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# WELCOME!

Oct. 30, 2025



Order workbooks on Amazon:  
<https://amzn.to/4nLf970>

# 8 MISTAKE STORIES!

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# ▲ *Permission Granted!* ▲

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Some content originally created for the 2011-2017 cohorts of:  
<https://murdocktrust.org/sector-education-and-leadership-development/board-leadership>

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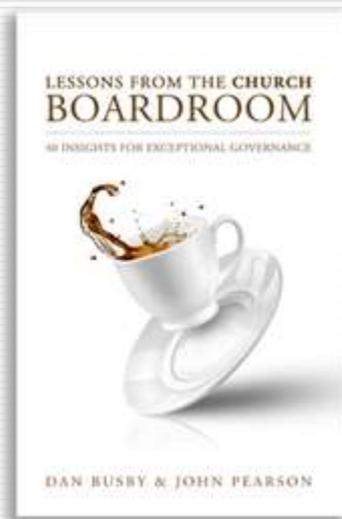
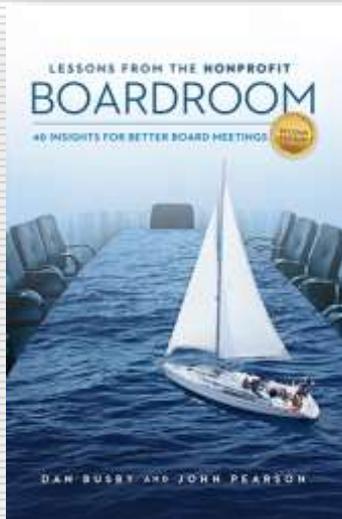


**M.J. Murdock**  
CHARITABLE TRUST

# DELEGATE YOUR READING!

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

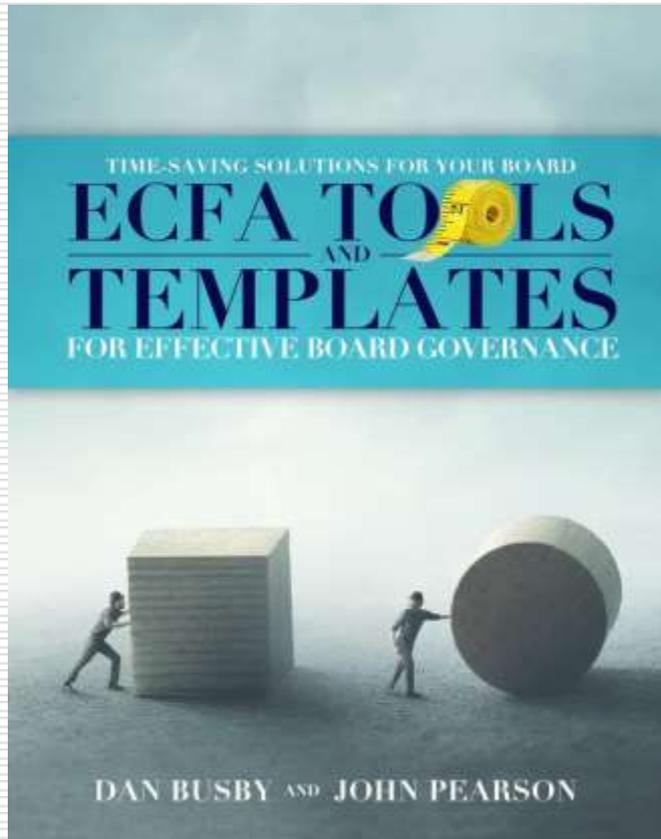
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➡ **TOOL #19:**  
**Ten Minutes  
for Governance**

## ➔ **TOOL #4: Five-Finger Feedback**

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### Fast Feedback Tool!

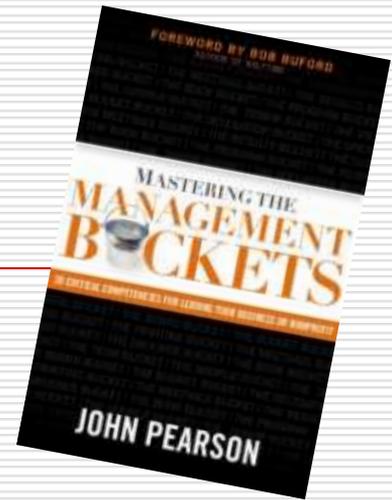


### Commentary:

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

# Think 4 levels versus... a drink from a firehose!

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## 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.



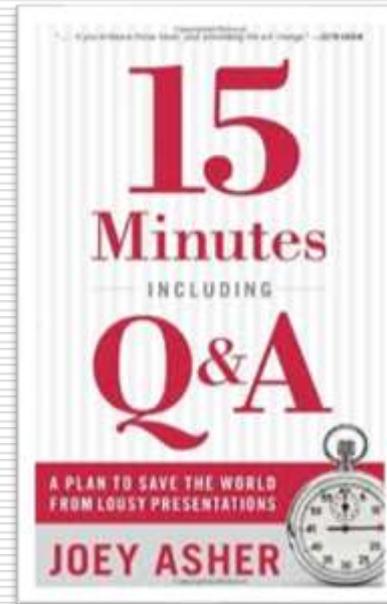
Ron Ellis / Shutterstock.com

# We appreciate lifelong learners. *Right?*

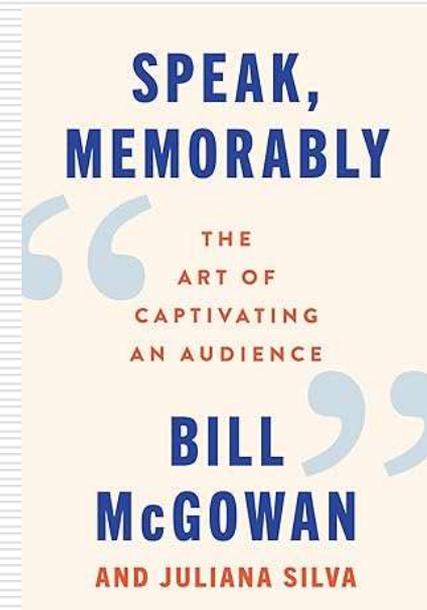
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**“An intelligent person is always eager to take in more truth; fools feed on fast-food fads and fancies.”**

*Proverbs 15:14 (MSG)*



Yikes!  
↓



# THE **8** BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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- ❑ **MISTAKE #1:** Governing by Opinion, Not Policy
- ❑ **MISTAKE #2:** Misunderstanding Board Member Roles (The 3 Hats)
- ❑ **MISTAKE #3:** Recruiting Unqualified Board Members & Not Dating Board Prospects *Before Proposing Marriage!*

# THE **8** BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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- ❑ **MISTAKE #4:** Not Leveraging God-given Gifts and Passion
- ❑ **MISTAKE #5:** Obsessing Over Programs & Not Owning the Strategy
- ❑ **MISTAKE #6:** Encumbering Your CEO With 25 Annual Goals!

# THE **8** BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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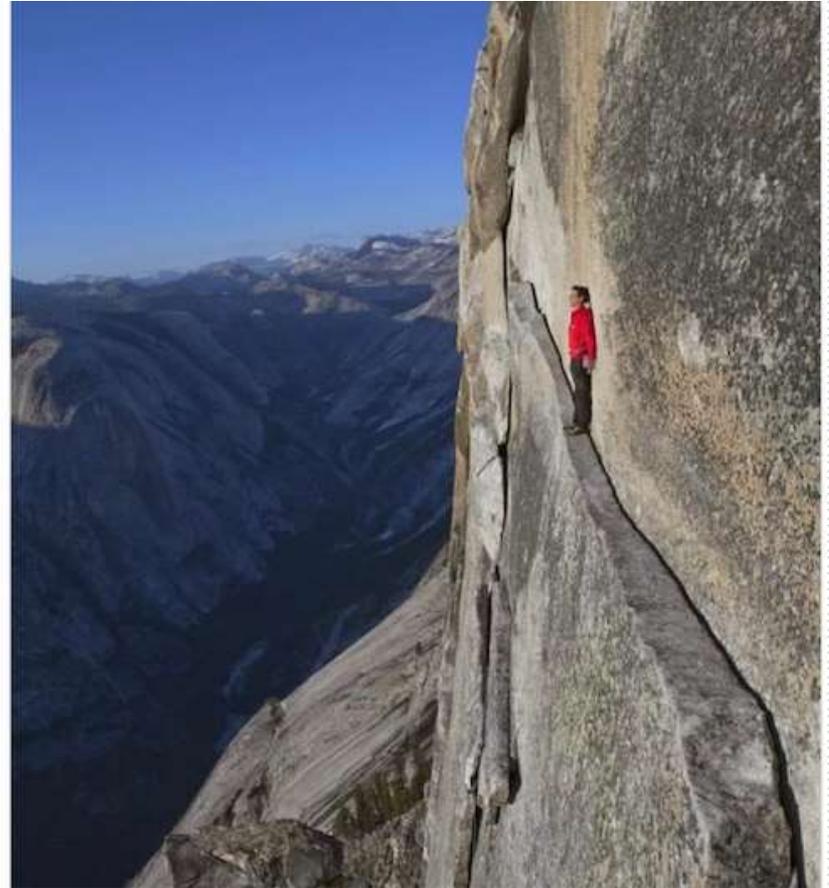
## ❑ **MISTAKE #7:**

Skipping Your CEO's Annual Assessment

## ❑ **MISTAKE #8:**

Making Decisions vs. Discerning God's Voice

The "Thank God Ledge" in Yosemite National Park ➡



# Welcome, Mike & Dr. D!

---

## Color Commentary:



**MIKE PATE**, General Manager  
Arrowhead Lake Association  
<https://www.linkedin.com/in/positivepate/>

## *Disrupter!*



**DENNIS CHERNEKOFF, Ph.D.**  
Chernekov Marriage & Family Therapy  
<https://chernekoffmft.com/dennis-chernekoff-phd/>

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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- ❑ **MISTAKE #1: Governing by Opinion, Not Policy:** Not Landing on the Appropriate Sweet Spot on the Continuum Between Policy Governance® ...  
...and Micro-Management!



# MISTAKE STORY #1:

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# WHAT'S ALL THE FUSS ABOUT? (page 6)

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## In this session:

1. **Book:** *Ten Basic Responsibilities of Nonprofit Boards*
2. **Exercise:** The Continuum Between Policy Governance® and Micro-Management!
3. **Insight:** What's All the Fuss About Policy Governance®?
4. **Tool:** The Prime Responsibility Chart

**First...define reality!**

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***POP  
QUIZ!***

See page 7.

# Understanding Board Roles

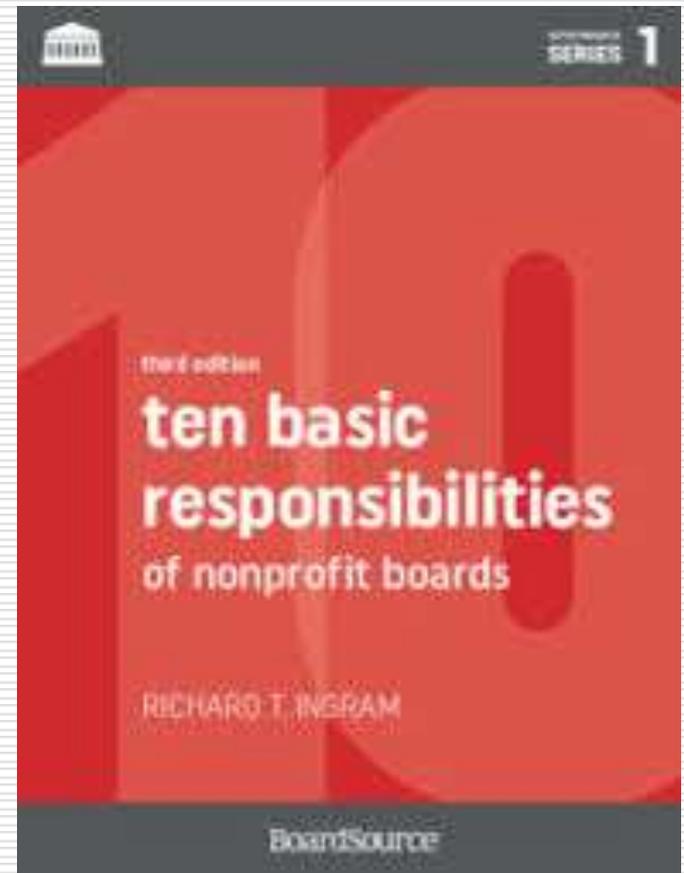
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## #1. BOOK:

*Ten Basic Responsibilities  
of Nonprofit Boards*

[www.BoardSource.org](http://www.BoardSource.org)

