



Beyond Bylaws: Making Boards Work

Barbara Leggett

Lindsay Adams



Introductions

Barbara Leggett

- Museum leader for 25+ years
- Nonprofit consultant focused on boards & capacity-building
- Professional certified coach



TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES



What we're discussing today:

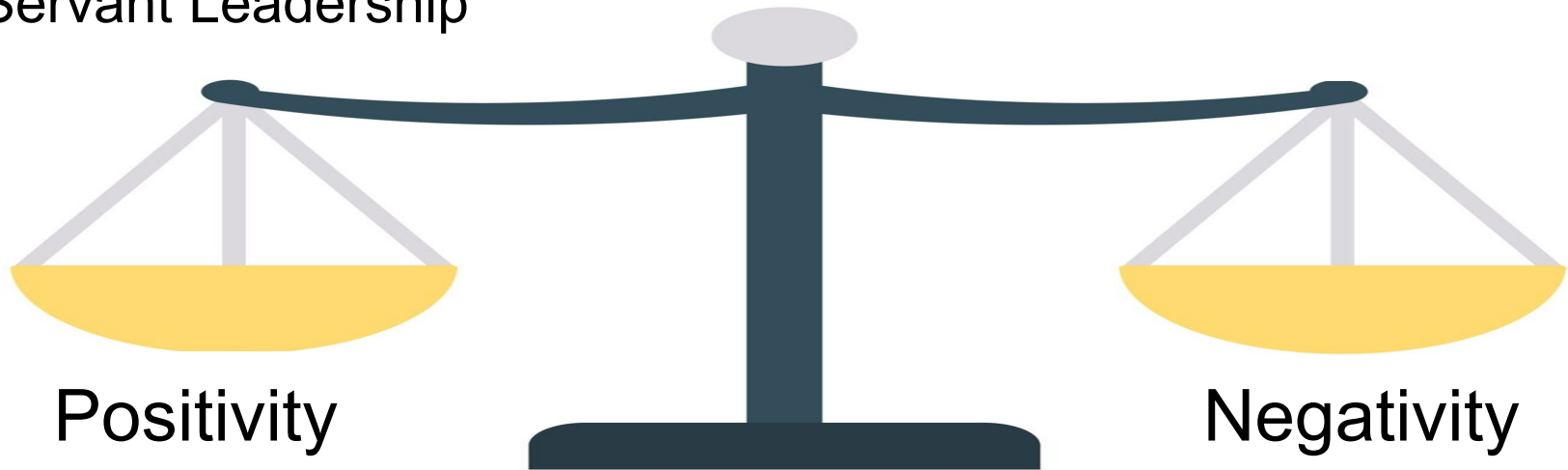
- Net Positivity
 - Responsibilities and Accountability
 - Healthy Confrontations
 - Limiting Beliefs

Scenarios and solutions to your questions will be threaded throughout.

What is Net Positivity?

Agreed upon Goals
Clear Responsibilities
Healthy Conversations
Curiosity/empathy
Celebrates Success
Positive Culture
Servant Leadership

Toxic Positivity
Pervasive complaining
Bullying
Persistently bad attitude
Directionless
Resentment
“Me first” attitude



What is
Toxic
Positivity?



Fitting in is about assessing a situation and becoming who you need to be to be accepted.

Belonging, on the other hand, doesn't require us to change who we are; it requires us to be who we are.

— Brené Brown



24 Hour Rule

3 Strike Rule

5:1

in daily life

6:1

in performance

Responsibilities & Accountability

How do people succeed if they don't know what success looks like?



