

NTAUUS Congregational Boards Training

Saturday July 10, 2010

(Joe Sullivan, Unity Consulting)

Objectives – *By the end of the workshop leaders will:*

- Articulate basic principles of healthy congregational governance particularly your role as a congregational board and values that support your governance system
- Identify strengths in and steps needed to improve your congregational governance system
- See their presence and functioning as leaders as religiously grounded in right relations, and how this directs how you conduct yourselves as a board
- Identify methods to effectively and efficiently prepare for and conduct board and congregational meetings
- Articulate their board priorities and plans for the coming year and how they will ensure accountability through evaluation of progress and results

Core Question:

How can our board govern to liberate the energy and creativity of the congregation to awaken compassion, transform souls and bless the world?

8:30-9:00 *Gather and light breakfast*

9:00 – Chalice lighting & Opening

15 min. – Introduction to objectives, agenda and process

10 min. – Check-in: Participant introductions & expectations

35 min. – Governance & Ministry – Definitions & foundations of good governance

15 min. – Roles of a Congregational Board – Your views from the board roles survey

BREAK (~10:20 -- 10 minutes)

55 min. – Governance & Ministry – Roles, Modes & Basic Principles of good governance – including exercise on board roles and what you value in your governance system

25 min. – Leadership Presence, Functioning and Ongoing Development – Wearing multiple hats as congregational leaders

10 min. – Video: A message from our UUA Chief Governance Officer, Gini Courter

LUNCH (Noon – 1:00pm)

10 min. – Q&A – Impressions of morning session & lunch conversations

30 min. – Meeting magic – Effective meetings & board process monitoring

25 min. – Exercise – your board’s agenda template and process guide

25 min. – Board planning & evaluation

BREAK (~2:30 – 15 minutes)

60 min. – Setting your Board’s Annual Plan

5-Minute STRETCH BREAK (~3:45)

30 min. – Presentation of Governance Philosophy and Annual Plan

15 min. – Questions & Insights

10 min. – Summarize Accomplishments and Assessment

10 min. – Guided check-out

5 min. -- Closing

5:00 -- Adjourn

GOVERNANCE

“...the processes, structures and organizational traditions that determine how power (authority) is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account.”

Mel Gill, Nonprofit Author & Consultant

~ ~ ~

“...the use of authority to set an organization’s purposes and to ensure it serves those purposes effectively and efficiently.”

Chait, Ryan & Taylor, Governance as Leadership

~ ~ ~

“Governance is holding the whole institution and its work in trust (ensuring that it serves its mission), voicing its intentions, making its biggest decisions, and taking responsibility for its performance.”

Dan Hotchkiss, Governance & Ministry

The “*Governance Question*”

“What is our process for deciding to make a major change, empowering people to make it happen, and holding them accountable for the results.”

Effective governance in congregations – signs of health:

