


GOVERNANCE That Transforms


Session 1: Integrity, Coherence & Authenticity of Governance (clarity of alignment for healthy function)



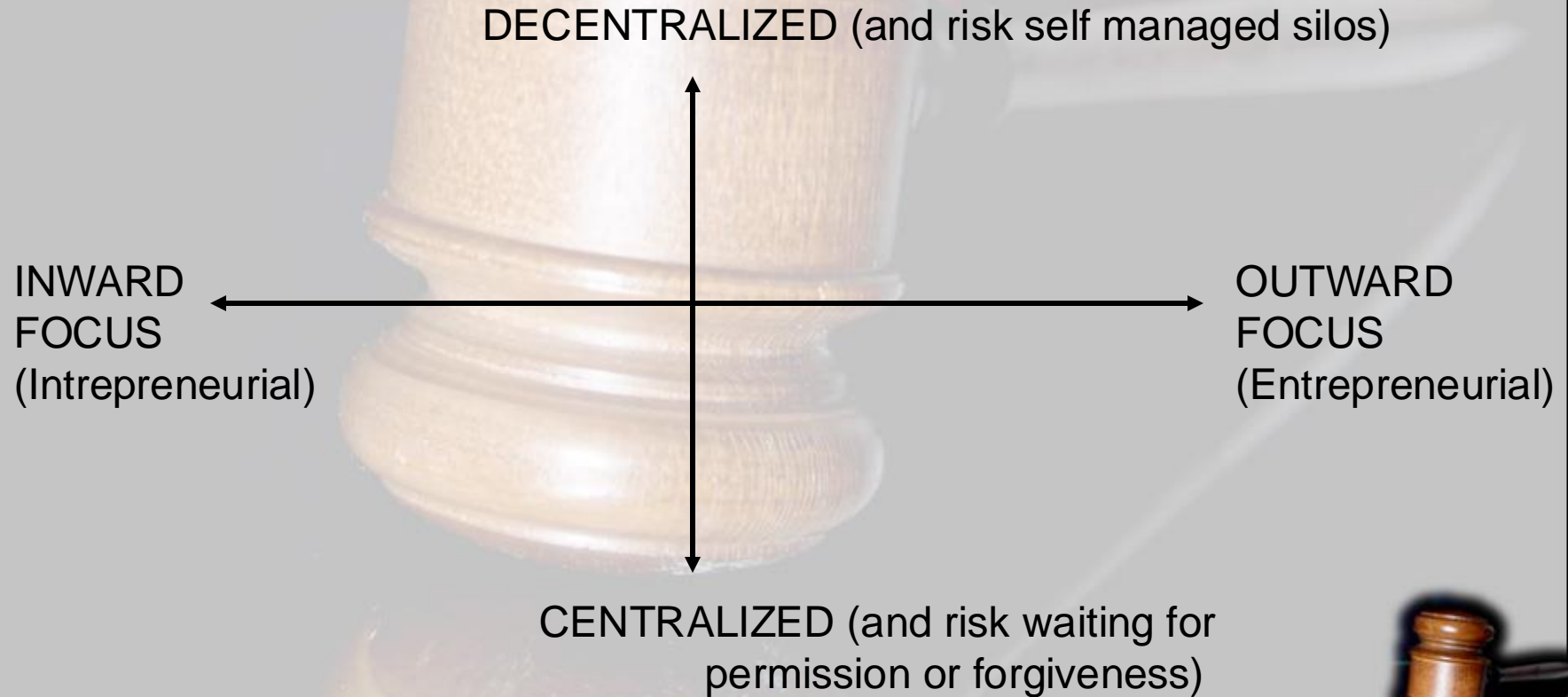
A. The Significance and Benefits of Clarity of Alignment.

1. The Individual and Contextual & Corporate Unity Factor (Many voices become One Voice Principle)
 2. The what & why of Integrity/Authenticity
 3. The Crucial Benefits of Clarity & INTEGRITY of Alignment for board work
 4. The contextual shift from the single voice and face of a visionary leader to team has been replaced by an energetic team and a re-alignment to teams linked together
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B. A foundation for Clarity of Team Alignment.

1. Cladis, Leading The Team Based Church insights.
 2. Barna, The Power of Team Leadership: Finding Strength in Shared Responsibilities insights.
 3. Patrick Lencioni, The Five dysfunctions of a Team insights/hierarchy and its application.
 4. Alan Wright, Spiritual Dimensions of Team.
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3. Structural Alignment Themes.



C. A Biblical/Theological Case for Alignment.



Teamwork To Make Your Dream Work

Ephesians 4:1-16 ; John 14-17



Integrity in the Model of Teamwork

Ephesians 3:14-20; John 17:11, 21-22

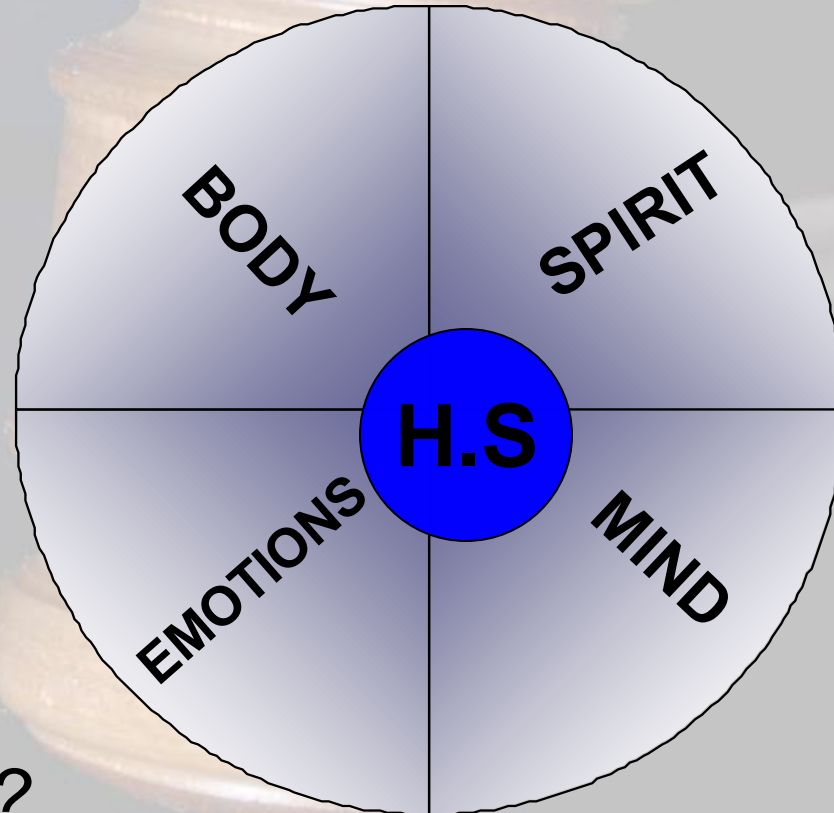


*What it says?
What it means?
How do we live it?*



Integrity in Inner Teamwork

Ephesians 3:19; 4:1



What it says?

What it means?

How do we live it?

