

A photograph of three business professionals in a meeting. A woman in a white blazer is pointing at a laptop screen. A man in a white shirt and tie is looking at the screen. A woman with long dark hair is smiling and looking towards the man. The background is a bright office with large windows. There are several decorative geometric shapes: a black square at the top center, a green square to its right, a black square below the man's head, a green square to its right, and a large green rectangle at the bottom right.

Leading with Purpose:

**Transforming Board
Governance for
Impactful Change**

Emily Caldwell

NC Center for Nonprofits

Agenda



01 | Who are you? (As a leader)

02 | Teams

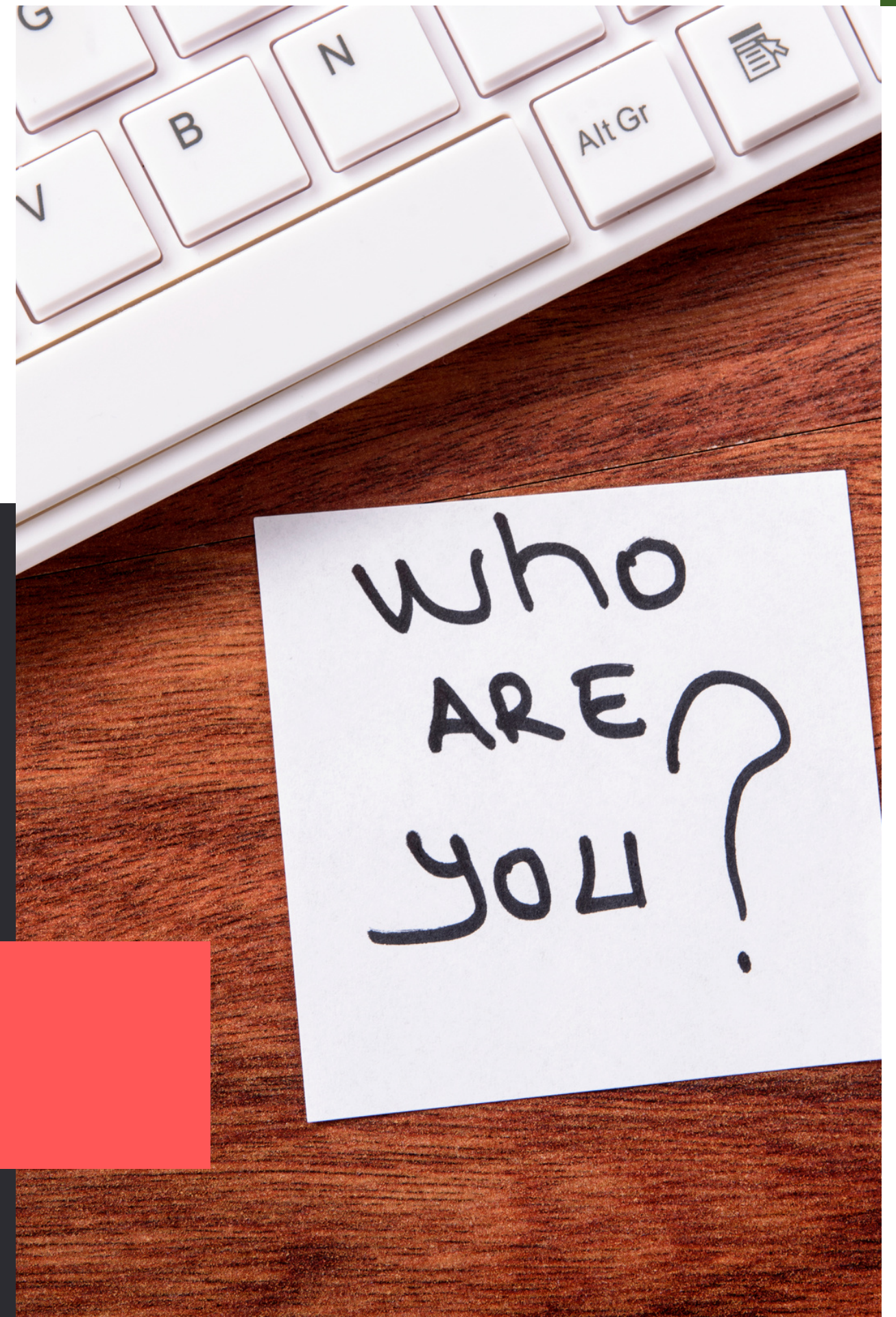
03 | BoardSource
Governance Units

04 | Purpose-Driven
Board Leadership

05 | Q&A



Who are you?



Who you are and impactful leadership



01 Self-Awareness

Recognize their unique contributions and identify potential blind spots.



02 Optimal Performance

Leaders who use and understand their strengths achieve better results.

