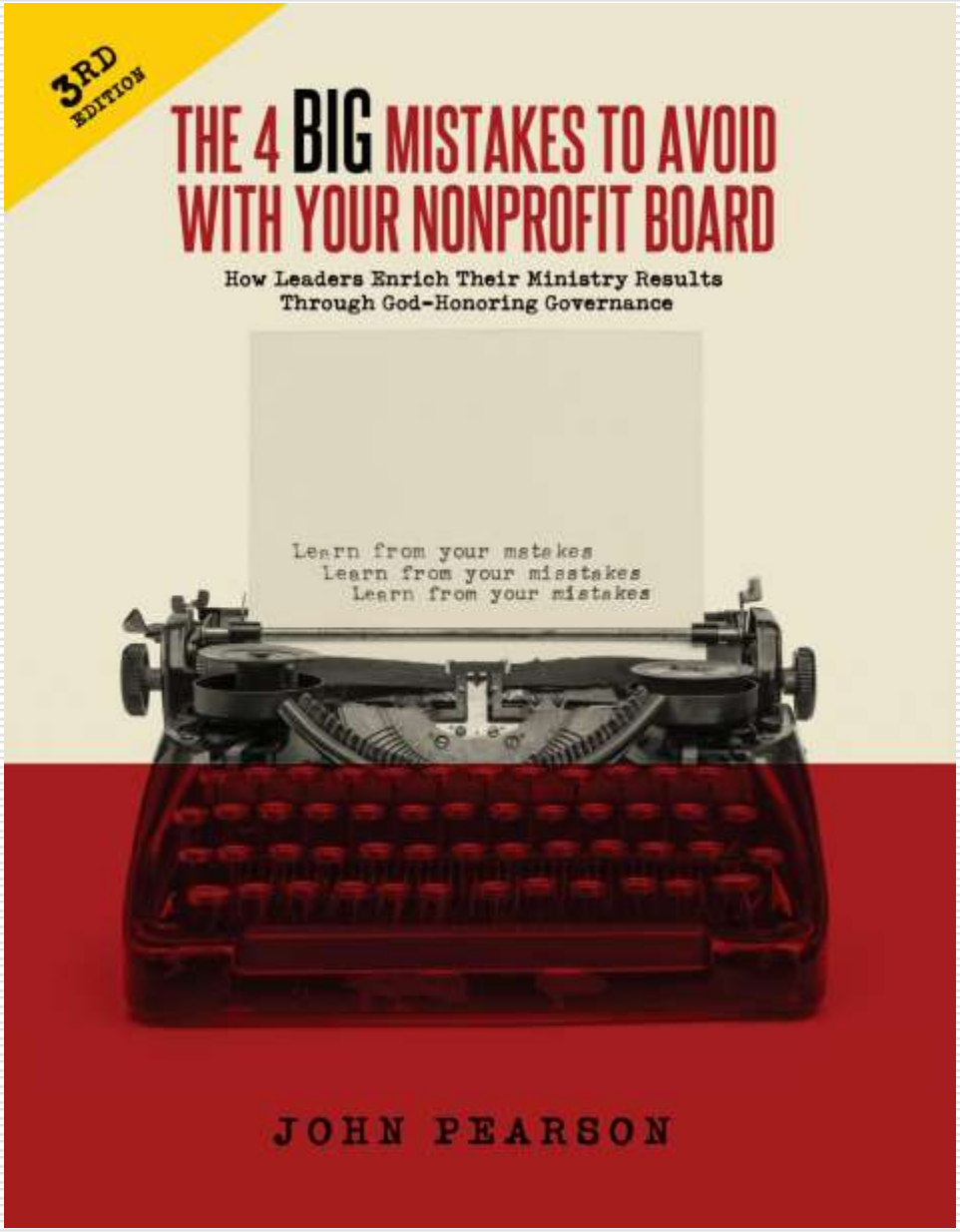

WELCOME!

June 17, 2022

The Barnabas Group

Order workbooks on Amazon:
https://amzn.to/3oBQQLy

▲Permission Granted!▲

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Content adapted from:
www.BoardLeadership.org

M.J. Murdock
CHARITABLE TRUST

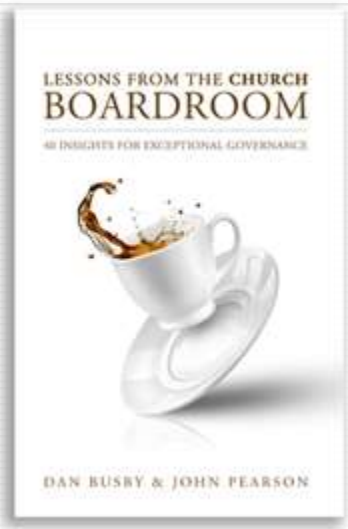
Today's Color Commentary: **Mike Pate**

Disrupter:

John Walling

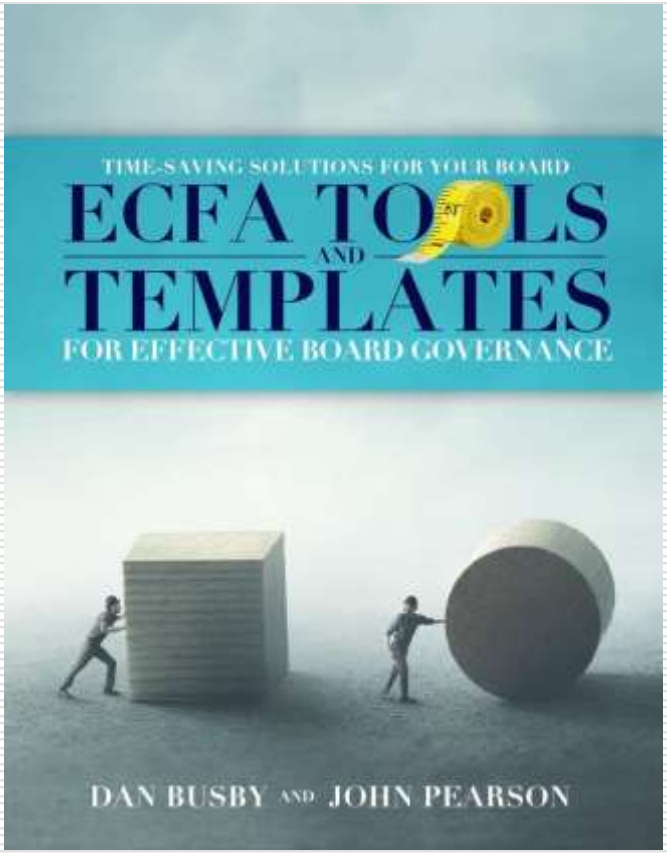
DELEGATE YOUR READING!

https://www.managementbuckets.com/johns-books



➡**TOOL #19:**
Ten Minutes for Governance

➡TOOL #4: Five-Finger Feedback

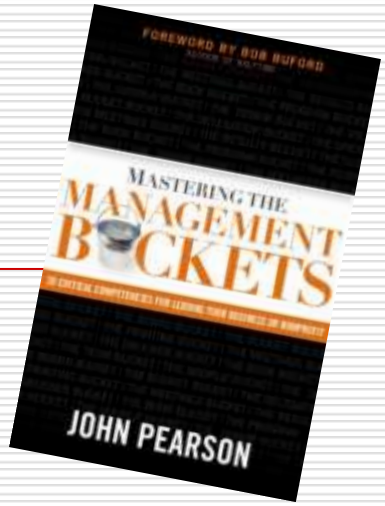


Fast Feedback Tool!

Commentary:

https://ecfagovernance.blogspot.com/2019/11/tool-4-five-finger-feedback.html

Think 4 levels versus… a drink from a firehose!



The Board Bucket:

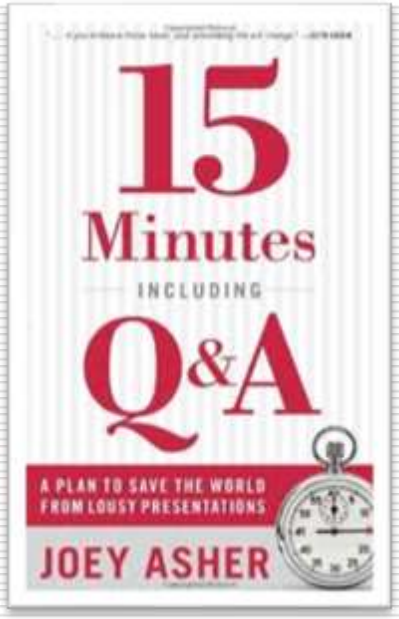
- **Level 1:** I don't know what I don't know.
- **Level 2:** I know what I don't know.
- **Level 3:** I have an action plan to address what I know I don't know.
- **Level 4:** I am knowledgeable and effective in this core competency and can mentor others.

Ron Ellis / Shutterstock.com

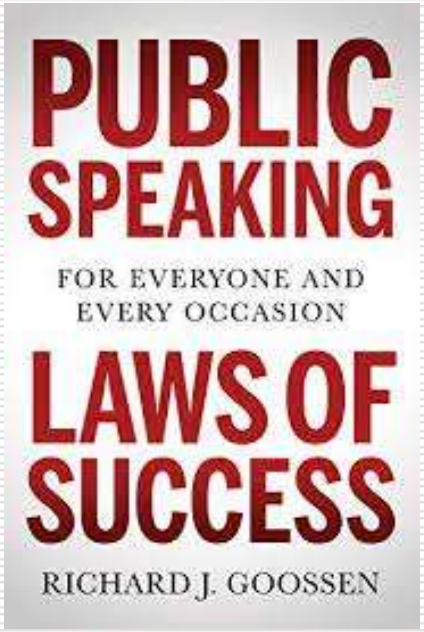
LIFELONG LEARNERS!

"An intelligent person is always eager to take in more truth; fools feed on fast-food fads and fancies."

Proverbs 15:14 (MSG)



The Most Dangerous 15 Seconds!



THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

- **MISTAKE #1:** Not Landing on the Appropriate Sweet Spot on the Continuum Between Policy Governance® and Micro-Management!

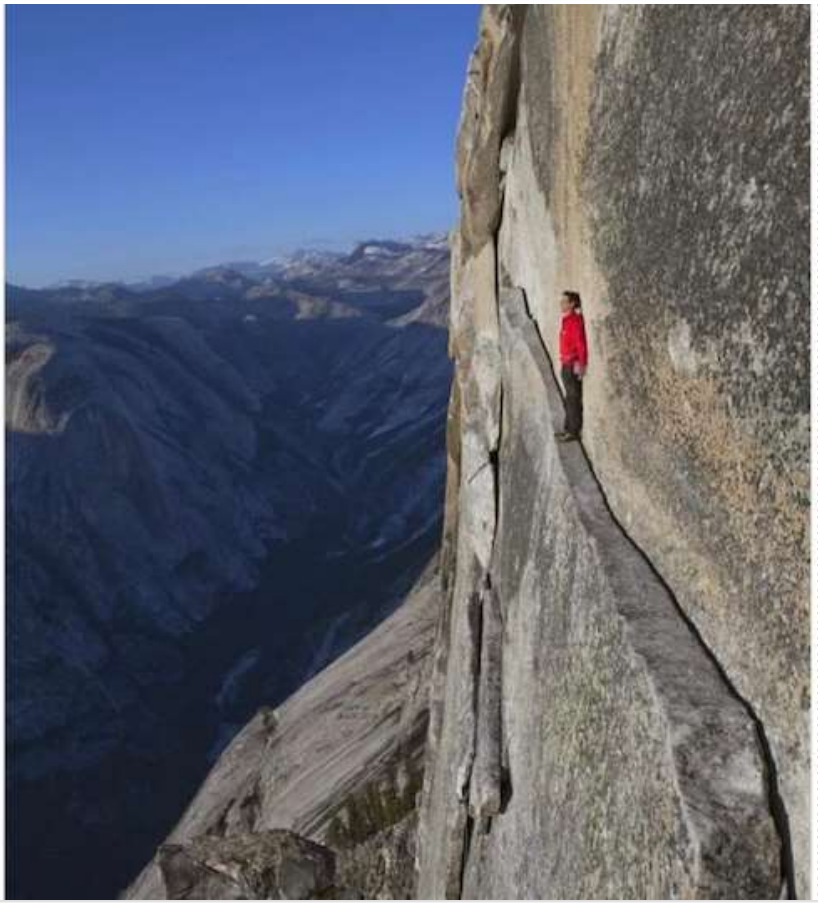
- **MISTAKE #2:** Not Dating Board Prospects Before Proposing Marriage

THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

- **MISTAKE #3:** Not Leveraging God-given Gifts and Passion

- **MISTAKE #4:** Not Articulating and *Owning* the Ministry Strategy

The "Thank God Ledge" in Yosemite National Park➡



THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

- **MISTAKE #1:** Not Landing on the Appropriate Sweet Spot on the Continuum Between Policy Governance® …
  …and Micro-Management!