Integrity in Relational Teamwork

Ephesians 4: 2-3



*What it says?
What it means?
How do we live it?*



Integrity in the Dream of Teamwork

Ephesians 4:4, 6

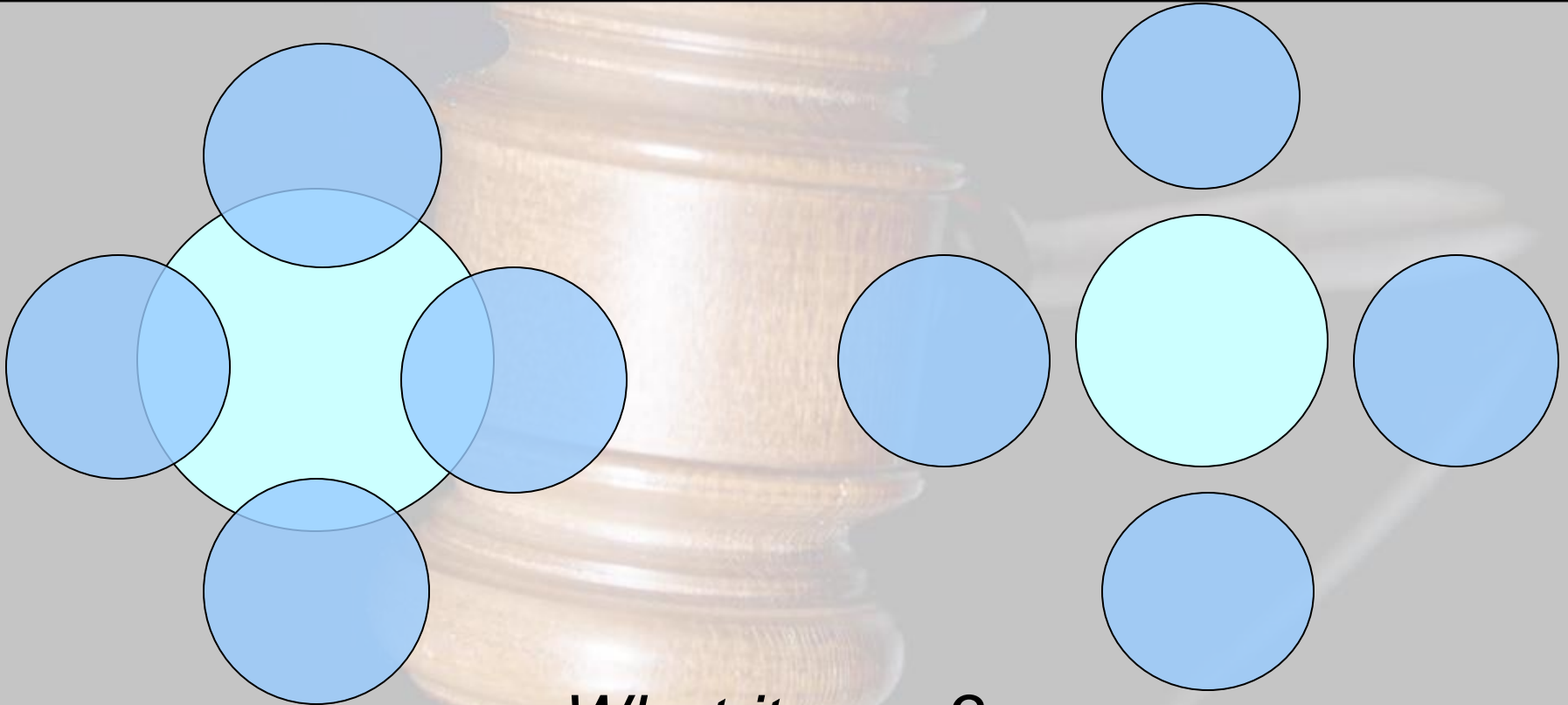


*What it says?
What it means?
How do we live it?*



Integrity in Diversified Teamwork

Ephesians 4; 1 Cor. 12; Romans 12



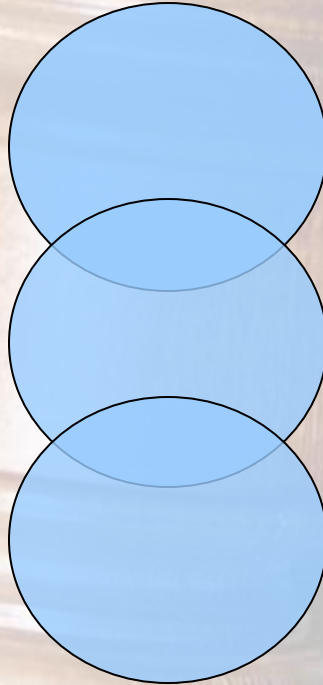
What it says?

What it means?

How do we live it?

Integrity in Corporate Teamwork

Ephesians 4: 12- 16

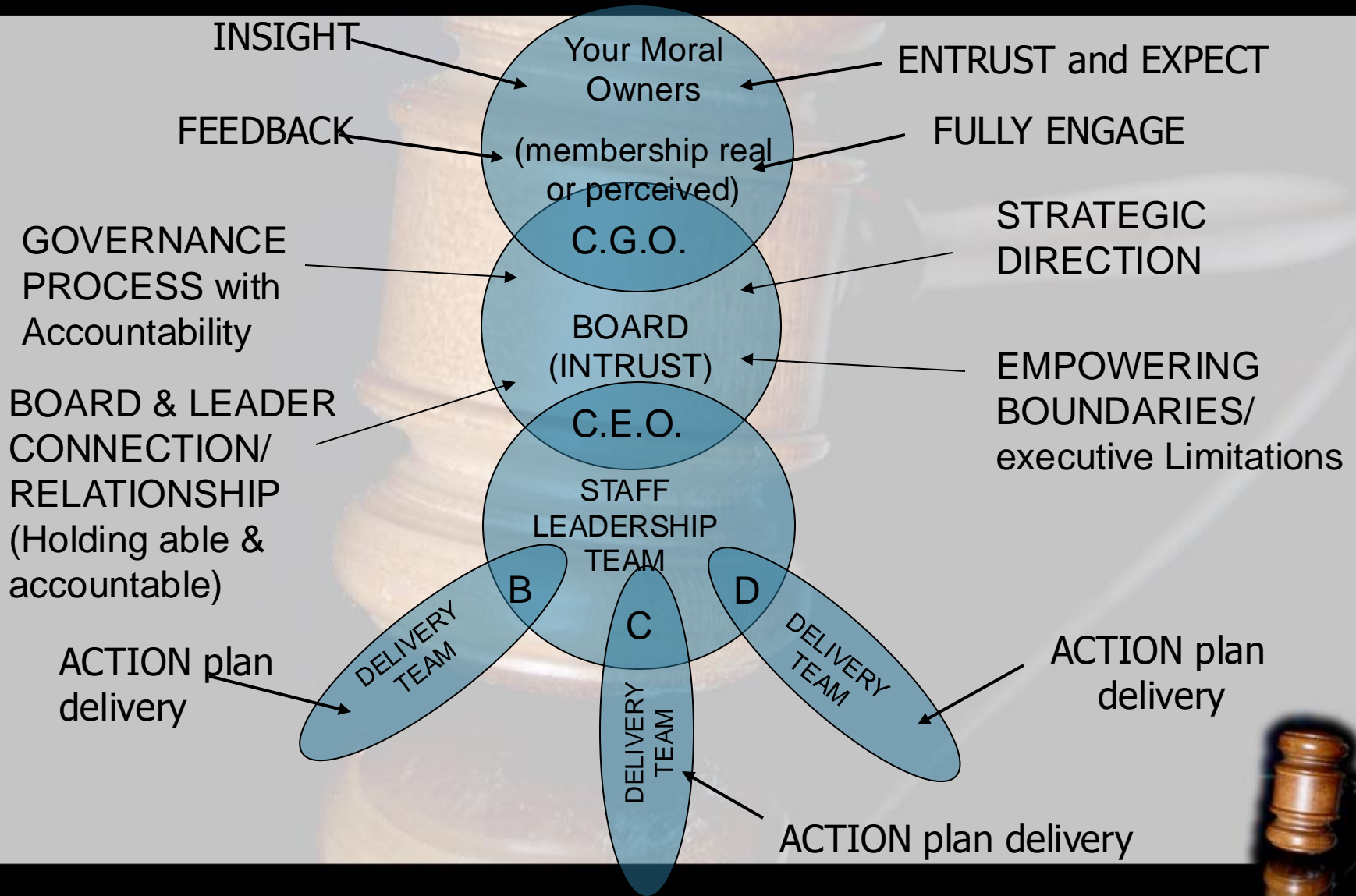


What it says?

What it means?

How do we live it?

AN INTEGRATED ALIGNMENT OF CORPORATE TEAMWORK



*How do we become one within
each circle of influence &
between each circle & then as a
whole?*

*What does ONE means?
How do we align & live it?*

CONCLUSION and APPLICATION

- What is most difficult/confusing/unclear for you?
- Who would benefit most if you could live this clarity, integrity and alignment well?
- Why is it difficult?
 - Reasons of “want to”
 - Reasons of “how to”
 - Reasons of “a model/example” deficiency?
 - Reasons of lack of clarity?
 - Reasons for lack of consistency?

D. A FUNCTIONAL CASE for Alignment of System wide Governance Flow and Rhythm.

Governance That Transforms Shaping/
Reshaping Boards (The What of
Governance?)

A wooden gavel is positioned vertically in the center of the frame, with its head resting on a wooden surface. The gavel is made of light-colored wood and has a textured, fluted design. The background is a soft, out-of-focus light gray.

Your Stories of Best and Worst Board Experiences



Literature Reflections on Board Governance Problems

- Boards are gatherings of effective people who become ineffective when gathered as a board.
- Boards are an endurance test and a necessary evil.
- Confusion of expectations.
- Micromanagement at its worst or disengagement at its best.
- The third layer of approval process for weary proposals and leaders.
- Trivial conversations that the spouses have come to despise even more than the participants.

Literature Reflections on Board Governance Problems

- Inconsistent decision making
- Decisions do not flow from strategic ends or value base
- Adverse staff interference
- Too many agenda items, proposals, and participants
- Unclear lines of authority
- Ineffective and inefficient business meetings
- Inappropriate agenda
- Failure to decentralize and delegate with clarity

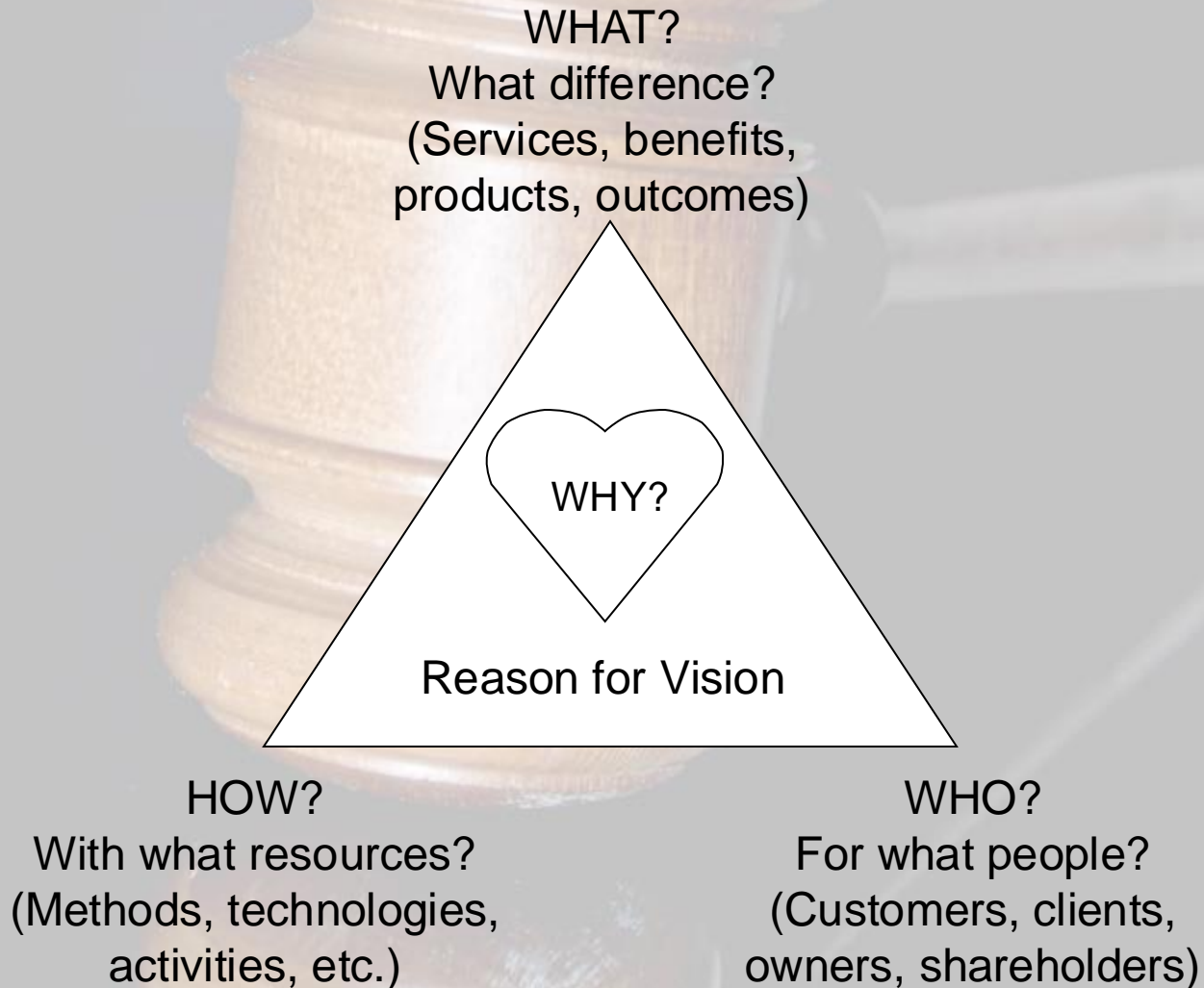
The Emergence of the Science and Art of Governance and Board Governance