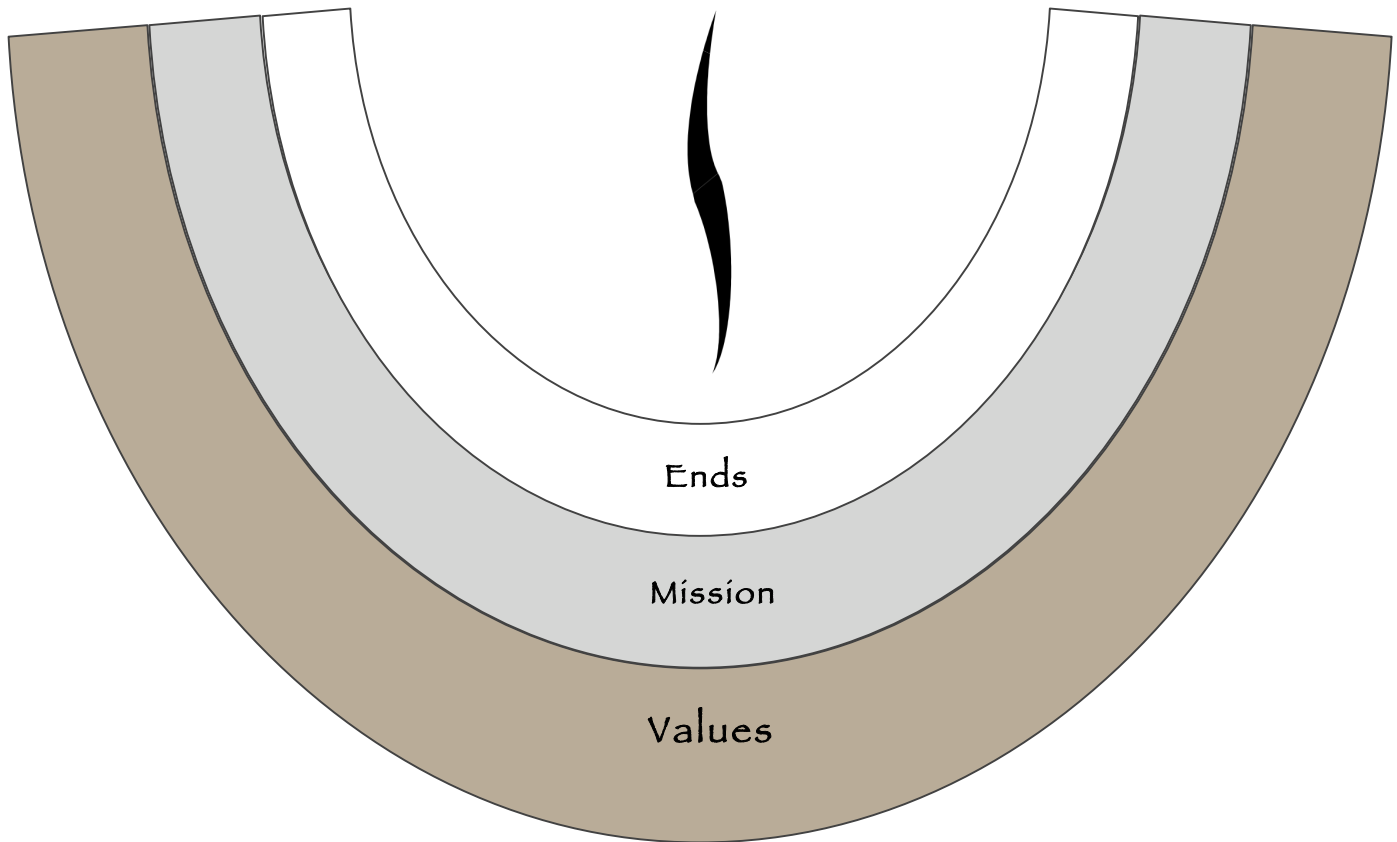
- * **“A unified structure for making governance decisions.”**
 - Articulating mission and vision
 - Evaluating programs
 - Ensuring responsible stewardship of resources

- * **“A unified structure for making operational (ministry) decisions.** Program leaders, paid and unpaid, work harmoniously to create effective programs with the support of a structure that delegates authority and requires accountability.”

- * **“A firm and well-marked boundary,** with mutual communication and accountability, between governance and ministry.”

From *Governance and Ministry – Rethinking Board Leadership* by Dan Hotchkiss, 2009. Alban Institute

Governance Foundation -- The Nested Bowls



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Values: What qualities of our religious community will we carry forward into our future?

Mission (Global End): What overarching difference are we here to make and for whom? Whose lives do we intend to change and in what way?

Ends (Vision): What specific, measurable differences will we make, for whom, and at what cost or priority by some specified time in the future?

The flame that lights the chalice: Informed through close connection to *your sources of authority and accountability*, including, but not limited to, your members.

**Filling the Nested Bowls of Values, Mission and Vision (Ends); Sources of
Authority & Accountability**
Your Reflection

How well are core values, mission (purpose) and vision (ends / desired outcomes / long range goals) articulated for our congregation?

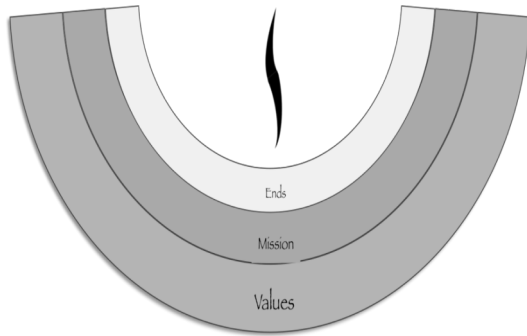
How well do our values, mission and vision guide the ministries, priorities, staffing and budget of our congregation?

Who specifically are our sources of authority & accountability – our congregation's moral ownership?