How to increase engagement, commitment, and generosity—by understanding the ***3 board hats:*** *governance, volunteer, and participant.*

UNDERSTANDING BOARD ROLES: THE 3 HATS – p. 6

In this session:

1. **Book**: *Ten Basic Responsibilities of Nonprofit Boards*
2. **Video:** *Balancing Board Roles: The Board Member's 3 Hats*
3. **Exercise:** The Continuum Between Policy Governance® and Micro-Management!
4. **Insight:** What's All the Fuss About Policy Governance ®?
5. **Tool:** The Board Member Annual Affirmation Statement
6. **Tool:** The Prime Responsibility Chart

First…define reality!

POP QUIZ!

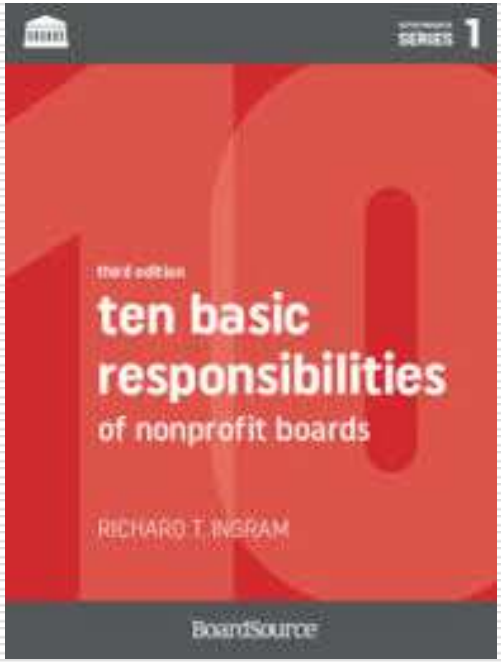
See page 6.

#1. BOOK:

Ten Basic Responsibilities of Nonprofit Boards

www.BoardSource.org

(page 7)



#2. VIDEO:

The Board Member's 3 Hats:

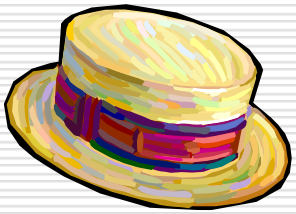
- **Governance**
- **Volunteer***
- **Participant**

**Volunteering is*

optional, passion-driven, gifts-based

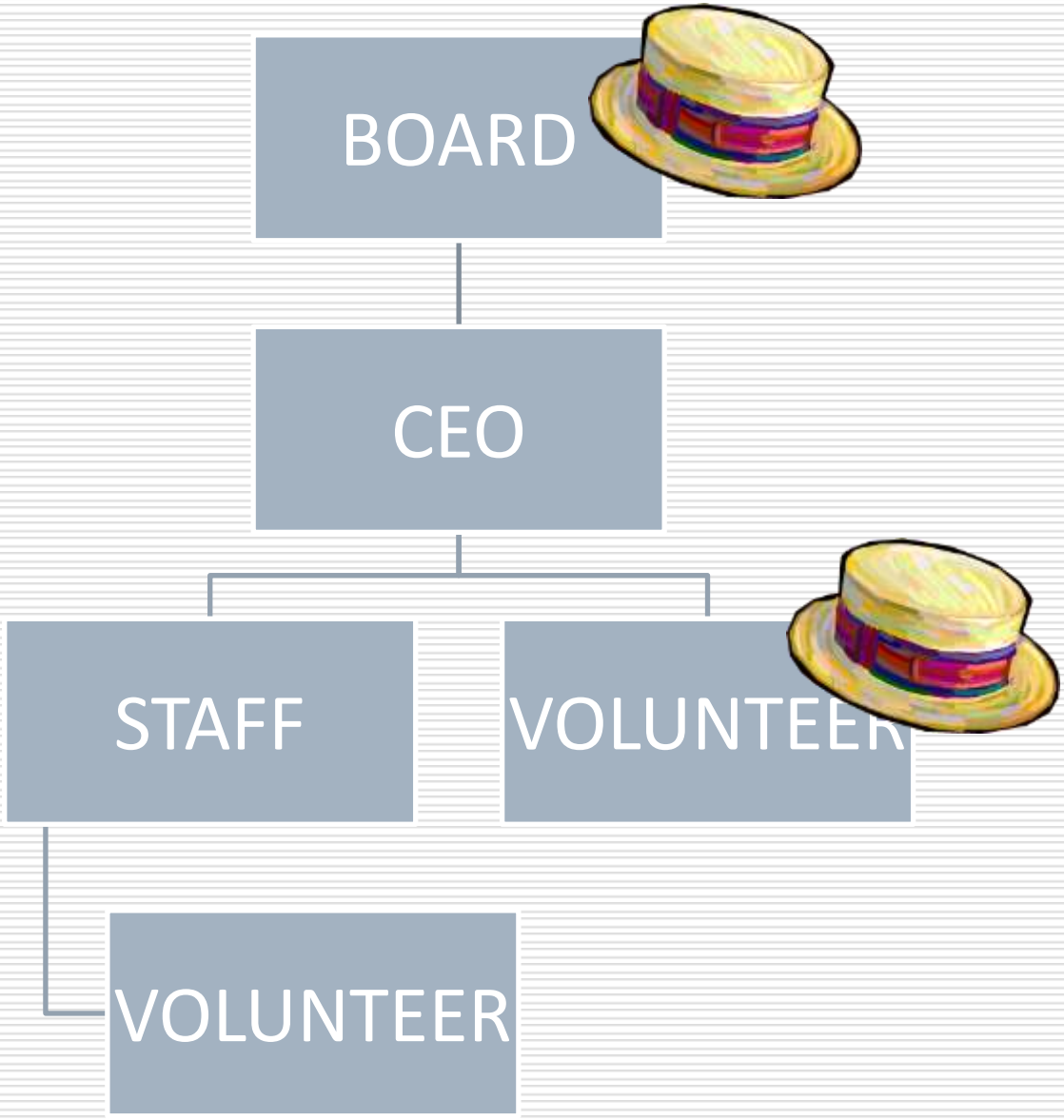
THE VIDEO: Balancing Board Roles

ECFA
GOVERNANCE
TOOLBOX SERIES

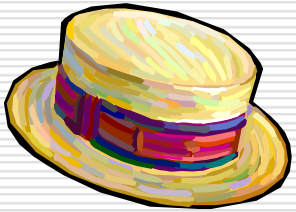


The Principle:

- **If you need a board member, recruit a board member.**
- **If you need a volunteer, recruit a volunteer.**

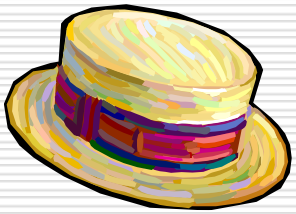


"All of you, clothe yourselves with humility toward one another." (1 Peter 5:5)



Balancing Board Roles

Your Organizational Chart?

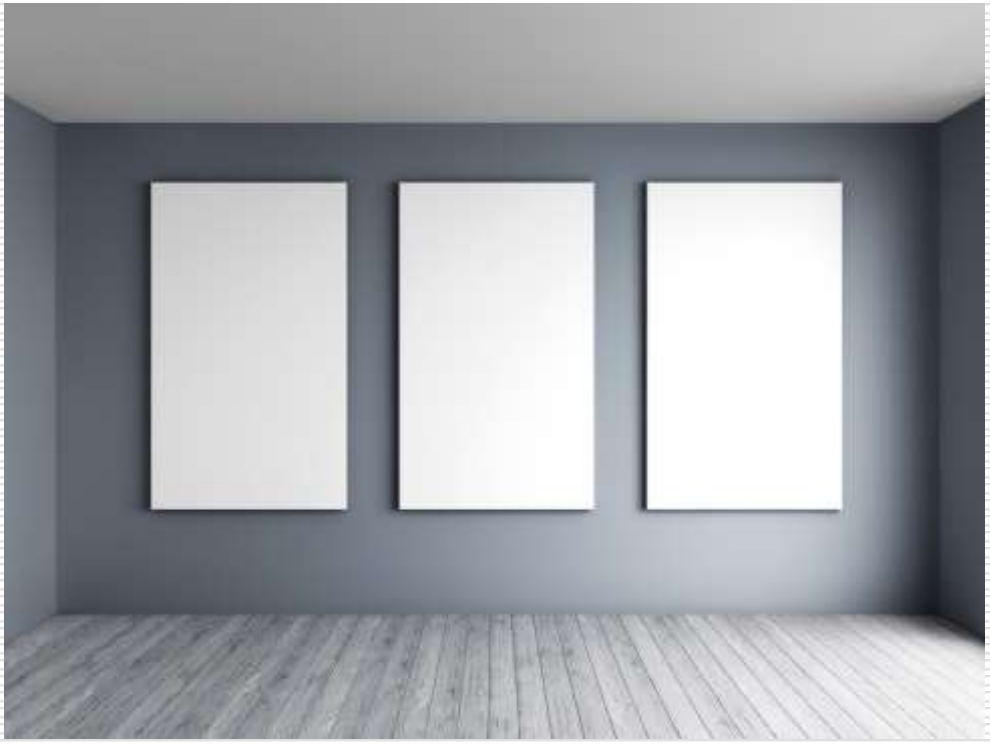


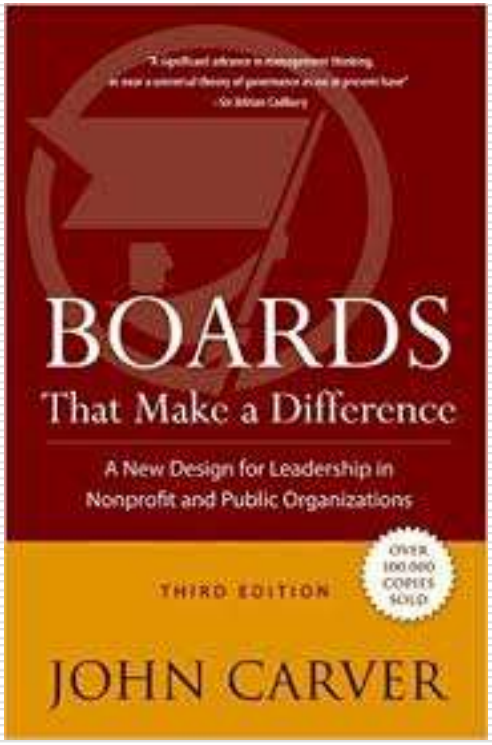
For a future discussion:
Worksheet (p. 8):

What hat are you wearing when…

#3. EXERCISE: The Continuum Between Policy Governance®…and Micro-Management

- See pages 9 and 10:





WHERE IS YOUR BOARD ON THIS CONTINUUM?

p. 11

☑ Check the number that best describes your BOARD's operating style today:

High Policy-making……High Hands-on

10	9	8	7	6	5	4	3	2	1

WHERE IS YOUR CEO ON THIS CONTINUUM?

p. 11

☑ **Check the number that best describes your CEO's operating style today:**

Proactive Leadership……..Reactive Leadership

10	9	8	7	6	5	4	3	2	1

WHERE DO YOU WANT TO BE IN THE NEXT 12-18 MONTHS? (p. 12)

BOARD:

High Policy-making……..……..High Hands-on

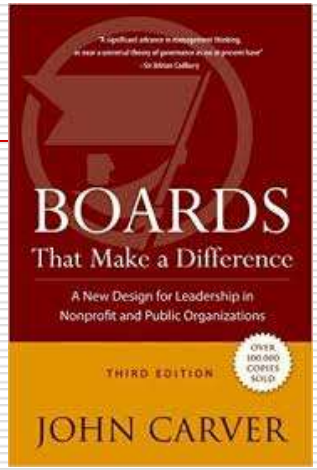
10	9	8	7	6	5	4	3	2	1

CEO:

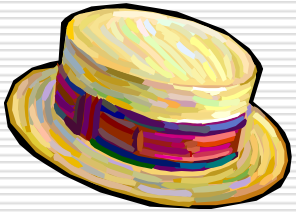
Proactive Leadership……..Reactive Leadership

10	9	8	7	6	5	4	3	2	1

#4. INSIGHT: What's all the fuss about Policy Governance®?