- Attitudes toward authority (deference to discernment) and the implications
- Corporate and ministry failures and the implications for governance
- Board focus is proposal based/permission based rather than policy ends policy based

Board Mission



Board Mission



Board Mission (What do we do?)

- What: What difference?
- Who: For what people?
- How: With what resources?
- Why: Why have a Board? (Acts 6 & Principles of Governance)
 - Delegation with clarity and integrity/consistency
 - Responsibility
 - Authority (empowerment)
 - Accountability & Able
 - Communication
 - Relationship

What Difference?



What Difference?

- What difference does the board intend to make?
 - Your Mission as a Board is?
 - Your mission statement of your board (not the mission statement of the organization/ministry) is?
- What roles does the board intend to serve?
- What hats does the board wear?
 - Volunteer hat?
 - Governance hat?
 - Implementation hat (specialist)?

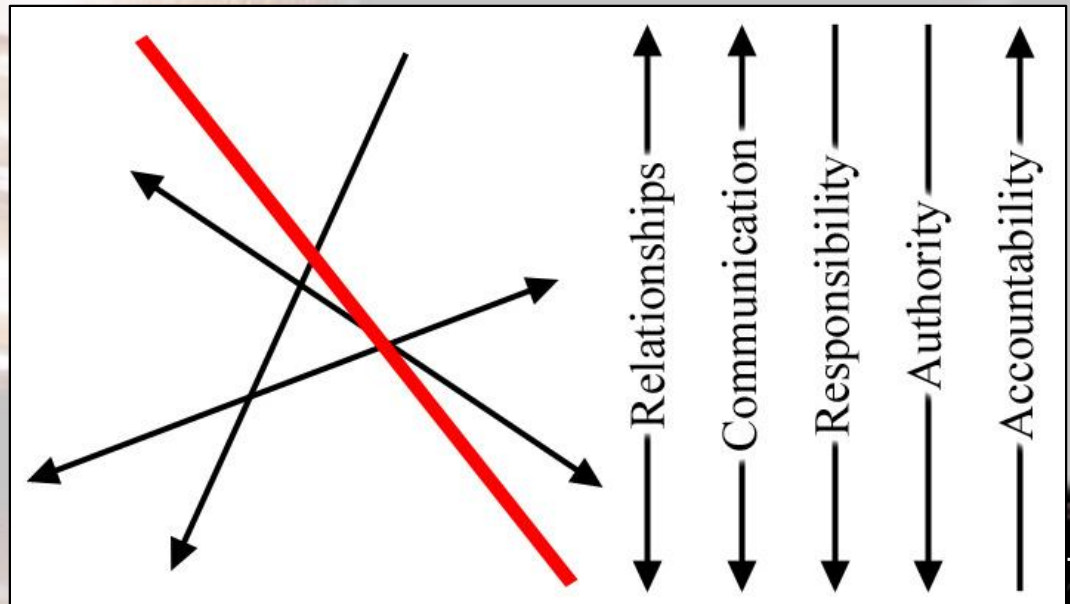
For What People?



Governance

Governance is best described as the process by which two or more individuals arrive at a decision that affects an enterprise, organization, ministry, etc. It is essential that there is alignment to produce clarity, empowerment and effectiveness in the flow of:

- Relationships
- Communication
- Responsibility
- Authority
- Accountability



Board Governance

Board governance is best described as the gathering of two or more wise, capable leaders who have been entrusted with the role, authority and relationships to use their power to direct the affairs of the organization, ministry, or enterprise with one clear and compelling voice and direction.

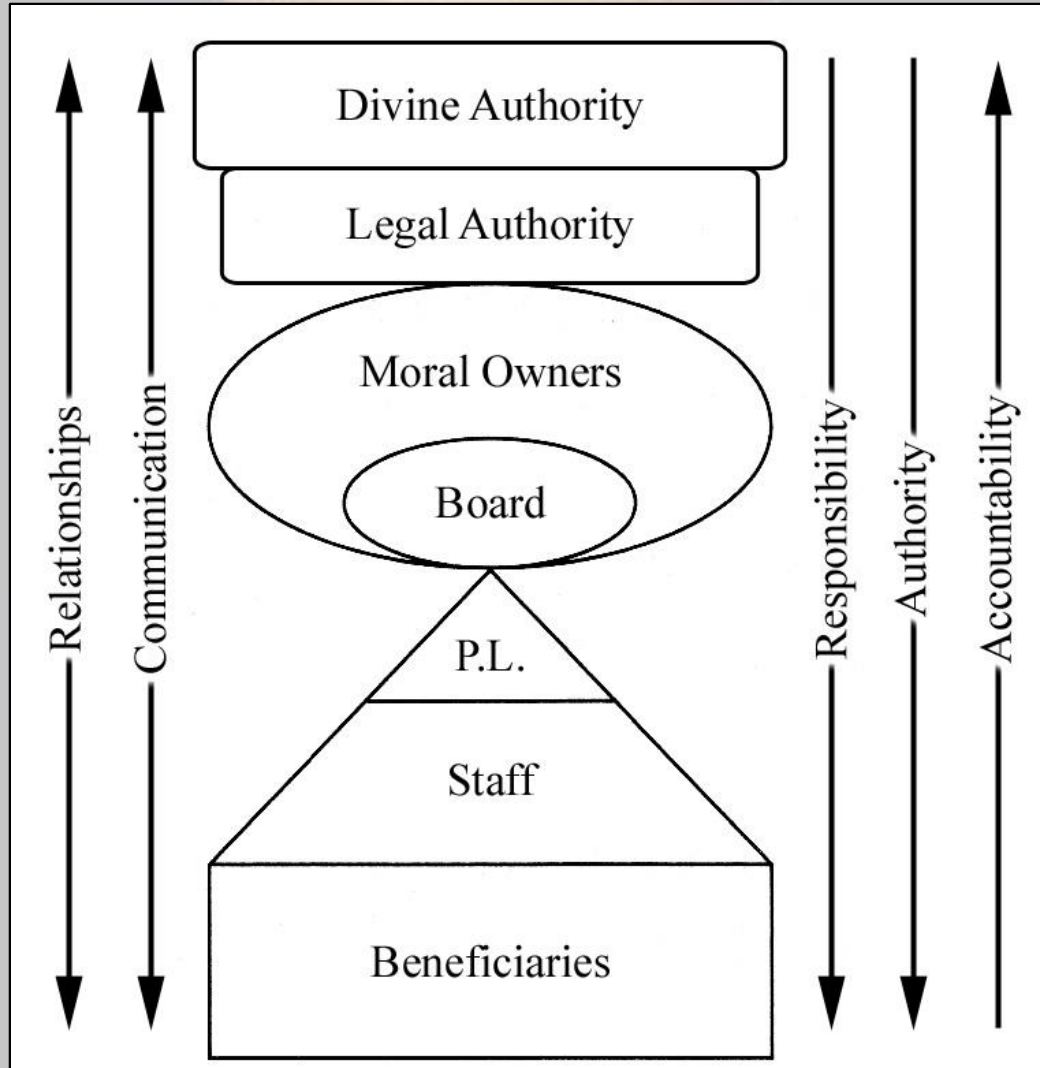
Policy Board Governance

Policy governance is a term given to a set of practices in which the decision units of any organization or organism or movement governs in accord with written and enduring values that become the basis for decisions until these values/policies are altered.