Responsibilities & Accountability



Responsibilities & Accountability



Simple Solutions

- Roles & Responsibilities
- Defined Expectations
 - Job Descriptions
 - Agreements
- Holding People Accountable

Responsibilities & Accountability

Roles & Responsibilities

Board Responsibilities	Board Activities	Potential Overlap (to Avoid) <i>Ideal is supportive vs directive approach</i>	Staff Responsibilities
Governance and Committee work	Set organizational strategic direction, overarching policies, Board procedures.	Trying to set operational activities, directing the work of staff (should be adding value to the work of staff)	Operations
Oversight of President/Executive	Review reports/outcomes on a regular basis. Set annual expectations for the President only. Annual review (including salary) of President only	Trying to manage the work of staff. Trying to manage staff Setting annual activities (HOW) for staff leadership.	Implementation of Programs
Fiscal Oversight: Set Budget and review monthly outcomes	Approve annual budget. Have active knowledge of organization's financial situation	Trying to direct how staff should modify budget vs. supporting staff with knowledge on how they can do so.	Fiscal Management: Manage Budget
Support Fundraising	Represent the organization to the community. Make connections As requested, ask for support from connections	Trying to fundraise outside staff plan or without staff knowledge.	Implement Fundraising
Set and Support Mission, Vision, Values	Set/confirm mission; ensure it drives all decisions. Set/confirm vision; ensure strategies and actions are working toward that goal. Set/confirm values; ensure organizational culture supports values.	Trying to determine HOW staff implements mission in a directive approach vs brainstorming or making connection and/or suggestions.	Implement Mission, Vision, Values

The line between guiding & assisting; being board or staff

Board members not understanding their responsibilities aside from attending meetings.

Board is overly involved in operations

Board members interaction with staff and colleagues

The board doesn't know what their job is so all the work falls on the director

- Staying on Mission
- Lack of Engagement
- Lack of Trust
- Board members are “bullies”

Six steps to a healthy confrontation

1. Facts not feelings
1. Confront the issue, not the person
1. Privately
1. Use the ratio 5:1 or 6:1
1. It's not what you say, it's how you say it*
1. Follow up and be a part of the solution.

HOWL WORKSHEET



BE COMPLETELY PREPARED TO HOWL WITH SOMEONE BEFORE YOU REQUEST TO HOWL.

Do it right away, or allow a cooling off period as needed. Prepare and practice your worksheet ahead of time. Remember: Clear is Kind.

OWN YOUR ROLE.

*Don't say "You made me feel...", say "I felt..."
Use "I" not "we" or "you".
It is only your side of the story.
Own your role in what has happened.*

USE SIMPLE, SHORT SENTENCES.

*As with most things, the KISS principle applies:
Keep it Simple, Silly.*

A HOWL ISN'T FOR EVERY SITUATION.

A howl is great for most of our interpersonal conflicts, but some more severe behaviors require a different approach. Never hesitate to seek help or advice from a supervisor.

THE FACTS

Objective, observable truth. No opinions, feelings, or conclusions.

1. _____
2. _____
3. _____

MY THOUGHTS/FEELINGS

"I think...", "In my opinion...", "My assumption is...", "I felt..."

MY ROLE

How can you take complete ownership of your role in this issue?

WHAT I WOULD LIKE TO SEE CHANGE

What is the ideal future and how can they help create it?