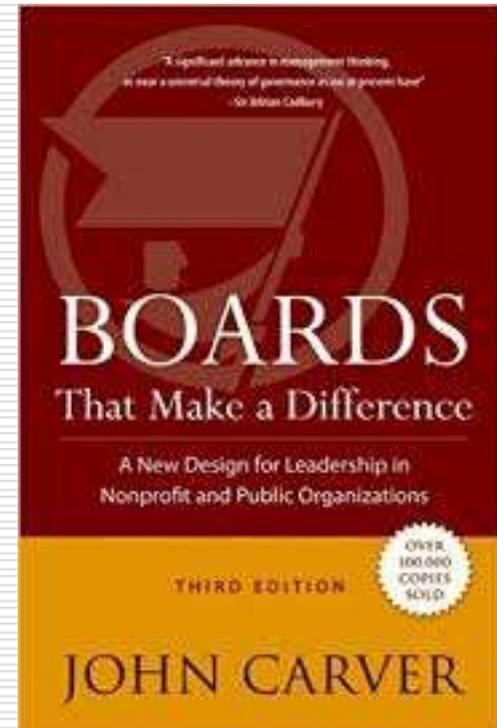
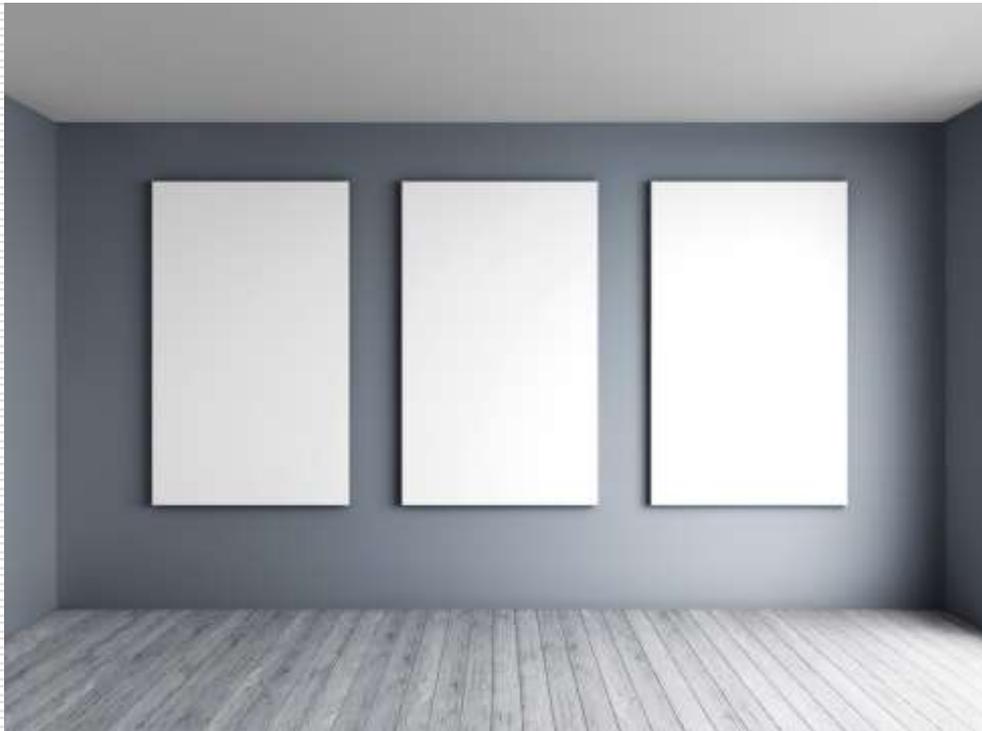
(page 8)



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

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□ See pages 9 and 10:



# WHERE IS YOUR BOARD ON THIS CONTINUUM?

p. 11

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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

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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)

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## BOARD:

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

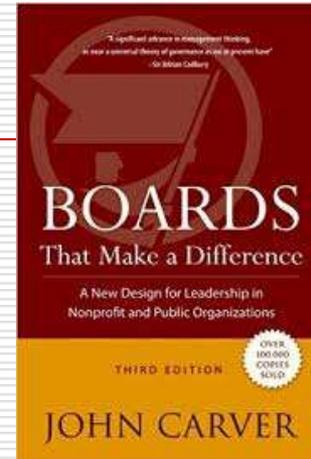
10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

## CEO:

Proactive Leadership.....Reactive Leadership

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

# #3. INSIGHT: What's all the fuss about Policy Governance®? (page 13)

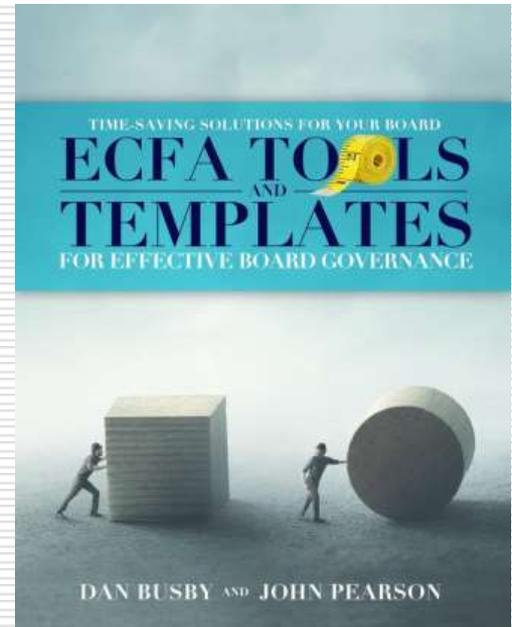


See Best Board Book #11 in the workbook (pages 127-128).

## #4. TOOL: The PRC (page 14)

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# Prime Responsibility Chart (TOOL #16 of 22)



[ ] See page 14: Blog on Tool #16

[ ] See Bonus Book #20 (pages 150-153)

[ ] Free downloads of all 22 tools:

<https://www.ecfa.org/Content/Tools-and-Templates-Downloads>

# Prime Responsibility Chart – “Version 6.0”

*ECFA Tools & Templates book* (& p. 14 in workbook)

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



## **MISTAKE #1:**

# **Governing by Opinion, Not Policy**

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## **Next Steps & Take-Aways**

**(page 100)**

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #2: Misunderstanding Board Member Roles (The 3 Hats)**

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



# MISTAKE STORY #2:

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# THE 3 HATS

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## In this session:

1. **Video:** *Balancing Board Roles: The Board Member's 3 Hats* (share this at your next board meeting)
2. **Tool:** "The Board Member Annual Affirmation Statement"

# #1. **THE VIDEO:** Balancing Board Roles

(view the 3-minute promo)

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<https://vimeo.com/67900544>

<https://www.ecfa.org/ToolboxSeries.aspx>

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# Understanding Board Roles

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**#1. VIDEO:** <https://vimeo.com/67900544>

## The Board Member's 3 Hats:

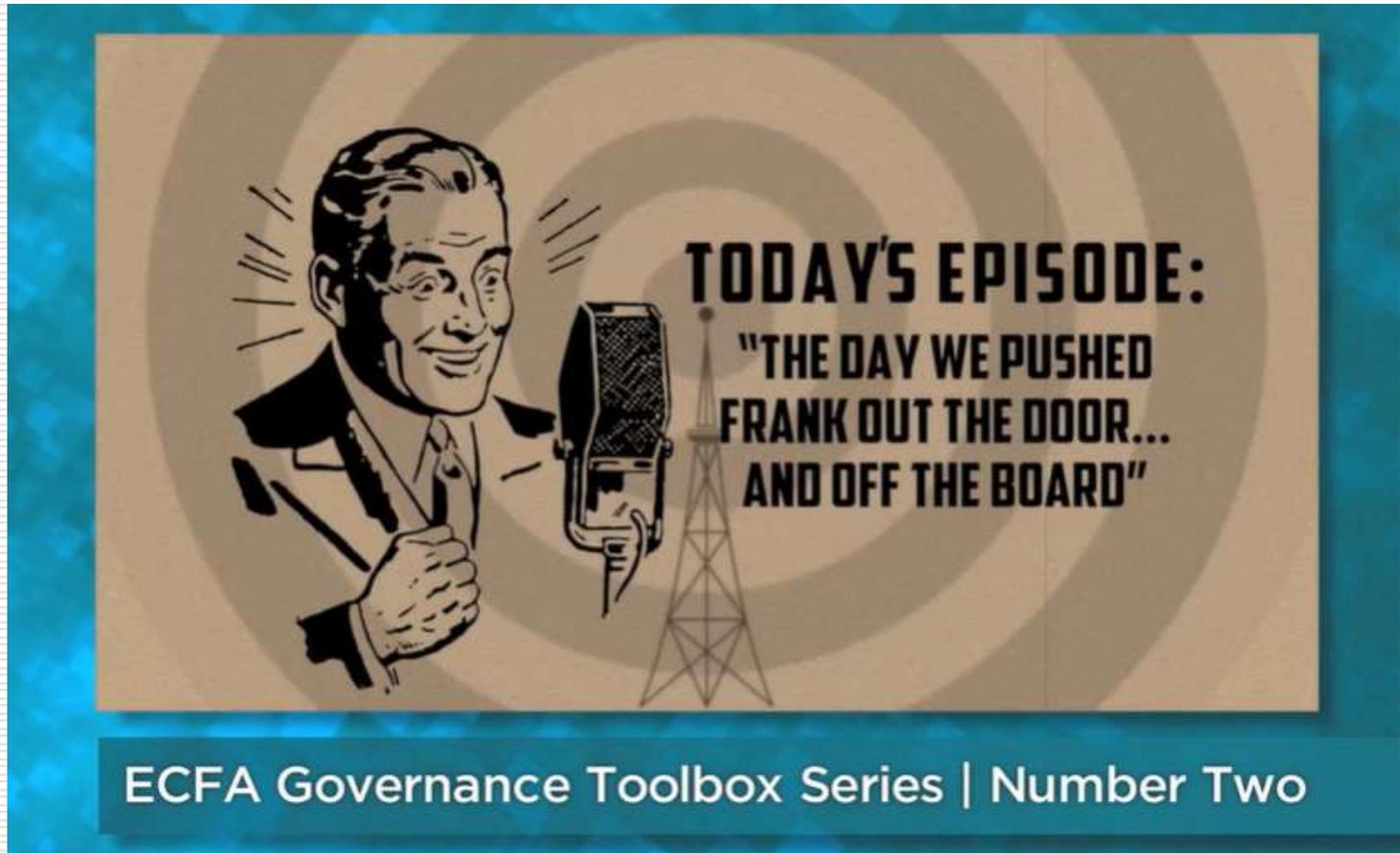
- Governance
- Volunteer\*
- Participant



*\*Volunteering is optional, passion-driven, gifts-based*

# “In-the-Trenches Board Story!”

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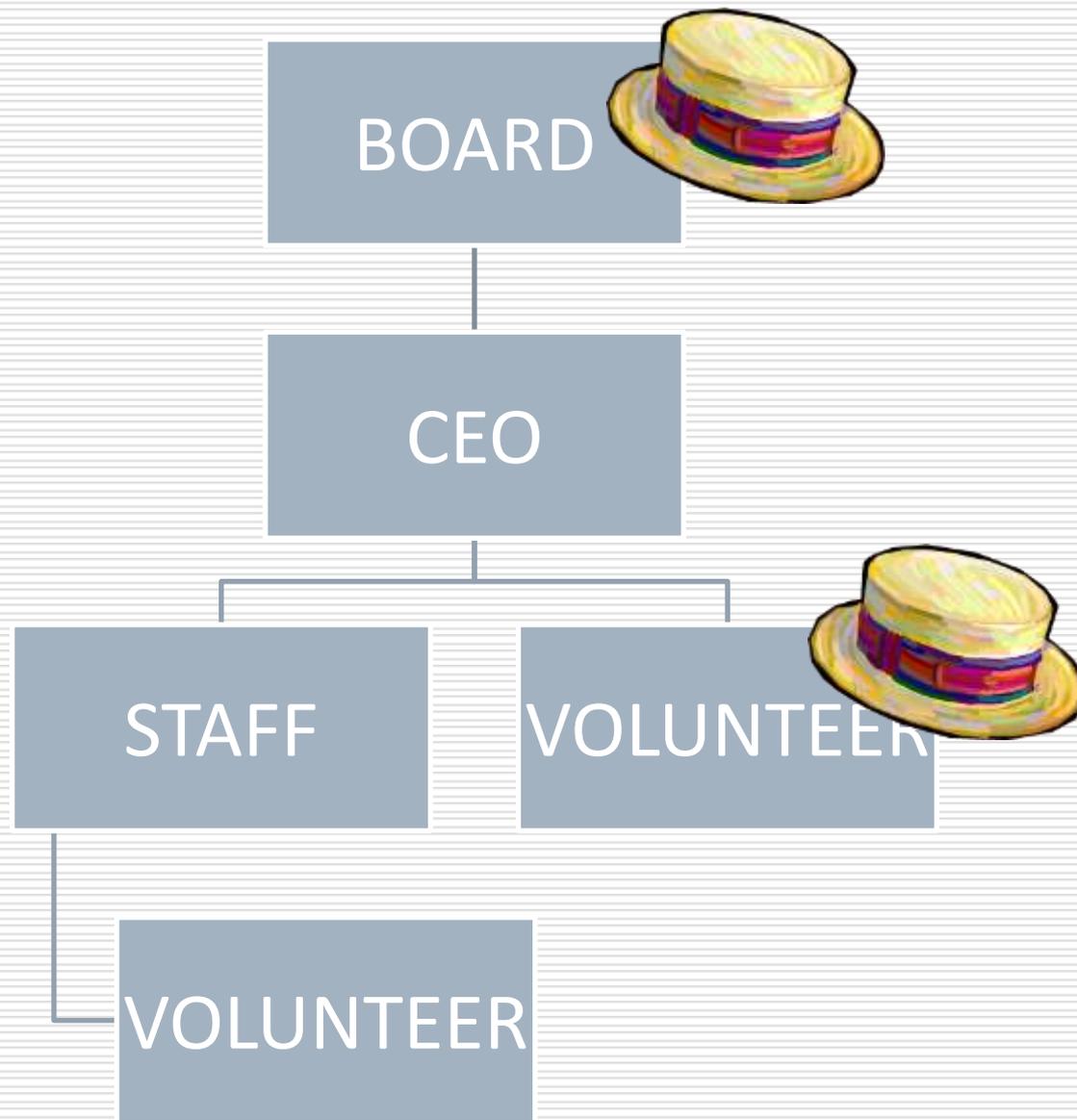
# Misunderstanding Board Member Roles

