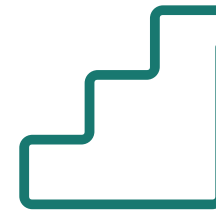


# Being an Effective Board Member



LEADERSHIP  
**DEVELOPMENT**  
PROGRAM

**CLARB**

October 22, 2024  
3:00 p.m. EDT

# Website Tech Tips and Reminders



Please mute your microphone unless presenting.



Chat function on bottom of screen is available – and presenters will see questions posted.



This event is being recorded. Recordings are posted on CLARB's "In the Know" page for members.



Closed captioning is available. To enable this feature on a computer, click "Live Transcript" and "Show Subtitle." For users on a phone or tablet, captioning will be enabled automatically.

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Reactions

# Presenters



Emily Cronbaugh  
CLARB Board  
Director-at-Large



Allison Fleury  
CLARB Board  
Director-at-Large



Joel Kurokawa  
CLARB Board  
President

# Key Concepts of Effective Leadership

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- Strategic Decisions
- Inclusive Collaboration
- Trust and Respect
- Fiduciary Responsibilities
- Vision Alignment
- Agility in Leadership
- Self-Awareness and Effective Contribution

# Strategic Decision

Board members think critically about long-term impacts and navigate complex issues, using sound reasoning to guide decisions.

# Core Roles of Board Members



SET DIRECTION



ALLOCATE RESOURCES



PROVIDE OVERSIGHT

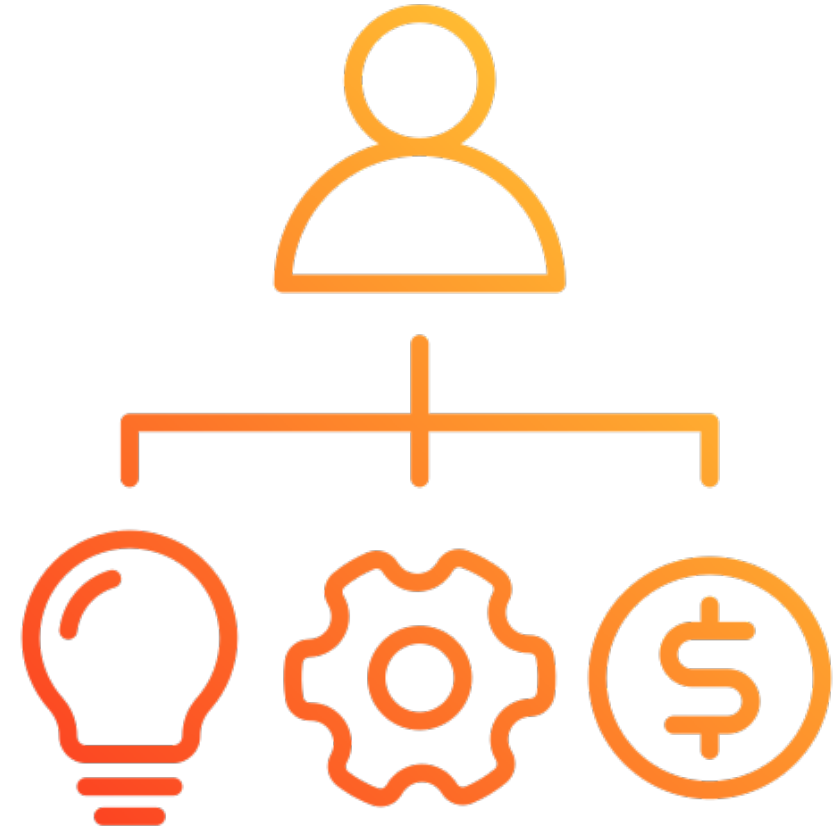
# Set Direction

- Set the organization's mission, vision and values
- Engage in strategic thinking and planning
- Practice foresight
- Develop, monitor, and adjust strategy
- Approve annual work plans and budget that aligns with the strategic plan



# Allocate Resources

- Hire and support capable and effective executive leadership
- Ensure capable and effective elected leadership
- Provide adequate financial resources





# Provide Oversight



Ensuring progress



Observing boundaries



Asking the right questions



# Inclusive Collaboration

Foster a collaborative environment by actively listening and integrating diverse perspectives into the decision-making process.

# Power of Inclusive Collaboration

- Listen Actively: Seek to understand before being understood.
- Value Diverse Perspectives: Encourage contributions from all members, recognizing that different viewpoints lead to better decisions.
- Foster a Collaborative Culture: Build an environment where members feel comfortable sharing their ideas openly.