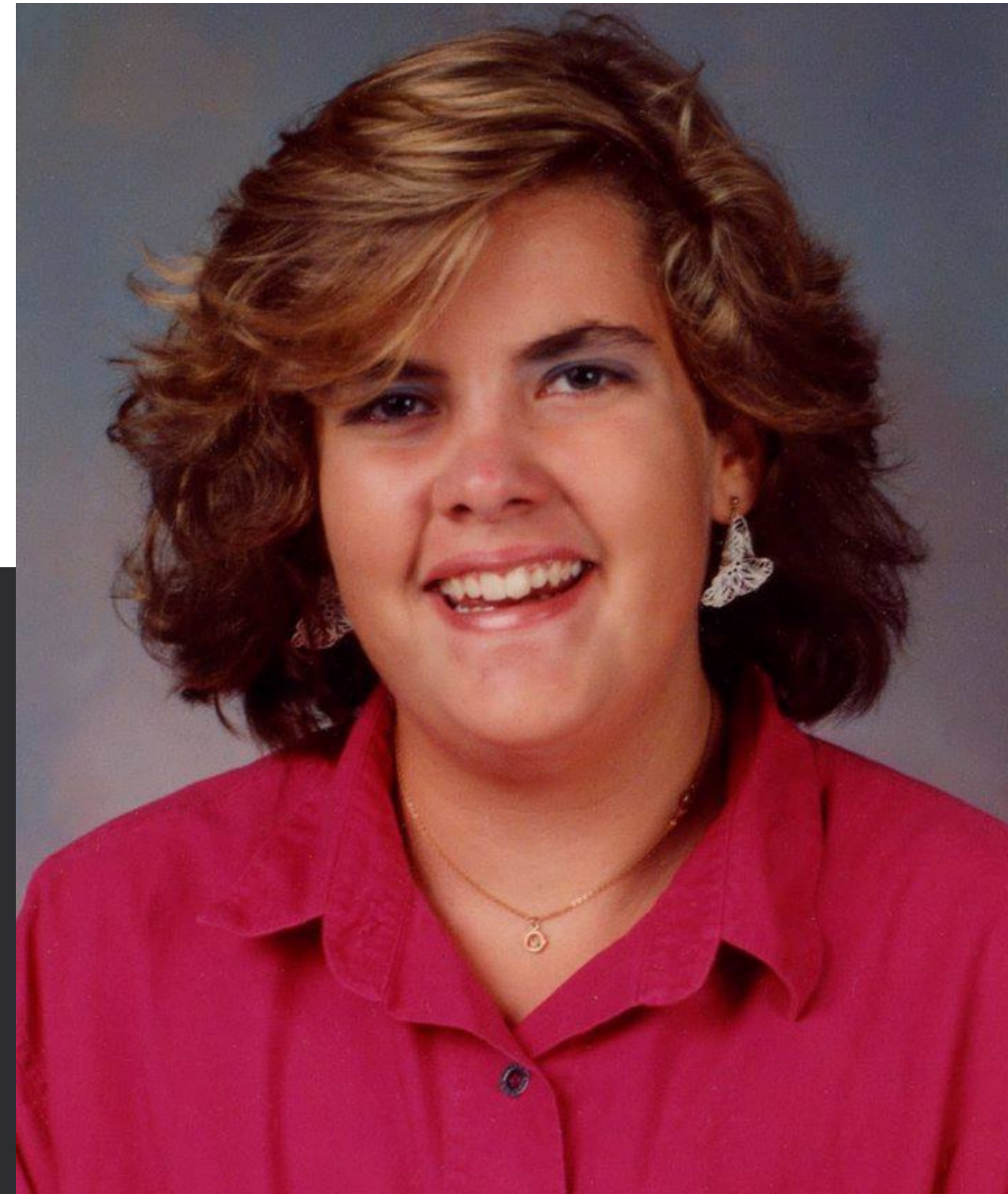


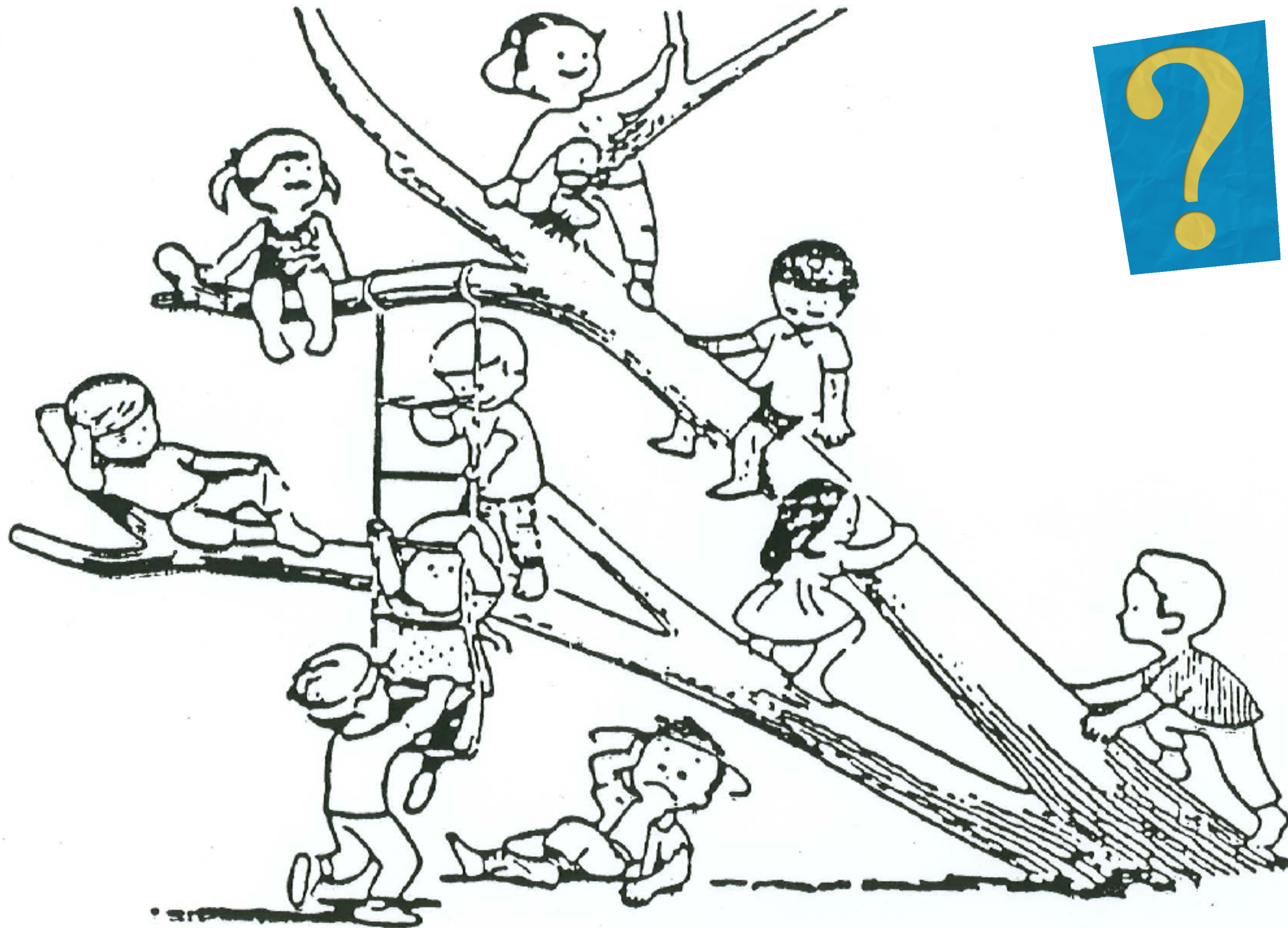
03 Building Complementary Teams

By understanding their own strengths, leaders can assemble teams with complementary talents.

Who am I?