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## 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)**



# Misunderstanding Board Member Roles

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**Your  
Organizational  
Chart?**





# Misunderstanding Board Member Roles

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For a future discussion:  
Worksheet (p. 17):

**What hat are you  
wearing when...**



# Misunderstanding Board Member Roles

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**#2. TOOL: (pages 18-26)\***

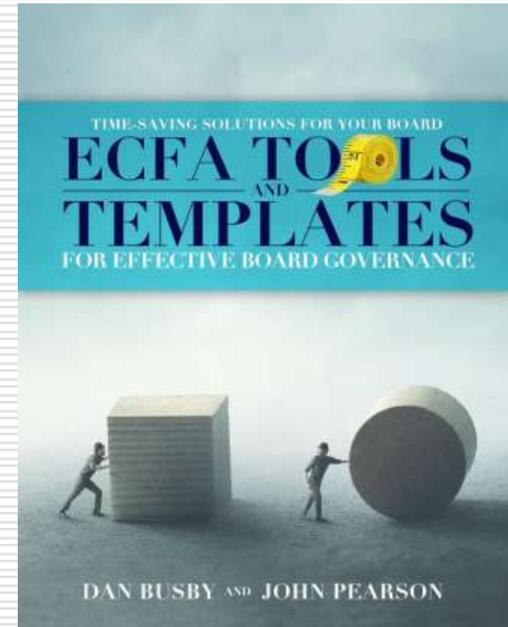
## Board Member Annual Affirmation Statement (Tool #21)



Download Word doc from:

***ECFA Tools & Templates for Effective Board Governance***

<https://www.ecfa.org/Content/Tools-and-Templates-Downloads>



## **MISTAKE #2:**

# **Misunderstanding Board Member Roles: 3 Hats**

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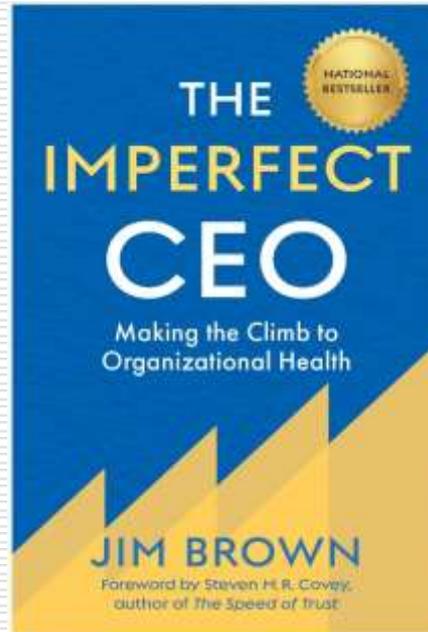
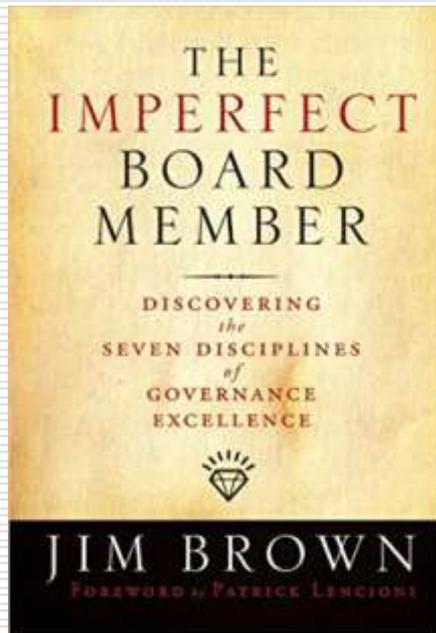
## **Next Steps & Take-Aways**

(page 100)



# 10-Minute **Book** Break!

Book #2 (page 106)



Watch for the 20th Anniversary edition of *The Imperfect Board Member* in 2026. Also coming in 2026: *The Imperfect CEO*—a new companion book!

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #3:** Recruiting Unqualified Board Members and 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.*



# MISTAKE STORY #3:

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# Cultivation, Recruitment, Orientation, Engagement

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## **MISTAKE #3: Recruiting Unqualified Board Members**

- 1. Pop Quiz:** The 4 Phases of Board Recruitment & Engagement
- 2. Tool:** “The Board Nominee Orientation: Table of Contents” (Tool #3)
- 3. Blog:** “We Failed to ‘Date’ a Board Prospect and Now We Have a Loose Cannon!”

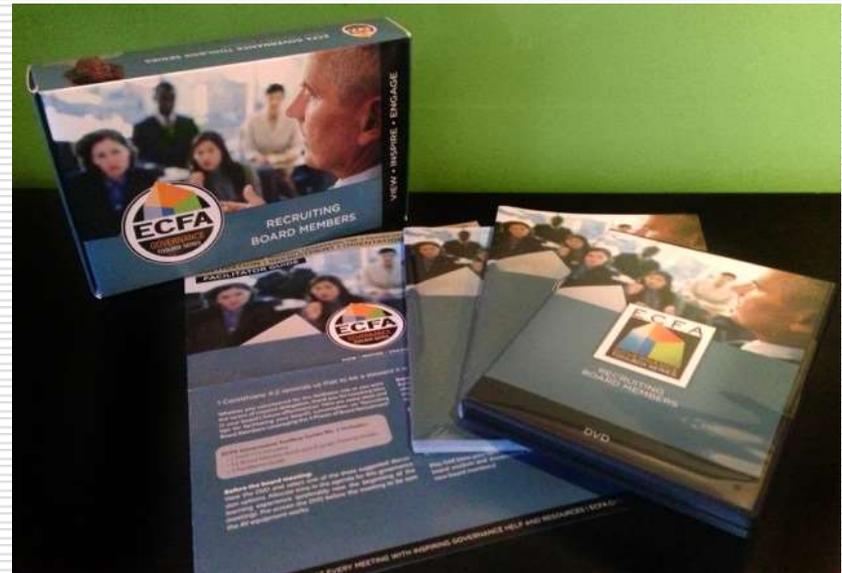
# RESOURCE VIDEO: Recruiting Board Members

<https://www.ecfa.org/ToolboxSeries.aspx>

---

## In this session:

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



# Recruiting Unqualified Board Members

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**POP QUIZ!** The 4 phases of board recruitment and engagement (p. 30):

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



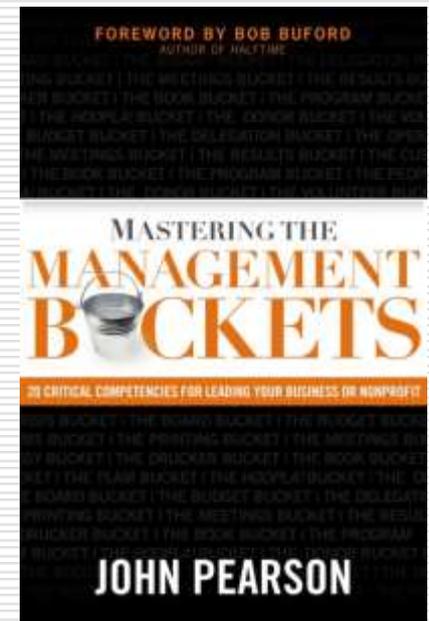
How effective is your board?

# Recruiting Unqualified Board Members

From: *The Board Bucket* chapter  
(see workbook, pages 31-36)

---

## 7 Steps for Recruiting Board Members: 1) Recruit for passion—not position.



# Recruiting Board Members

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## **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. 32](#))

<b>The 6 D's:</b>	<b>HANK</b>	<b>JOAN</b>
1) <b>D</b> iscerning Decision-Maker: Policy, Financial, Hire/Fire CEO	✓	✓
2) <b>D</b> emonstrated passion for the mission	✓	✓
3) <b>D</b> ocumented team player	✓	✓
4) <b>D</b> iligent and faithful participant	✓	✓
5) <b>D</b> oer (walks the talk)	✓	✓
6) <b>D</b> onor (#1, #2 or #3 giving priority)	<b>NO</b>	✓ 47

## Recruiting Board Members

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### **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!\*

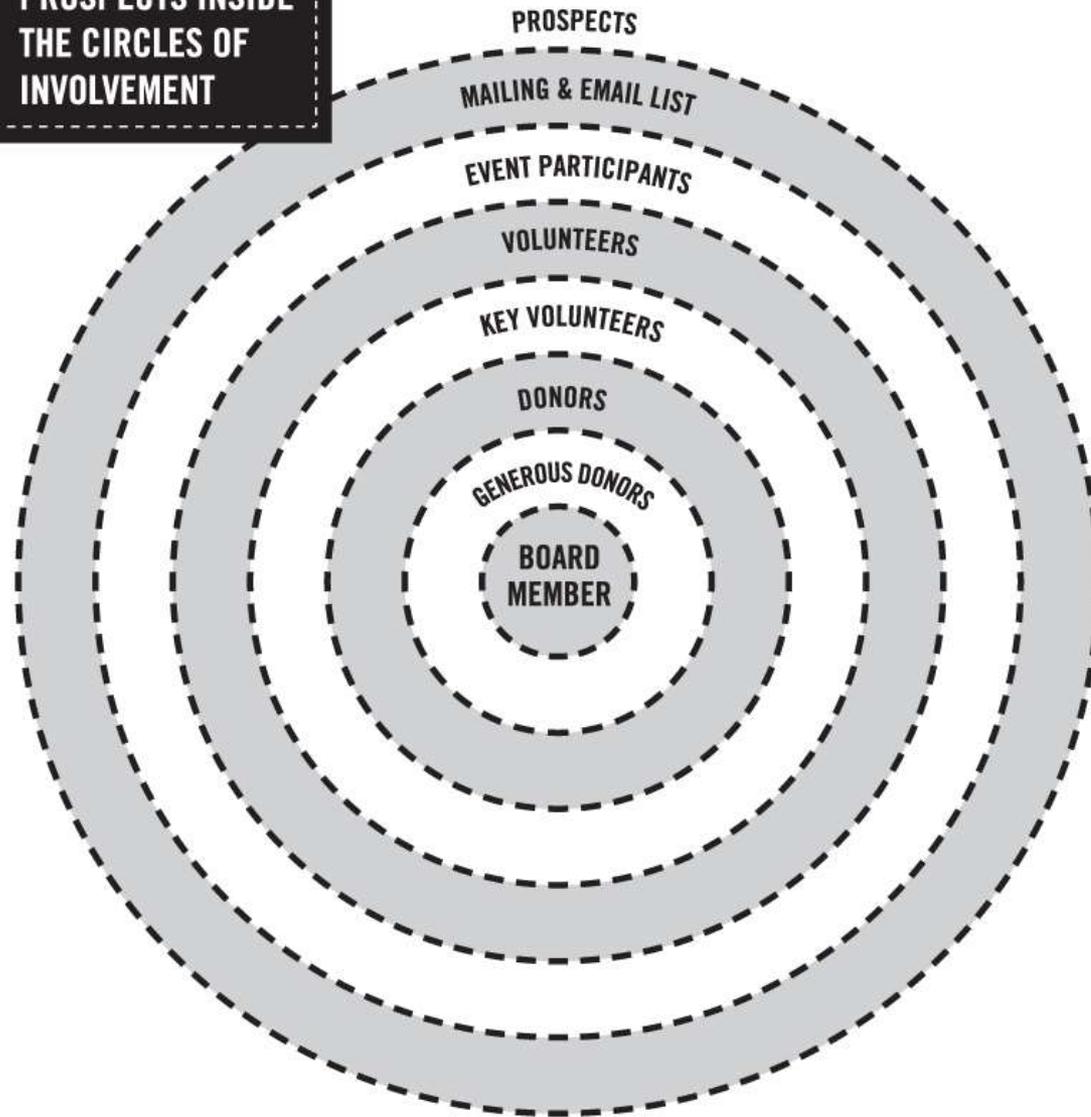
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**The empty  
parking lot  
should  
have been  
a clue!**



**BRINGING BOARD  
PROSPECTS INSIDE  
THE CIRCLES OF  
INVOLVEMENT**

**See  
page 33**



## 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

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### **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

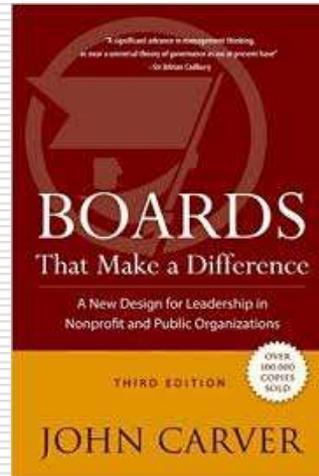
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## **7 Steps for Recruiting Board Members:**

- 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**®”

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## #2. TOOL: “Board Nominee Orientation: Table of Contents” (Tool #3 in ECFA Tools & Templates)

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- See page 37 in your workbook.



## #3. **BLOG:** “We Failed to ‘Date’ a Board Prospect and Now We Have a Loose Cannon”

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### 4 Questions on page 39:

- 1. Did you review **Tool #1**, “The Pathway to the Board?”
- 2. Did you use **Tool #2**, “Board Member Suggestion Form?”
- 3. Did you leverage **Tool #3**: “Board Nominee Orientation: Table of Contents”?
- 4. Did you view *ECFA Governance Toolbox Series No. 1: Recruiting Board Members?*

### #3. **BLOG:** “We Failed to ‘Date’ a Board Prospect and Now We Have a Loose Cannon”

---

If your answers from page 39 are...