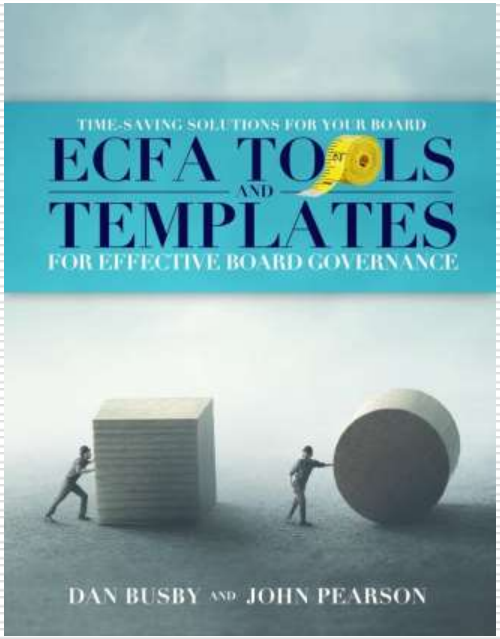


See Best Board Book #11 in the workbook (pages 75-76).



#5. TOOL: (pages 14-21)*

Board Member Annual Affirmation Statement (Tool #21)



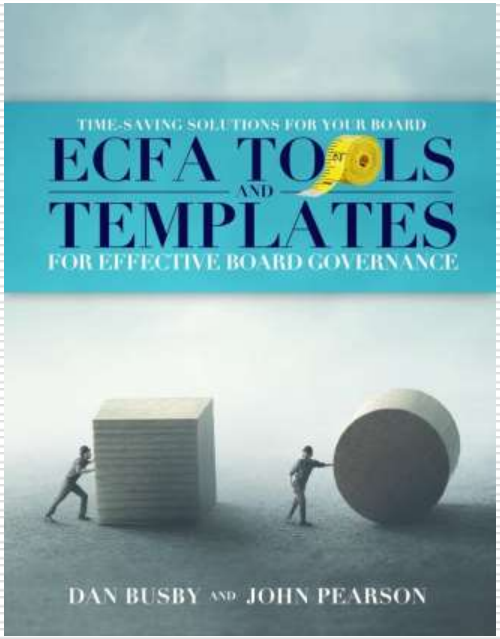
***Download Word doc from:**

ECFA Tools & Templates for Effective Board Governance
(password to Word document in front of book)

BALANCING BOARD AND CEO ROLES:

#6. **TOOL:** (page 22)

Prime Responsibility Chart **(Tool #16)**



Prime Responsibility Chart – "Version 6"

ECFA Tools & Templates book (& p. 22 in workbook)

AP = Approval Required P = Prime Responsibility A = Assistant Responsibility	Board	Finance Comm.	CEO	CFO
Budget Policies	AP		P	A
Non-budgeted expenditures under $5,000				AP
Annual Budget	AP	AP	A	P
CEO Annual SMART Goals	AP		P	
CEO Performance Review	P			

Please stand!

Pop Quiz!

A Tool to Clarify the CEO's Top-5 Goals

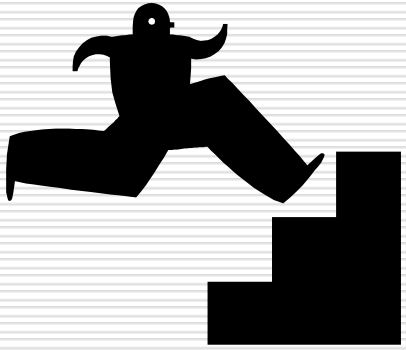
#7. **BONUS** BEST PRACTICE!

CEO's Monthly Dashboard Report (Tool #11)

Monthly Dashboard Report

GOAL	TARGET DATE	3-MONTH UPDATE
SMART Goal #1	12/31/2022	
SMART Goal #2	12/31/2022	
SMART Goal #3	9/30/2022	
SMART Goal #4	9/15/2022	

MISTAKE #1: Not Landing on the Appropriate Sweet Spot on the Continuum Between Policy Governance® …and Micro-Management!



Next Steps & Take-Aways

p. 48

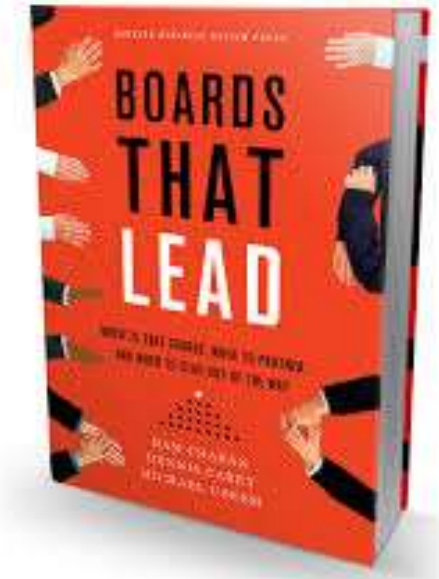
10-Minute Break!

- **APPENDIX:** BEST BOARD BOOKS #1 (p. 52)

Boards That Lead

When to Take Charge,
When to Partner, and
When to Stay Out of the Way

Ram Charan, Carey, & Useem



THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

☐ MISTAKE #2: Not Dating Board Prospects Before Proposing Marriage

How to recruit and inspire the right people—with the right motives—to serve on your board, by focusing on the 4 phases of board recruitment.

Improving and Enriching the Board Experience by Focusing on Board Member Recruitment

The 4 Phases of Board Member Recruitment:

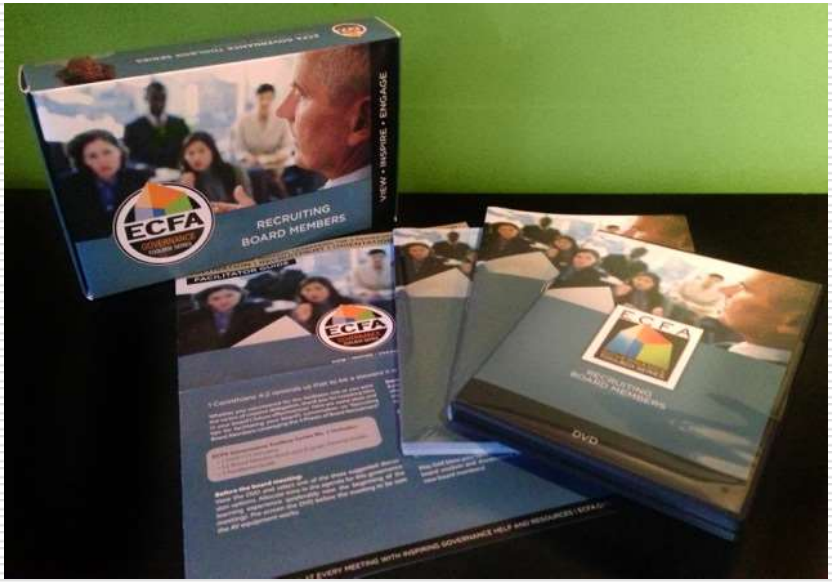
- Cultivation
- Recruitment
- Orientation
- Engagement

Pages 24-31

THE VIDEO: Recruiting Board Members

In this session:

- The **4** phases of board recruitment and engagement
- **7** steps for recruiting board members



Recruiting Board Members

Worksheet: **The 4 phases of board recruitment and engagement (p. 25):**

1) **Cultivation**
2) **Recruitment**
3) **Orientation**
4) **Engagement**

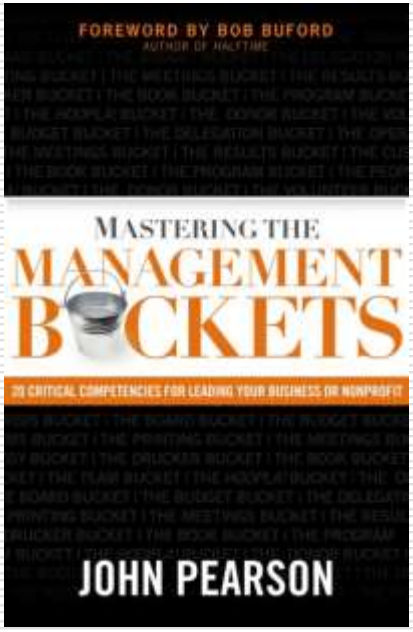
☑ How effective is your board?

Recruiting Board Members

From: *The Board Bucket* chapter (see workbook, pages 27-31)

7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.



Recruiting Board Members

7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.

2) Pray before prospecting.

Recruit with *prayerful* intentionality and board-approved criteria. (workbook, p. 27)

The 6 D's:	HANK	JOAN
1) Discerning Decision-Maker: Policy, Financial, Hire/Fire CEO	✓	✓
2) Demonstrated passion for the mission	✓	✓
3) Documented team player	✓	✓
4) Diligent and faithful participant	✓	✓
5) Doer (walks the talk)	✓	✓
6) Donor (#1, #2 or #3 giving priority)	NO	✓

Recruiting Board Members

7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.
2) Pray before prospecting.
3) Date before proposing!

Warning! Resume-Builders Make Lousy Board Members!*

The empty parking lot should have been a clue!

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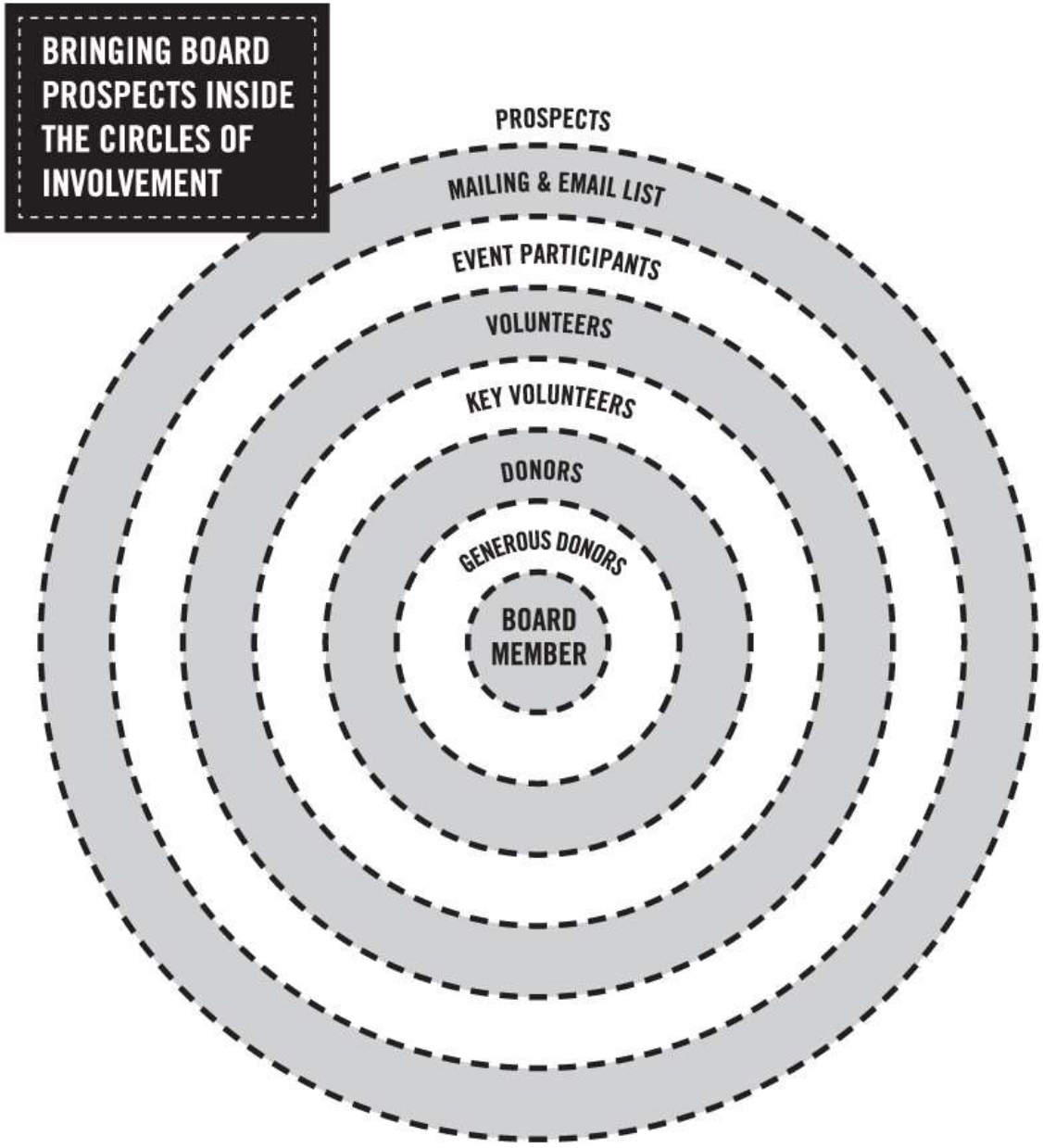
*Read Lesson 18 online: https://www.ecfa.org/Content/Warning-Resume-Builders-Make-Lousy-Board-Members-MoreLessonsNP

