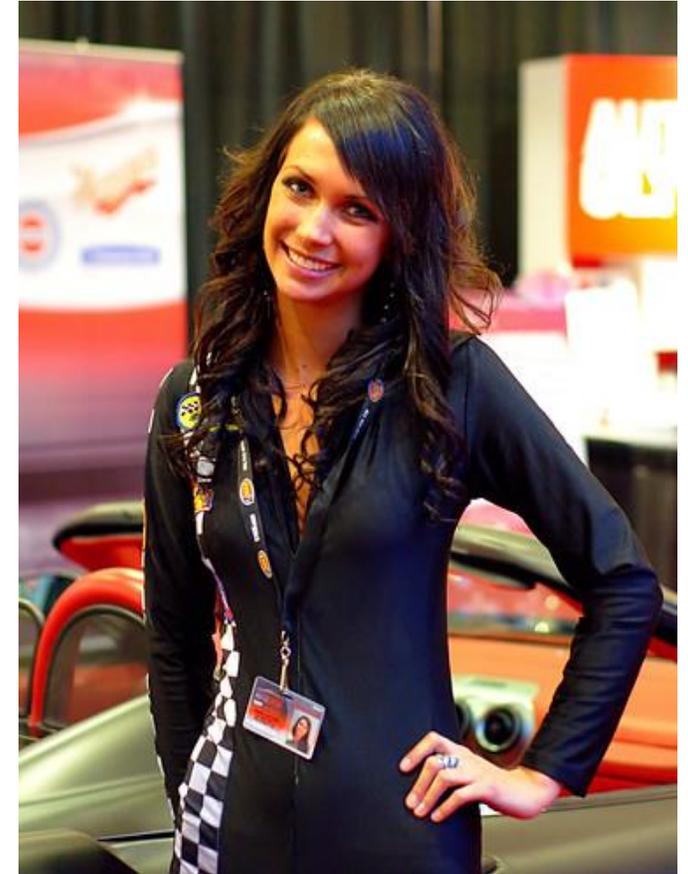
Contribute your personal interests and expertise to the nonprofit but prioritize your primary duty of stewardship to the organization.

Attend meetings punctually, stay engaged, and ensure thorough preparation.

Show respect for differing opinions without making debates personal, avoiding stagnation in the presence of dissent.

Foster a culture of inquiry by asking questions and challenging the status quo. Embrace information and advice yet retain the autonomy to decide based on your judgment.

Stand behind board decisions and provide support to the professional staff you have appointed to serve the organization.





1. Broader Perspectives
2. Enhanced Creativity and Innovation
3. Better Decision-Making
4. Reflects Stakeholder Diversity
5. Improved Problem-Solving
6. Attracts and Retains Talent
7. Cultural Competence
8. Adaptability
9. Enhanced Reputation
10. Compliance and Governance
11. Market Sensitivity

why you want a diverse board

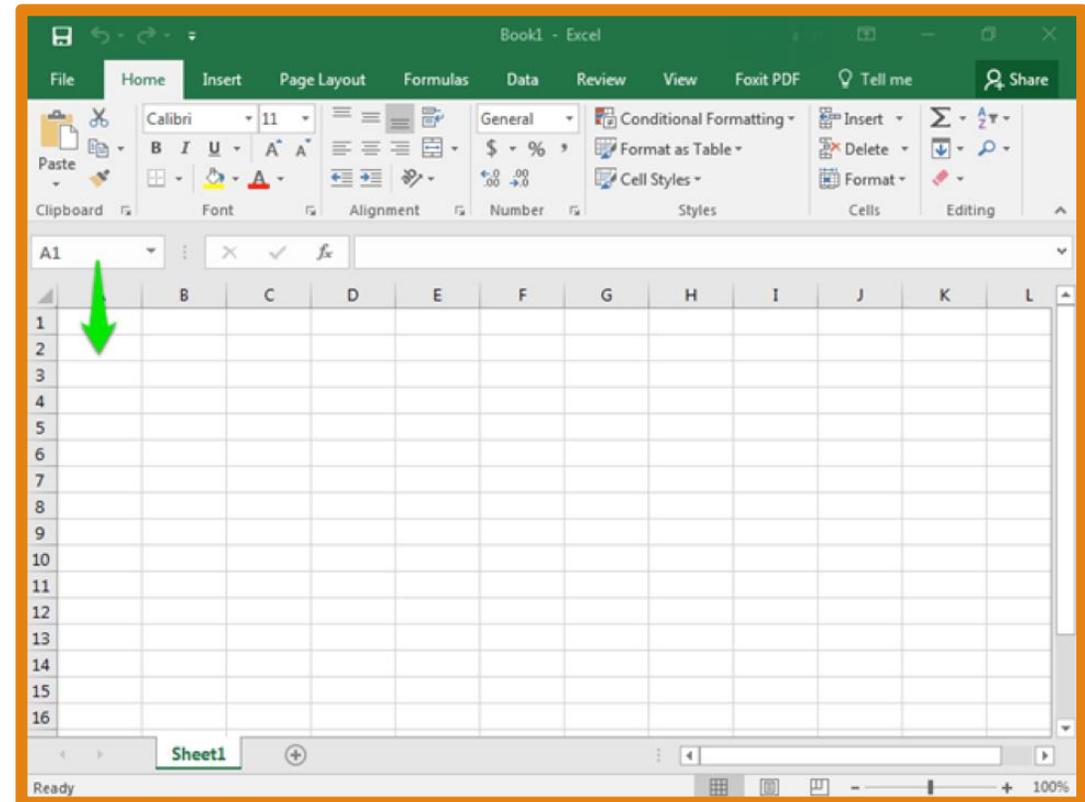
I have a clear vision of the board I desire.
how can I effectively bring this vision to fruition?

Commence with a gap analysis of your existing board.

Compile a comprehensive list of all current board members.

Categorize board members based on various criteria such as gender, ethnicity, industry, business size, skill sets, etc.

Evaluate and identify gaps in your board composition through a thorough review.





group exercise

1. Compile a roster of your board members.
2. Determine their specific industry affiliations.
3. Distinguish between franchise and/or stand-alone business backgrounds.
4. Identify the gender of each board member.
5. Recognize the ethnicity of board members.
6. Assess the number of employees or the size of their businesses.
7. Evaluate the skill sets each board member brings.
8. Highlight any attributes unique to your community.
9. Identify gaps in the current board composition.
10. Proactively seek out and recruit individuals to fill these identified gaps.

Reflections



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ALIGNED INSIGHT
CONSULTING

a vision you can see

Heidi L. Gallegos, IOM
President

Aligned Insight Consulting

E: Heidi@alignedinsightconsulting.biz

C: 626.483.2756

Effective boards are not just decision-makers but architects of positive change, steering organizations toward success with strategic vision and collaborative leadership.