Assigning Governance Leadership: Two Types

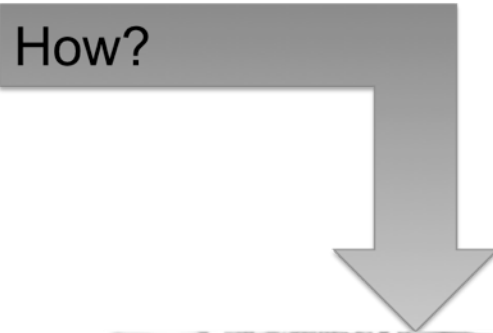
Visionary Leadership: Lights the flame of ownership connection and fills the nested bowls. Represented by the nested bowls icon below.

Operational (Executive) Leadership: Makes sure the outcomes in the nested bowls become reality. Represented by the chalice photograph.



Who?

Who?



Visionary Leadership Asks

- What does our membership care about, think about, ask about?
- What's at stake now and in scenarios for the future? What issues or realities do we need to prepare to address?
- How are our core values expressed in our mission, ends and policies?
- What direction could we go? ... What direction will we go? ...
- What priority and portion of our resources should we give to each particular end in our vision for the future?

Operational Leadership Asks

- What programs and initiatives will enable us to make our vision reality?
- How will our programs and initiatives flow from the energy and creativity of our members?
- What do we need to change about our current situation to achieve our Ends?
- Who will be responsible for initiating and managing what programs? ... How will we manage, update and enhance our resources to achieve our Ends?

Principles of Good Governance

~ Good governance is organized and implemented to liberate the energy and creativity of the congregation to awaken compassion, transform souls and bless the world ~

Good Congregational Governance ...

- √ Establishes the foundation – Nested Bowls of:
 - Values – transcendent, timeless principles & standards -- the reference for mission, policies, actions
 - Global End (Mission/Vision) – transcendent purpose; overarching difference we are in the world to make and for whom
 - Ends – specific, measurable differences we will make and for whom by some identified time in the future (Vision commonly denotes a longer term than Ends)

- √ Through *ongoing informed connection* with the congregation's sources of authority & accountability – the *Moral Ownership*;

- √ From *clarity of Visionary & Operational Roles*; and

- √ From *authority delegated with clarity and accountability* in ways that liberate and empower creativity within the organization toward furthering the mission and ends; and

- √ By being *outcomes-oriented* – continuously monitoring results based upon clearly communicated criteria (policies), and

- √ By the *Board speaking with one voice*, to ensure its authority; and

- √ Sustained through *ongoing learning, leadership development and training*.

MODES of Governance – *The Multidimensional Practice of Governance*

Type I: Fiduciary -- *Board as control mechanism*

- Safeguard the mission against unintentional drift and unauthorized shifts in purpose.
- Prevent theft, waste or misuse of resources
- Ensure that resources are deployed effectively
- Promote lawful and ethical behavior
- Monitor operations without meddling (*monitoring means*)
- The board “speaks with one voice.”

Type II: Strategic -- *Board as direction-setter*

- Oversees strategic planning process and articulates what matters most for the future.
- Aims to construct a consensus about what the congregation’s strategy should be. Resolves strategic priorities.
- Crafts forms and structures to mirror the congregation’s priorities and values.
- Builds authority, responsibility and accountability into the system.
- Monitors performance against plan. (*monitoring ends / strategic outcomes*)

Type III: Generative -- *Board as meaning-maker*

- Notices cues and clues to make sense of circumstances
- Invites questions, alternative hypotheses, consider hypotheticals, suspend logic – defines what knowledge, information & data mean
- Thinks retrospectively and constructs the congregation’s “dominant narrative.”
- Chooses new frames of reference -- sheds new light on perceived problems and opportunities
- Engages others within (and beyond) the congregation in generative thinking.

From Chait et al, Governance as Leadership -- Reframing the Work of Nonprofit Boards

Assigning Governance Leadership

How clear are the leadership roles and the relationships in our congregation?

What's the relationship between the visionary and operational leadership? Who is responsible for each and how are the roles distinguished?

Visionary Leadership – <i>Who?</i>	Operational Leadership – <i>Who?</i>
Relationship – <i>how these roles are distinguished in our governance system?</i>	

What are the primary roles of our board? What is the regular work (actions) of the board that fulfills each role?

Board Role	Board Work

What do we value about our governance system? How can we leverage these strengths to enhance the health and effectiveness of our governance system and congregation?