See page 28


BRINGING BOARD PROSPECTS INSIDE THE CIRCLES OF INVOLVEMENT
PROSPECTS
MAILING & EMAIL LIST
EVENT PARTICIPANTS
VOLUNTEERS
KEY VOLUNTEERS
DONORS
GENEROUS DONORS
BOARD MEMBER

Recruiting Board Members

7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.
2) Pray before prospecting.
3) Date before proposing!
4) Inspire your prospect to give generously.

Recruiting Board Members

7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.
2) Pray before prospecting.
3) Date before proposing!
4) Inspire your prospect to give generously.
5) Propose marriage

➔See TOOL #3: "Board Nominee Orientation Binder Table of Contents" —a 31-tab recruitment tool

ECFA Tools & Templates for Effective Board Governance

Recruiting Board Members

7 Steps for Recruiting Board Members:

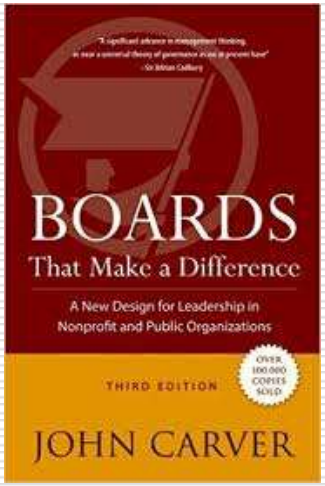
1) Recruit for passion—not position.
2) Pray before prospecting.
3) Date before proposing!
4) Inspire your prospect to give generously.
5) Propose marriage.
6) Continue dating. ("Ten Minutes for Governance" at every meeting.)

Recruiting Board Members

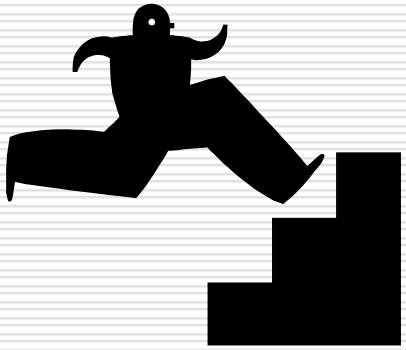
7 Steps for Recruiting Board Members:

1) Recruit for passion—not position.
2) Pray before prospecting.
3) Date before proposing!
4) Inspire your prospect to give generously.
5) Propose marriage.
6) Continue dating.
7) Leave a legacy (2 Timothy 2:2)

P.S. Astute board prospects will ask you about **"Policy Governance®"**



MISTAKE #2: Not Dating Board Prospects Before Proposing Marriage

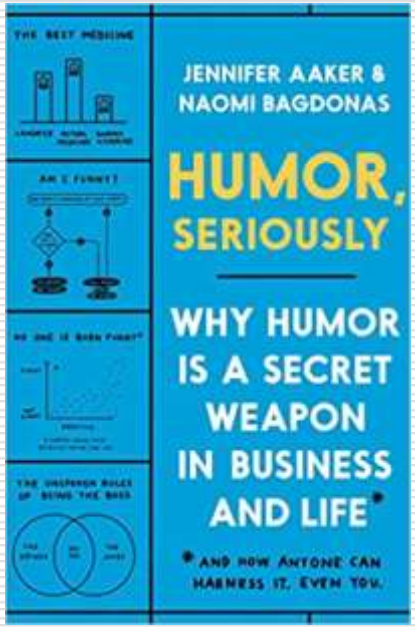


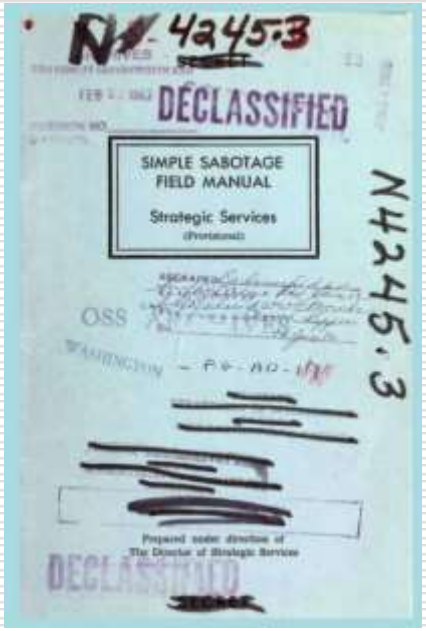
Next Steps & Take-Aways

p. 48

10-Minute Break!

Humor, Seriously: Why Humor Is a Secret Weapon in Business and Life





https://urgentink.typepad.com/my_weblog/2022/05/humor-seriously-why-humor-is-a-secret-weapon-in-business-and-life.html

THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

- **MISTAKE #3: Not Leveraging God-given Gifts and Passion**

*How to leverage the **3 Powerful S's** of your board members and CEO—**S**piritual Gifts, **S**ocial Styles, and **S**trengths.*

Leveraging the 3 Powerful S's of Your Board Members and CEO:

- ☑ Spiritual Gifts
- ☑ Strengths
- ☑ Social Styles

King David: "We are fearfully and wonderfully made."

p. 34

Please stand!

Pop Quiz!

▲ 3 Big Ideas (page 34)

The 3 Powerful S's

Spiritual Gifts

Strengths

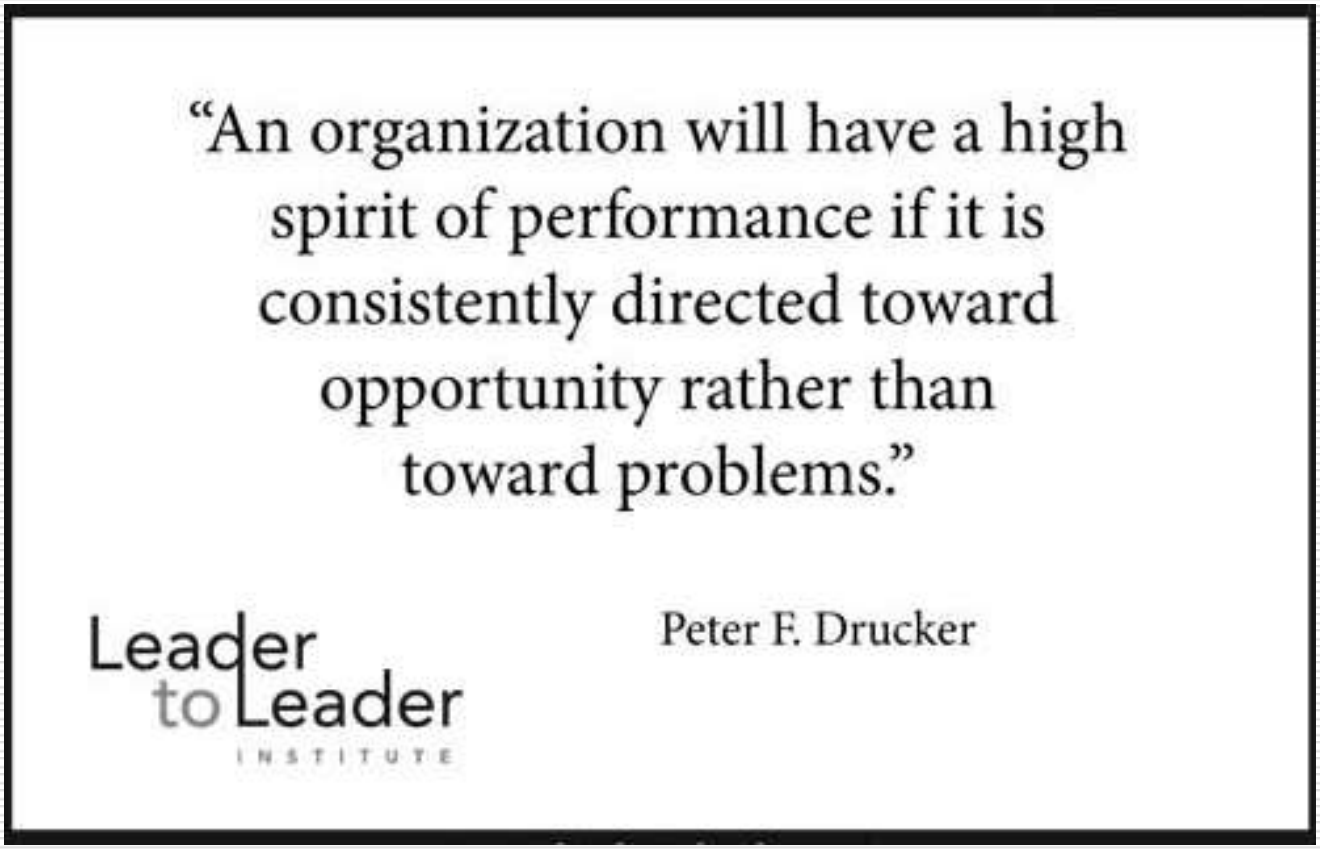
Social Styles

▲*Tom Rath*▲

"…our studies indicate that people who do have the opportunity to focus on their strengths every day are six times as likely to be engaged in their jobs and more than three times as likely to report having an excellent quality of life in general."

.

Invest in strengths…and you'll have more time to invest in **opportunities** vs. fire-fighting.



