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E180 Building Better Boards & Committees

Presented by Lisa Weitzel, IOM, CAE
President, Illinois Association of Chamber of Commerce Executives





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Course Description:

Learn to build strong boards and committees from recruiting the right people to successfully orienting board and committee members and planning for succession.

Course Objectives:

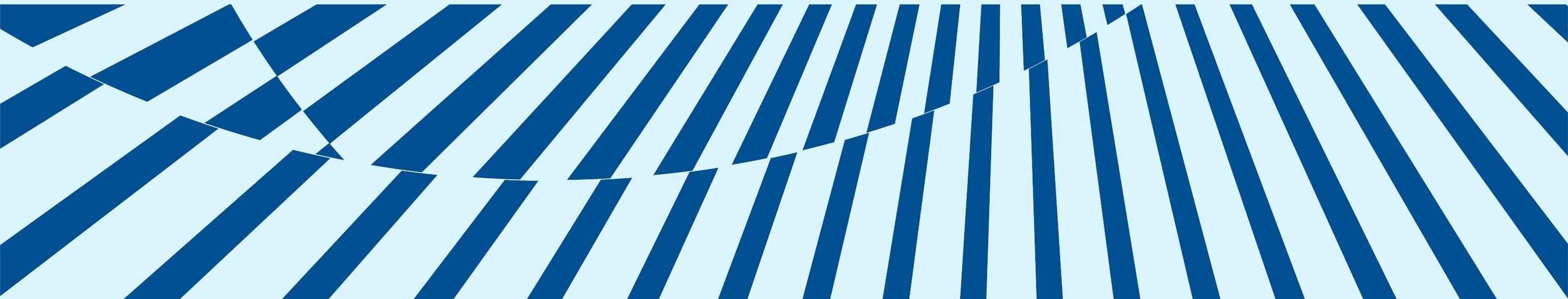
- Recruiting board members that reflect the diversity of your members
- Structuring a board or committee orientation program and setting expectations
- Coaching the board or committee to think strategically and prepare for succession





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A combination of the right skills and diverse perspectives
allows boards to perform at the highest levels.





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Many habits of high-functioning boards hold true for committees and task forces:

They build a healthy culture that is thoughtful, informed, courteous, and candid.

They're ready to make recommendations or decisions if the board has delegated that authority.

They consider staff as partners and trusted advisors.

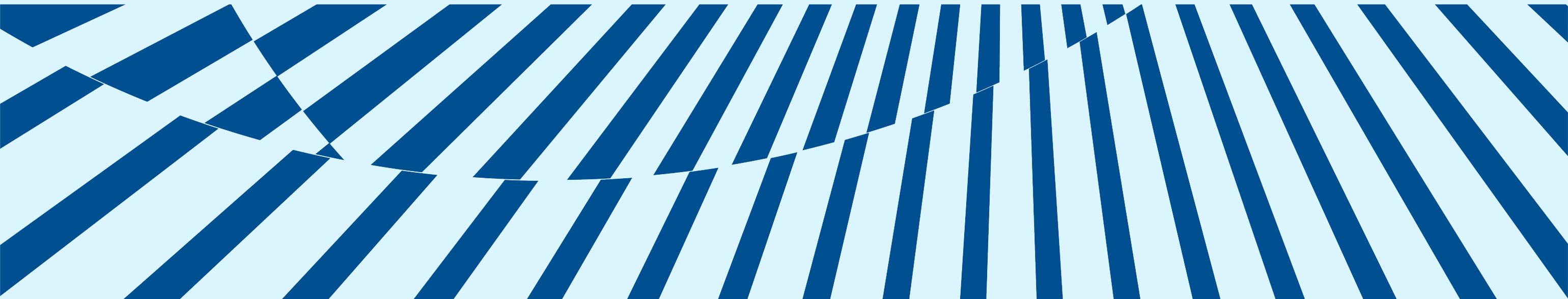
Their members come prepared.





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What is the value of a diverse board? Of a diverse committee?





Why will a diverse board of directors and committees will result in a better organization?

- More diverse viewpoints lead to better services;
- Diversity gives a voice to those who wouldn't otherwise be heard;
- Diversity shows the board's commitment to all types of members;
- Diverse committees result in better outcomes (events, programs, efforts)



FIVE GENERAL LEADERSHIP SKILL AREAS AND RELATED BOARD COMPETENCIES

Source: Board Member Competencies and Selection Study



Building Better Association Boards: Advancing performance through nomination, recruitment and selection process by William Brown and Mark Engle



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As the CEO, it's important to be your own authentic self – your board is going to respect you since they hired you. Learn enough about each board member to learn where they are coming from and build the relationship to build trust.