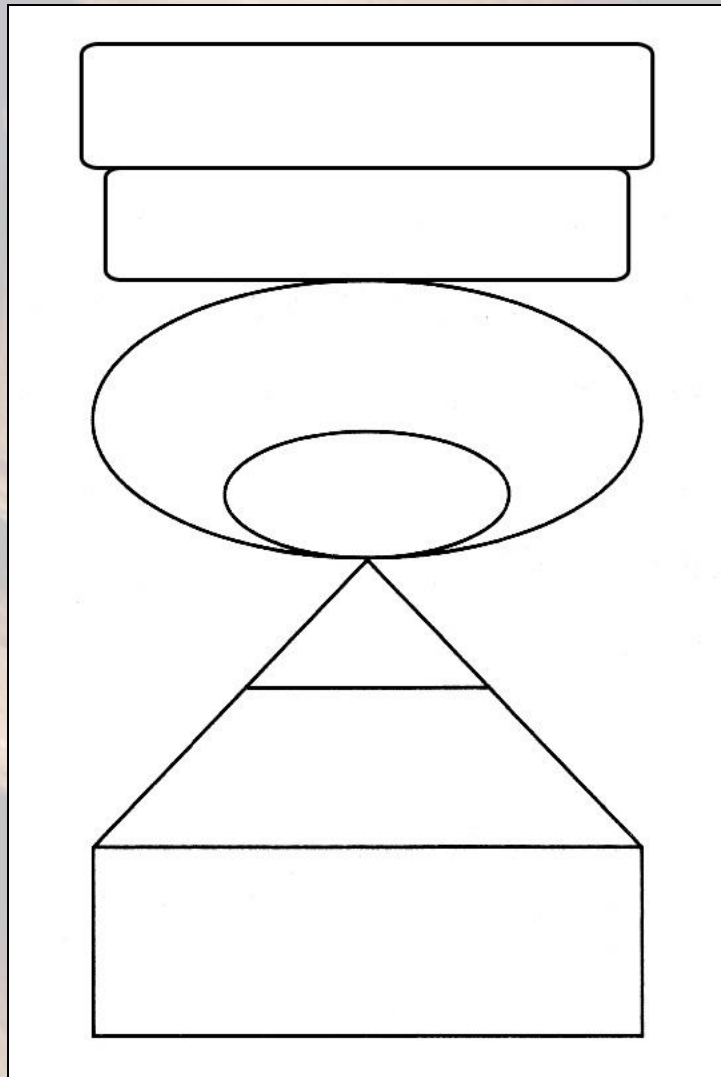
Best Practice Board Governance

Best Practice Board Governance exists where there is clarity of alignment of roles, relationships, authority, accountability, and there is a smooth flow of communication and the process of decision making, owning and communicating in accord with widely owned and cherished values.

The Secret Formula for Organizational Effectiveness



The Contextualization of the Formula to Your Situation



The Contextualization Given Your Unique Organization/ministry Type and History

- Our Contextual factors with complicating clarity of alignment & the flow of authority:
 - Authority & enablement outside/beyond the board?
 - Authority & enablement within the board?
 - Authority & enablement from the board?
 - Authority & enablement in mini-boards/committees?
 - Authority & enablement in and from the executive leader (CEO)
 - Authority resides in an individual of strong influence from history (patriarch or matriarch)???????
 - Then
 - Now

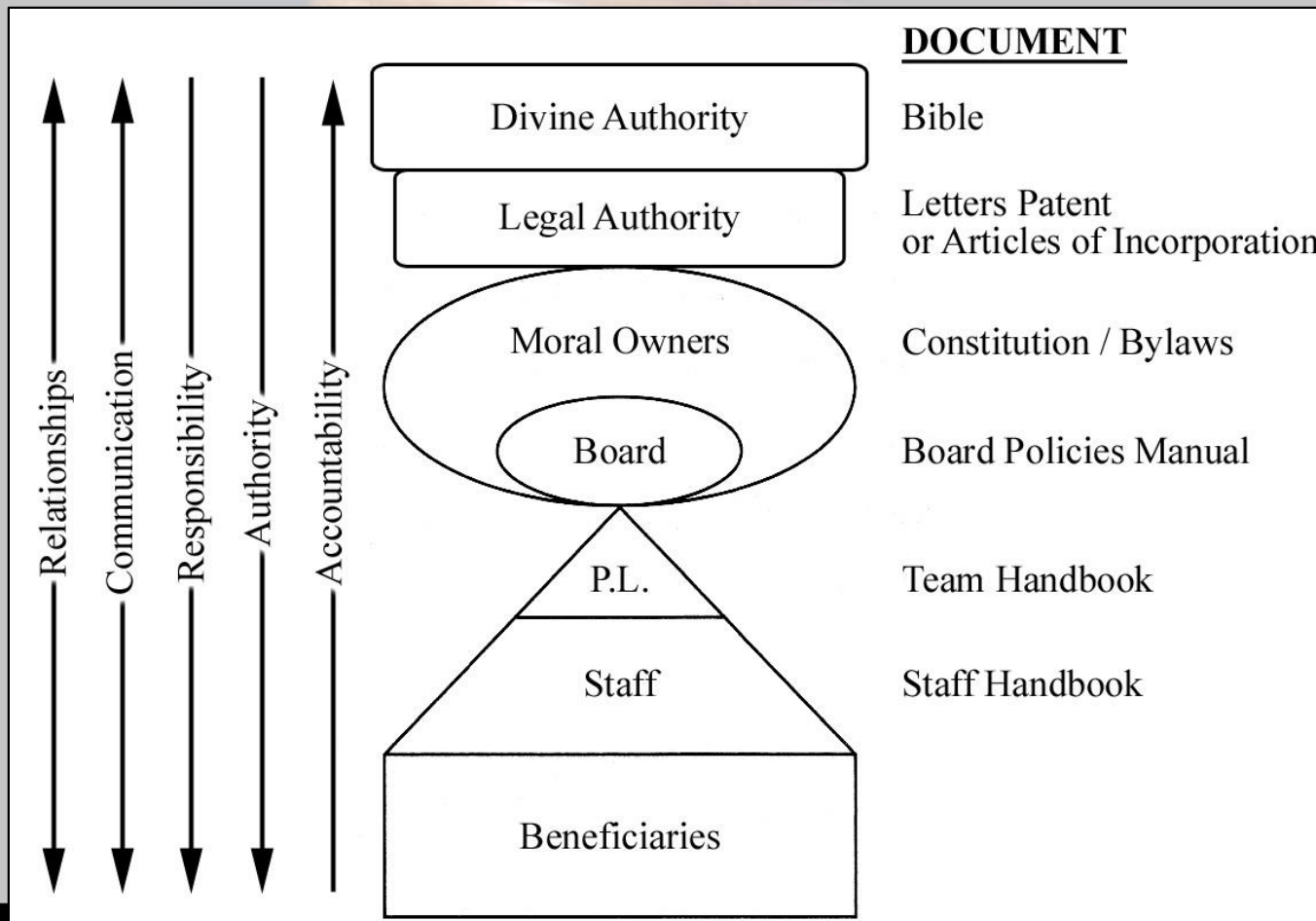
The Roles Board Governors Serve/Hats They Wear

- The Director of Primary Values hat and implications
- The Governance hat and implications
- The Volunteer hat and implications
- The Implementation/work hat and implications



INTEGRATE, PUBLISH and LIVE the values as a board

- Integration of organizational responsibilities and communication of the flow with respect to delegated authority



With What Resources?



Minimum Board Expectations

Any model of board governance is a framework within which to organize the thoughts, activities, structure and relationships of such boards. A designed model should yield a response to governance design and function questions. What should we expect from a good model of governance? What should clarity do for us and for

- Our Owners/members
- Our Board (our leadership of direction)
- Our leadership (our leadership of delivery)
- Our Beneficiaries

Minimum Board Expectations

1. The board serves as trustees for some “ownership” or moral ownership and seeks to draw their collective insights and to make themselves appropriately accountable to them.
2. Work to shape, own, embrace, cradle, produce clarity and prescribe fundamental values, macro-ENDS and S.M.A.R.T targets and hand these off with clarity to the staff team leader to shape and implement the best means to deliver results on these.
3. Ensure an external focus, considering the internal focus to be the job of the prominent leader of their staff team.

Minimum Board Expectations

4. Decide the largest issues in each category before smaller issues in any category (a bowl at a time)
5. Stop shaping direction/expectations/policy at the level where the prominent staff team leader is competent and ready to carry it forward and inward
6. Where the board stops speaking, the (chosen senior) staff team leader is empowered to shape all further strategies, direction and decisions within consistent empowering boundaries
7. The board speaks with one voice, through their designated spokesperson after becoming one voice, or does not speak at all.



Your INSIGHTS

- Before we proceed what is Missing?
 - What is missing?
 - Why do you say that?
 - What board issue does it address?

Guiding Pr

8. Board committees are to help the board do their job or to advise but not direct staff
9. Only monitor against clearly established expectations (S.M.A.R.T ENDS and pre-set emp. boundaries)
10. The board needs to clarify the scope of benefits and beneficiaries of the organization (WHO of Corp. Benefit)
11. A board needs to establish its own principles, practices, and procedures for governing and developing governance process & members (change of members)


Minimum Board Expectations

12. Use board time efficiently (Agenda that flows from our values and board roles (4 quadrants of function))
13. Clarify distinction between governance and management (why both if you have the same job)
14. Build guiding, nurturing and fruitful relationship and expectations in regard to their prominent leader
15. Determine a set of empowering boundaries or boundaries of limitation that indeed empower rather than under-power or over-power (resource & direction related)
16. Use hierarchy to reduce hierarchy in a way that accelerates the flow & pace