1. NO!

2. NO!

3. NO!

4. NO!



## **MISTAKE #3:**

# **Recruiting Unqualified Board Members**

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## **Next Steps & Take-Aways**

**(page 100)**

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #4:** 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 **S**tyles, and **S**trengths.*



# MISTAKE STORY #4:

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# **MISTAKE #4: Not Leveraging God-given Gifts & Passion**

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- Spiritual Gifts**
- Strengths**
- Social Styles**

**King David:** “We are fearfully and wonderfully made.”

(page 43)

**Please stand!**

---

**Pop  
Quiz!**



## ▲ 3 Big Ideas (page 43)

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### The 3 Powerful S's

**S**piritual Gifts

**S**trengths

**S**ocial Styles

# The 3 Powerful S's

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□ **S**piritual Gifts

➔ **S**trengths

□ **S**ocial Styles

## ▲ *Tom Rath* ▲

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“...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.”

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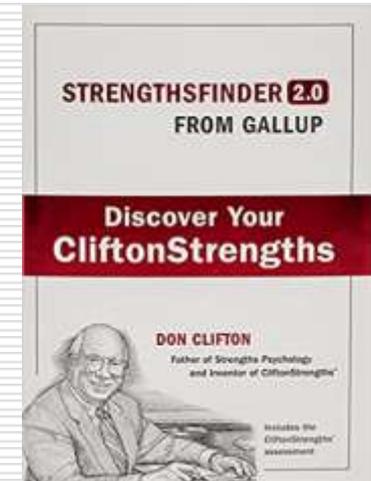
# StrengthsFinder (p. 45)

## 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 **Russ** and minimize his weaknesses.
- ❑ More information at:

[www.gallup.com/cliftonstrengths](http://www.gallup.com/cliftonstrengths)



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

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

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

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

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

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connectedness	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	<b>MIKE PATE</b>

# 4 StrengthsFinder Tools

## Tool #1: Tent Card

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- ❑ 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	Amanger
5th	Relator	Analytical	Connectedness	Communication	Significance	Adeptability	Activator	Maximizer	Belief	Significance
<b>EXECUTING</b>										
Achiever		Achiever	Achiever		Achiever					
Arranger										Amanger
Belief								Belief	Belief	
Consistency			Consistency							
Deliberative										
Discipline	Discipline									
Focus								Focus		
Responsibility		Responsibility			Responsibility			Responsibility		
Restorative										
<b>INFLUENCING</b>										
Activator				Activator			Activator			Activator
Command										
Communication			Communication	Communication			Communication			
Competition										
Maximizer								Maximizer	Maximizer	
Self-Assurance										
Significance		Significance			Significance			Significance		Significance
Woo			Woo	Woo						
<b>RELATIONSHIP BUILDING</b>										
Adaptability						Adeptability				
Connectedness	Connectedness		Connectedness			Connectedness				
Developer										
Empathy	Empathy									
Harmony										
Includer										
Individualization	Individualization									Individualization
Positivity		Positivity		Positivity			Positivity			
Relator	Relator									
<b>STRATEGIC THINKING</b>										
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

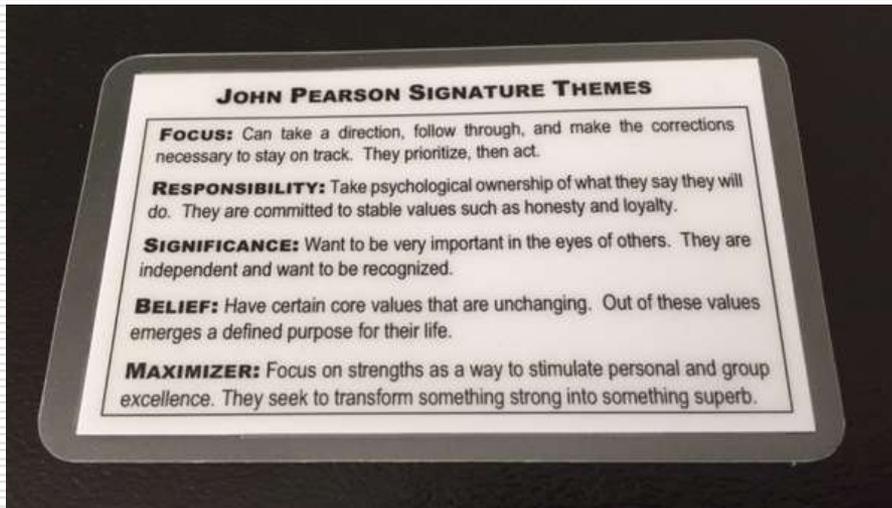
[www.galupstrengthscenter.com](http://www.galupstrengthscenter.com)

Chart Concept: John Pearson A

# StrengthsFinder

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

---



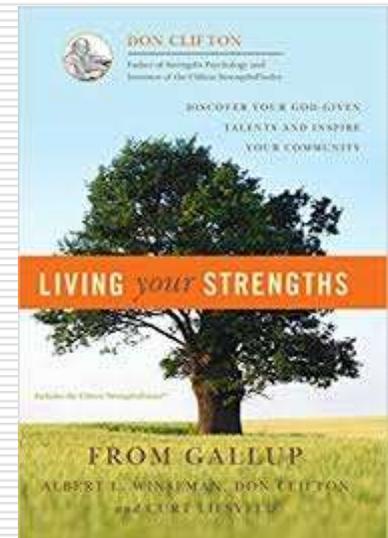
<https://strengthsmugs.com/>

# A **POSITIVITY** verse from Nehemiah:

---



**Nehemiah said,** “Go and enjoy choice food and sweet drinks, and send some to those who have nothing prepared. This day is holy to our Lord. Do not grieve, for the joy of the Lord is your strength.” (Neh. 8:10)



# 34 StrengthsFinder Videos:

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

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**How Could Strengths Impact  
Your Work and Ministry?**



**Adaptability Video:**

<https://youtu.be/IMXasNLgfl8?list=PLxDaK7wlyw9609RQulcVwcCtJ6j17hmO4>



# The 3 Powerful S's

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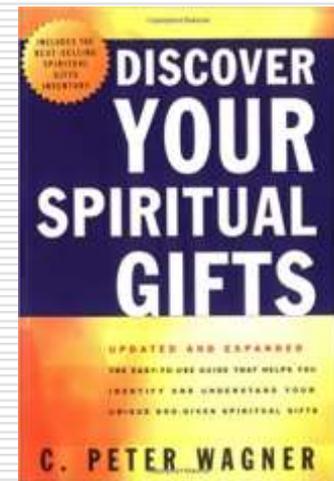
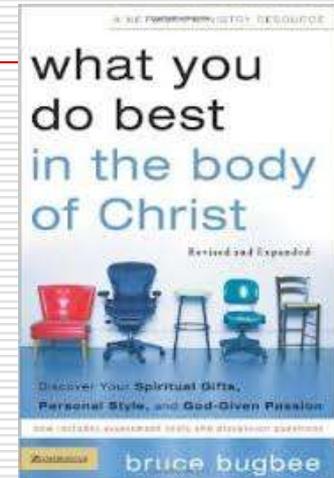
## → Spiritual Gifts

- Strengths
- Social Styles

## 2 books on spiritual gifts

---

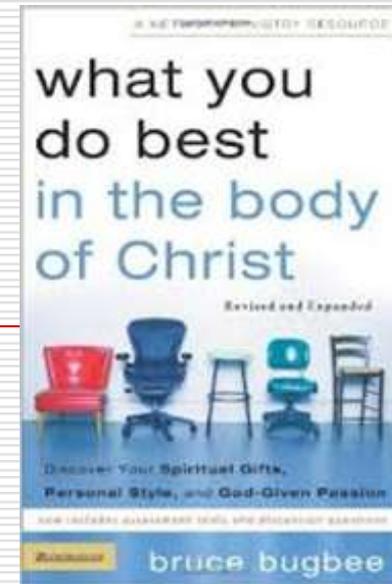
- ❑ **Option #1:** *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style and God-Given Passion* (revised and expanded—with assessment tools and discussion questions), by Bruce Bugbee
- ❑ **Option #2:** *Discover Your Spiritual Gifts: The Easy-to-Use Guide That Helps You Identify and Understand Your Unique God-Given Spiritual Gifts* (includes the bestselling spiritual gifts inventory), by C. Peter Wagner.



# *Spiritual Gifts – Bugbee (p. 44)*

---

- 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.46-48)

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

- Strengths
- Spiritual 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.**

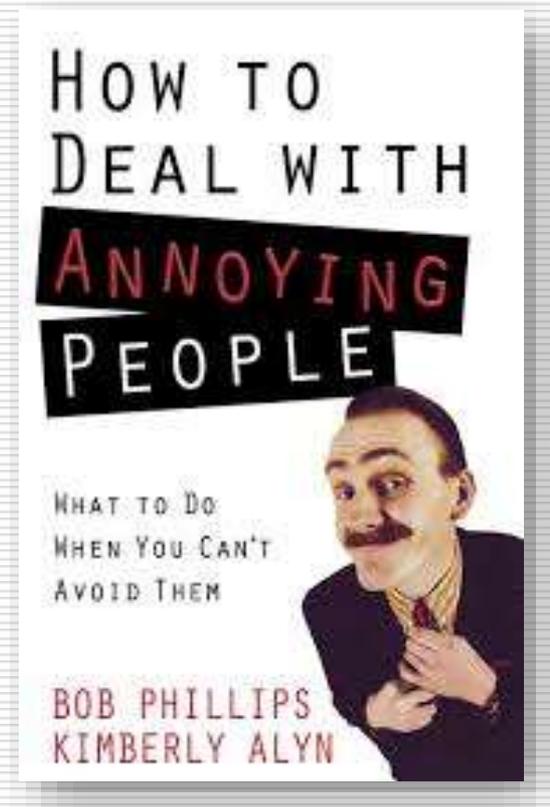


# The 4 Social Styles

---

## *How to Deal With Annoying People*

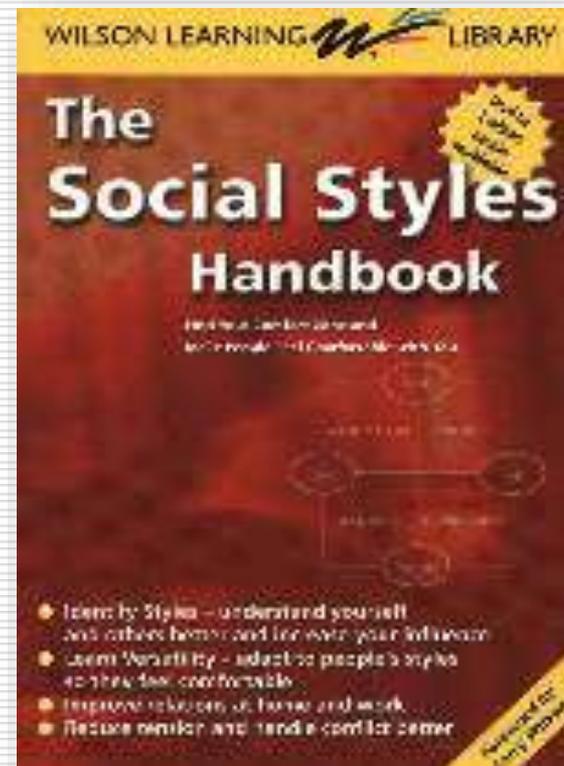
Bob Phillips



# The 4 Social Styles

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## The Classic: *The Social Styles Handbook*