- Futuristic
- Learner
- Empathy
- WOO
- Positivity

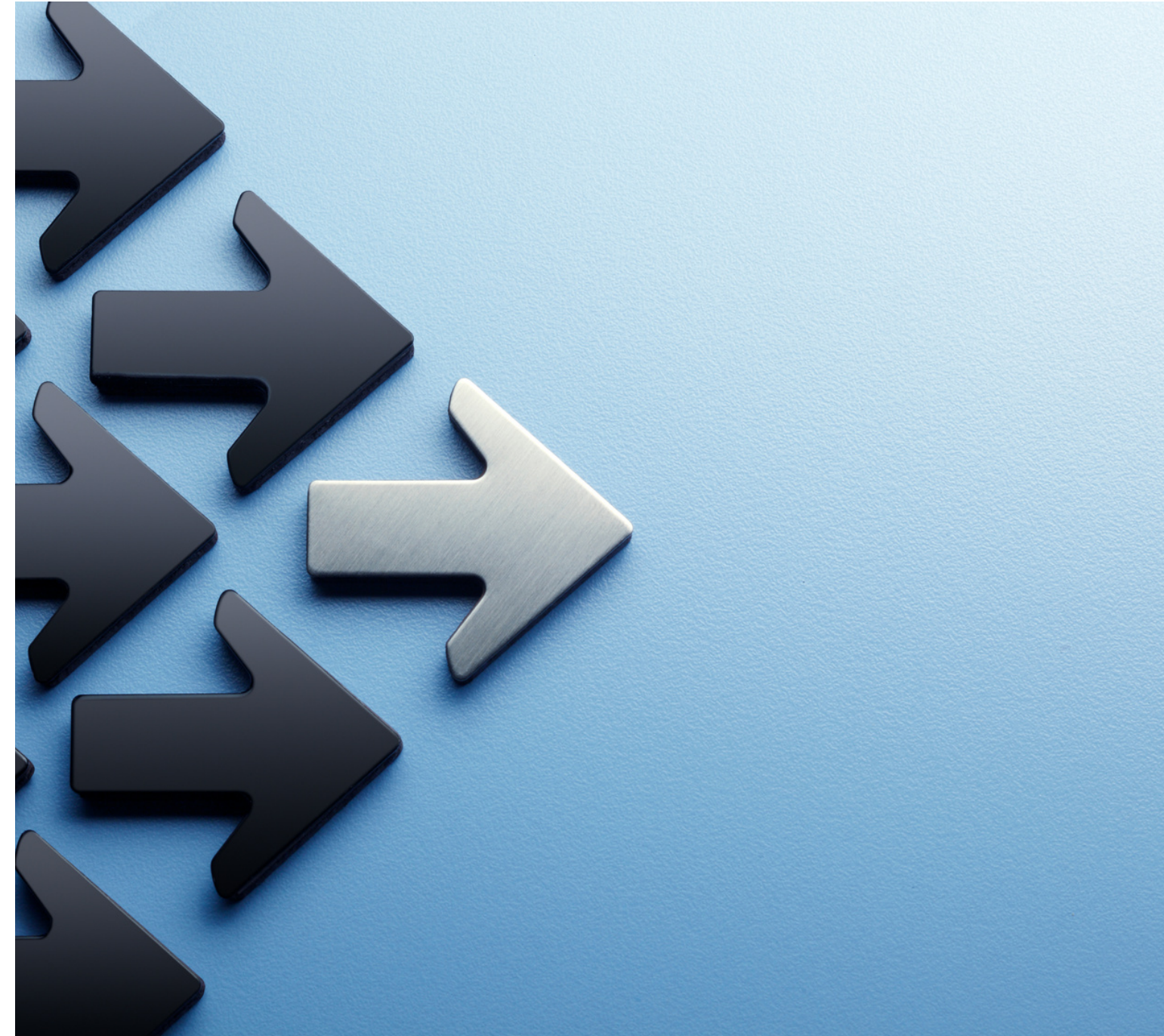




“

**A true leader is
one who is
humble enough
to admit their
mistakes.**

-Peter Drucker



Who are the leaders in the nonprofit sector?



“

A leader is one
who knows the
way, goes the
way, and shows
the way.”

-John C. Maxwell



Gallup Poll



What makes an effective leader?
Who are you?



01

The most effective leaders are always investing in strengths.

02

The most effective leaders surround themselves with the right people and then maximize their team.

03

The most effective leaders understand their followers' needs.

"Failure is an opportunity to grow"

GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try new things"

"Failure is the limit of my abilities"

FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like to be challenged"

"I can either do it, or I can't"

"My potential is predetermined"

"When I'm frustrated, I give up"

"Feedback and criticism are personal"

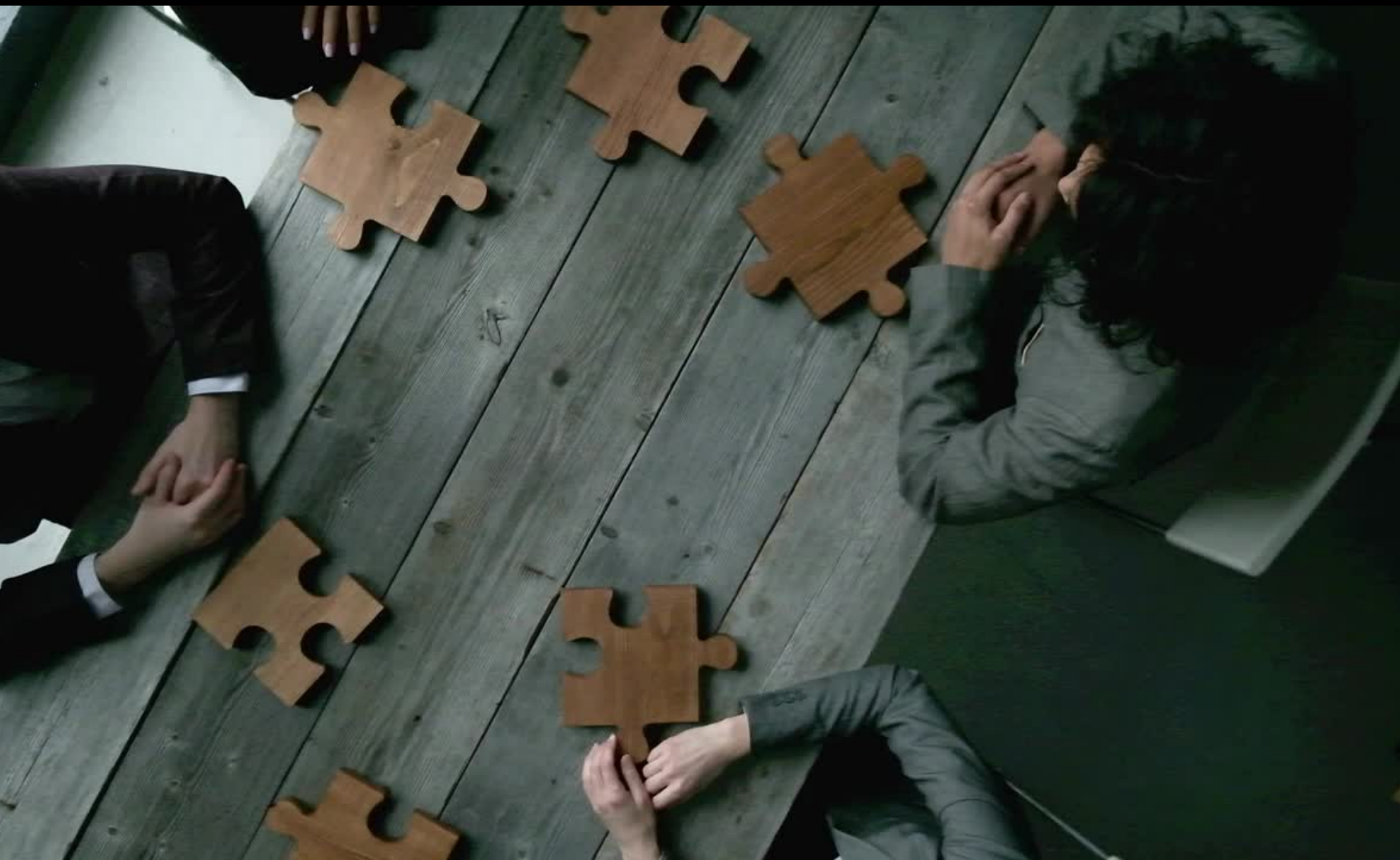
"I stick to what I know"