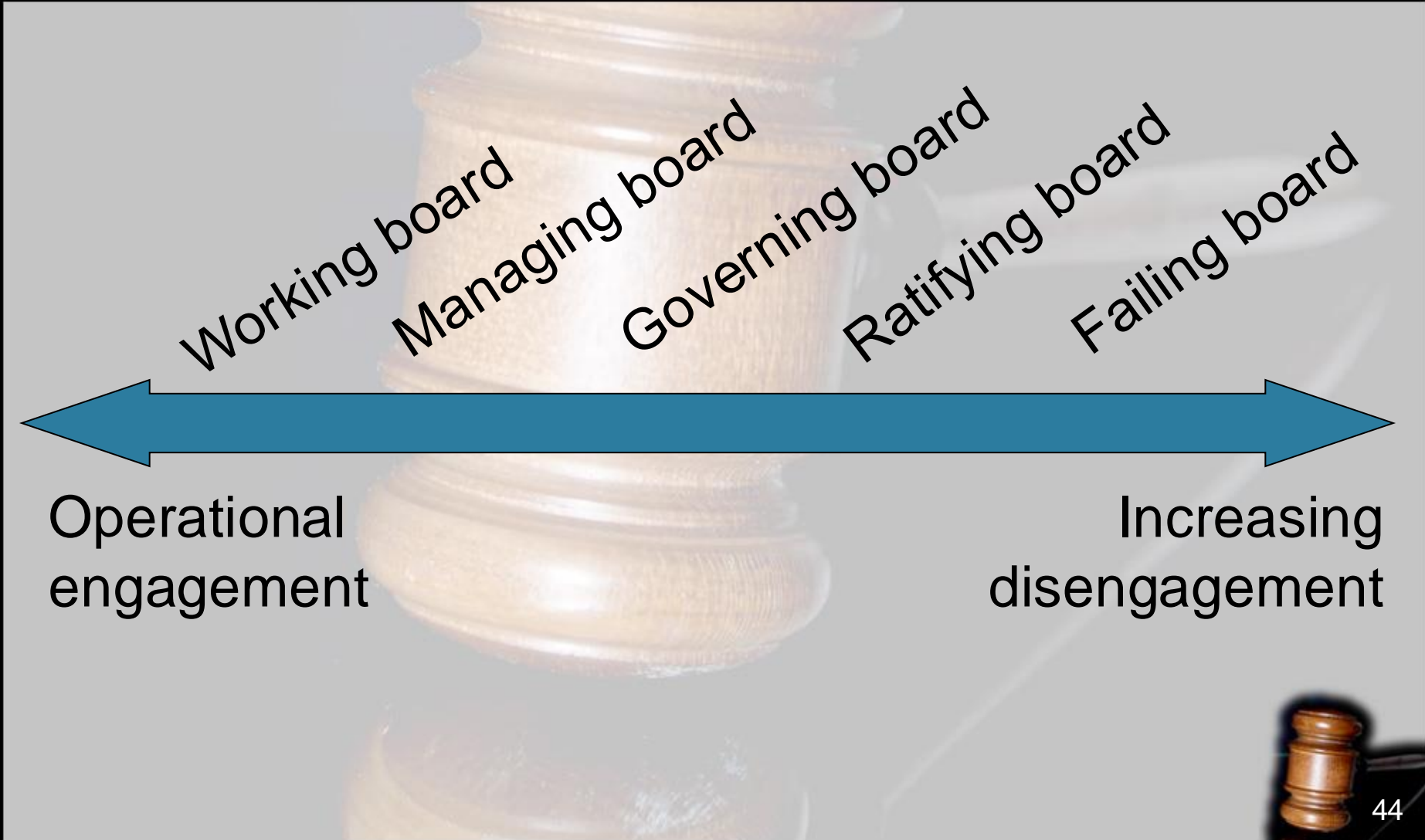


Boardmanship Continuum

Governance board

- 
- Govern by establishing all-embracing policy
 - Govern by setting policy
 - Govern by giving advice
 - Govern by responding to management problems/proposals
 - Govern by committee representation or by an individual (founder like)