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Purpose-Driven Board Leadership

Principle 1: Purpose before organization

Principle 2: Respect for the ecosystem

Principle 3: Equity mindset

Principle 4: Authorized voice and power

Boardsource [article](#)





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How do we begin?

Right-sizing your board

Understanding the make-up of your board members

Tools for Recruitment



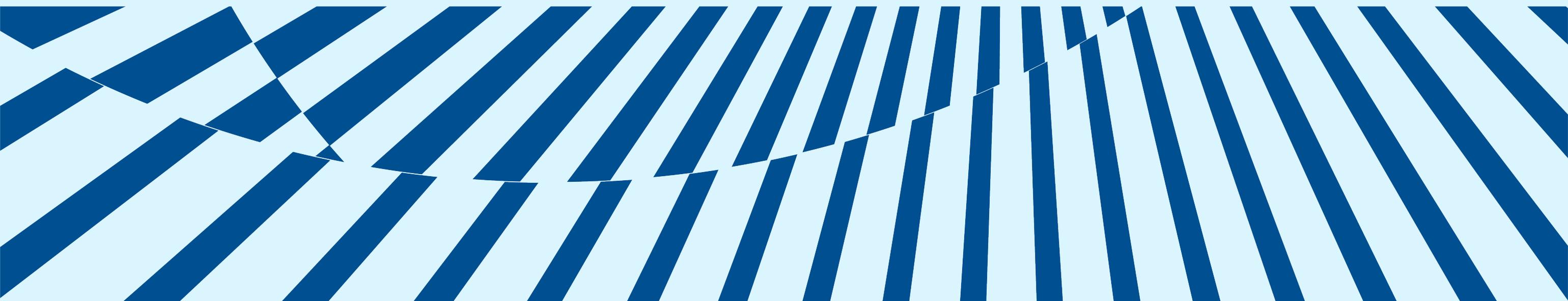


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Recruitment Essentials

Strategic
Relevant
Sustainable

Resources: [Bob Harris' 10 Responsibilities of the Board](#), [Board Source Strategic Board Composition Matrix](#)





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Establishing Parameters

Is there gender diversity, a good mix of males and females?

What about age diversity—are all generations represented?

Ethnicity diversity (NOT tokenism)?

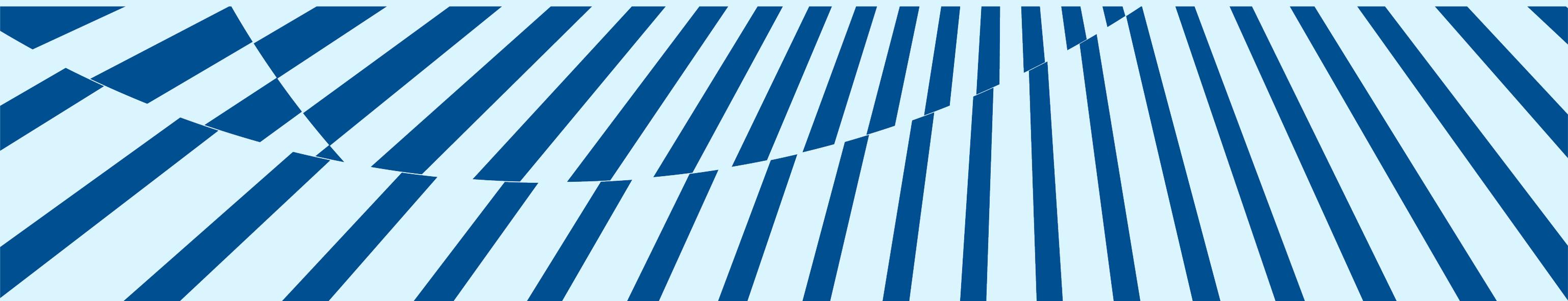
Is the board geographically diverse?

Do you have a good representation of industries (if applicable)?

Is there a diverse mix of business sizes?

Experience and knowledge base?

