



High-Impact Governing NEWS

WINTER/SPRING 2007

CHANGE MASTERS Vision Setters

An update for the nonprofit leader: Practical wisdom on building High-Impact Board-CEO Partnerships.

About Doug Eadie & Company

Building High-Impact Board-CEO Partnerships

Doug Eadie & Company's passion and mission is helping you—non-profit/public organization CEOs, board members, and senior executives—build a more effective strategic leadership team, strengthen the Board-CEO partnership, and take command of your own strategic change. Our menu of services includes:

- **Retreat Facilitation:** One- and two-day intensive planning retreats, tailored to your organization's unique needs and circumstances.
- **Educational Presentations:** Keynote presentations, half-day or full-day workshops. These thought-provoking, dynamic seminars—rich with real-life case studies—offer the nuts-and-bolts counsel that you can put to immediate use.
- **Consultation Services:** In-depth action recommendations for fine-tuning the board/governing structure and process, along with a blueprint for implementation.

Recent Engagements:

On the Road & on the Web

Association Forum of Chicagoland/October 2006

Chicago-area nonprofit leaders benefited from Doug's three-part workshop covering the board-savvy CEO; building the board's governing capacity; and strengthening the board's self-management skills.

Wisconsin Economic Development Association/November 2006

A live, interactive Web seminar, describing the essentials of high-impact governing.

Wisconsin Society of Association Executives/November 2006

A day-long workshop, in person, on-site: *The Tie That Binds: Building a Solid and Rewarding Board-CEO Marriage.*

American Society of Association Executives /December 2006

A nationwide Webinar on employing the governance task force to help develop the board's structure, process and leadership capacity.

American Public Transit Association CEO Seminar/January 2007

Doug discusses *The Board-Savvy Public Transportation CEO*, followed by a panel of transportation CEOs sharing their hands-on experience in building strong partnerships with their boards.

CEOs as Chief Board Architects & Developers

Behind every effective board development process is a board-savvy CEO serving as Chief Board Developer.

High-performance boards are always the product of a conscious, systematic board development process that involves: updating the board's governing role in strategic and operational planning, performance oversight, and external relations; mapping out detailed processes for board involvement in these governing streams; and putting in place a sound structure of well-designed standing committees.

BUILDING AN APPETITE FOR DEVELOPMENT

Your first job as Chief Board Developer is to get a critical mass, if not the majority, of your board members interested in developing your board's governing capacity. Board-savvy CEOs always start with their board chair with the aim of turning him or her into a board development champion: willing both to convince board colleagues of the need for development and to play an active role in leading the development process. Having gotten the board chair signed on, the board-savvy CEO next – in partnership with the board chair – enlists the support of other board officers and often the board's executive committee if one exists.

TWO BATTLE-TESTED MECHANISMS

As CEO, you need a practical, tested mechanism for your initial foray into formal board capacity building. Two that I have seen work particularly well on many occasions are: (1) a board-executive team retreat, at which participants review advances in the field of public/nonprofit governance and reach consensus on steps that need to be taken to update the board's governing role, structure, and processes, after which the consultant/facilitator prepares and presents a report describing the needed enhancements in detail; and (2) a governance task force headed by the board chair and consisting of 3-5 board members and the CEO, which over a period of 3 to 4 months, with consulting assistance, puts together detailed recommendations for strengthening the board as a governing body.

The governance task force has tended, in my experience, to be a more productive vehicle for board development since it transforms the board members serving on the task force into really effective "change champions" who take the lead in presenting recommendations to their colleagues on the board.

WEB SEMINARS: DIRECT TO YOUR OFFICE
This cost-effective format delivers information with the same impact as an in-person, out-of-town meeting, without the associated expenses. For more information, cathy@dougadie.com or 727-942-6100.

High-Impact Partnership Strategic Innovators CHANGE MASTERS Vision Setters

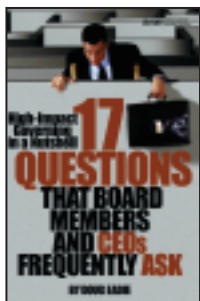
The High-Impact Governing Curriculum

Doug's educational programs are adaptable as 90-minute presentations, half-day, one-day or two-day on-site programs, or as live interactive web seminars (Webinars).

- *Building a High-Impact Board-CEO Partnership* is the introductory seminar for the full curriculum. It covers the definition of high-impact governing, putting in place a supportive board design and work process, building well-designed committees, evaluating CEO performance, and maintaining a healthy CEO-board partnership.
- *Putting Standing Committees to Work as Powerful Governing Engines* is a two-part program that covers, in detail, the design and implementation of an effective standing-committee structure and work flow.
- *Employing the Governing Task Force to Build a Higher-Impact Board* discusses the advantages of the task force as a development tool and also covers membership, the task force charge, action reports and presentation to the full board.
- *The Board-CEO Partnership in Leading Change*, presented in two parts, offers practical, detailed guidelines for planning for strategic change and involving the board in implementation.

(Information and scheduling: Doug@DougEadie.com or toll-free: 1-800-209-7652)

Practical Tools for Raising the Governance Bar



Doug's latest book, *High-Impact Governing in a Nutshell: 17 Questions That Board Members and CEOs Frequently Ask*, gets right to the heart of high-impact governing, focusing on the most critical issues you must address if you want to strengthen your board's leadership capacity.
(information: www.DougEadie.com/Books.htm)



Building High-Impact Board-CEO Partnerships is a 60-minute CD-ROM that will arm you with the knowledge to energize and involve your board in the real work of governing.
(Information: www.GovernanceEdge.com)

For information about reprinting Doug's articles in your publications and on your web site at no cost, contact: Cathy@DougEadie.com.

Reaching Out: Board Members as Image Builders & Ambassadors

Your board members are uniquely qualified to play a strong, creative role in nurturing effective relationships with key stakeholders.

Wearing their governing hat, boards should first ensure that a detailed statement of their organization's desired image is updated annually. Many organizations employ a breakout group at their annual retreat to brainstorm a detailed image statement by completing the sentence: "We want to be seen as . . ." For example, one organization leadership group that I worked with recently determined that it wanted the organization to be seen as: "the preeminent spokesperson for the profession nationally;" "highly responsive to member concerns and needs;" "the provider of high-quality services at a reasonable cost;" "innovative in planning and management;" "strongly supportive of effective volunteer participation;" among other factors.

Your board's external relations committee can refine and finalize the image statement, which then provides the basis for setting priorities in the area of external relations and for fashioning detailed strategies to promote the image among key stakeholder groups.

With an image blueprint as a guide, organization boards can effectively participate in the following activities without diluting their governing work:

- **Visibly participating in key organization events to signal the board's commitment.** Many organizations' board members make a point not only of attending major meetings, but serving as presenters and facilitators, thereby setting an example of exemplary volunteer involvement.
- **Making key presentations when member or client support is a critical issue.** When one organization board I was working with decided to make major changes in its committee structure and governing functions, a task force of board members took responsibility to present and explain the recommended changes to members in a series of regional meetings, employing an attractive PowerPoint presentation that had been thoroughly rehearsed.
- **Playing a leading role in implementing initiatives involving key stakeholders.** When an organization in the insurance industry decided to pursue a merger with a sister organization, the officers of the board made a commitment to participate in a merger committee involving the officers of both organizations, as the only feasible way to transcend the inevitable resistance of several executive team members and to keep the merger process on track.

(This article is based on Doug's newest book, *High-Impact Governing in a Nutshell*, available through ASAE at 888-950-2723 or online at www.asacenter.org.)