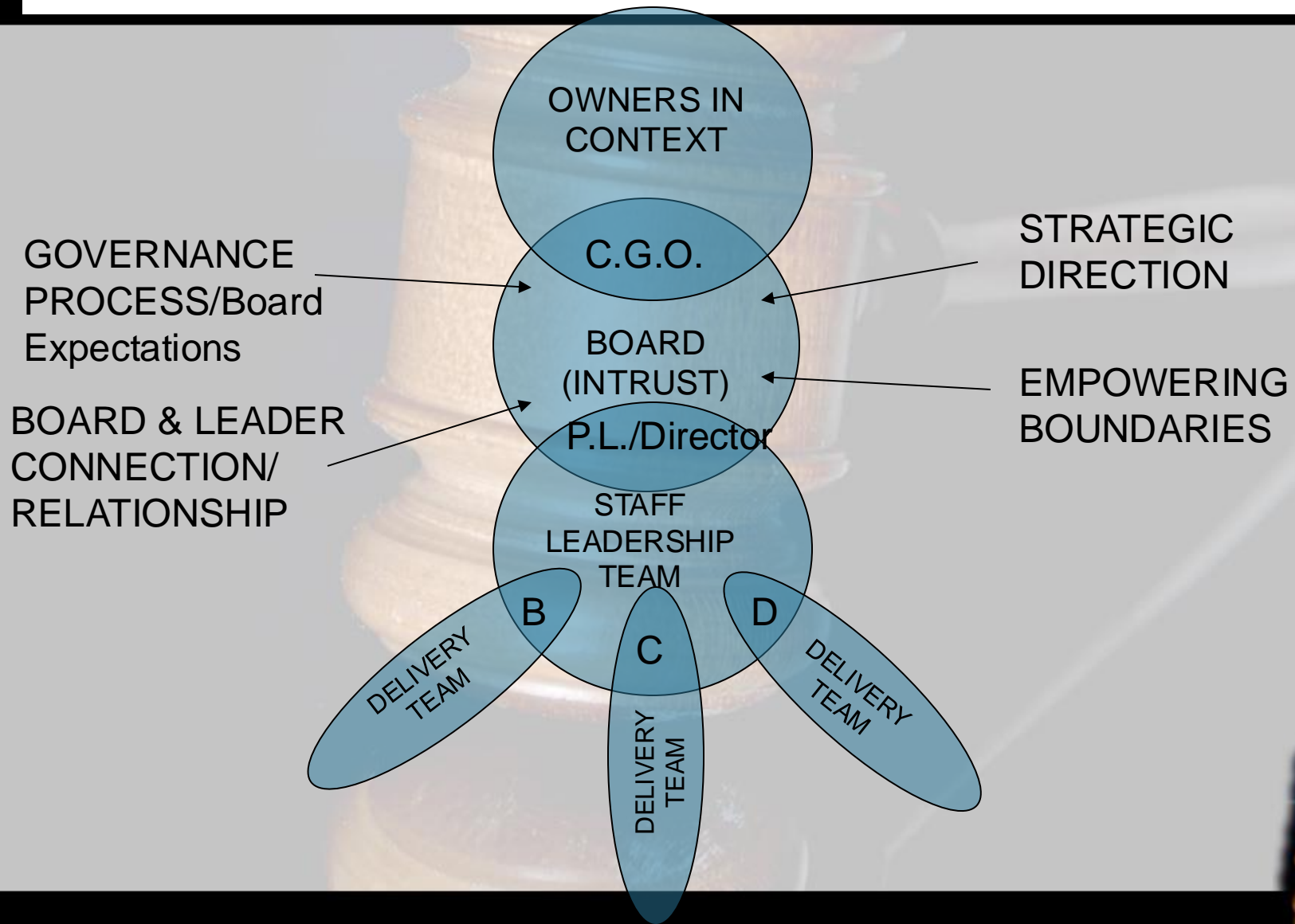
Board Models – How Boards Do Their Work



Integrated Board Governance Model



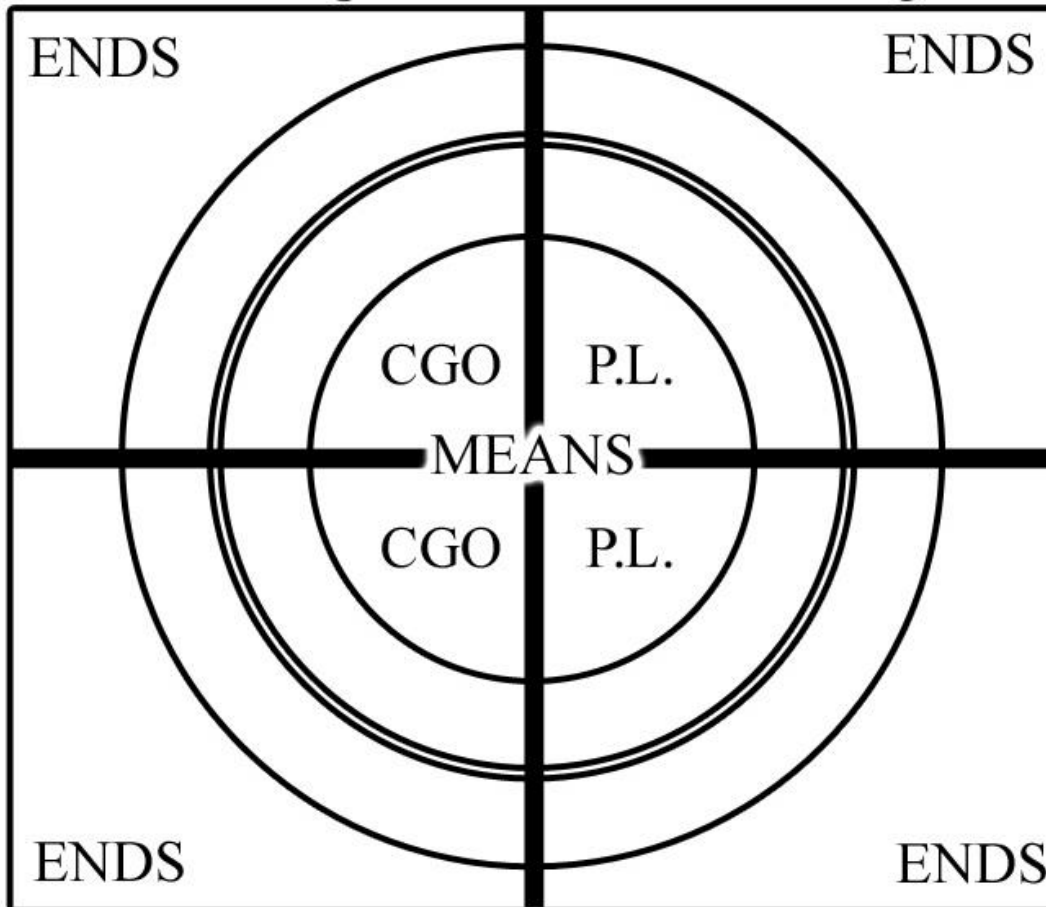
AN INTEGRATED STRUCTURAL FLOW OF TEAMWORK AND AUTHORITY



Integrated Board Governance Model

Board Process & Development

Strategic Direction



Board / P.L. Relationship

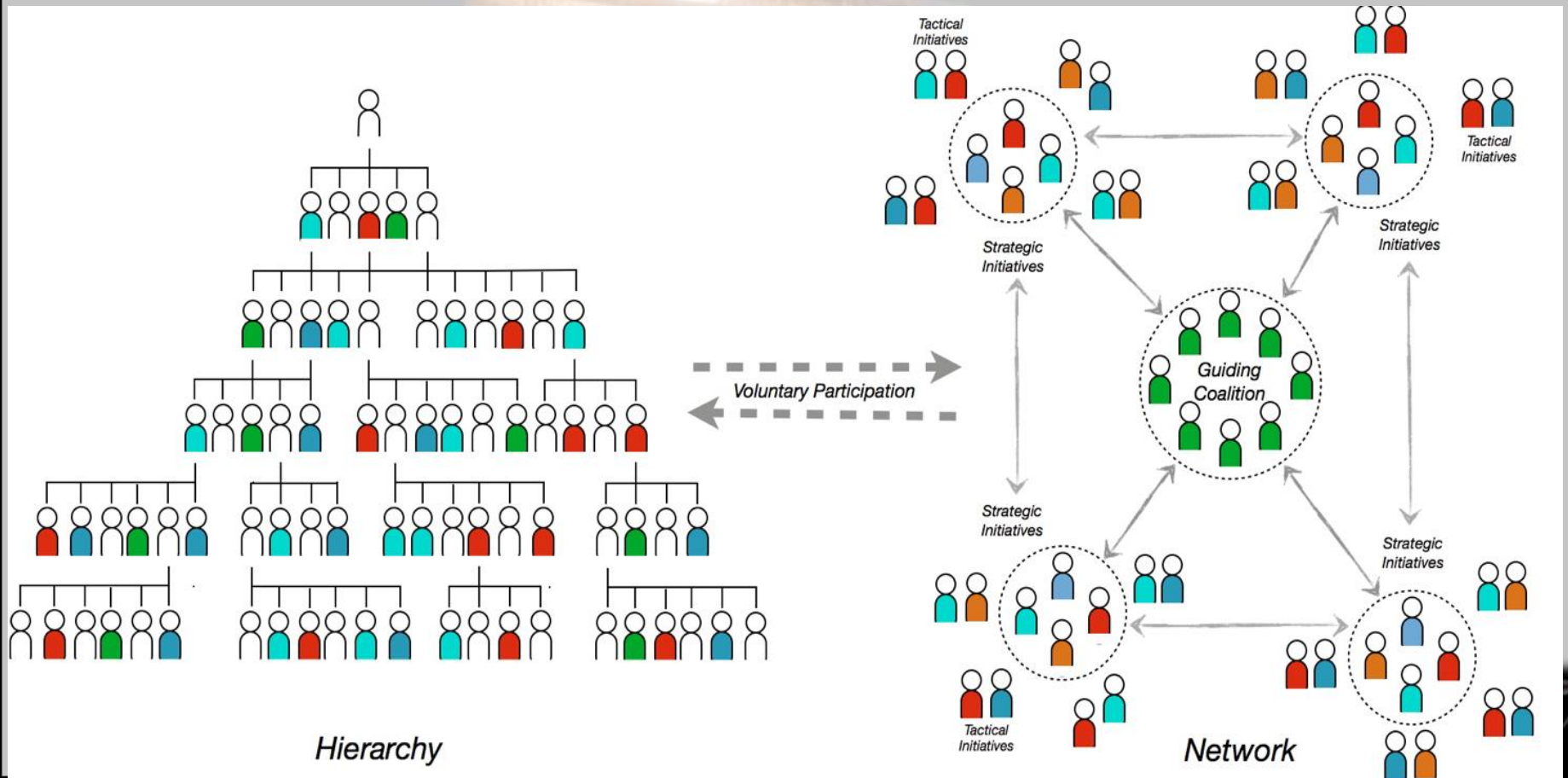
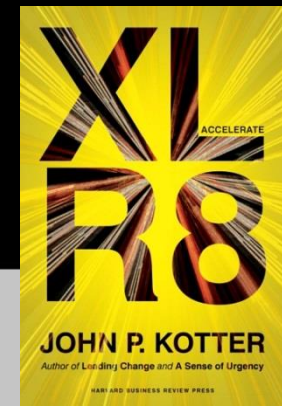
Operational Empowering Boundaries

