

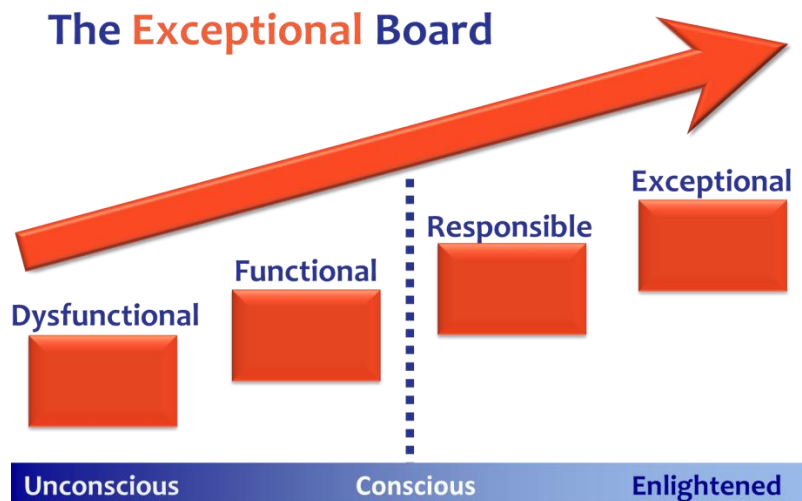
Just a Thought...

From *Quantum Governance, L3C*

DEVELOPING AN EXCEPTIONAL BOARD

Board of Directors, like individuals, are always developing. Certainly, any given Board may go through periods of time where there is not a great deal of change in how they go about their work. Over time, however, the vast majority of Boards must change and update their practices to keep pace with their own organization – as well as the ever changing external landscape. Do you have a realistic – and objective – picture of where your Board is on the spectrum below? Is your Board evolving towards being exceptional or is it somehow “stuck?” Do you have the strategies and tools to help your Board get to the next level?

While most Boards have certain characteristics that fall in a number of areas along the spectrum from dysfunctional to exceptional, you will likely find that your Board operates predominantly from one area along the spectrum below. In order to assist you to better understand the characteristics of each of these steps along the spectrum, we have created a matrix (see next page) that gives you a bit more detail of what we mean by each step.



The following matrix which assesses Boards across the following seven components:

1. A Third Party Perception
2. Understanding of Roles and Responsibilities
3. Scope of Responsibilities
4. Level of Engagement
5. Relationship with CEO/Staff
6. What Board Members Will Say
7. The Percentage of Strategic Discussion at Board Meetings

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Step Along the Spectrum	A Third-Party Perception	Understanding of Board Roles Responsibilities	Scope of Responsibilities	General Level of Engagement	Basic Relationship with CEO/Staff	What Board Members Often Say...	Approximate % of Strategic Discussion at Board Mtg's
Dysfunctional Board	A group of <u>individuals</u> that are on a Board	Little to no understanding of their Board role	May be severely limited (listen for the word "just") <i>or...</i> simply misplaced	May be either hyper-engaged (micromanagement) <i>or...</i> largely disengaged (overly CEO/Staff-driven)	Board either micromanages <i>or...</i> Is just about entirely CEO/Staff driven	"We are <u>just</u> here to fundraise." <i>or...</i> "We're <u>just</u> here to ensure the safety & soundness of the money."	~ 0 - 5%
Functional Board	A group still finding its way	Some basic understanding of their Board role	Scope of work is to carry out the minimum "to get the job done"	Only minimally engaged (i.e. simply showing up at board meetings)	Consciously or unconsciously delegate significantly to CEO/Staff	"We/they are simply volunteers." <i>or...</i> "We don't have a lot of time."	~ 5 - 10%
Responsible Board	Trying to work as a team	Strong sense of their Board role <u>and</u> of need to balance their role with staff	Begins to understand their scope; key boundaries are in place	Engaged	Building constructive partnership with CEO/Staff	"We need to work better as a team" <i>or...</i> "How can we better govern ourselves?"	~ 10 - 25%
Exceptional Board	Working effectively as a high-performing team	Executing their Board role in constructive partnership with staff	Operating effectively within their roles; boundaries are firmly in place & regularly acknowledged	Highly engaged at appropriate levels	Working effectively in constructive partnership with CEO/Staff	"Our Board/staff partnership is really effective." <i>or...</i> "How can we make it even better?"	~ 25 - 50%

For more information on the Quantum Governance, L3C assessment tools, services and retreats that can help your Board get to the next level...

Please contact us at: jennie@quantumgovernance.net Or... Check us out on the web at: www.quantumgovernance.net Or... Call Jennie Boden at: 443.253.7478

Quantum Governance provides corporations, nonprofits, credit unions, associations and governmental entities with strategic, cost-effective governance, ethics and management consulting, facilitation and evaluation. The firm is a unique L3C organization that integrates the best elements of both the for- and non-profit communities into one practice. It is a low-profit, limited-liability service organization dedicated to the public good and one of the very first such legal hybrid organizations in the United States.