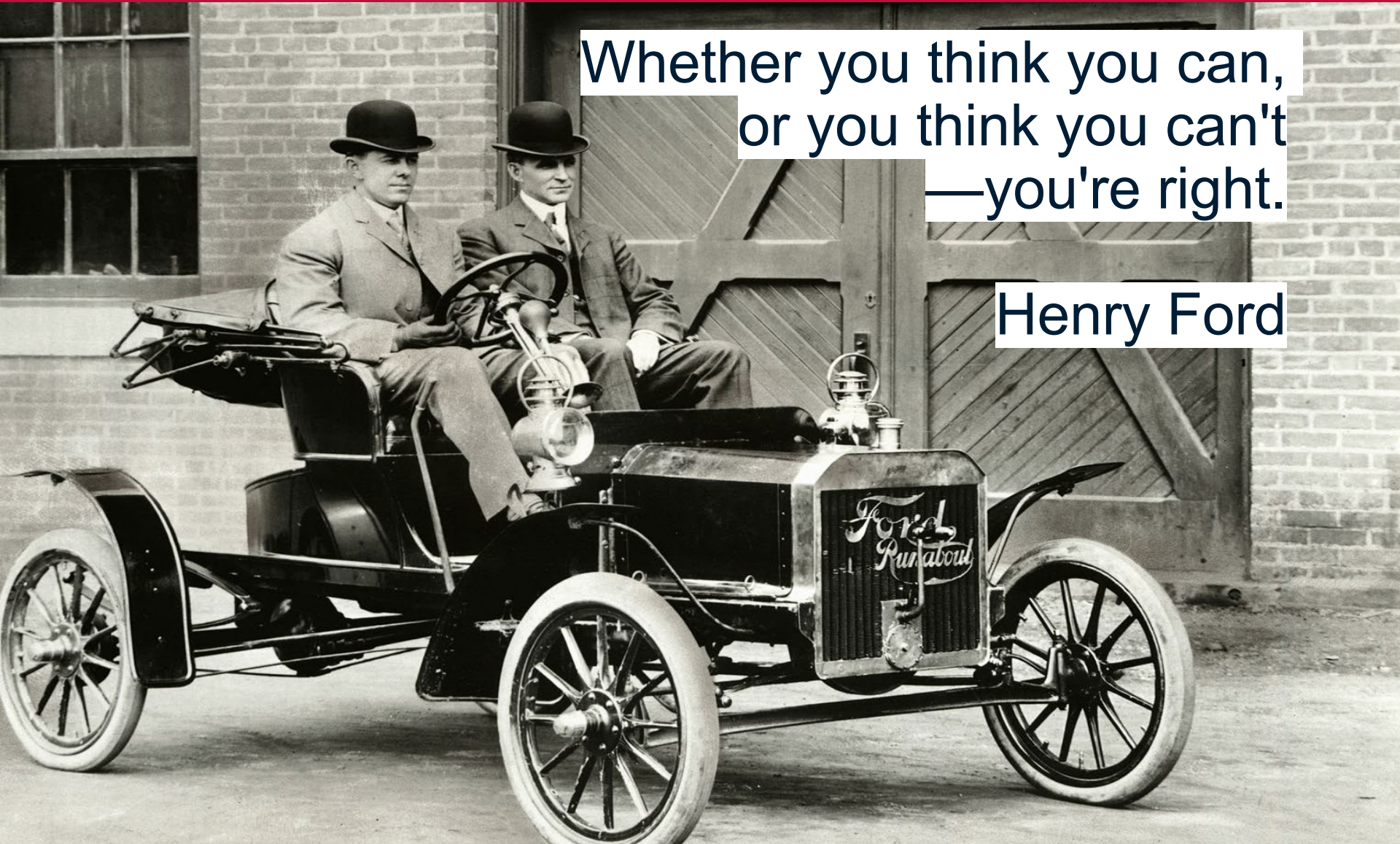
Healthy Confrontations

Take high emotions and ego out of the equation and focus on the goal.