NEW MINDSET
NEW RESULTS

TEAMWORK



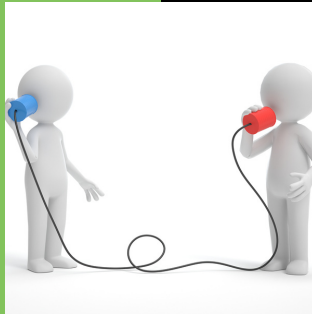


**Everything in the world we
want to do or get done, we
must do with and through
other people.
-Earl Nightingale**

High-Performance Teams



OUR TEAM



COMMUNICATION



COLLABORATION



COMMITMENT



MUTUAL RESPECT

ADAPTABILITY

Gallup's 5 Truths of a Strong Team

- 1** Focus on results, not conflict.
- 2** Do what's best for the organization and then move forward.
- 3** Work lives and personal lives are equally important.
- 4** They embrace diversity.
- 5** They are magnets for talent.

Gallup: Highly Productive Teams

1

Share a mission or purpose

2

Understand and appreciate one another's strengths

3

Intentionally use their own and one another's strengths

4

Have partnerships that encourage each team member to develop their strengths

Self-actualization

desire to become the most that one can be

Esteem

respect, self-esteem, status, recognition, strength, freedom

Love and belonging

friendship, intimacy, family, sense of connection

Safety needs

personal security, employment, resources, health, property

Physiological needs

air, water, food, shelter, sleep, clothing, reproduction



Growth

12 - Learn and grow
11 - Progress

Teamwork

10 - Best friend
09 - Quality
08 - Mission matters
07 - Opinions count

**Management
support**

06 - Development
05 - Cares
04 - Recognition
03 - Do best

Basic needs

02 - Material and equipment
01 - Expectations



Governance



5 Governance Units

Structuring a High Performance Board

The Board Building Cycle

Basic Roles and Responsibilities of Nonprofit Boards

The Board's Role in Fundraising

The Board-Executive Partnership



Roles and responsibilities:

each project; coordinating the project; managing the project; managing status updates to senior management; developing the project; managing project resources; developing project results.

Project Manager will be responsible for:

faithfully perform all duties to the best of work standards.

Manager agrees to the highest quality work standards.

Manager agrees to the highest quality work standards.

At your table: what are 4 roles and responsibilities of board members.

Primary Board Roles



Ensure Resources



Set Direction



Provide Oversight

Top 10 Responsibilities

Determine mission and purposes, and advocate for them

Select Executive Director

Support and evaluate the Executive Director

Ensure effective planning

Monitor and strengthen programs and services.

Top 10 Responsibilities

Protect assets and provide financial oversight.

Build a competent board.

Ensure adequate financial resources.

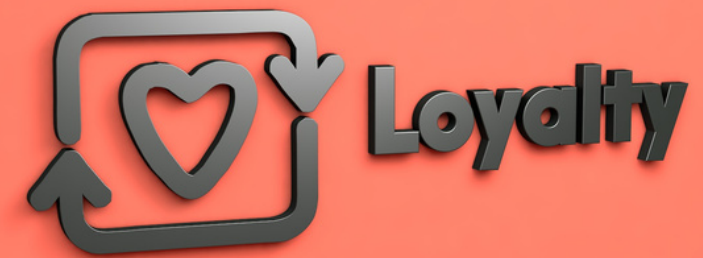
Ensure legal and ethical integrity.

Enhance the organization's public standing.