# The People Bucket Ball #1

**Know Your Social Style:  
Effective Leaders Are  
Versatile!**

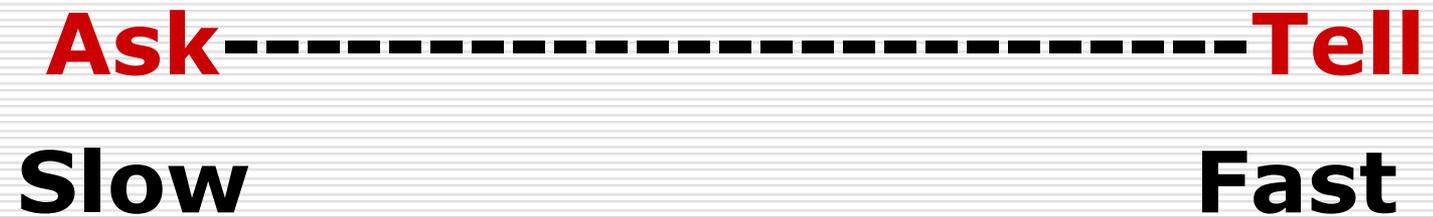
**This is a  
BIG idea!**

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



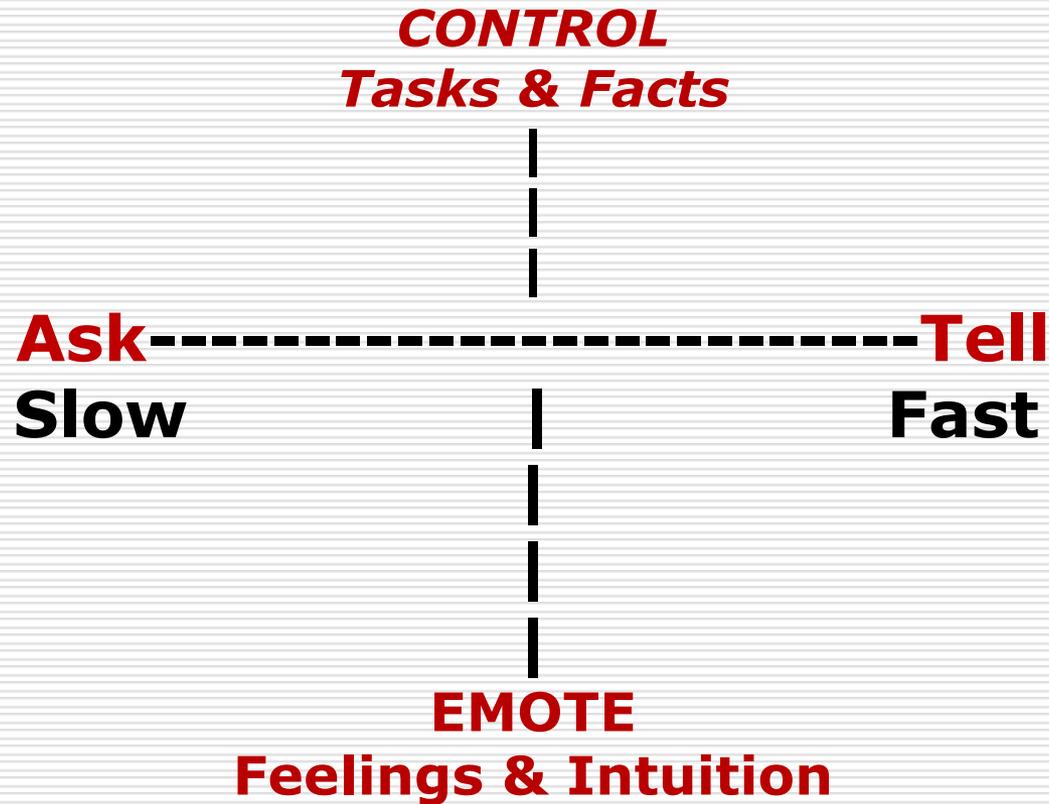
# Assertiveness

---



# Responsiveness

---



# **The 4 Social Styles**

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**Analyticals**

**Drivers**

**Amiables**

***Expressives!!!!***

# ***Priority*** in common (Control - Emote)

---

**Analyticals**

**Drivers**

**Amiables**

***Expressives!!!!***

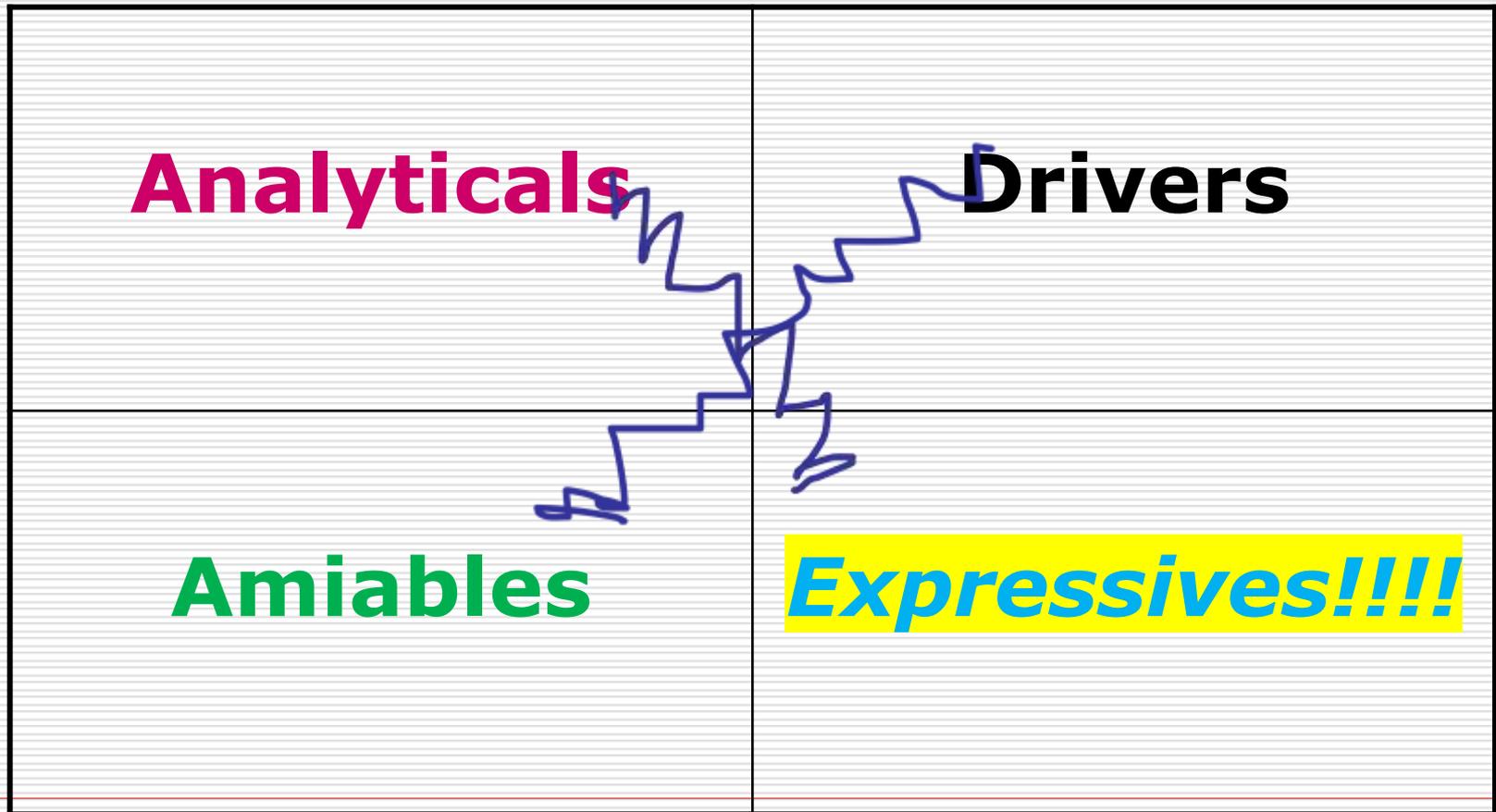
# ***Pace*** in common (Slow - Fast)

---

<b>Analyticals</b>	<b>Drivers</b>
<b>Amiables</b>	<b><i>Expressives!!!!</i></b>

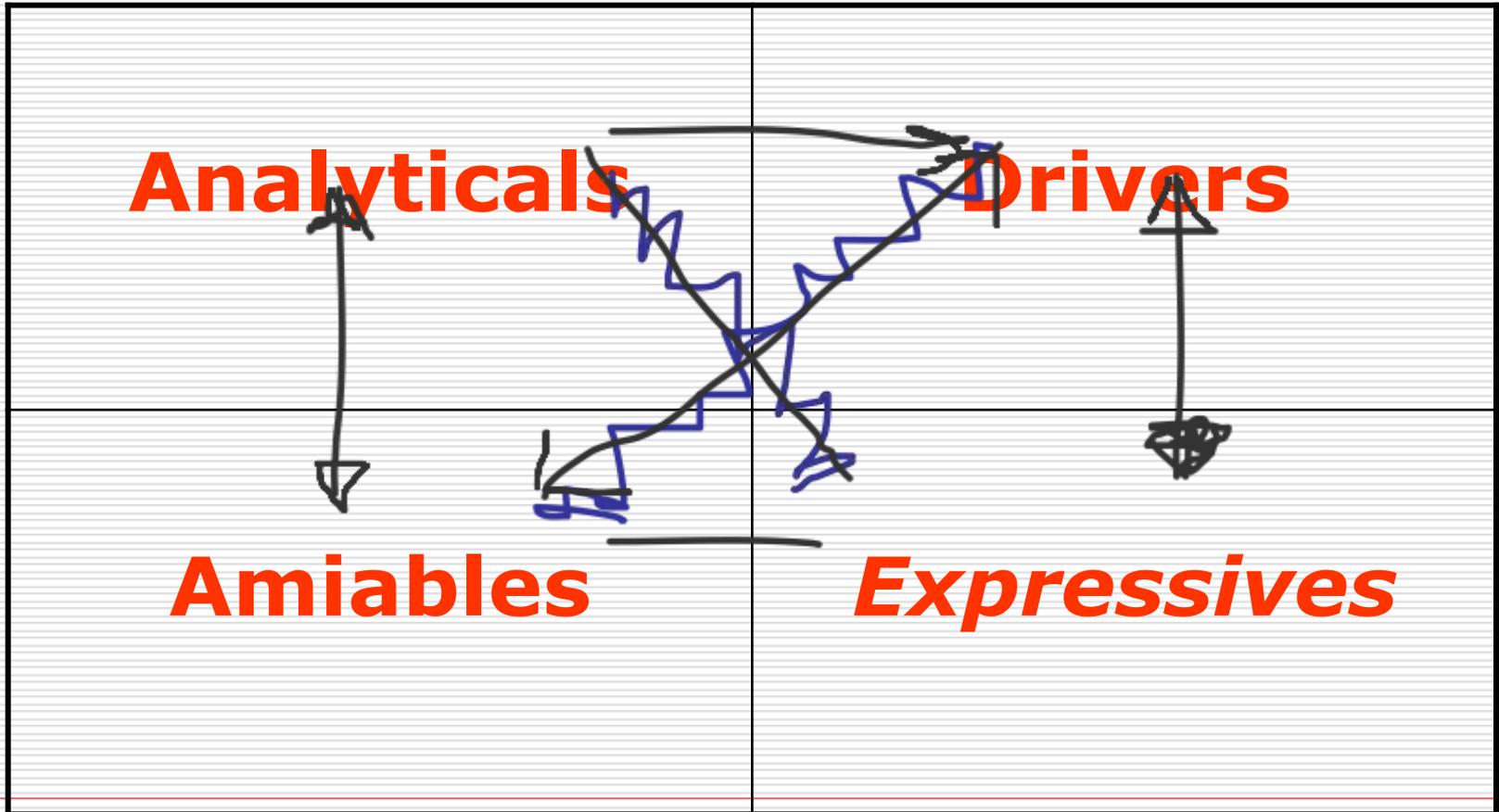
# Yikes! Nothing in common!

---



**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](http://www.socialstyle.com)

# 6 TIPS DRIVING STYLE

How to Work with Driving Style People

1

**RESPECT**  
their time

4

show your  
**COMPETENCE**

2

**STICK TO**  
the facts

5

**EARN THEIR TRUST**  
before expecting it

3

follow up on your  
**PROMISES**

6

let them have some  
**CONTROL**



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# 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**



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# 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**



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# Social Style:

*Easier to learn and remember!*

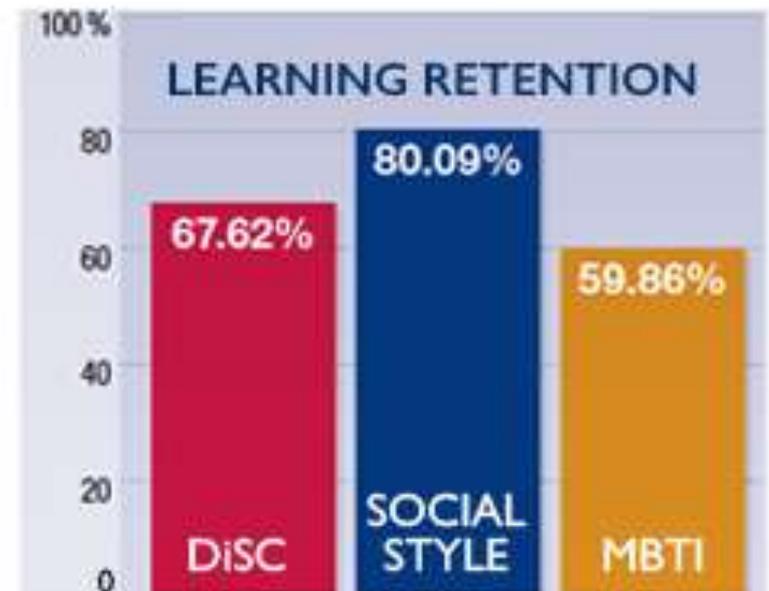
<https://tracom.com/social-style-training/model>

**SOCIAL STYLE —  
easier to learn & apply  
than DiSC or MBTI?**

**NOT JUST EASIER. MUCH EASIER.**

SOCIAL STYLE learning retention trumps MBTI by 34% and DiSC by 18%.