Integrated Board Governance Model

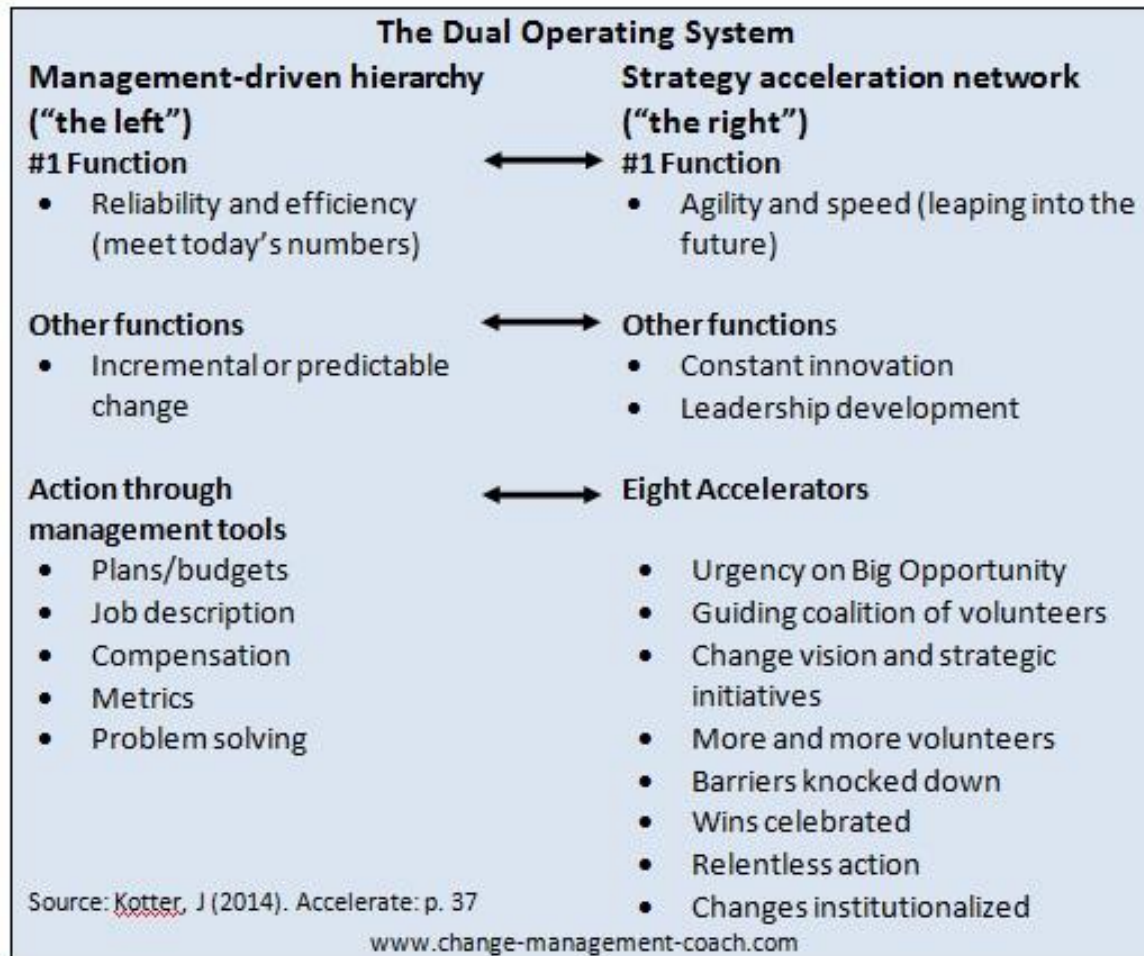
MEANS

ENDS

Integrity With or Without Dual Operating Systems



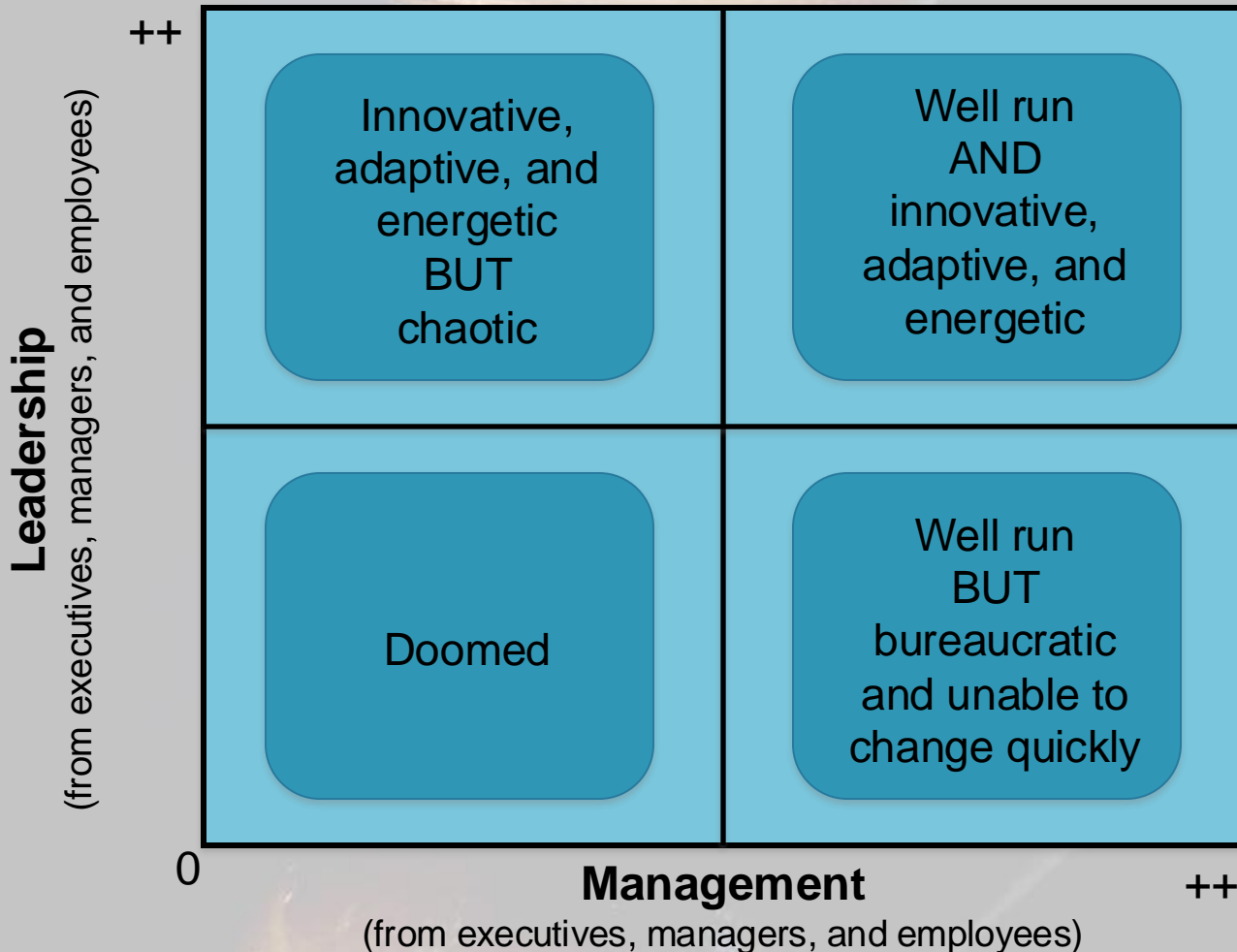
The Dual Operating System: Key Characteristics



Dual Approaches:

Management	Leadership
<ul style="list-style-type: none">• Planning• Budgeting• Organizing• Staffing• Measuring• Problem Solving• Doing what we know how to do exceptionally well in order to produce reliable, efficiently results constantly.	<ul style="list-style-type: none">• Establishing Direction• Aligning People• Motivating• Inspiring• Mobilizing people to see opportunities, overcome barriers, and leap quickly, agilely, and innovatively into a prosperous future.

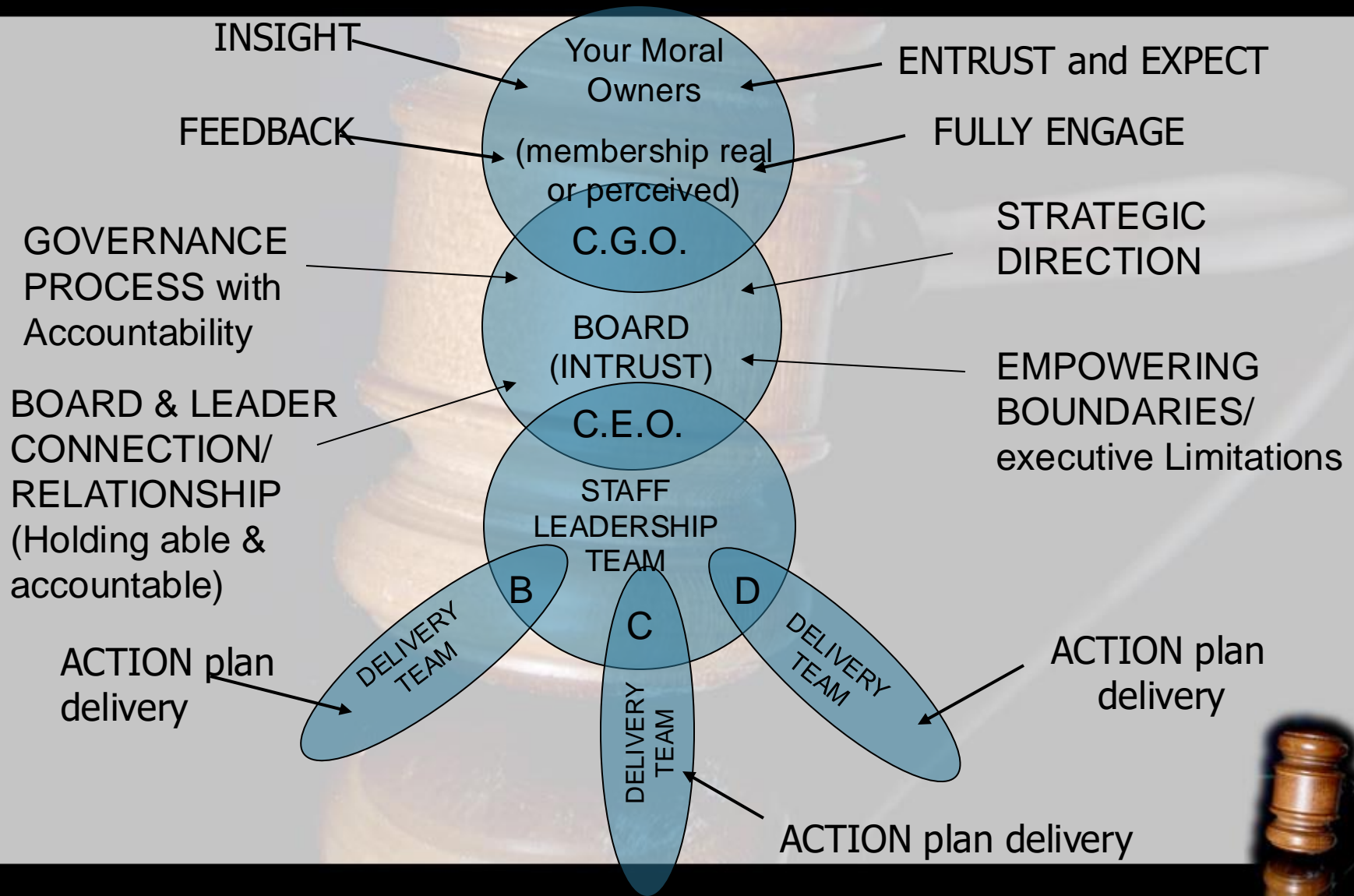
The Management/Leadership Matrix



The Eight Operational Accelerators



An Integrated Alignment of Corporate Teamwork with Three Operating Systems



Conclusion



Concluding Reflections

Board mission:



Complementary Emerging Expectations

Outward / Forward Focus

Envisioning ENDS
WHY the ENDS?

Envisioning MEANS
WHY the means

BOARD

STAFF

ENDS
Focus

MEANS
Focus

BOARD

STAFF

Monitoring outcomes
on ENDS/chosen
direction
WHAT?

Producing
outcomes/implement
HOW?

Inward Focus

E. The Significance, Importance and Implications of Board Paradigms

1. Why even have a board anywhere?
2. The significance of boards (why or why not boards) and various kinds of boards
3. Paradigmatic changes of 21st century boards

3. Paradigmatic changes of 21st century boards:

- A. Reality & understanding of paradigms
- B. Reality & understanding of board paradigms
- C. Reality & Understanding of your board
- D. Your current board paradigms, models and culture? (Concept of flow and delegation within your model)

Boards Within Corporate Cultures and Stages In Organizational Life

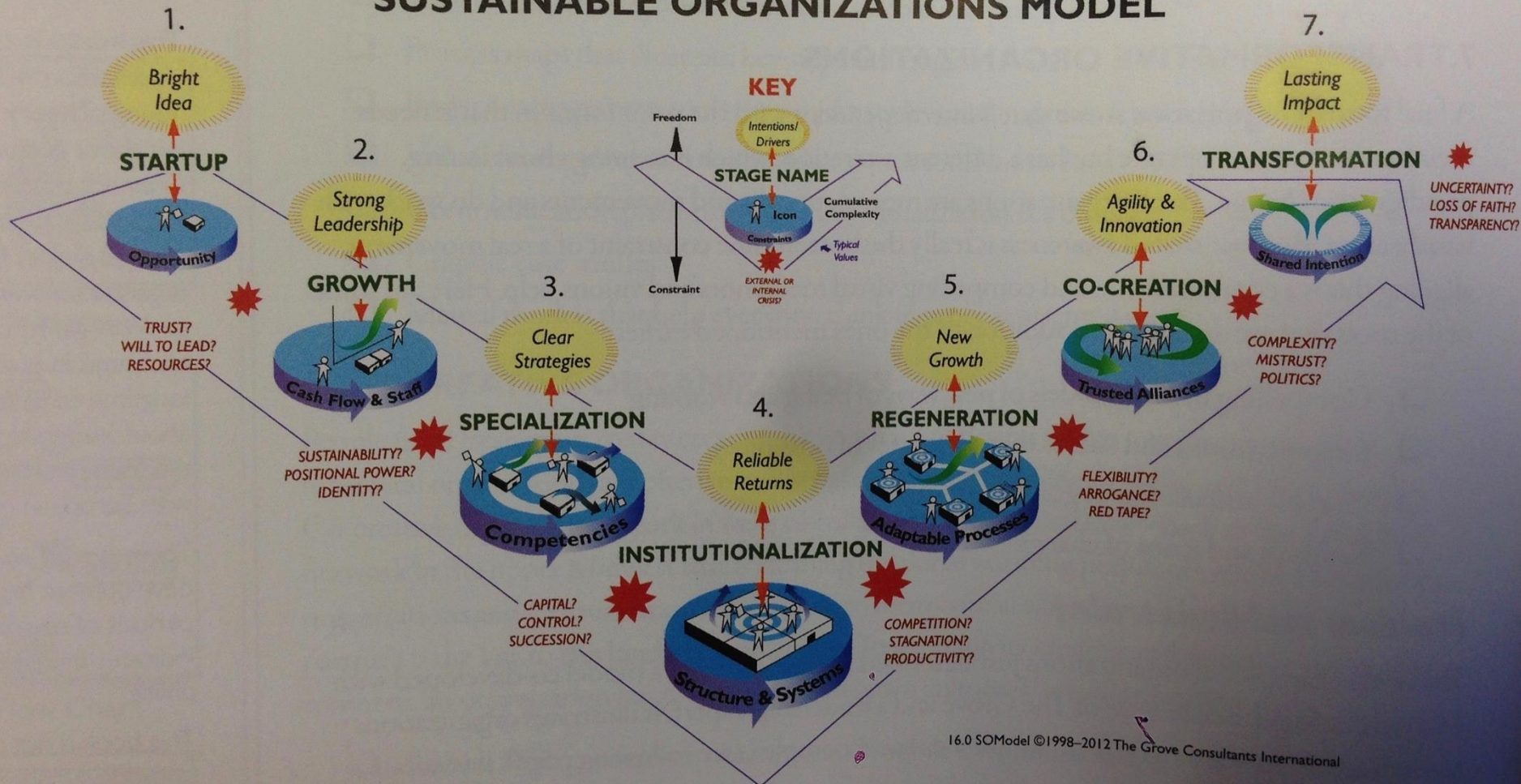
1. The factors in corporate culture & corporate cultural definers & shifts (where of boards & types of boards)
2. Boards within Types of Sustainable & Organizations & Tools (When of Boards)
3. The need for a Board Model that is coherent, consistent & well aligned
4. The implications of Board contexts for Governance.