The 3 Powerful S's

- **S**piritual Gifts

➔ **S**trengths

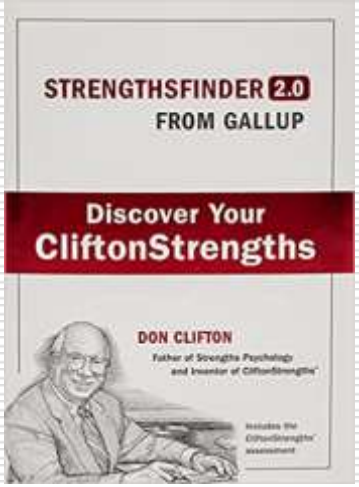
- **S**ocial Styles

StrengthsFinder (p. 35)

Tool #20: *Tent Cards and Tools…*➡

- **75%** of us don't leverage our strengths—because either we don't know our strengths or our colleagues don't know them!
- There are 34 "talent themes"
- The online assessment identifies your Top-5
- The Big Idea: **We must leverage the strengths** God gave **Mike** and minimize his weaknesses.
- More information at:

  www.gallup.com/cliftonstrengths



EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	MIKE

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	**Activator**	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	**Competition**	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	**Self-Assurance**	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		**Relator**	**JIM WEST**

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	**How would you work with JVD?**

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	**Strategic**
Restorative		**Relator**	**How would you work with Todd?**

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connected-ness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	U.I. MGT TEAM #1 STRENGTHS

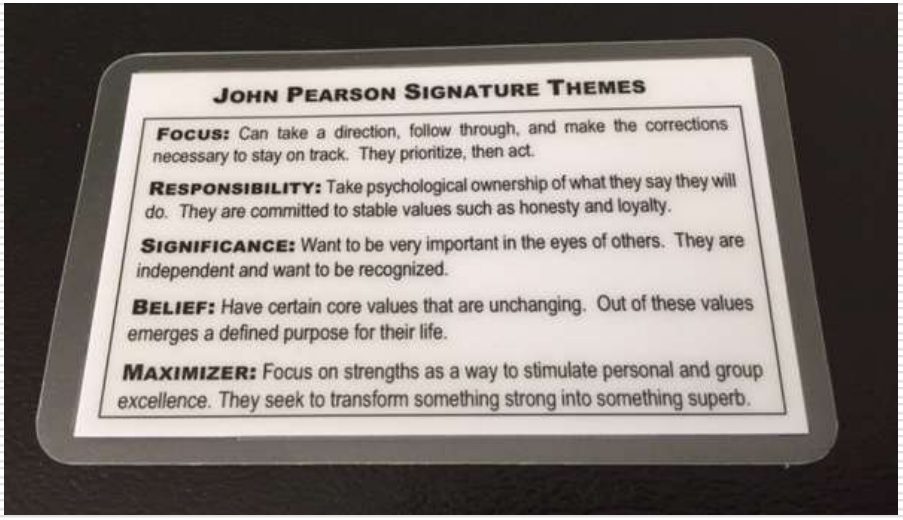
4 StrengthsFinder Tools
Tool #1: Tent Card

- ❑ The chances of 2 people having the same Top 5 themes in any order is 1 in 278,256.
- ❑ The chances of 2 people having the same Top 5 themes in the same order is **1 in 33 million!**

https://releasingstrengths.com/strengths-twins/ Tool #2: SF Chart➔

The 34 Themes of Talent	David Barton	Mark Bargaehr	Cathy Barrett	Rick Bee	Cheryl Gardner	Tom Matlock	Mike Pate	John Pearson	Dale Torry	John Walling
1st	Connectedness	Achiever	Communication	Strategic	Responsibility	Ideation	Communication	Focus	Ideation	Activator
2nd	Empathy	Responsibility	Achiever	Positivity	Input	Strategic	Strategic	Responsibility	Maximizer	Ideation
3rd	Discipline	Positivity	Woo	Activator	Achiever	Intellection	Positivity	Significance	Futuristic	Individualization
4th	Individualization	Significance	Consistency	Woo	Context	Connectedness	Futuristic	Belief	Strategic	Arranger
5th	Relator	Analytical	Connectedness	Communication	Significance	Adaptability	Activator	Maximizer	Belief	Significance
EXECUTING										
Achiever		Achiever	Achiever		Achiever					
Arranger										Arranger
Belief								Belief	Belief	
Consistency			Consistency							
Deliberative										
Discipline	Discipline									
Focus								Focus		
Responsibility		Responsibility			Responsibility			Responsibility		
Restorative										
INFLUENCING										
Activator				Activator			Activator			Activator
Command										
Communication			Communication	Communication			Communication			
Competition										
Maximizer								Maximizer	Maximizer	
Self-Assurance										
Significance		Significance			Significance			Significance		Significance
Woo			Woo	Woo						
RELATIONSHIP BUILDING										
Adaptability						Adaptability				
Connectedness	Connectedness		Connectedness			Connectedness				
Developer										
Empathy	Empathy									
Harmony										
Includer										
Individualization	Individualization									Individualization
Positivity		Positivity		Positivity			Positivity			
Relator	Relator									
STRATEGIC THINKING										
Analytical		Analytical								
Context					Context					
Futuristic							Futuristic		Futuristic	
Ideation						Ideation			Ideation	Ideation
Input					Input					
Intellection						Intellection				
Learner										
Strategic				Strategic		Strategic	Strategic		Strategic	
	Updated:	3/26/2018		www.gallupstrengthscenter.com					Chart Concept:	John Pearson A

StrengthsFinder
Tools #3 and #4: Cards & Mugs!



https://strengthsmugs.com/

34 StrengthsFinder Videos:

https://www.youtube.com/playlist?list=PLxDaK7wlyw9609RQulcVwcCtJ6j17hmO4

How Could Strengths Impact Your Work and Ministry?

Adaptability Video:

https://youtu.be/lMXasNLgfl8?list=PLxDaK7wlyw9609RQulcVwcCtJ6j17hmO4

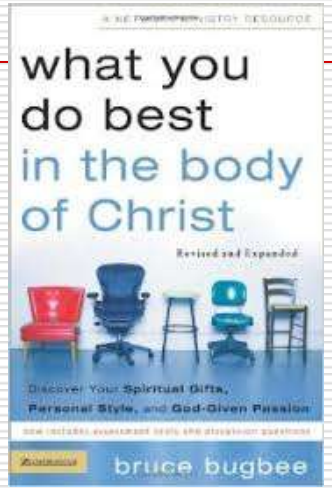
The 3 Powerful S's

➔ **S**piritual Gifts

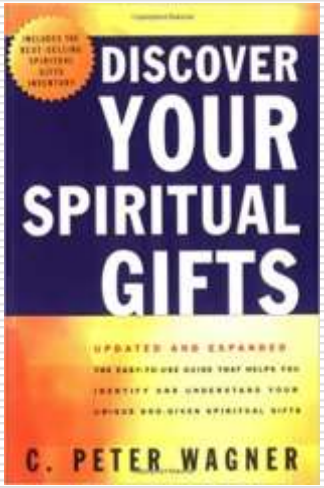
- **S**trengths
- **S**ocial Styles

▲2 books on spiritual gifts

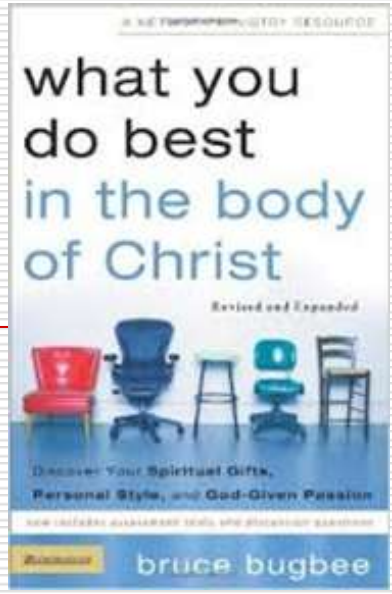
- **Option #1:** ***What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style and God-Given Passion*** (revised and expanded—with assessment tools and discussion questions), by Bruce Bugbee



- **Option #2**: ***Discover Your Spiritual Gifts: The Easy-to-Use Guide That Helps You Identify and Understand Your Unique God-Given Spiritual Gifts*** (includes the bestselling spiritual gifts inventory), by C. Peter Wagner.



▲*Spiritual Gifts – Bugbee* (p. 35)



- Administration
- Craftsmanship
- Creative Communication
- Encouragement
- Faith
- Giving
- Helps
- Hospitality
- Intercession
- Leadership
- Mercy
- Apostleship
- Prophecy
- Evangelism
- Shepherding
- Teaching
- Discernment
- Word of Knowledge
- Word of Wisdom
- Healing
- Interpretation
- Miracles
- Tongues

▲*Discuss!*▲

How Could Spiritual Gifts Impact Your Work and Ministry?

The 3 Powerful S's

➔ Social Styles (p.36-37)

https://tracom.com/social-style-training/model

- ☐ **S**trengths
- ☐ **S**piritual Gifts

Video:
https://youtu.be/wRBx8IkV-kQ

#7. The People Bucket Core Competency

We celebrate the God-designed uniqueness of our team members, our customers, our donors, and our volunteers. We are diligent about understanding the four social styles—Analyticals, Drivers, Amiables and Expressives—and helping our people find their comfort zones as they grow in their interpersonal versatility skills.

The People Bucket Ball #1

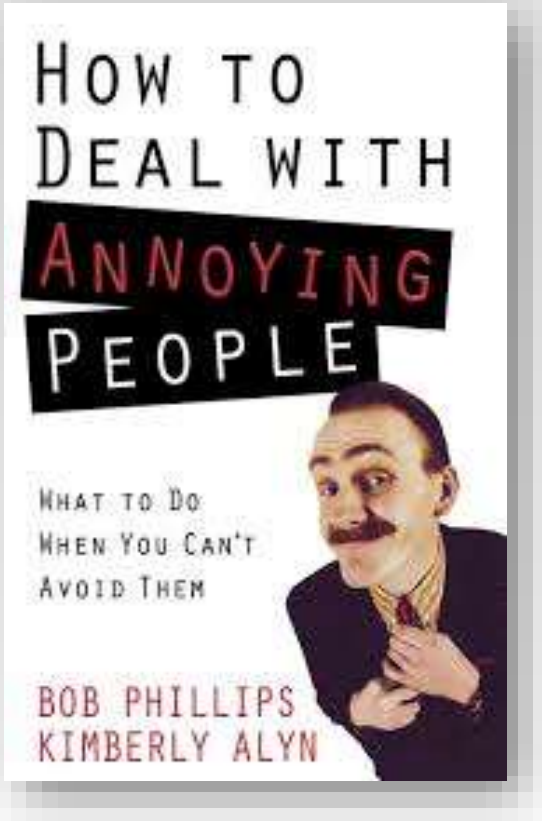
Know Your Own Social Style

Find your comfort zone and help others feel comfortable.

The 4 Social Styles

How to Deal With Annoying People

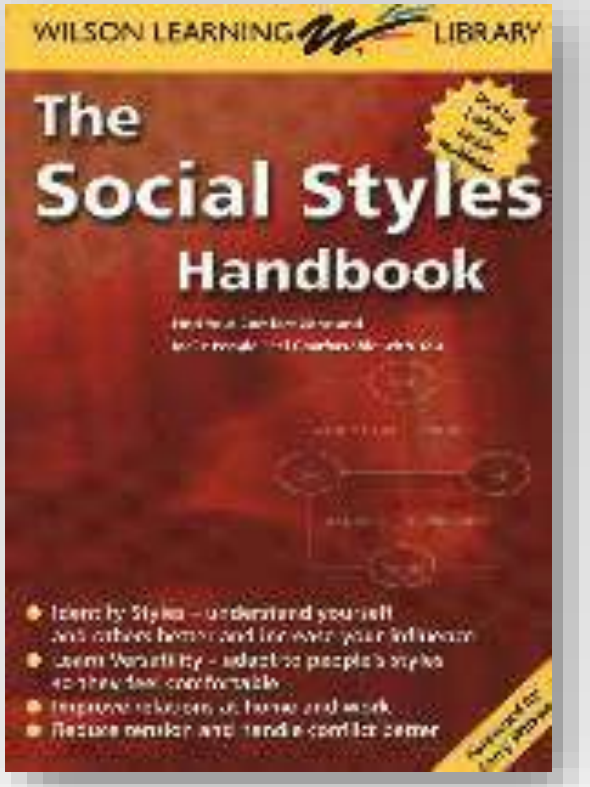
Bob Phillips



The 4 Social Styles

The Classic:

The Social Styles Handbook



The People Bucket Ball #1

Know Your Social Style:

Effective Leaders Are Versatile!

This is a BIG idea!