3 Fiduciary Legal Obligations



Duty of Care



Duty of Loyalty



**Duty of
Obedience**



BUILDING A BOARD CYCLE





Board Matrix



Diversity Circle

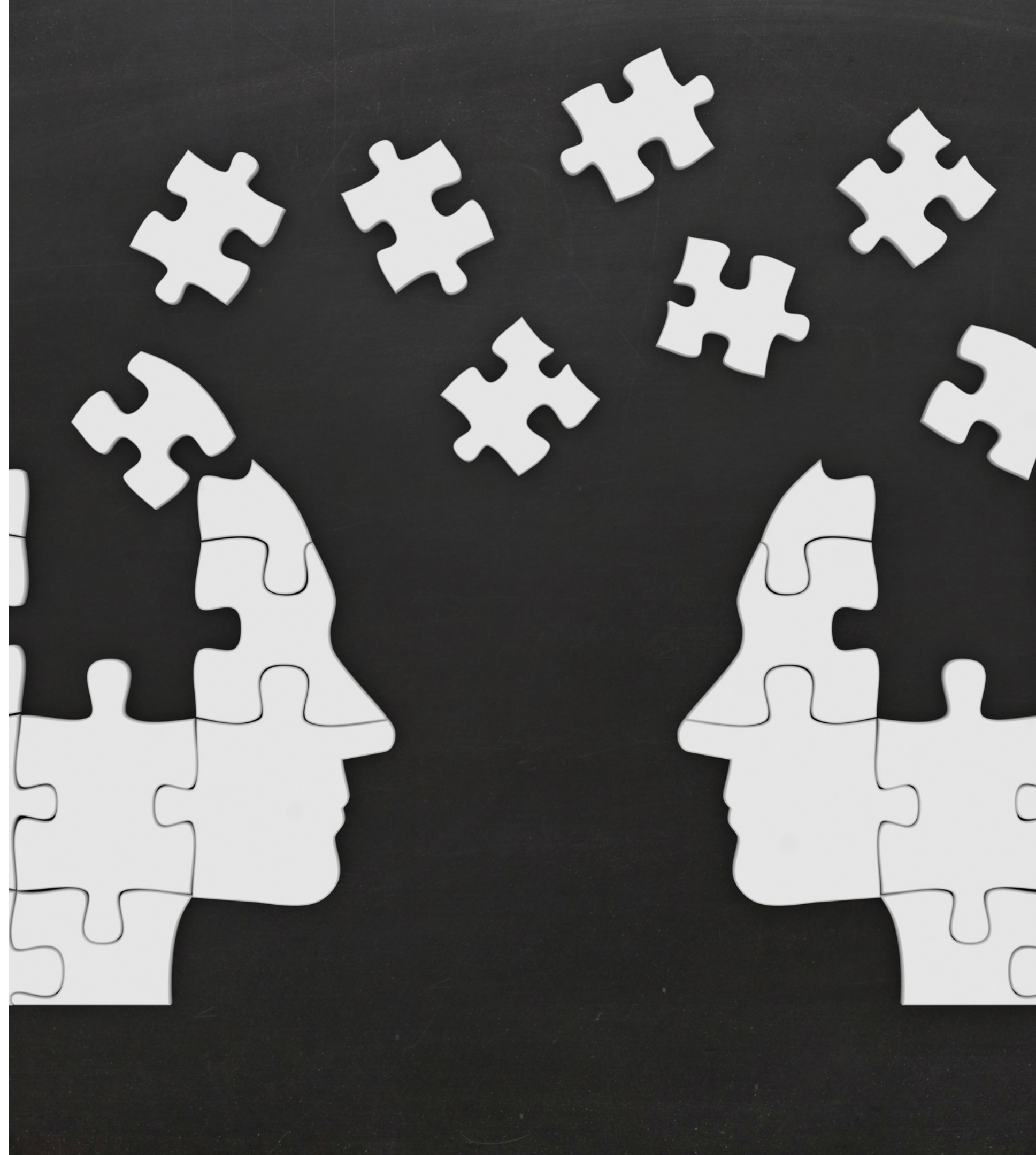


STRUCTURING A HIGH PERFORMANCE BOARD



Board Culture: Culture of Inquiry

- Questions are always welcomed
- Differing viewpoints are encouraged
- Unwritten rules are explained
- Everyone has a voice



Different Voices



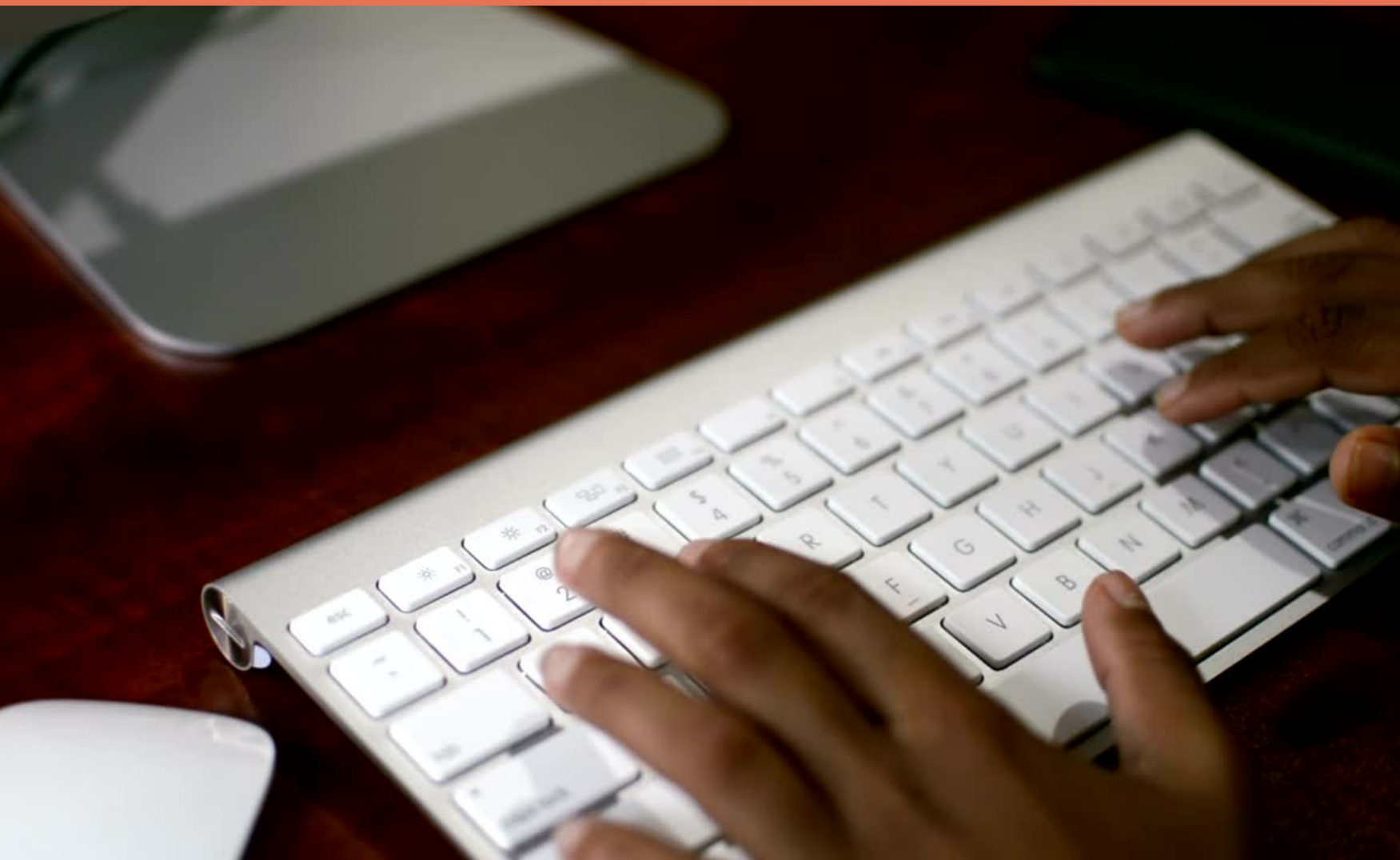
Familiar Voices



Challenger Voices



Emerging Voices



Agenda and Meeting Minutes (Consent Agenda)

RMHC Board Meeting Agenda

January 22, 2021

5:15 – 6:30 p.m.

Attendees: Board of Directors, Organizational Leader, and Selected Staff

RMHC Mission: To create, find and support programs that directly improve the health and wellbeing of children.