Size, Age and Ideals of the Organization (The Who)

Sibbet/Le Saget

SUSTAINABLE ORGANIZATIONS MODEL



Local Church Members

COMMUNICATION

DIRECT – Organizational Performance; vision, mission, values, KRAs, governing policies

PROTECT - the interests of the owners

EXPECT – Great Board-Management Interaction

REFLECT – on Organizational Results
INSPECT – Monitor progress

Members, Adherents, Constituents, Guests, Visitors, Public

OWNERS

BOARD

CEO

STAFF

(including volunteers)

CUSTOMERS

RESPECT – owner expectations

CONNECT – for healthy Board relations

SELECT – Prominent Leadership
CORRECT – deal with breaches of expectations

Elders

SP

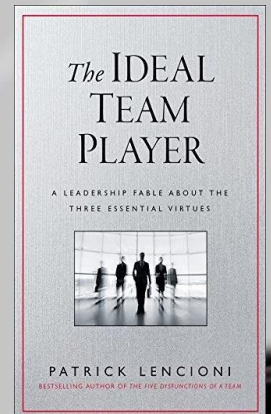
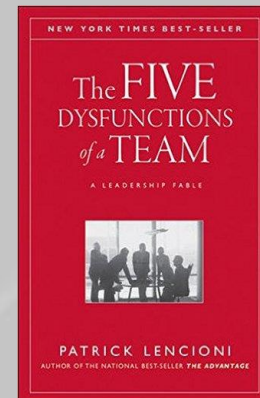
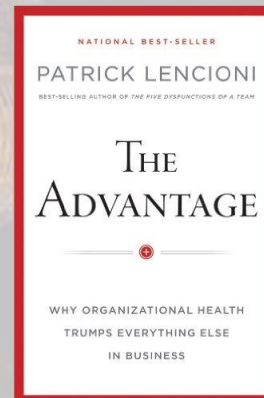
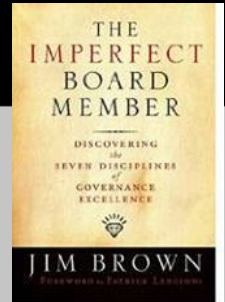
Pastors, Office Admin, Ministry Leaders, Volunteers

AUTHORITY

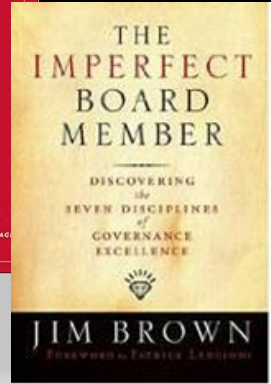
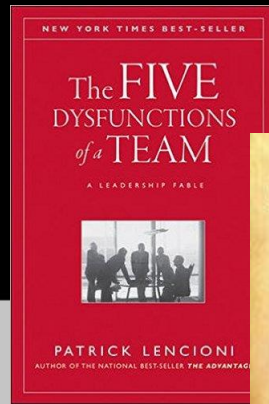
ACCOUNTABILITY

Activities On The Path

- **EDUCATION – KNOWING (GNOSIS)**
- Read and Discuss The Imperfect Board Member
- Review resources on the STRIVE! YouTube channel
 - <https://www.youtube.com/user/TeamStrive>
- Review videos on The Table Group website
 - <http://www.tablegroup.com/advantagemodel/org-health/##videos>
- Supplemental resources:
 - The Advantage
 - The Five Dysfunctions of a Team
 - The Ideal Team Player

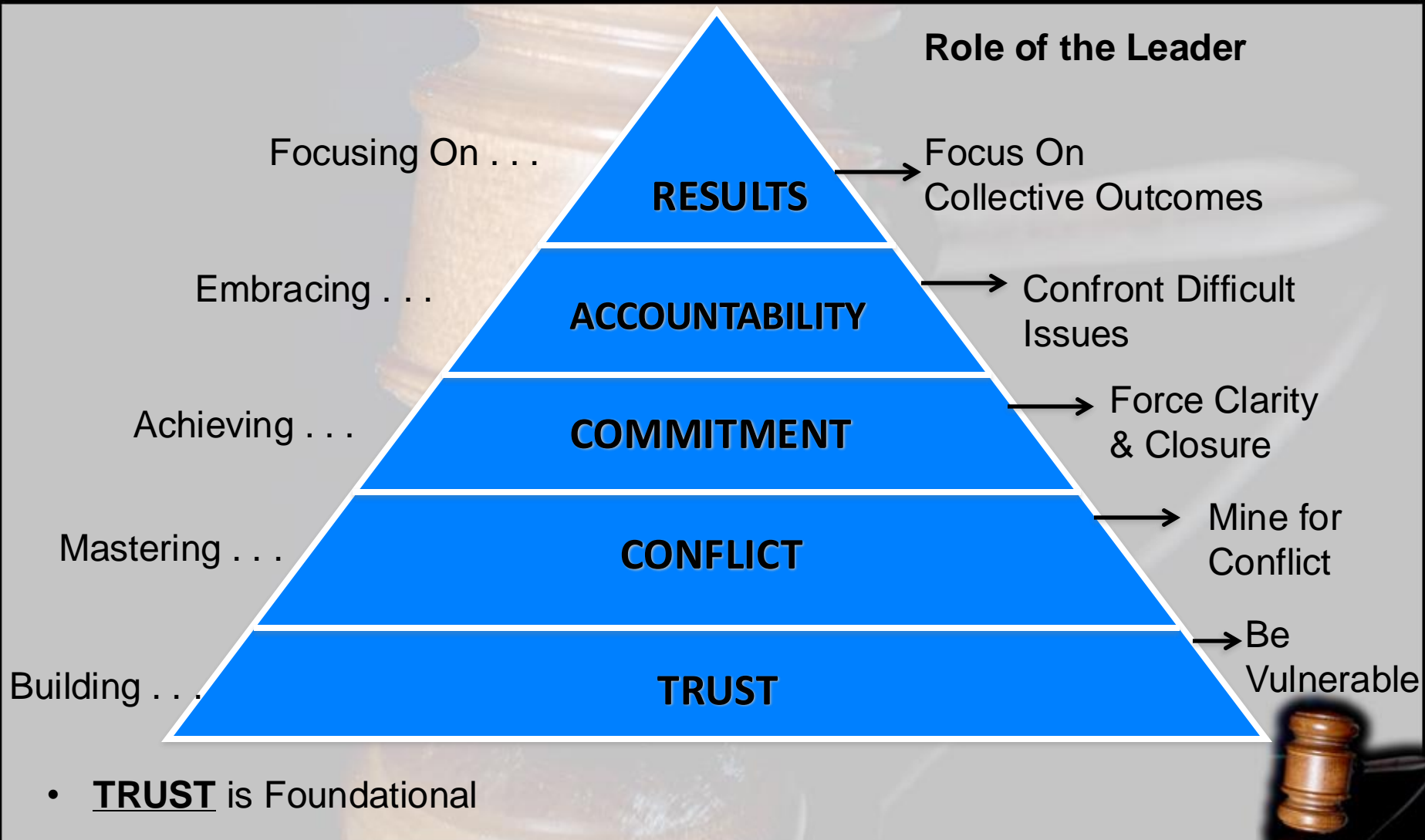


The Five Behaviors Of A Team



Pick ONE Wildly Important Goal – which One?

- “Focus” (Henry Cloud, ‘Boundaries for Leaders’)



Question:

So is your board (& how do you know?):

GOOD - “Healthy”

GREAT – “Strategically designed

GRAND – Strategic Learners, Designers, Deliverers, Renewers, “Over the Top” in Function & Engagement, TOGETHER (one mind, heart, function, action, etc.), Exceeding the Expectations?

Application



Application

On the basis of the previous discussion and what you have heard in this session, discuss the following:

1. What initiatives or action steps would be most useful to help design an integrated governance process in our setting?
2. What initiatives, what schedule and what champions would help us build what we need?
3. What should we be sure to include?