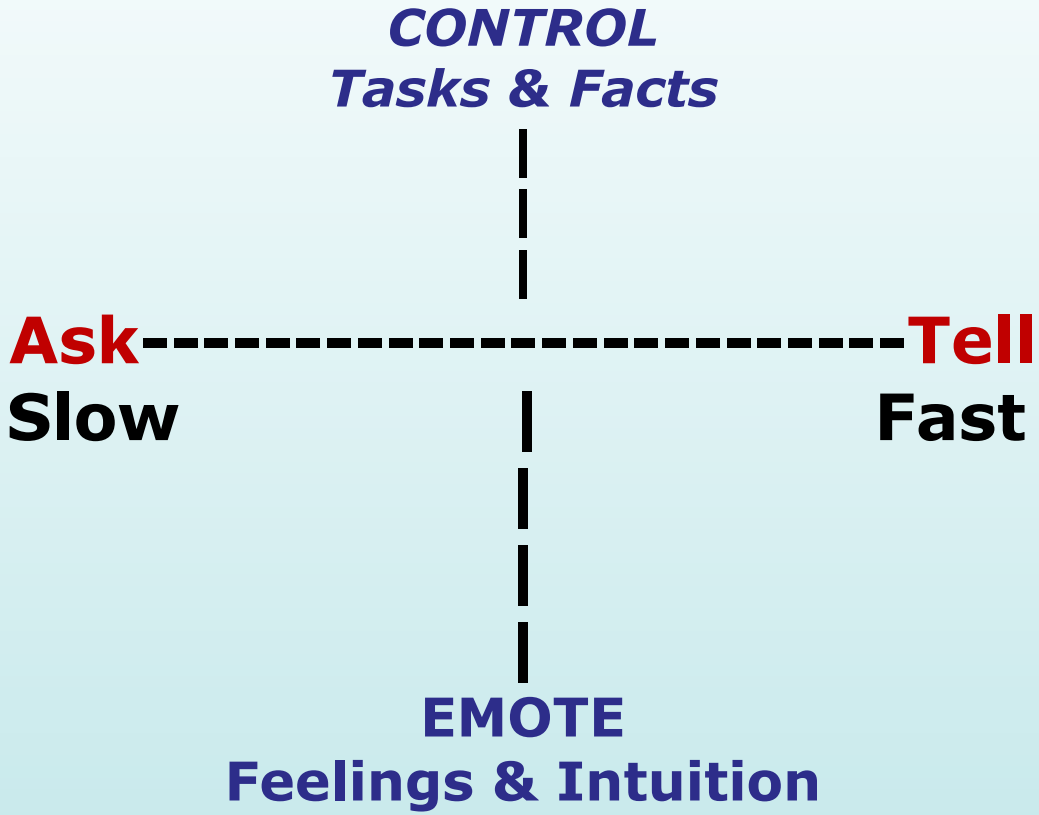
"Treating people the way WE want to be treated can be wrong 75 percent of the time, and right only 25 percent!" ***(Larry Wilson)***

Assertiveness

Ask----------Tell

Slow Fast

Responsiveness



The 4 Social Styles

Analyticals	**Drivers**
Amiables	***Expressives!!!!***

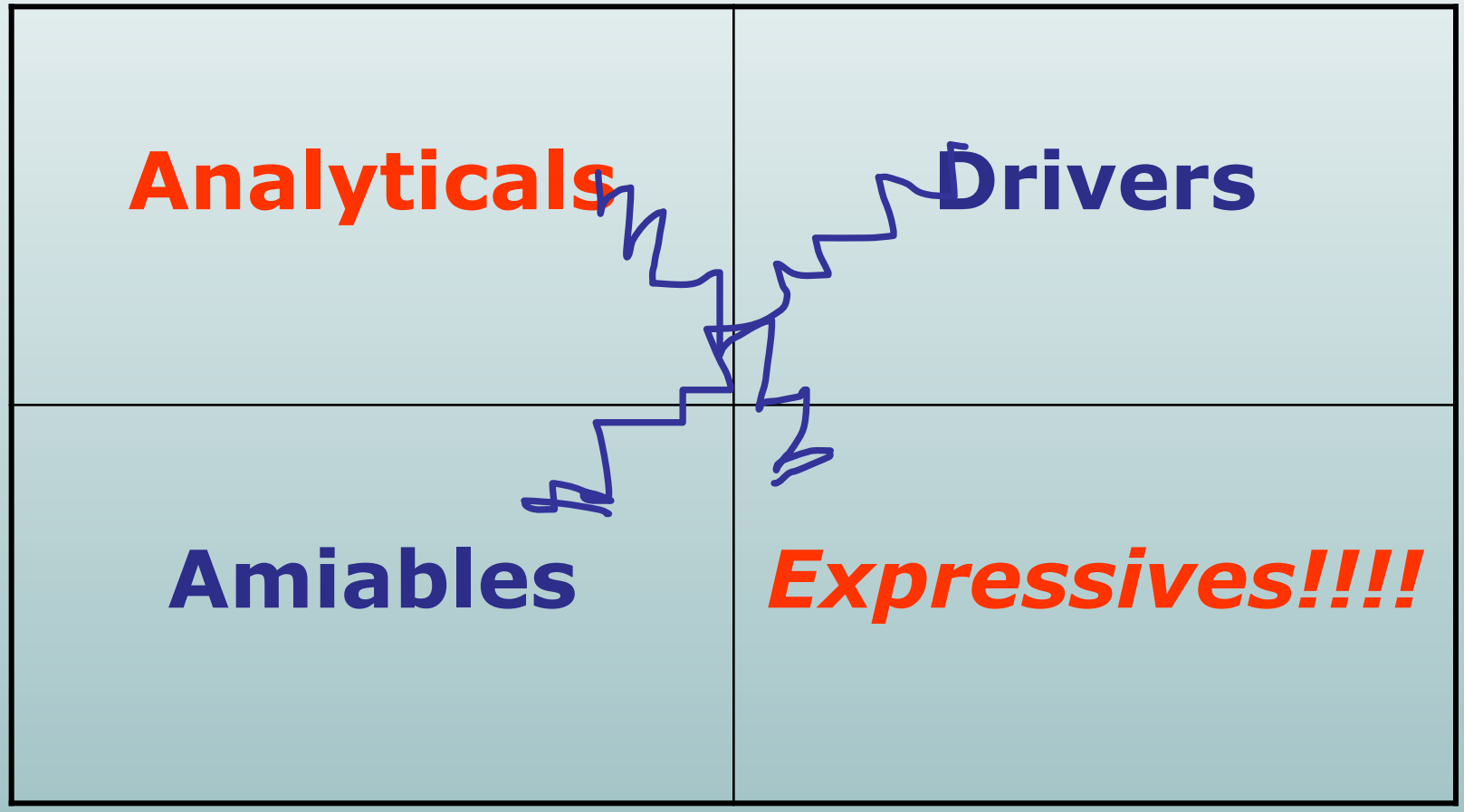
Priority in common (Control - Emote)

Analyticals	**Drivers**
Amiables	***Expressives!!!!***

Pace in common (Slow - Fast)

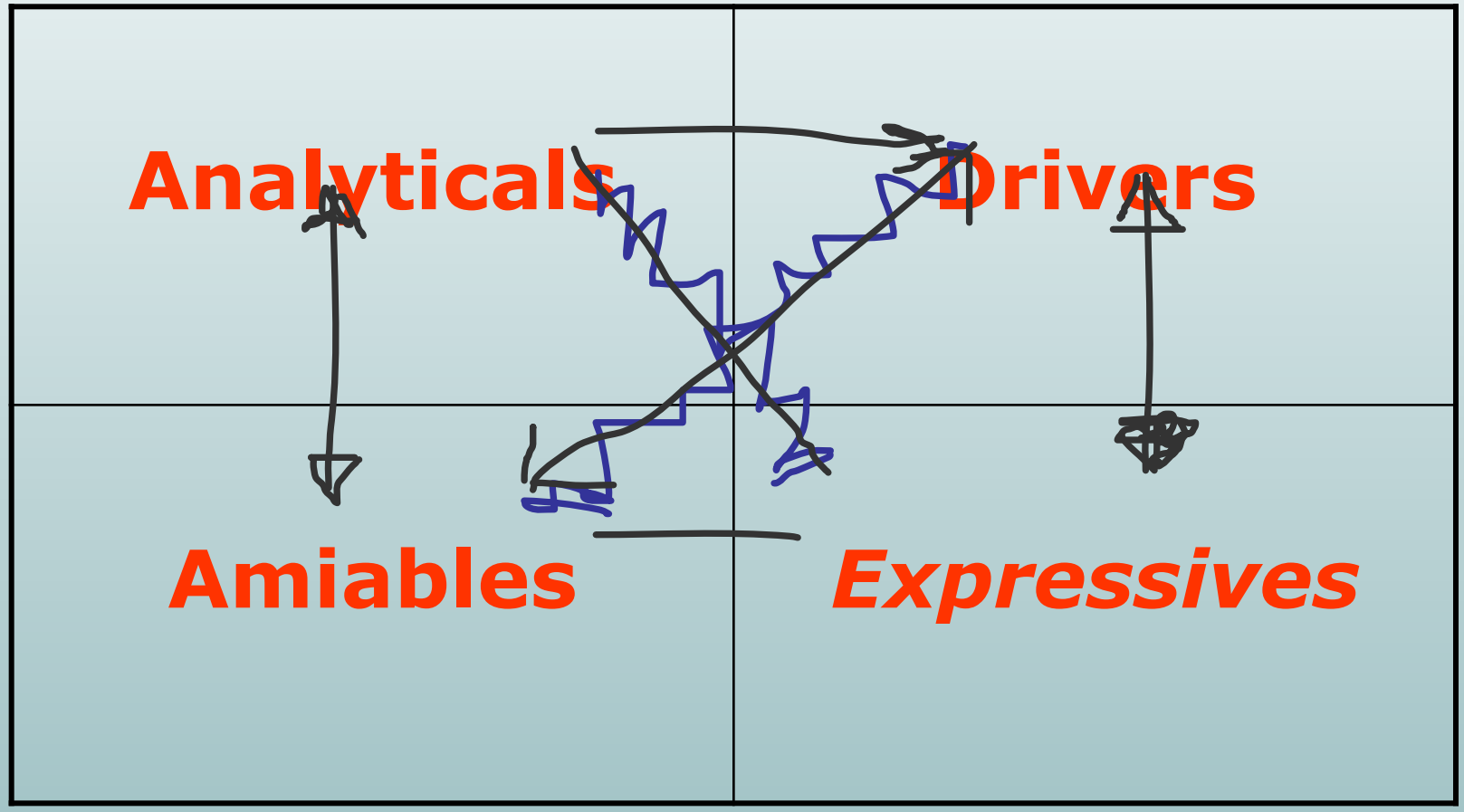
Analyticals	**Drivers**
Amiables	***Expressives!!!!***

Yikes! Nothing in common!



Versatility is the key!

And…understand "back-up" styles.



The People Bucket Ball #2

Communicate creatively to all 4 social styles:

- **Donors**
- **Board Members**
- **Interviews**
- **Team Members** (chart them)
- **Family**
- **Customers**
- **Congregations**

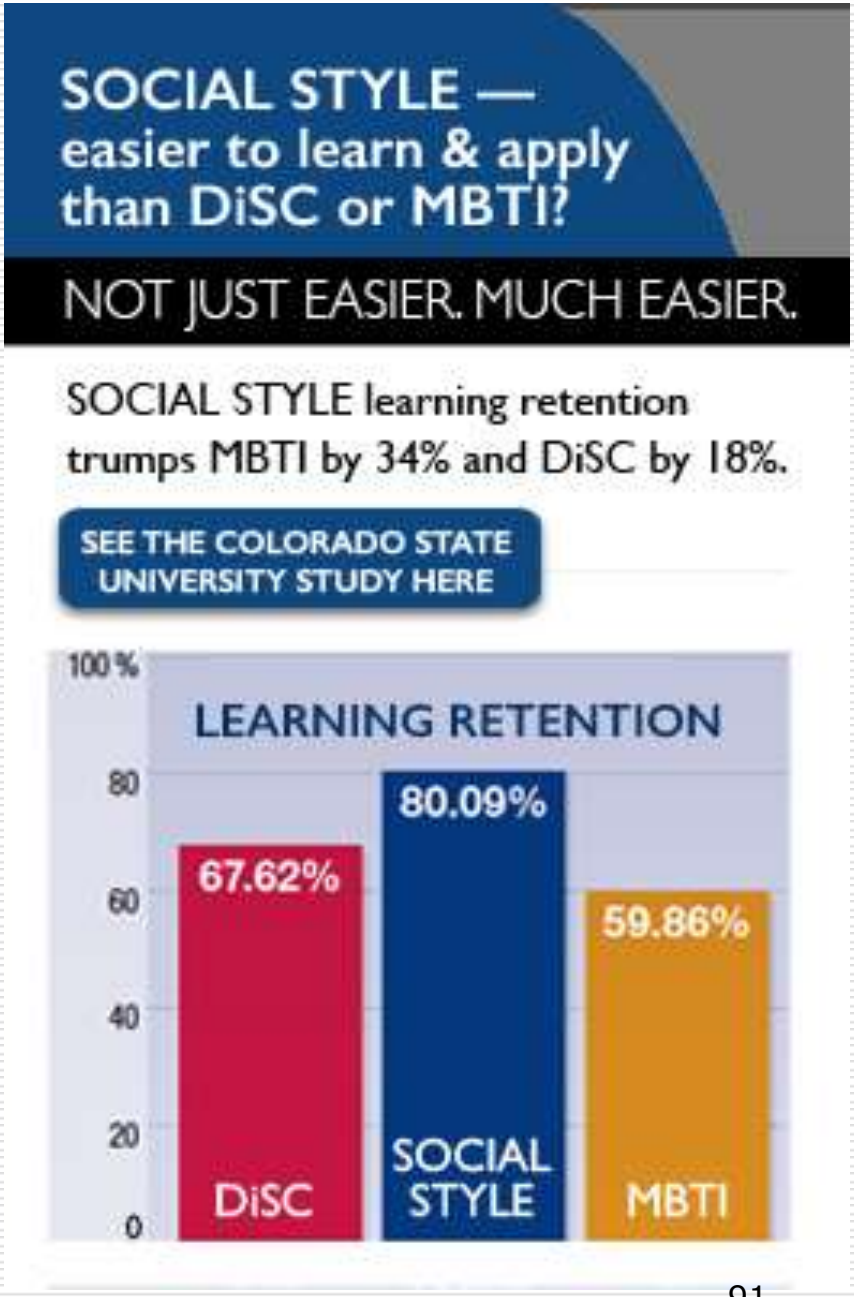
6 TIPS ANALYTICAL STYLE
How to Work with Analytical Style People
1 take your TIME
2 COMMUNICATE clearly & concisely
3 DON'T PRESSURE for answers
4 RESPECT their processes
5 ask directly for their FEEDBACK
6 give them SPACE
TRACOM GROUP
THE CREATOR OF SOCIAL STYLE®
www.socialstyle.com