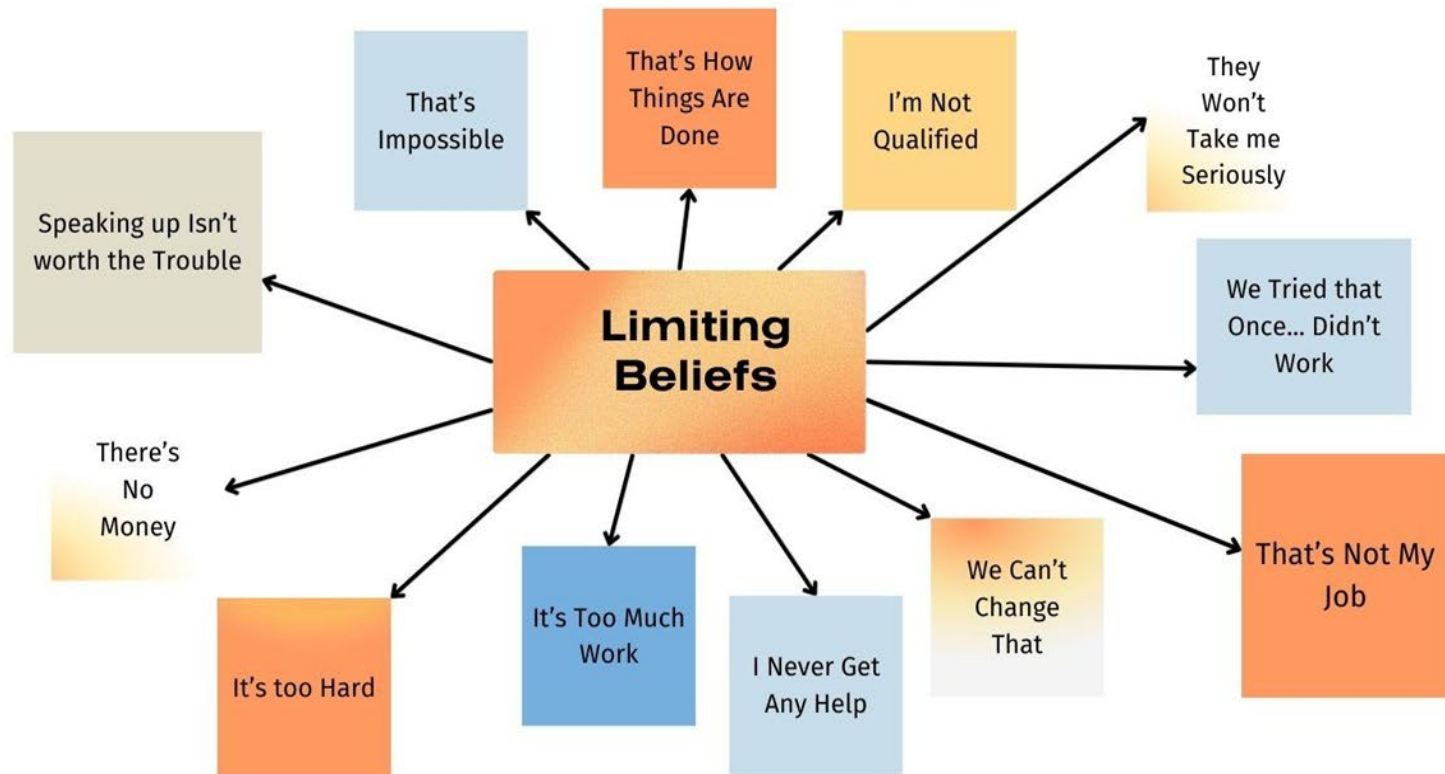
Limiting Beliefs

Whether you think you can,
or you think you can't
—you're right.

Henry Ford



Which have you heard?



Why do we have limiting beliefs?



- Long time members have a strong sense of ownership over the museum. They think their vote weighs more.
- No interest/faith to have higher expectations (for programming, development, staff).
- The parent org doesn't trust the friend's board which renders them ineffective.
- Convincing the Board to implement mission-appropriate programs despite their reluctance and/or limited field knowledge.

Challenge assumptions in a non-threatening way.

Explore Worst Case Scenario (and then what).

Have the group define barriers to success and then brainstorm ways to break down the barriers

Coaching - consulting. Have someone else say what needs to be said.

Road +

ne to Success

WELCOME TO
REGIN
Pop. 347



T · R · E · K · I

The Real Road to Success



10:80:10

- *Dare to Lead* by Brené Brown
- *FYI: For Your Improvement : a Guide for Development and Coaching* by Michael M. Lombardo
- *Leaders Eat Last* by Simon Sinek
- *Start with Why* or *Finding Your Why* by Simon Sinek
- *Think Again* and *Hidden Potential* by Adam Grant
- *Atomic Habits* by James Clear
- *Positive Intelligence* by Shirzad Chamine
- *The Happiness Advantage* by Shawn Achor

Resources: Websites

<https://boardsource.org/>

<https://brenebrown.com/resources/>

https://www.youtube.com/watch?v=H6tYrqvh_Zw

<https://www.ted.com/>

https://www.ted.com/talks/derek_sivers_how_to_start_a_movement