Please bring: An open mind, preparedness, and a willingness to engage

Time	Item	Purpose
5:15 p.m.	Welcome Overview of agenda <u>One minute</u> headlines: Two members describe how they put the mission into action since the last meeting	Set stage
5:20 p.m.	Strategic Thinking How to get the right people on the bus for new revenue strategies? How to better use community collaborations to fulfill mission? What will it mean to govern differently as we grow and expand staff?	Brainstorming and Deliberation via Strategy Café
5:40 p.m.	Consent Agenda	Decide
5:43 p.m.	Committee Work Finance Committee: New Investment Policy Governance Committee: Characteristics of new board members?	Deliberation and Decide
6:00 p.m.	Mission Moment Stakeholder input	Information Sharing
6:10 p.m.	Board Education Selected staff outline their work and how it fits within the strategic plan	Information Sharing
6:20 p.m.	Routine Executive Session With and without Executive Director Board members: questions to discuss in future, how well did we engage, were the materials appropriate?	Reflection and build culture of inquiry
6:25 p.m.	Board Meeting Evaluation and Adjournment	Close

Most Common Committees

An Average of 4.5 standing committees

Executive Committee	76%
Finance or Finance/Audit	76%
Governance, Nominating or Combo	70%
Fundraising	53%

BoardSource Page 18 Leading with Intent 2017



BOARD AND ED PARTNERSHIP





**The Board
Governs the
LIFE of the
organization**



**The ED
Manages the
Affairs of the
organization**

Board Decisions

Exec
Insight

Governance

Shared Decisions
Board and Exec

Management

Board
Insight

Partnership

Executive Decisions

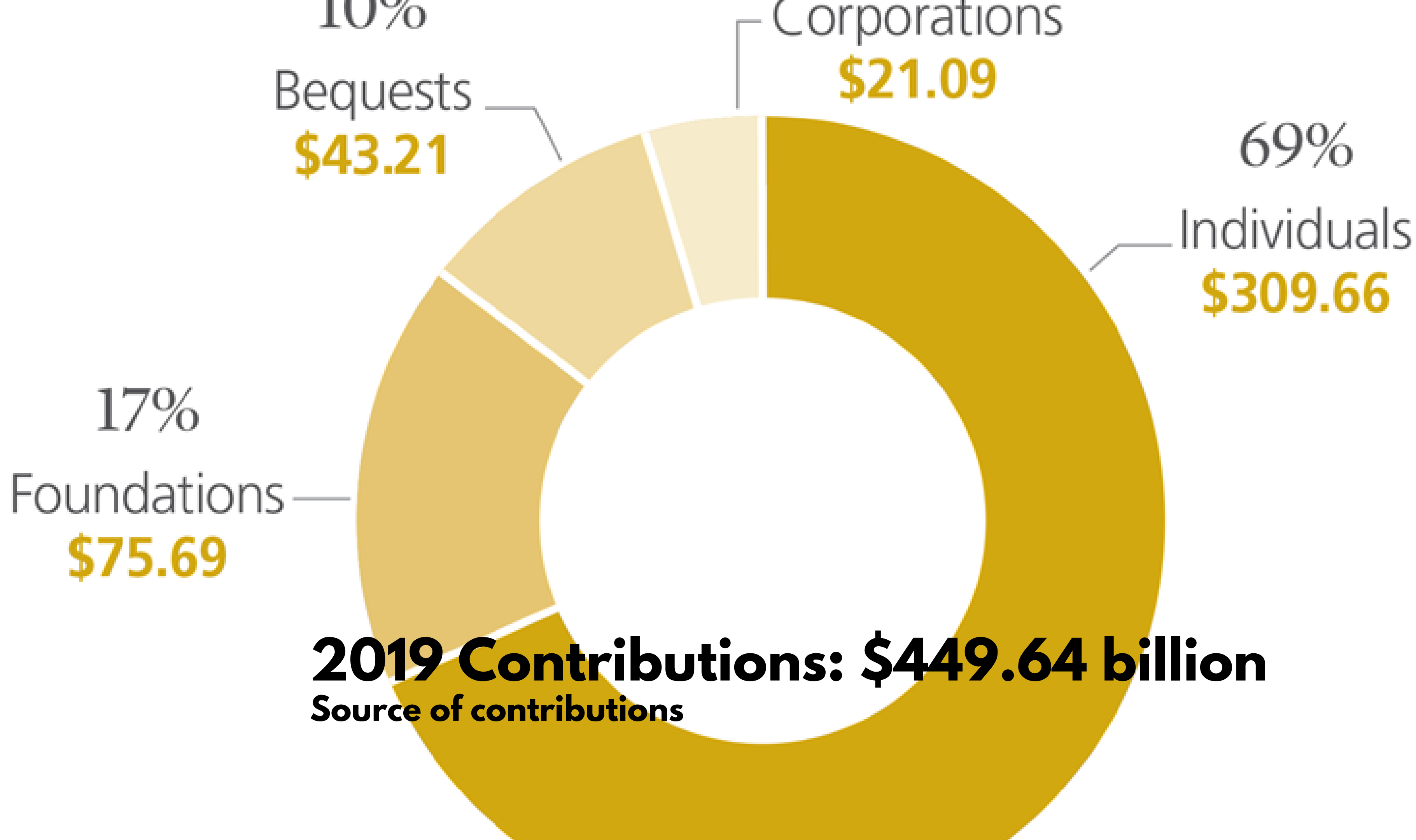


Building a Good Partnership

FUNDRAISING



Where does the majority of the funds
come from in nonprofits?



2019 Contributions: \$449.64 billion
Source of contributions

Where did the generosity come from?

Contributions by source

By percentage of the total

2022

64% \$319.04 billion

Giving by Individuals

↓ declined by 6.4% over 2021

21% \$105.21 billion

Giving by Foundations

↑ increased 2.5% over 2021

9% \$45.60 billion

Giving by Bequest

↑ increased 2.3% over 2021

6% \$21.08 billion

Giving by Corporations

↑ increased 3.4% over 2021



While giving by individuals continues to grow over time, it has fallen below 70% of all giving for the fourth consecutive year.

Foundations are growing as a share of giving over time. In 2022, over \$1 out of every \$5 that went to charity came from a foundation.

*All figures on this infographic are reported in current dollars unless otherwise noted. Inflation was especially high in 2022, at 8.0%, and results may differ when adjusted for inflation. Learn more in the chapters.