6 TIPS DRIVING STYLE
How to Work with Driving Style People
1 RESPECT their time
2 STICK TO the facts
3 follow up on your PROMISES
4 show your COMPETENCE
5 EARN THEIR TRUST before expecting it
6 let them have some CONTROL
TRACOM GROUP
THE CREATOR OF SOCIAL STYLE®
www.socialstyle.com

6 TIPS AMIABLE STYLE
How to Work with Amiable Style People
1 APPROACH conflict carefully
2 GET TO know them
3 consider their PERSPECTIVES
4 draw out their OPINIONS
5 handle issues in PRIVATE
6 always be COURTEOUS
TRACOM GROUP
THE CREATOR OF SOCIAL STYLE®
www.socialstyle.com

6 TIPS
EXPRESSIVE STYLE
How to Work with Expressive Style People
1
LAUGH
with them
2
LISTEN
to their opinions
3
THINK BIG
picture
4
RECOGNIZE
their contributions
5
LIGHTEN
UP
6
form a
FRIENDSHIP
TRACOM GROUP
THE CREATOR OF SOCIAL STYLE®
www.socialstyle.com

Social Style:
Easier to learn and remember!



https://tracom.com/social-style-training/model

▲*Discuss!*▲

How Could Social Styles Impact Your Work and Ministry?

Imagine the **joy**…when you leverage all **3** Powerful **S**'s!

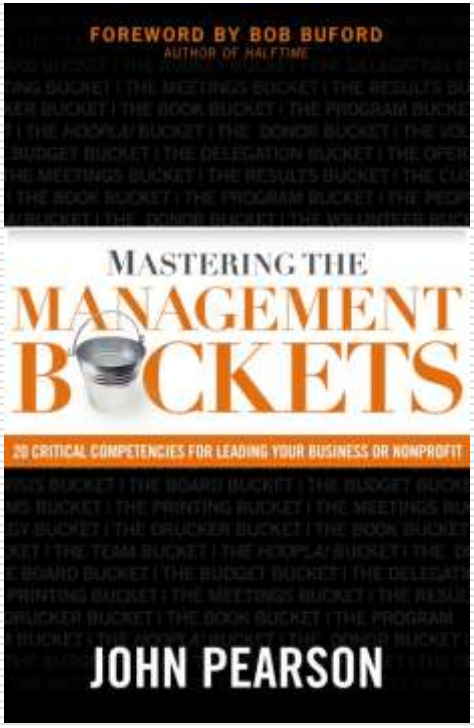
"Why are you doing what others can do, when you are leaving undone what only you can do?"

Bruce Bugbee in *What You Do Best in the Body of Christ*

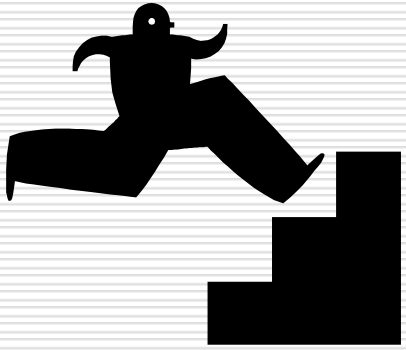
Read:
Chapter 7: The People Bucket (Social Styles)
Chapter 9: The Team Bucket (Strengths)

ManagementBuckets.com

Your Weekly Staff Meeting eNews:
a book and a bucket every issue



MISTAKE #3: Not Leveraging God-given Gifts and Passion



Next Steps & Take-Aways

p. 48

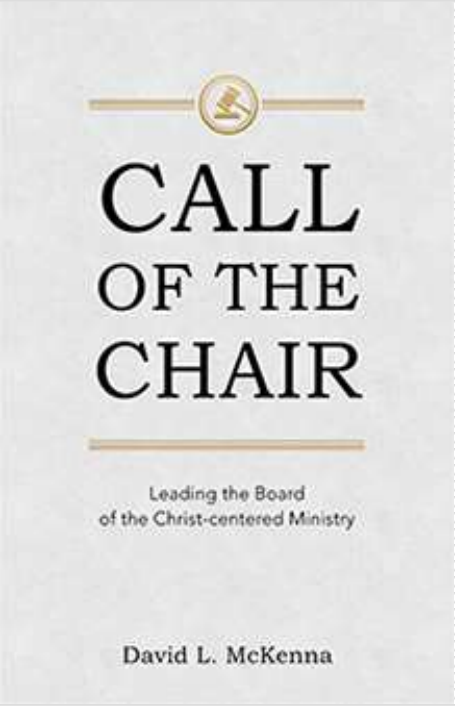
10-Minute Break!

- **APPENDIX:** BEST BOARD BOOKS #12 (p. 77)

Call of the Chair

Leading the Board of the Christ-centered Ministry

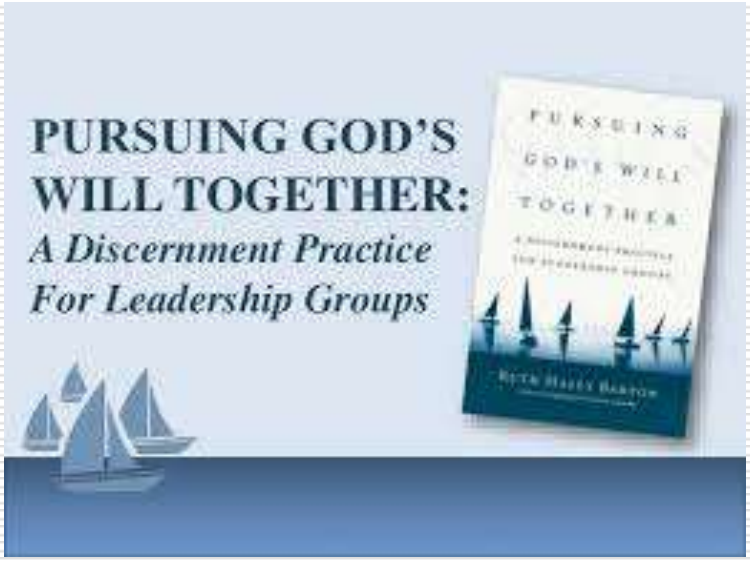
David L. McKenna



THE 4 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

- **MISTAKE #4: Not Articulating and *Owning* the Ministry Strategy**

How to discern God's voice about your ministry's future—with a 3-Year Rolling Strategic Plan and a strategy that is owned by the board.



Strategic Planning
Does Your Board Own the Strategy? (p. 40-45)

Focusing on the Future vs.

Micromanaging the Present

Big Ideas,
Tools, & Templates

Does Your Board Own the Strategy?

- How do we inspire the board to focus on its two most critical jobs:
  - hiring and encouraging the CEO
  - and owning (but not micro-managing) the organization's strategy?

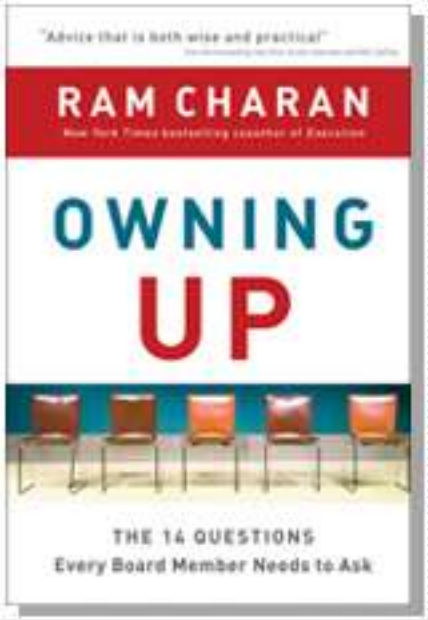
KEY PRINCIPLE:

➔The Best Boards Build Strategic Planning Into Their Organization's DNA

Focusing Versus Micro-managing

#1. The Best Boards Own the Strategy (p. 40-41)

Book #5
(p. 60)



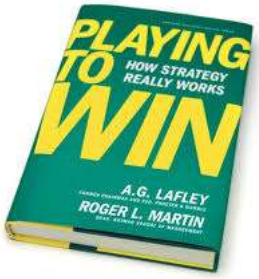
"There is nothing more important for a CEO than having the right strategy and right choice of goals, and for the board, the right strategy is second only to having the right CEO."

➔ Chapter 5 recommendations:
2-page strategy document

The Best Boards Own the Strategy

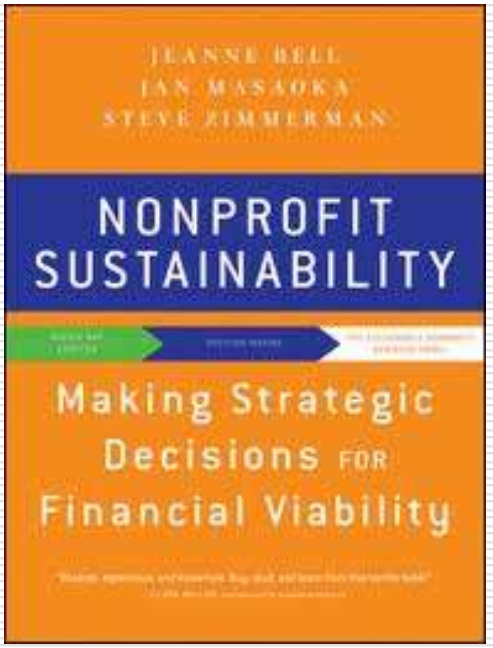
What do we mean by "strategy?"