**SEE THE COLORADO STATE  
UNIVERSITY STUDY HERE**



## ▲ *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:**

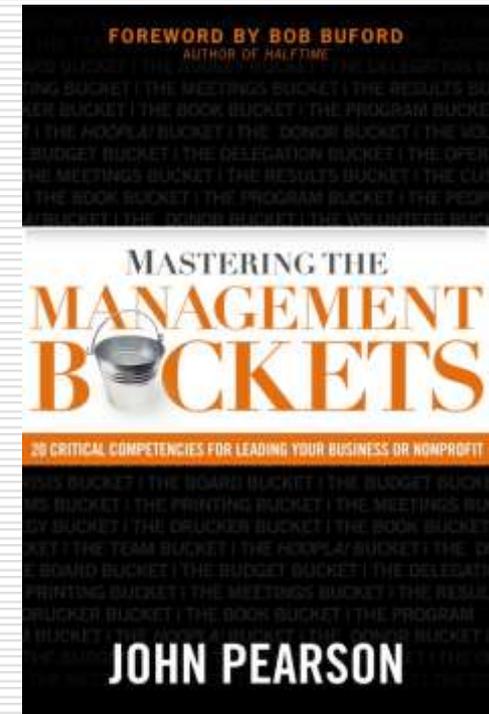
## Chapter 7: The People Bucket (Social Styles) Chapter 9: The Team Bucket (Strengths)

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**ManagementBuckets.com**

**Your Weekly Staff Meeting  
eNews:**

*a book review and a bucket  
every issue*



# The 4 Social Styles in the Boardroom

**Video:** 10½ minutes

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[https://www.youtube.com/watch?v=Y8\\_5YmFiEhw](https://www.youtube.com/watch?v=Y8_5YmFiEhw)



The 4 Social Styles in the Boardroom John Pearson 2020

## **MISTAKE #4:**

# **Not Leveraging God-given Gifts & Passion**

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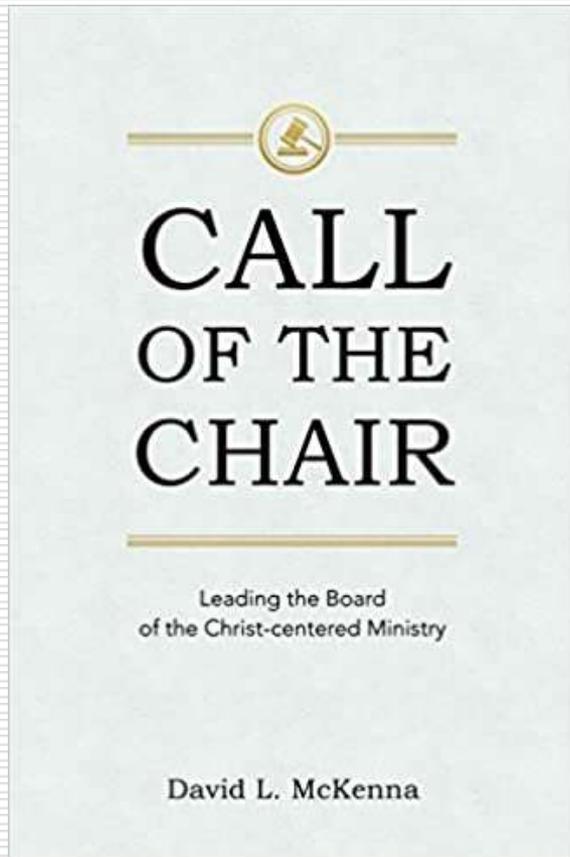
## **Next Steps & Take-Aways**

**(page 100)**

# 3-Minute **Stretch** Break!

Book #12 (page 129)

---



**“Like a one-stringed banjo player, the chair will always sound the note reminding the members that the board’s role is policy, not execution.”**

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

---

## ❑ **MISTAKE #5:** Obsessing Over Programs & Not Owning the Strategy

*How to leverage the 80/20 Rule (the future!)—and keep the board at a high level—with a **Rolling 3-Year Strategic Plan** and a strategy that is **owned** by the board.*



# MISTAKE STORY #5:

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# The Board's Role in Strategic Planning

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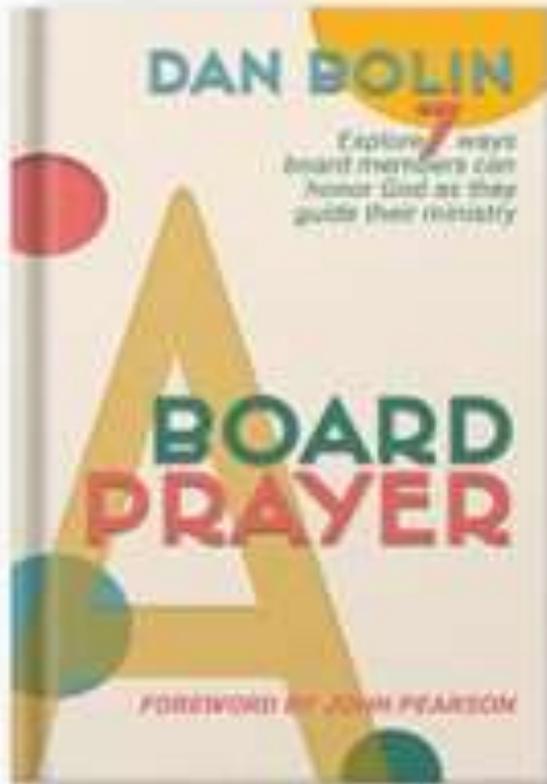
## **MISTAKE #5: Obsessing Over Programs and Not Owning the Strategy**

- 1. Prayer:** “A Board Prayer” by Dan Bolin
- 2. Three Principles:** Strategic Planning Basics (& Bonus Tools)

# “A Board Prayer” by Dan Bolin

<https://www.refuelinginflight.com/boardprayer>

---



→ **Read the prayer!**

Watch for the book—  
coming in 2026!

Consider a consultant:

# David Schmidt - *Wise Planning*

---



<https://wiseplanning.net/>

# Did your strategic plan imagine this?

## November 9, 2016

---



# Did your strategic plan imagine this?

## November 8, 2020

---



# Did your strategic plan imagine this?

## July 21, 2024

---



# Did you create contingency plans for Nov. 5, 2024?

---



## **MISTAKE #5: Obsessing Over Programs & Not Owning the Strategy** (p. 55-65)

---

**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?

# 3 Key Principles

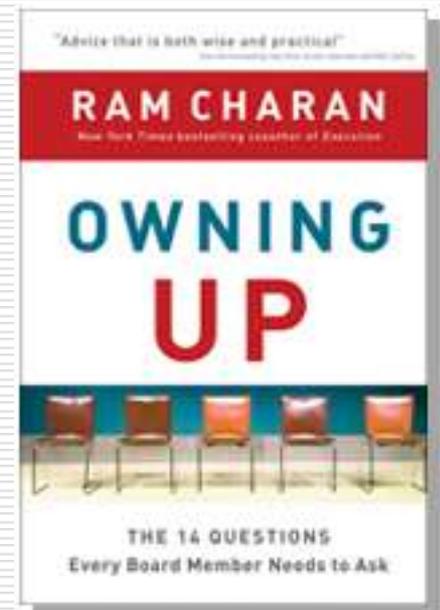
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## #1. The Best Boards Own the Strategy (p. 56)

**“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

Book #5  
(p. 112)  
↓



# Did Target's Board OWN the strategy? January 16, 2015



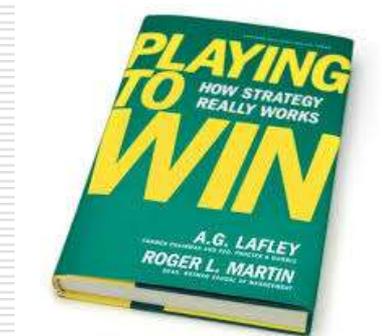
[http://online.wsj.com/articles/target-to-exit-canada-1421328919?reflink=desktopwebshare\\_permalink](http://online.wsj.com/articles/target-to-exit-canada-1421328919?reflink=desktopwebshare_permalink)

[http://www.wsj.com/articles/technology-bubble-ask-waffle-house-1424754062?reflink=desktopwebshare\\_permalink](http://www.wsj.com/articles/technology-bubble-ask-waffle-house-1424754062?reflink=desktopwebshare_permalink)

## The Best Boards Own the Strategy

### What do we mean by “strategy?”

- ❑ Retail or wholesale? Where to play?
- ❑ *HBR* book/article: “What Is Strategy?”
- ❑ *HBR*: “The Big Lie of Strategic Planning”
- ❑ Book: *Playing to Win*



# Bounty asked the customer!

<https://amzn.to/4oAZS8W>

---

The Bounty team identified three distinct types of paper towel users:

**Group 1** cared about “both strength and absorbency.”

**Group 2** wanted “a paper towel with a cloth-like feel.”

**Group 3** had “price as their top priority, though not as their sole concern.”

Based on consumer research, Bounty decided to serve all three segments with the development of two new products. So at stores across North America today, you'll find at least three choices:

- **Bounty**
- **Bounty Extra Soft**
- **Bounty Basic**

P.S. Bounty Basic is stocked on shelves far away from the traditional Bounty!

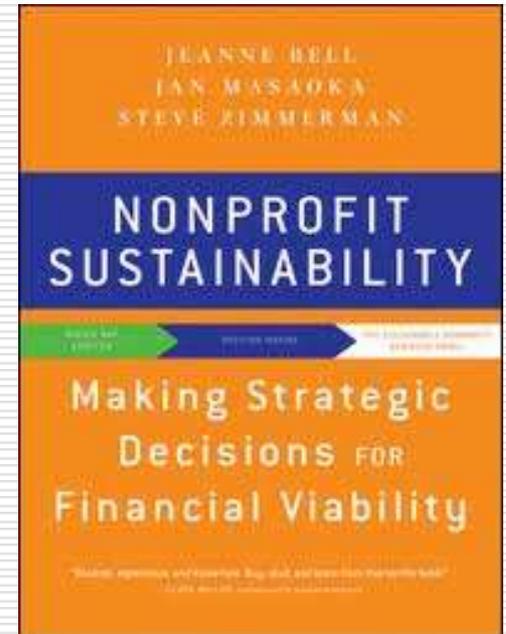


## Key Principle #2 (page 57)

---

### The Best Boards Focus on Sustainability

Making strategic decisions for financial viability



- ◆ See chart on page 25 in *Nonprofit Sustainability* (workbook, p. 57➡).
- ◆ See Best Board Book #13 (workbook, p. 132)

# Nonprofit Sustainability (p.57)

<p><b>High Mission Impact Low Sustainability</b></p>	<p><b>High Mission Impact High Sustainability</b></p>
	
<p><b>Low Mission Impact Low Sustainability</b></p>	<p><b>Low Mission Impact High Sustainability</b></p>
	

## **Ke Principle #3 of 3 (my opinion):**

---

**The Best Boards Use a...**

**Rolling 3-Year  
Strategic Planning Process**

**...and Systemically Look Ahead  
Every Year**

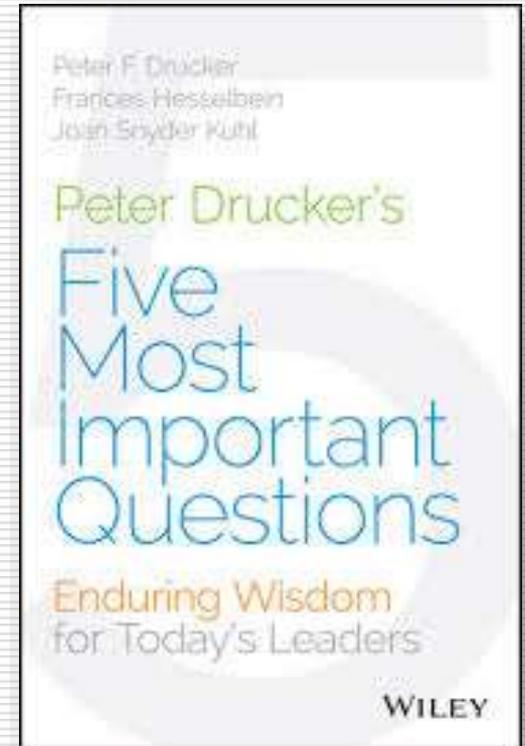
p. 58-60

# Strategic Planning Tools & Templates:

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

\*See *Mistake #8: Pursuing God's Will Together & Strengthening the Soul of Your Leadership*, by Ruth Haley Barton





See *ECFA Tools & Templates* (Tool #14) →

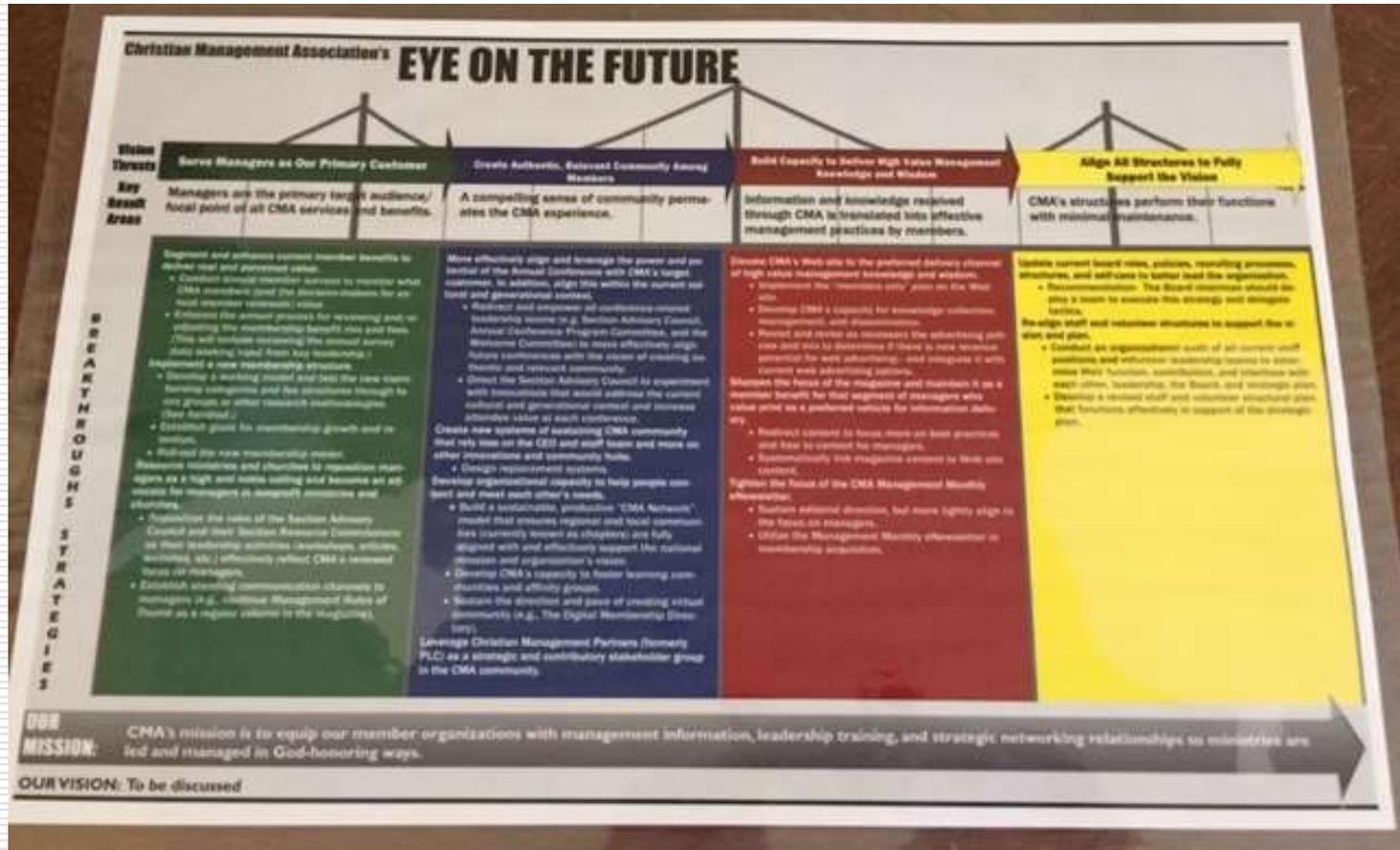
## 4. Summarize with a “Strategic Plan Placemat”