# Best Practices



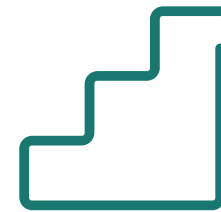
Create Space for All Voices: Ensure everyone has a chance to speak, particularly those who may be more reserved.



Encourage Open Dialogue: Facilitate respectful conversations, even when opinions differ.



Align on Common Goals: Keep discussions focused on the shared objectives and outcomes of the Board.



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# Trust and Respect

Through emotional maturity and integrity, Board members build trust and earn the respect of stakeholders and colleagues.

# Building Trust and Respect on the Board

- **Consistency in Actions**
- **Emotional Maturity**
- **Integrity and Transparency**





# Behaviors that Dissolve Trust

- **The board doesn't speak with one voice**
- Confidentiality is disrespected
- Conflict of interest is not addressed

# Speaking with One Voice

**“While it is important to discuss the organization’s work outside of the boardroom, board members must be careful not to share confidential matters. No matter how informal the situation may seem, internal matters of the organization should remain just that – internal.”**

*- Board Source*

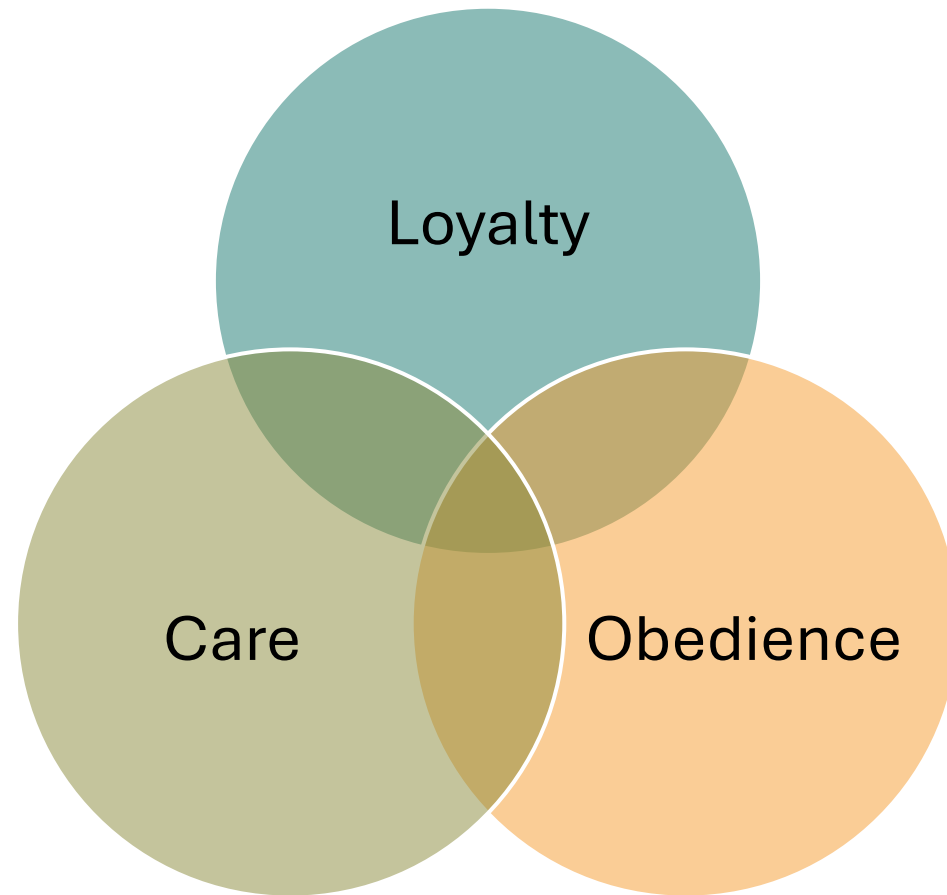




# Fiduciary Responsibility

Uphold fiduciary duties by making decisions that prioritize the organization's best interests and ensure sound governance.

# Legal Duties of a Board Member



# Fiduciary Responsibilities in Action

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- Oversight vs. Supervision: Focus on strategy and high-level guidance, not day-to-day operations/management.
- Questions to Ask: Ensure key decisions align with the organization's mission and long-term strategy.
- Avoiding Conflicts of Interest: Identify and disclose any personal interests that may impact decision-making.