- ☐ Retail or wholesale? Where to play?
- ☐ *HBR* article: "What Is Strategy?"
  http://urgentink.typepad.com/my_weblog/2013/06/what-is-strategy.html
- ☐ *HBR*: "The Big Lie of Strategic Planning"
- ☐ Book: *Playing to Win*



#2. The Best Boards

Focus on Sustainability



Making strategic decisions for financial viability

- See chart on page 25 in *Nonprofit Sustainability* (workbook, p. 42➡).
- See Best Board Book #13 (workbook, p. 80-82)

Nonprofit Sustainability (p.42)

High Mission Impact **Low Sustainability**	**High Mission Impact** **High Sustainability**
Low Mission Impact **Low Sustainability**	**Low Mission Impact** **High Sustainability**

my opinion:

#3. The Best Boards Use a…

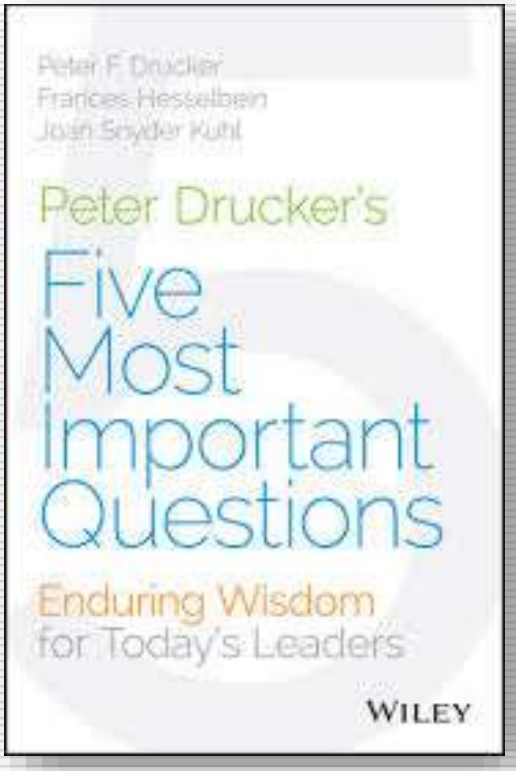
Rolling 3-Year Strategic Planning Process

…and Systemically Look Ahead Every Year

p. 43-44

Strategic Planning Tools & Templates:

1. **Begin with mission and customer.**
2. **Plan a spiritual discernment process.***
3. **Discern a bold target with a BHAG.**
   - **Big *HOLY* Audacious Goal**



**Pursuing God's Will Together* & *Strengthening the Soul of Your Leadership*, by Ruth Haley Barton

Strategic Planning Tools & Templates:

Tools & Templates for Effective Board Governance

4. Summarize with a "Strategic Plan Placemat"

3-5 Visionary Priorities:	2022	2023	2024	By Fall 2022, add: 2025
SMART Goal #1				
SMART Goal #2				
SMART Goal #3				
SMART Goal #4				
SMART Goal #5				

Drucker: "If you have more than 5 goals, you have none."

Union Rescue Mission
One mission. Many ministries.

"Commit your actions to the Lord, and your plans will succeed." (Proverbs 16:3 NLT)

ONE MISSION, MANY MINISTRIES

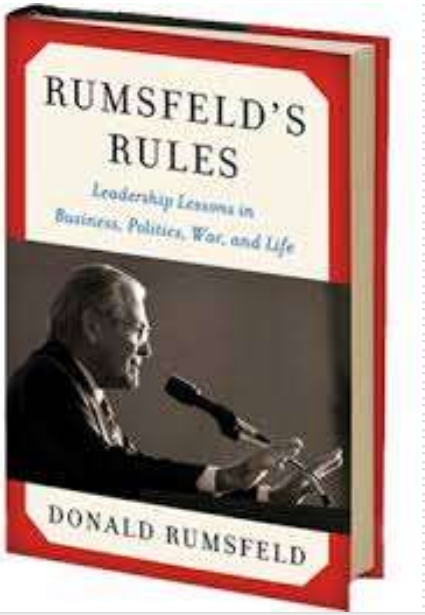
The Rolling 3-Year Strategic Plan • 2014 to 2017

MISSION	**EMBRACING PEOPLE WITH THE COMPASSION OF CHRIST**
VISION	**TRANSFORMING LIVES BY TRANSFORMING THE HEARTS OF THOSE WE ENCOUNTER**
ACTION	**RELATING WITH RESPECT TO REDEEM AND RESTORE**
BHAG	OUR BIG HOLY AUDACIOUS GOAL: BY JUNE 30, 2019 **Decentralize Skid Row by expanding services in outlying communities while measuring and sharing the outcomes of our life transforming work.**

	Year 1: FY15 July 1, 2014 – June 30, 2015	Year 2: FY16 July 1, 2015 – June 30, 2016	Year 3: FY17 July 1, 2016 – June 30, 2017
GOAL #1 • Build Our Team	By June 30, 2015: • Finalize Market compensation analysis • Offer 3 leadership training courses to managers (AGRM; succession plan) • Complete staff survey • Theme verse for the year: Phil 4:8	By June 30, 2016: • Restore merit increases up to 3% • Increase 401k match to 4% • Offer 3 leadership training courses to managers • Reduce turnover by 10%	By June 30, 2017: • Restore merit increases up to 3% • Increase 401k match to 5% • Offer 3 leadership training courses to managers
GOAL #2 • Build Our Programs	By June 30, 2015 unless otherwise noted: • Reach 95% occupancy at HG by October 31, 2014 • Investigate long-term restorative housing at HG • Open Thrift Store • Add interns to meet with guests in day rooms • Partner with Biola to measure life transformation • Expand guest surveys and perform by 1/31/2015 • Investigate offsite men's recovery program	By June 30, 2016 unless otherwise noted: • Master lease apartments for program graduates/post graduates • Add Chaplains to meet with guests in day rooms • Start women's recovery program • Identify location for 2nd Thrift Store and Production Center • Utilize Biola results to improve life transformation by implementing recommendations • Explore transitional program for youth 18-25 • Continue to investigate offsite men's recovery program	By June 30, 2017 unless otherwise noted: • Implement offsite men's recovery program • Open second Thrift Store by Jan 1, 2017
GOAL #3 • Build Our Network	By June 30, 2015: • Add 1 church partnership modeled after Pacific Coast • Increase weekly/monthly repeat volunteers by 3% • Establish program to engage neighborhoods producing greatest number of those experiencing homelessness • Build reserves to 2 months • Begin Phase I of Capital Campaign • Race/Walk for the homeless	By June 30, 2016: • Add 2 church partnerships modeled after Pacific Coast • Increase weekly/monthly repeat volunteers by 3% • Create monthly meeting of 4 area associations to target neighborhoods producing greatest number of homeless • Build reserves to 4 months • Use Capital Campaign funds to upgrade facilities & pay down debt	By June 30, 2017: • Add 4 church partnerships modeled after Pacific Coast • Help 2 partner churches build local community outlying services • Validate neighborhood partnerships via surveys • Build reserves to 6 months

http://urgentink.typepad.com/my_weblog/2013/05/rumsfelds-rules.html

5. Be discerning when selecting your consultants and his/her planning tools.



- If you don't know what your top three priorities are, you don't have priorities."
- "What you measure improves."
- Address your assumptions.

The **G.N.O.M.E.** Chart: Hearing from God About 3-5 Goals

Goals	**N**eeds	**O**bjectives	**M**ethods	**E**valuation
Goal #1:				
Goal #2:				
Goal #3				
Goal #4:				

Planning Tools and Templates (continued):

6. Build in accountability➡

Monthly Dashboards for:

- Annual Board Goals
- Annual CEO Goals

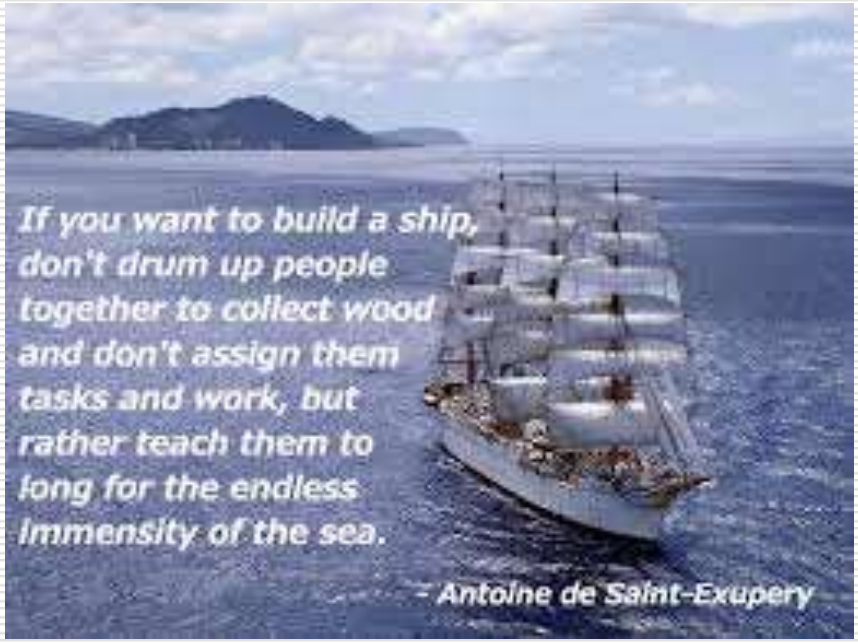
Tool #10: The 5/15 Monthly Report to the Board

Tool #11: Monthly Dashboard Report

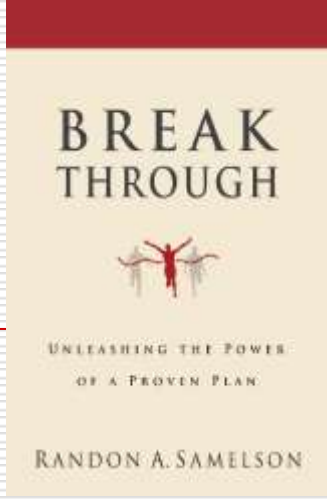
Planning Tools and Templates (continued):

7. Inspire your team! "I wasn't planning to lead. I was standing in the back and then everyone turned around."

–Avery Hiebert



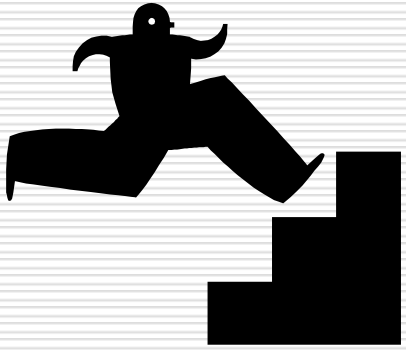
Strategic Planning Next Steps



Does our ministry have a strategic plan and does our board "own" the strategy?

Read
Breakthrough
https://urgentink.typepad.com/my_weblog/2015/03/breakthrough.html

MISTAKE #4: Not Articulating and Owning the Ministry Strategy



Next Steps & Take-Aways

p. 48

DISCERN…(p. 48):

MY #1 TOP TAKE-AWAY

You don't have
to See the
Whole Staircase,
just take the
FIRST STEP

▲THANK YOU!▲

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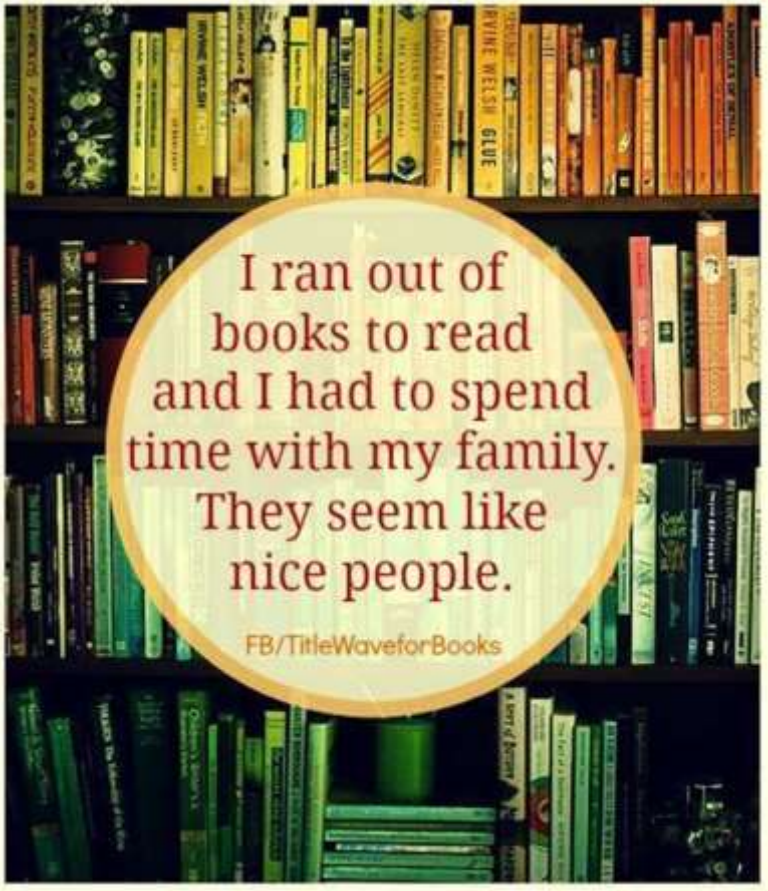
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