Resources - financial and time





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Develop A Diverse Board Matrix





WESTERN ASSOCIATION
OF CHAMBER EXECUTIVES

Survey Says

Chamber of Commerce **Board** of Directors



38%

of chambers reported having 11-15 board members



66%

do NOT have elected officials or local government reps on their board

11

Average number of meetings per year

68% answered 11 or 12

3 years

Most common length of board term set by 74% of chambers

54%

of chambers limit board members to serving no more than 2 terms



80%

of chambers report electing board members by a single slate ballot

This data comes from the Board of Directors Opinion Poll which had 221 responses and was performed by W.A.C.E. in March 2022.





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A board depends on effective committees and task forces to get its strategic and operational work done.





Importance of Board/Committee Orientation

- Communicating the right roles and responsibilities
- Setting expectations of volunteers
- Holding board members accountable
- Securing time and financial commitments





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Communicate roles & responsibilities

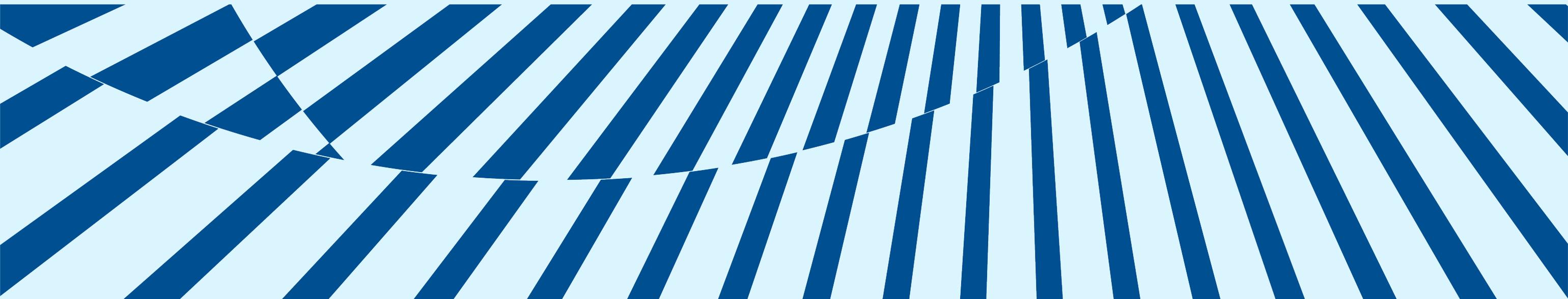




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Setting expectations of organization's board members

Hint....





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Holding Board & Volunteers Accountable for Expectations





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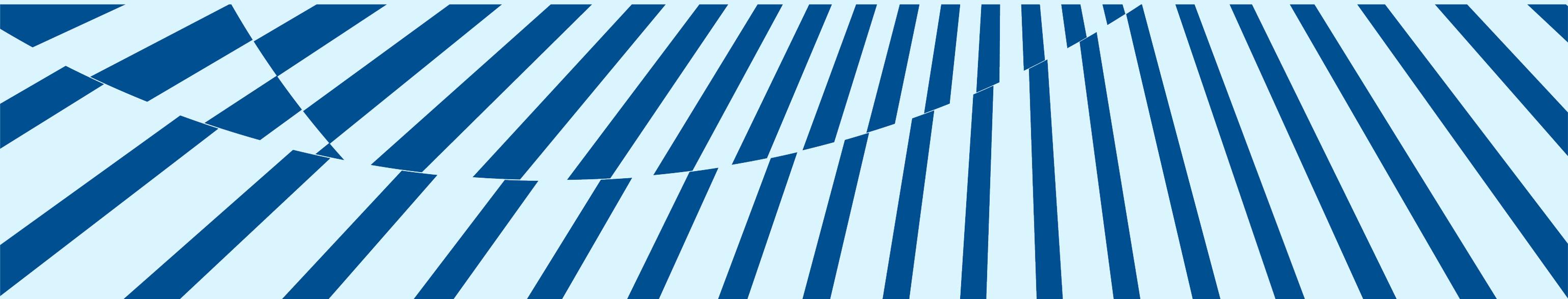
Board orientation





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Ideas for new member board orientation:





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Committee Orientation

Highly functional committees and task forces are just as important as a high-functioning board.

One depends on the other to govern well.