# The difference between oversight and supervision



# Oversight vs. Supervision



***What is the rationale for our dues structure?***

# Oversight vs. Supervision



**What steps is the CLARB marketing team taking to reach our target audiences?”**



# Vision Alignment

Board members clearly articulate a vision that unites the group and sets a clear path to achieving organizational goals.



## Aligning with the Organization's Vision

- Setting the Long-Term Direction: Board members ensure that all decisions support the organization's mission and future goals.
- Communicate the Vision: Clearly articulate the vision to align the Board, staff, and stakeholders.
- Mission-Driven Decisions: Every action taken by the Board should reinforce the organization's core mission.



# Bringing the Vision to Life

- Engage and Inspire Others: Use the vision to motivate Board members, staff, and stakeholders toward collective action.
- Connect the Dots: Link day-to-day decisions and initiatives to the bigger picture of where the organization is headed.
- Measure Progress: Regularly evaluate whether decisions and initiatives align with the strategic vision.

# Being a Good Ambassador

“As ambassadors, you represent the board outside the boardroom. This can range from talking with colleagues and friends about the good work the organization does to attending meetings with legislators. Board members serve as a link between the organization and its members, stakeholders, constituents, and clients and are responsible for educating influencers and the community about the importance of the organization’s work.”

*Board Source*



# Agility in Leadership

Adapt quickly to change, turning challenges into opportunities and fostering a culture of continuous improvement.

# Importance of Agility in Leadership

- Embrace Change: Be open to evolving circumstances and adapt swiftly to new challenges.
- Turn Challenges into Opportunities: View obstacles as potential stepping stones for innovation and growth.
- Foster a Learning Culture: Encourage continuous learning and improvement within the board and the organization.



# Best Practices for Agile Leadership



Be Proactive,  
Not Reactive

Learn from  
Mistakes

Encourage  
Flexibility

# Self-Awareness and Effective Contribution

Leverage strengths while recognizing areas for growth, contributing effectively to board discussions and decisions.



A wooden chess king and pawn are positioned on a checkered board. A circular metal frame stands behind them, framing the king piece. The background is a solid teal color.

# The Role of Self-Awareness in Leadership

- Know Your Strengths: Understand your unique skills and how they contribute to the board's overall success.
- Identify Growth Areas: Recognize areas where improvement is needed and seek opportunities to develop them.
- Balance Confidence and Humility: Be confident in your abilities while remaining open to feedback and learning.

# Effective Contribution Through Self-Awareness

- **Play to Your Strengths:** Focus on areas where you can provide the most value, whether through expertise, insights, or unique perspectives.
- **Enhance Board Collaboration:** Use self-awareness to facilitate more productive and balanced discussions.
- **Support Group Success:** Recognize how your contributions fit into the larger goals of the board and the organization.





# Leadership at CLARB

What you can expect and what CLARB expects from you

# Key Governance Elements

Knowledge-based  
strategic governance

Outcome orientation

Partnership model

Strategy focus

# What to Expect

## From the Team

- Thoughtful and respectful dialogue
- Insights, information, and analysis
- Expression of views and reasons for them
- Responsiveness to questions and inquiries
- Supportive, learning environment

## From You

- Come prepared
- Speak up and tell us “why”
- Keep it at the “right level”
- Stay informed between meetings
- Be an advocate for decisions and the team
- Work hard at learning

# Core Leadership Criteria

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- Lead with vision
- Act with integrity
- Demonstrate thought leadership
- Aspire to excellence
- Engage as stewards
- Work collaboratively
- Foster inclusive community

The logo for CLARB, featuring the letters 'CLARB' in a bold, sans-serif font. The 'CL' is dark grey, the 'A' is teal, and the 'RB' is dark grey.





# Leadership Scenarios

Applying what we've learned

# Scenario 1

- Staff are giving an update on the initiative to increase membership over the next few years. As a Board member, what questions should you ask?

## Scenario 2

- You are serving on a Board and one your fellow Board member mentions that they will never vote to approve a recent initiative because it competes with their personal business. How do you respond?



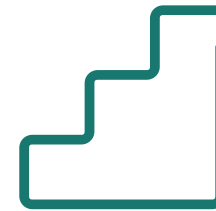
Please share your  
thoughts!

Responses are requested by 11/5

*thank  
you*



# Strengths and High-Performing Teams



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PROGRAM



November 14, 2024

3:00 p.m.

Learn more at

[www.clarb.org/leadershipdevelopment](http://www.clarb.org/leadershipdevelopment)