The Board's Fundraising Responsibilities



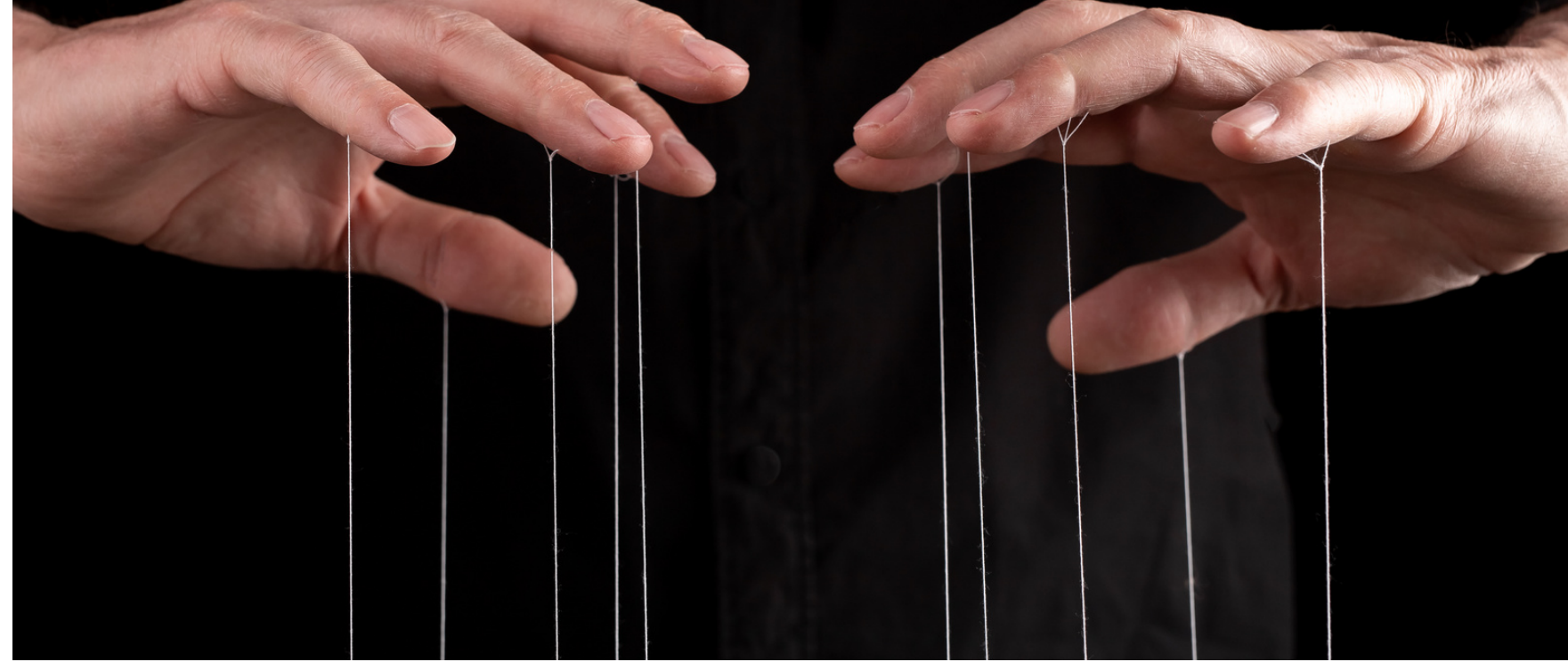
Ethics & Accountability



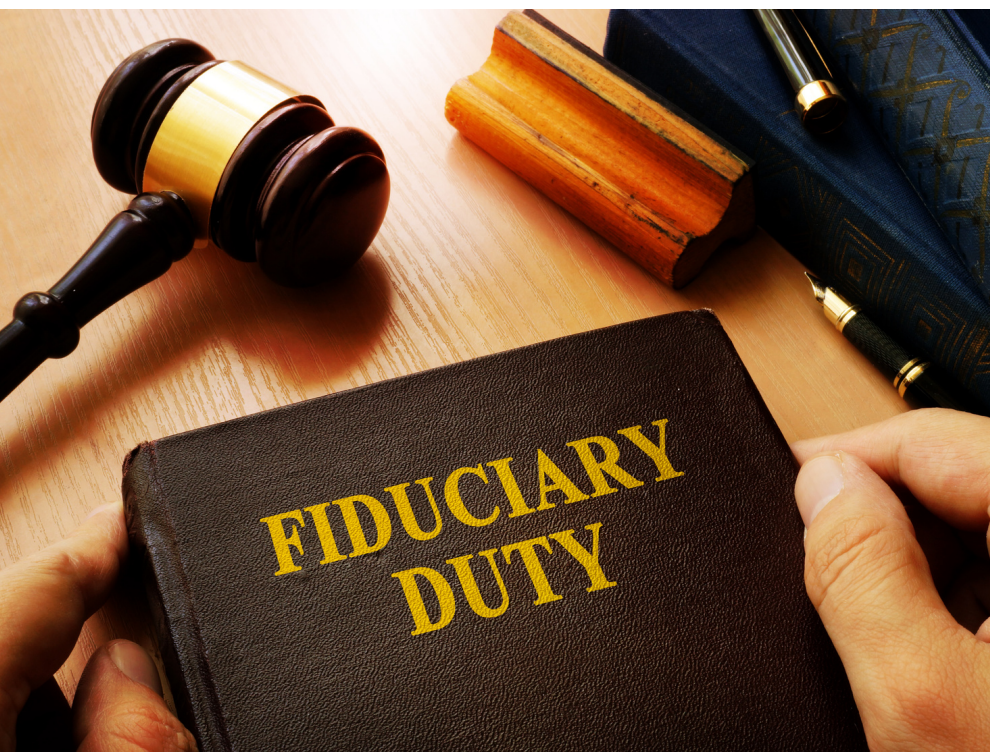
Financial Oversight &
Sustainability



Raising Funds



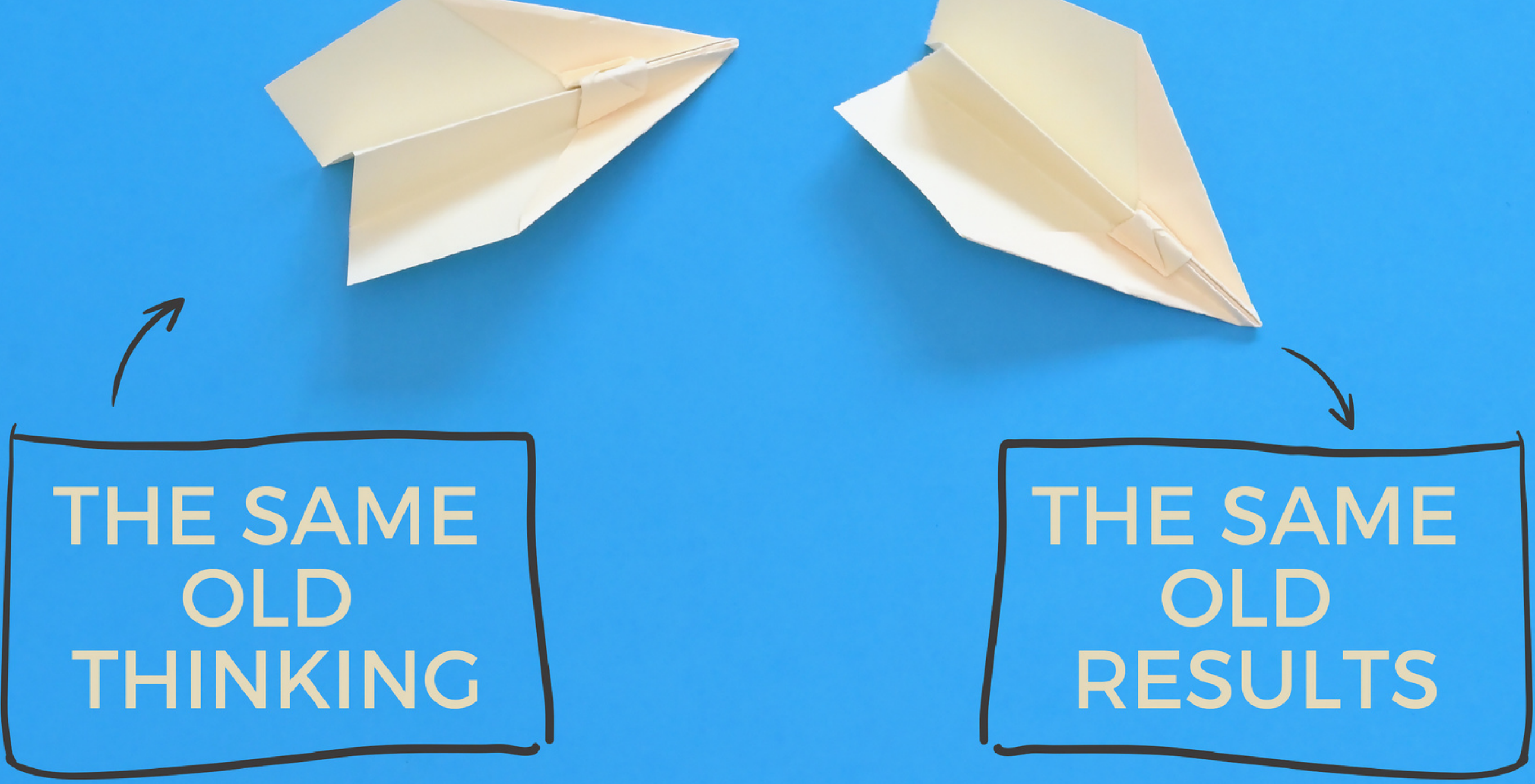
Top 15 Nonprofit Board Governance Mistakes





Top 15 Nonprofit Board Governance Mistakes





Emily's #1





PURPOSE-DRIVEN BOARD LEADERSHIP



menti.com

code: 6616 4357

State of Today's Boards



01 Disconnected from communities/people they serve

02 Ill-informed

Ill-informed about the ecosystems in which they operate

03 Lack Diversity

Lacking in racial, ethnic and professional diversity

04 Our Goals

Preoccupied with fundraising above all else



**NEW
MINDSET**



**NEW
RESULTS**



The Four Principles of Purpose-Driven Board Leadership



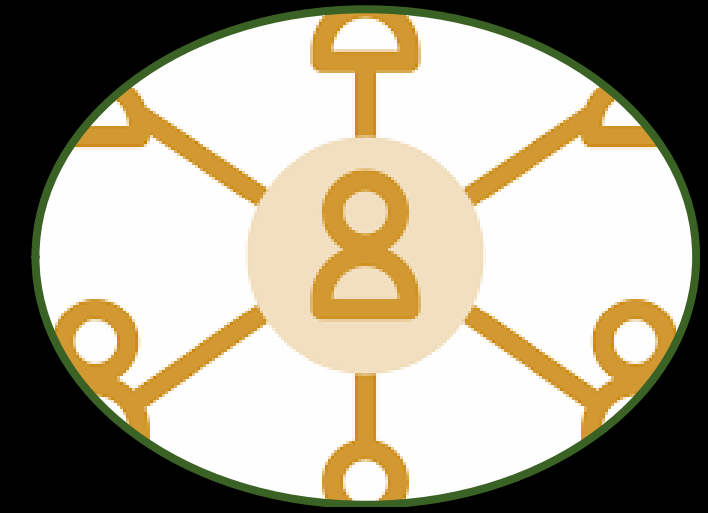
Purpose
before
organization



Respect for
ecosystem



Equity
mindset



Authorized
voice and
power



Principle #1

■ Purpose First

Prioritizing the organization's purpose, versus the organization itself.



Principle #2

■ Respect for Ecosystem