3-5 Visionary Priorities:	2026	2027	2028	By Fall 2026, add: 2029
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.”**

# Wise Planning's "Strategic Plan Placemat"

CMA is now CLA - <https://christianleadershipalliance.org/>



## ONE MISSION, MANY MINISTRIES

### The Rolling 3-Year Strategic Plan - 2014 to 2017

<b>MISSION</b>	<b>EMBRACING PEOPLE WITH THE COMPASSION OF CHRIST</b>
<b>VISION</b>	<b>TRANSFORMING LIVES BY TRANSFORMING THE HEARTS OF THOSE WE ENCOUNTER</b>
<b>ACTION</b>	<b>RELATING WITH RESPECT TO REDEEM AND RESTORE</b>
<b>BHAG</b>	<b>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.</b>

	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
<b>GOAL #1</b> • Build Our Team	By June 30, 2015: • Finalize Market compensation analysis • Offer 3 leadership training courses to managers (AGB), succession plan • Complete staff survey • Theme verse for the year: Phil 4:8	By June 30, 2016: • Restore merit increases up to 2% • 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 2% • Increase 401k match to 5% • Offer 3 leadership training courses to managers
<b>GOAL #2</b> • Build Our Programs	By June 30, 2015 unless otherwise noted: • Reach 85% occupancy at HG by October 31, 2014 • Investigate long-term restorative housing at HQ • Open Thrift Store • Add interns to meet with guests in day rooms • Partner with Bible 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: • Meter lease agreements to program production/lost practices • Add Chaplains to meet with guests in day rooms • Start women's recovery program • Identify location for 2 <sup>nd</sup> Thrift Store and Production Center • Utilize Bible results to improve life transformation by implementing recommendations • Explore transitional program for youth 16-25 • 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
<b>GOAL #3</b> • Build Our Network	By June 30, 2015: • Add 1 church partnership modeled after Pacific Coast • Increase weekly/monthly repeat volunteers by 2% • Establish program to engage neighborhoods producing greatest number of those experiencing homelessness • Build reserves to 3 months • Begin Phase I of Capital Campaign • Recruitment for the homeless	By June 30, 2016: • Add 2 church partnerships modeled after Pacific Coast • Increase weekly/monthly repeat volunteers by 2% • 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

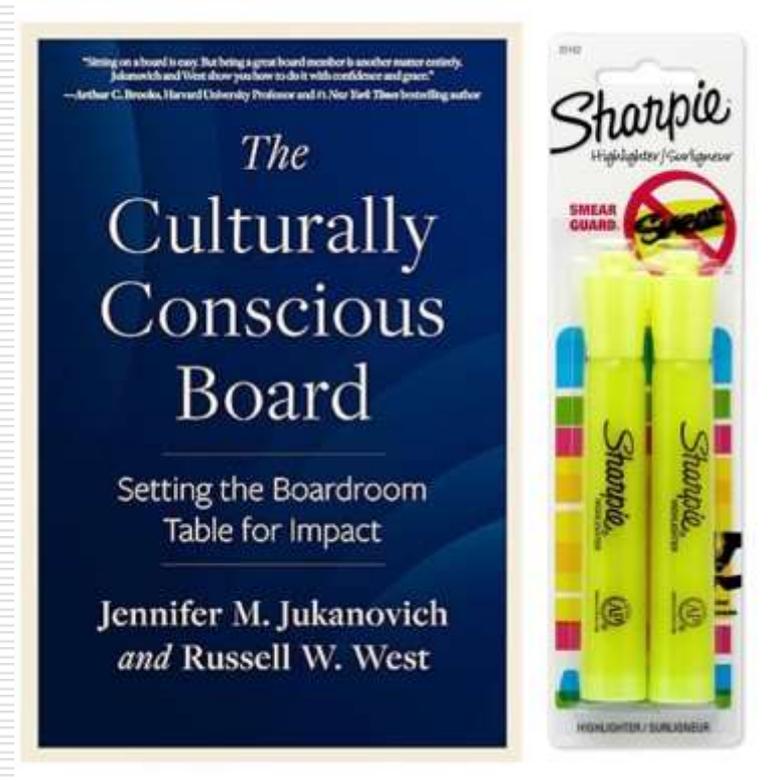
This book **CHANGED** my thinking!

[https://www.amazon.com/review/R74J1WE8ITQWW/ref=cm\\_cr\\_srp\\_d\\_rdp\\_perm?ie=UTF8](https://www.amazon.com/review/R74J1WE8ITQWW/ref=cm_cr_srp_d_rdp_perm?ie=UTF8)

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## The Culturally Conscious Board: Setting the Boardroom Table for Impact

Jennifer M. Jukanovich  
and  
Russell W. West



# The Culturally Conscious Board

## *THE BOARD PLACEMAT*

**INTENTION**

- We consult mission, vision, values during decisions.
- We examine policies for fairness, equity and inclusion.
- We expect status reports on the vision-based promise to stakeholders.
- We are convinced our theory of change makes a difference.
- We prioritize our programs through a strategic plan.

**INVITATION**

- We leverage our mission and story to attract stakeholders.
- We recruit members who add capacity, not merely fit.
- We gather stakeholder feedback to lift our cultural blindspots.
- We embrace a partnership of equals, a participatory approach.
- We cultivate diverse candidate pools when recruiting.

**IMPACT**

- We measure our efforts by evidence-based outcomes regularly.
- We avoid dependencies and potential conflicts.
- We compare results to stated intentions, promises.
- We harvest learning after events, milestones, talks, wins.
- We recognize, celebrate, celebrate efforts of the team.

**INVESTMENT**

- We require budget priorities to reflect mission intent.
- We fund evidence-based efforts to outcome strategies.
- We ask "how can we afford to be afforded too?" instead of "can we afford it?"
- We model our mission engagement by participating financially.
- We build board capacity through cultural members and advisors.

**IDENTITY**

- We reflect our organization.
- We make values visible.
- We align our work with our talk.
- We ensure that mission, vision, and values are lived.
- We make sure to know our members' names.

**SET THE TABLE**

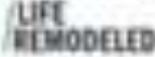
- 1** MARK THE TABLE
- 2** COMPARE EXPERIENCES
- 3** DECIDE: START NEW ACTIONS

**SCAN ME**  
download here

CulturallyConsciousBoard.com

# Next Level Nonprofit (2-page plan)

<https://www.nextlevelnonprofit.org/resources/>



## WHERE ARE WE GOING?

OUR WHY

Consider both of the ways they need, but they don't have access to get the opportunities they deserve.

HOW WE DO IT

**Opportunity Hubs:** We recruit youth to learn the necessary skills & opportunities to enter the workforce building with the best and brightest, respectful and caring individuals & make for greater lives together.

**4-By Project:** We recruit thousands of students each 4-By to teach them assignments.

WHAT WE DO

We harness our own and community and organizations to create opportunities for students that work.

THE BIGGEST PROBLEM

As a result of our country's under- and high schools of systemic racism, many students are being under-served and left out experiencing explicit racism in educational settings in the areas of academic achievement, social health & wellness.

OUR CULTURE

1. COMMUNITY FIRST  
2. ALWAYS FIND A WAY  
3. BUILD PARTNERSHIP

10-YEAR VISION/MISSION

Specific but aspirational and self-empowering South Carolina youth and educators the number of 4-By Opportunity Hubs to grow to 100.

### 3-YR GOALS

- \* Total Revenue = \$1,000,000
- \* Operating Revenue = \$600,000
- \* Investment Grants = \$400,000
- \* Nonprofit Revenue = \$400,000
- \* 200 on 4-By students per year per state
- \* 200 4-By students served by the 4-By through youth participating, academic development, and health/wellness services.
- \* 10,000 4-By students served by 4-By 4-By through youth participating, academic development, health/wellness services, social activities & culture programming.
- \* 10 Employees – High Schools, High Tech
- \* Community advisory council provides ongoing with expertise Opportunity Hubs
- \* 50% of South Carolina students participating in 4-By

- \* 80% of Opportunity Hub participants feel academically "well prepared" to graduate
- \* 80% of youth participants feel safe at Opportunity Hubs
- \* 80% of youth participants agree Opportunity Hub programs and support increased their life skills
- \* 70% of youth participants perceive problems growth in reading, math and other outcomes by product of their experience in an Opportunity Hub
- \* 80% of parents report significant value added and increased collaborative opportunities
- \* Opportunity Hubs maintaining 80% academic
- \* 100,000 and 4-By students generated \$100,000 annually
- \* 4-By 4-By students and 4-By students generated \$40,000 annually
- \* 1,000 students for the 4-By Project

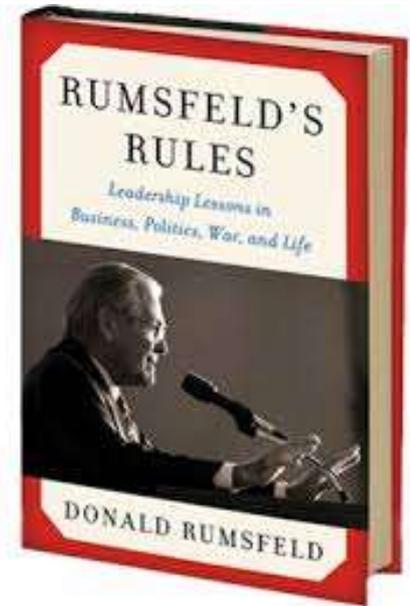
133

# Strategic Planning Tools & Templates:

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## 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

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<b>G</b> oals	<b>N</b> eeds	<b>O</b> bjectives	<b>M</b> ethods	<b>E</b> valuation
Goal #1:				
Goal #2:				
Goal #3				
Goal #4:				

# Planning Tools and Templates

(see Mistake #6)

---

## 6. Build in

**accountability** ➔ **Monthly Dashboards for:**

- Annual Board Goals
- Annual CEO Goals

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

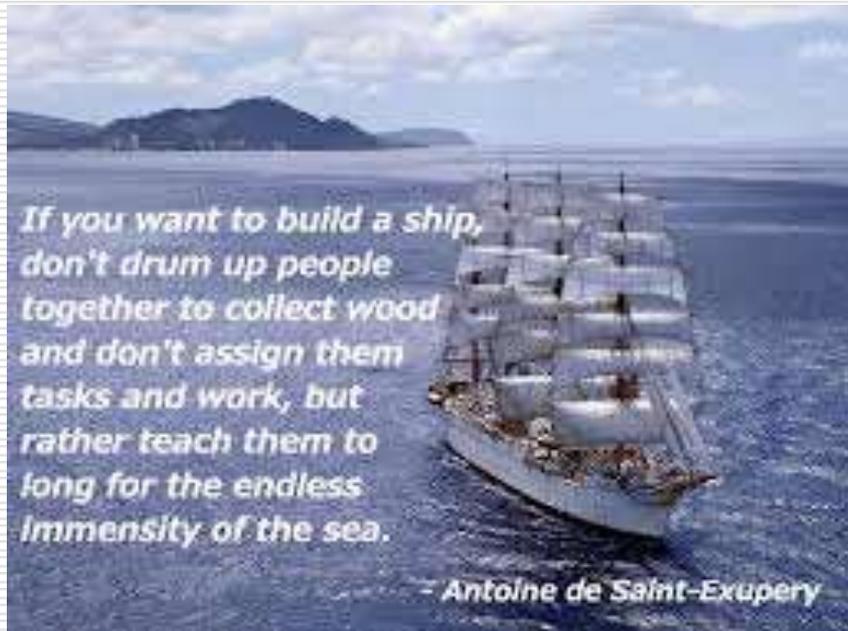
Tool #11: Monthly Dashboard Report



## Planning Tools and Templates (continued):

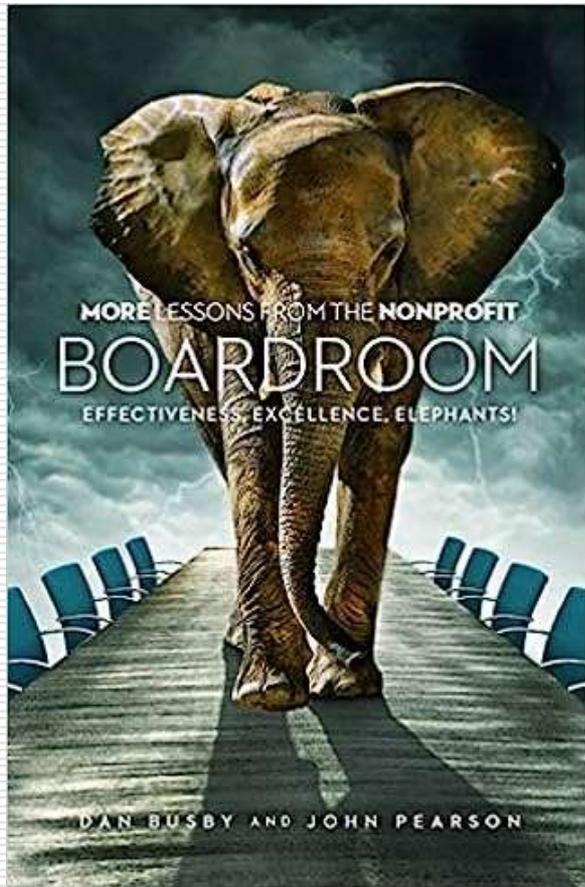
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**7. Inspire your team!** “I wasn’t planning to lead.  
I was standing in the back and then everyone turned around.”  
–Avery Hiebert



