

## The Three R's Roles, Responsibilities and Reality



### The Non- Profit Feud

### As the CEO/Staff?



Do you think the staff is going one way, the board a different direction?

Do you feel that your board does not understand the organization?

Do you think that your board is not involved?

Do you think the Board is too involved?

Do you feel that the board second guesses your decisions?

Does the staff feel that they are not sure who they report to?

Do you feel that the staff is not listening to you?

Do you feel that you are not involved enough with the organization?

Do you feel that you are too involved in the organization?

Do you feel that the staff only wants your money?

Do you feel that you really do not know enough about the organization?

Do you feel unappreciated?

### Board Member?



### Board vs. Staff



Who does what? Drawing the lines between a nonprofit board and staff.

Research suggests that in a successful working relationship there is a "strategic partnership" between the Board and CEO.



### Great Benefits

CEO and staff jobs are enhanced by the guidance and resources of a highly effective Board of Directors.



However, staff can be stifled by an ineffective, uninvolved or overly involved Board of Directors



## Keys to Success

Are based on both parties focus on:

Strategy and Mission  
Leadership  
Respect  
Trust  
Accomplishment



## Misconceptions and Pitfalls

Without a mutually agreed strategic plan there is no clear organizational direction.



Without a clear understanding of roles and responsibilities, the organization is directed away from accomplishing its mission and goals.

Much confusion over what the board should do as a *group* and what *individual* board members should do.

## Misconceptions and Pitfalls

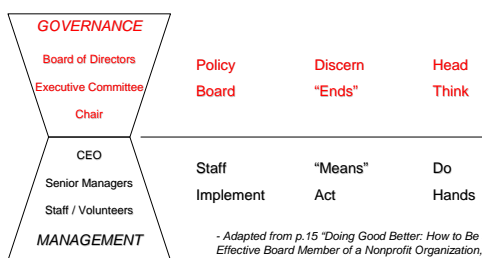
The best reason to create a clear separation of roles is to ensure organizational effectiveness.



That just because someone is dedicated they will be effective.

Maintaining a high-quality relationship requires a high level of maturity and understanding from those filling those roles.

## Organizational Basics



## Board Primary Responsibilities

- Governance
- Leadership
- Support



What happens when board members don't understand their role?



- Under-involvement
- Micromanagement

## CEO Primary Responsibilities

- Management
- Leadership



What happens when CEO does not understand their role?



- Under-involvement
- Micromanagement

## Board Roles and Responsibilities



1. Establish policies governing operations

2. Develop long-range strategic plan organization

3. Select and hire the CEO

4. Accept responsibility for financial well being of organization

## Board Roles and Responsibilities



5. Develop beneficial relationship with the community, stakeholders, and funders

6. Ensure evaluation of progress against plan on ongoing basis

7. Provide continuous self-evaluation of the board its self.

1. Provide **board administration and support**

2. Provide for **program, product and service delivery**

3. Oversee the **financial, tax, risk and facilities management**

## CEO Role and Responsibilities



- 4. Oversee **human resource management**
- 5. Promote the organization through **community and public relations**
- 6. **Fundraising**

## CEO Role and Responsibilities



The Board of Directors and CEO association is a paradoxical relationship.



- Through the interaction of the board during formal business of board and committee meetings (governance role) the board is the boss.
- Through the interaction of the board outside the formal business of the board and committee meetings (support role) staff is the boss.

## 2 simple rules



## Create a High Functioning Board

- Train Board about the nonprofit and its programs
- Help Board Members clearly understand their roles as a governing board
- Suggest people to recruit for the Board
- Play a strong role in strategic planning and decisions
- Participate in Board committees
- Provide useful information to Board members in time for their review before meetings



## What happens if



- Practice basic skills in interpersonal communications particularly in listening and giving feedback
- Identify that you are actually seeing and hearing what the problem is
- Realize that conflict is inherent in any successful relationship

## TEN IRREFUTABLE LAWS FOR THE BOARD OF DIRECTORS



1. Leave the details to the executive director
2. Spread inspiration to all those around you
3. Share the vision with all who will see
4. Give of your thoughts, your efforts, your time and most of all your money
5. Never forget your duties in the one and only position you have authority over

## TEN IRREFUTABLE LAWS FOR THE BOARD OF DIRECTORS



6. Do nothing as a board member that would bring shame to the organization
7. Reward hard work and don't be overly critical
8. Do not second guess the executive director
9. Praise staff for a job well done and show a keen interest in the work they do
10. Never, ever accept a paid position in the organization or enter into an arrangement that would create a profit potential for you personally or for any person or entity related to you

## TEN IRREPUTABLE LAWS FOR EXECUTIVE DIRECTORS

1. Disclose all to the board
2. Inspire the board with YOUR passion
3. Share your vision with the board
4. Engage the board and the trustees in small and large ways, expecting them to give thought, time and most of all money
5. Never forget those who gaveth the job are those who can taketh away



## TEN IRREFUTABLE LAWS FOR EXECUTIVE DIRECTORS

6. Do nothing you would not be proud to have the board know
7. Let the board know you work hard, but do not whine
8. Take initiative in earnest in your job
9. Put key staff in regular contact with the board and have program staff meet and present their work to the board regularly
10. Never, ever serve on the board



Thank you!

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