Acknowledgement that the organization's actions can positively or negatively impact its surrounding ecosystem, and a commitment to being a respectful and responsible ecosystem player.



Principle #3

■ Equity Mindset

A commitment to advancing equitable outcomes, and interrogating and avoiding the ways in which the organization's strategies and work may reinforce systemic inequities.



Principle #4

■ Authorized Power & Voice

A recognition that organizational power and voice must be authorized by those most impacted by the organization's work.



A New Orientation to Board Service

Traditional Framing of Board's Role

Purpose-Driven Board Leadership

The Four Principles of Purpose-Driven Board Leadership



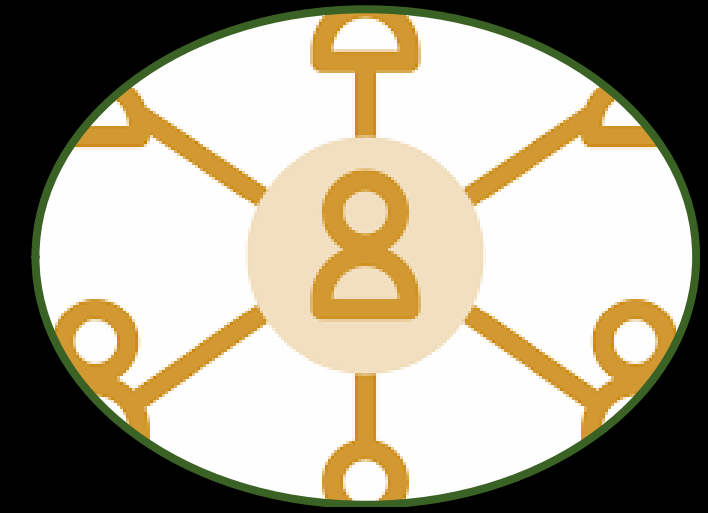
Purpose
before
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Respect for
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Let's Connect



Caldwell
Coaching and Consulting



Phone

704-671-8592



Address

Raleigh, NC



Mail

emilykcaldwell7@gmail.com



Website

www.caldwellcoachingandconsulting.com



Emily Caldwell, M.A