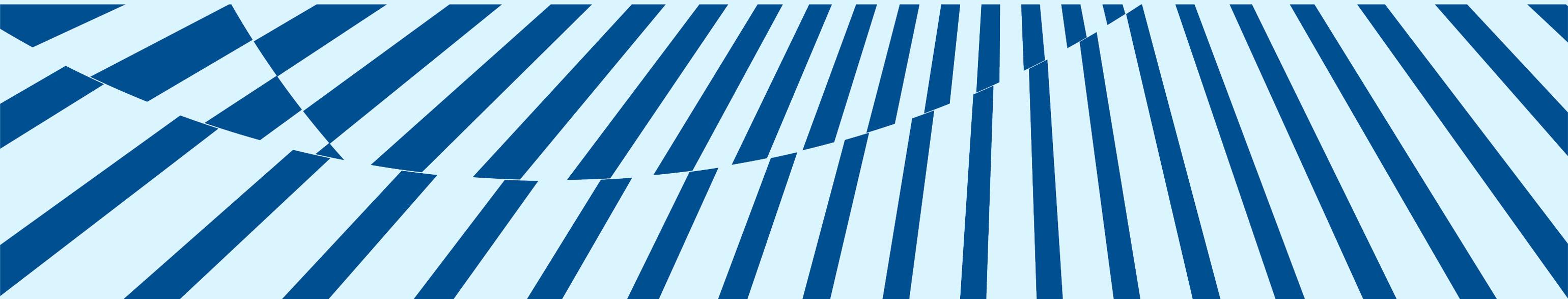


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Creating an Orientation Manual

What should it include?

Resources: [Bob Harris' Committee Linkage to the Strategic Plan](#), [Blue Avocado Creating a Board that Works](#)





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Think strategically and prepare for succession

- Preparing young professionals to become leaders
- Effective board retreats
- Strategic planning techniques
- Board engagement

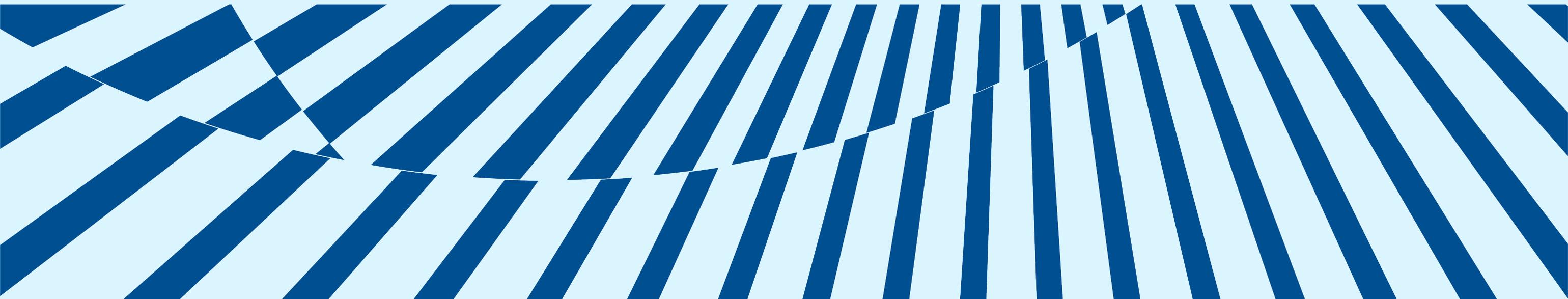




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PMS...





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Preparing Young Professionals

Understand their value

Revamp the definition of networking

Match with mentors

Provide professional development their way

Transformation is key

https://www.asaecenter.org/resources/articles/an_plus/2014/march/the-next-great-leader-how-to-get-young-professionals-to-the-leadership-table





Effective Board Retreat Ideas

1. Start smart
2. Get your game plan on
3. Get up close and personal
4. Keep calm and follow the rules
5. Invite the elephant
6. Make the call
7. Put the “treat” in “retreat”
8. Show action

https://www.asaecenter.org/resources/articles/an_plus/2015/august/8-tips-for-an-effective-board-retreat





Strategic planning: Less is More

- Radically Prioritize
- Turn Priorities Into Clear Objectives and Key Results (OKRs)
- Assess Progress and Adjust as Needed

https://www.asaecenter.org/resources/articles/an_plus/2022/05-may/three-steps-to-a-more-focused-and-effective-strategic-plan





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Engage your board





Please take a moment to complete the class evaluation. Did I adequately cover the content?

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Thank you!

Lisa Weitzel

lisa@iacce.org

217-585-2995