# BONUS IDEA #1 of 2: The 80/20 Rule

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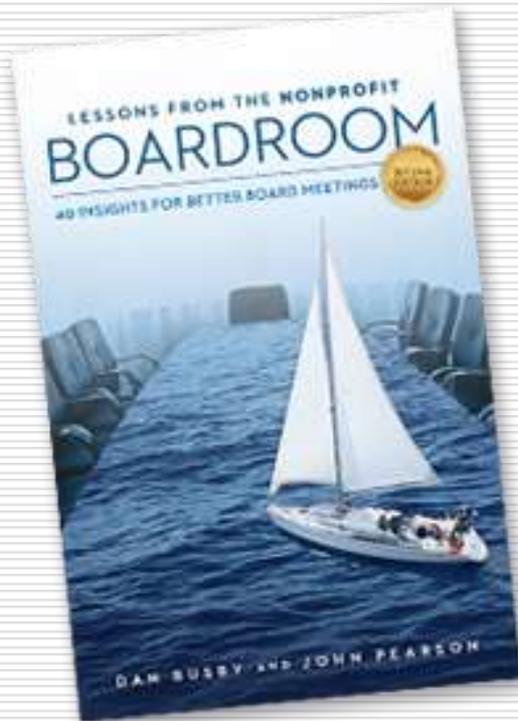
- ❑ Gordon Flinn in Lesson 35, “Leverage the 80/20 Rule in the Boardroom”
- ❑ “...proactively create a forward-looking board meeting agenda.”

➔ Workbook, p. 65

<https://www.ecfa.org/Content/Leverage-the-80-20-Rule-in-the-Boardroom-MoreLessonsNP>

## BONUS IDEA #2 of 2: Heavy Lifting

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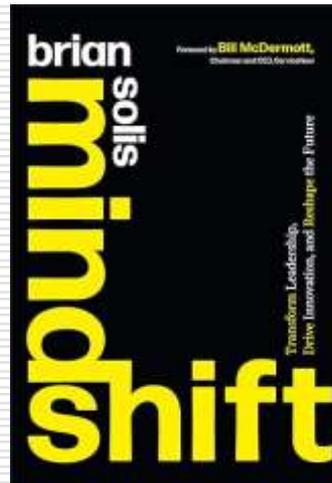
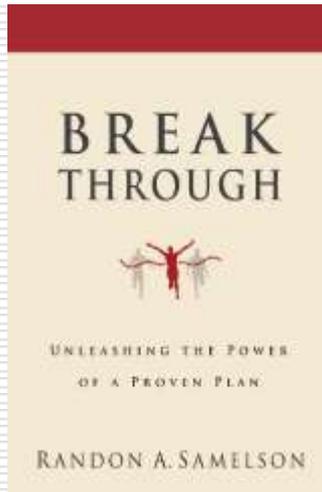
- ❑ Ed McDowell in Lesson 36, “Decrease Staff Reporting and Increase Heavy Lifting”
  - ❑ 1-2 hours of generative thinking each quarter!
- ➔ **Workbook, p. 65 (and Book #8)**

<https://www.ecfa.org/Content/Decrease-Staff-Reporting-and-Increase-Heavy-Lifting-LessonsNP>

# Strategic Planning Next Steps

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- Does our ministry have a strategic plan and does our board “own” the strategy?



**Listen to the  
10-minute  
“AI” podcast!**



<https://notebooklm.google.com/notebook/50bec91c-8856-448a-a61b-be84eec91e05?artifactId=d7a8b526-a8e0-483b-a4de-8081d7d09b63>

# **MISTAKE #5: Obsessing Over Programs & Not Owning the Strategy**

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**Next Steps & Take-Aways**  
(page 100)

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #6:** Encumbering Your CEO With 25 Annual Goals!

*How to simplify the complexity with **3 to 5 Annual S.M.A.R.T. Goals.***

(Learn why Peter Drucker said, “If you have more than 5 goals, you have none.”)



# MISTAKE STORY #6:

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# Start With the Results Bucket!

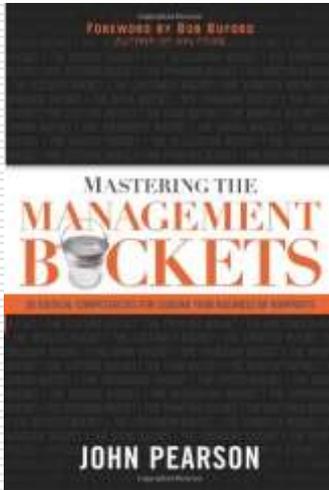
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## **MISTAKE #6: Encumbering Your CEO With 25 Goals!**

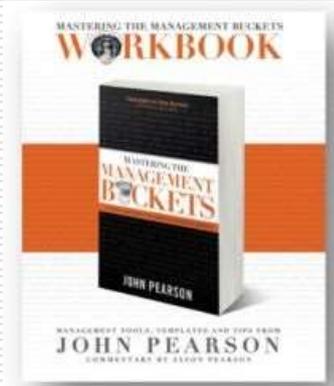
- 1. Book:** Chapter 1, “The Results Bucket,” in *Mastering the Management Buckets*, by John Pearson
- 2. Template:** Tool #11: “Monthly Dashboard Report”

# #1. The Results Bucket

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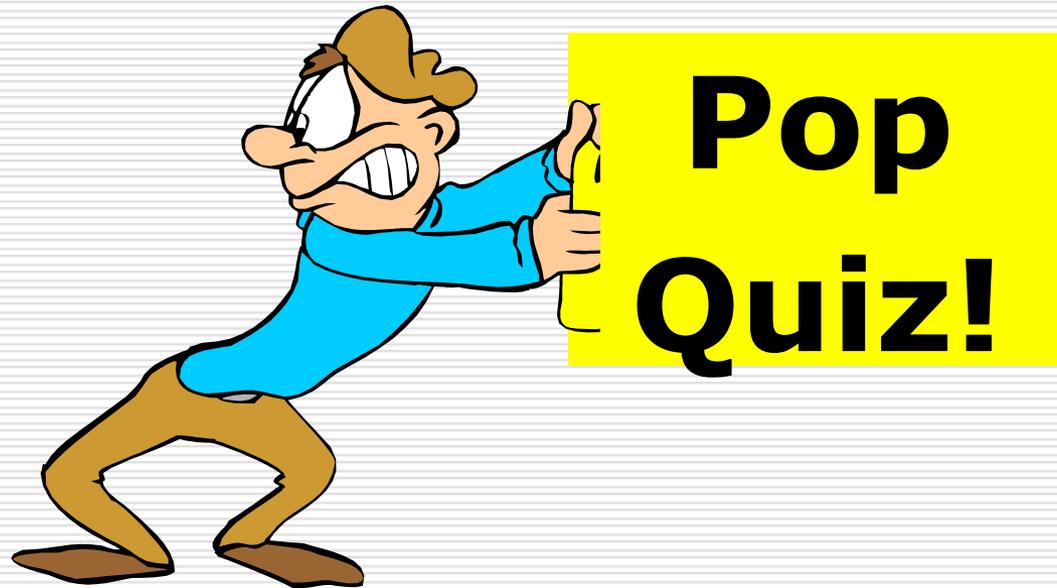


1. Manage for results (not 25!)
2. Focus on outside results
3. Prioritize results  
with **S.M.A.R.T.** goals (3 to 5)
4. Measure your results
5. Slough off yesterday



**Free download of Chapter 1:**

[www.managementbuckets.com/results-bucket](http://www.managementbuckets.com/results-bucket)



**Please stand!**

---

**S.M.A.R.T.**

**GOALS**

**Pop  
Quiz!**



# A Tool to Clarify the CEO's Top-5 Goals (p. 70)

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## #2. **BONUS** BEST PRACTICE!

## CEO's Monthly Dashboard Report (Tool #11)



# Monthly Dashboard Report (p. 73)

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<b>GOAL</b>	<b>TARGET DATE</b>	<b>3-MONTH UPDATE</b>
SMART Goal #1	12/31/2026	
SMART Goal #2	12/31/2026	
SMART Goal #3	9/30/2026	
SMART Goal #4	9/15/2026	
SMART Goal #5	10/31/2026	



# View this 7-minute video:

<https://www.youtube.com/watch?v=FwfkpxSGG98>

To “Encourage Truth Telling,” the authors give very specific and practical suggestions including how to “foster dissent by actively seeking it.” They mention the classic example from 2006 when **Alan Mulally** became Ford’s new CEO. He introduced a weekly meeting with **red, yellow, and green scorecards**. In the first meeting, 16 execs reported that every project was green! “Incredulous, Mulally challenged the executives, asking how all the projects could be going well if the company was losing money” (more than \$17 billion!). **View “Alan Mulally: The Ford Traffic Light”**

How CEOs Learn to Lead  
from the Inside Out

## THE JOURNEY OF LEADERSHIP

DANA MAOR • HANS-WERNER KAAS  
KURT STROVINK • RAMESH SRINIVASAN  
SENIOR PARTNERS AT MCKINSEY & COMPANY

# **MISTAKE #6: Encumbering Your CEO With 25 Annual Goals!**

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**Next Steps & Take-Aways**  
(page 100)

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #7: Skipping Your CEO's Annual Assessment**

*How to ensure your CEO has continuing feedback, evaluation, and affirmation by modeling a board annual self-assessment process—with feedback at every board meeting.*



# MISTAKE STORY #7:

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**“The higher you go...the more your problems are behavioral.”** (Marshall Goldsmith)

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**MISTAKE #7: Skipping Your CEO's Annual Assessment**

- 1. Blog:** “The Board’s Annual Evaluation of the Top Leader”
- 2. Template:** Tool #9: “The Board’s Annual Evaluation of the Top Leader”
- 3. Board Tip:** Don’t Skip the Board’s Annual Self-Assessment Survey (and use Tool #4, “Five-Finger Feedback” in every board and committee meeting)

# 3 Words:

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## 5-minute options:

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- 1. Take a break!
  
- 2. Read **Mistake #7 (pages 77-90)** and share one insight at your table—and what you’re planning to do about it!

**BONUS IDEA:** Invite Best Christian Workplaces to conduct a 360 on your CEO.

<https://workplaces.org/leadership-360>

# **MISTAKE #7: Skipping Your CEO's Annual Assessment**

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**Next Steps & Take-Aways**  
(page 100)

# THE 8 BIG MISTAKES TO AVOID WITH YOUR NONPROFIT BOARD

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## ❑ **MISTAKE #8: Making Decisions vs. Discerning God's Voice**

*How to integrate spiritual discernment into the board's ongoing decision-making process—and why “mission drift” should always be top-of-mind.*



# MISTAKE STORY #8:

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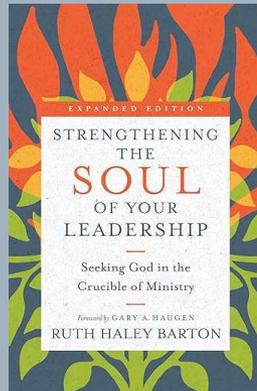
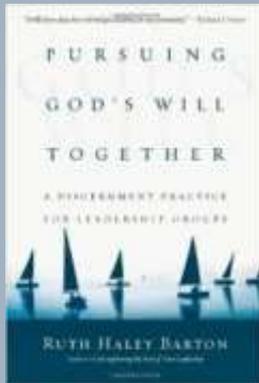
# Integrating Spiritual Discernment Into Our Agendas

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## **MISTAKE #8: Making Decisions Vs. Discerning God's Voice**

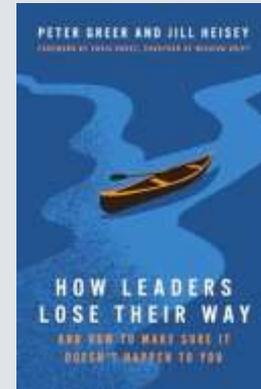
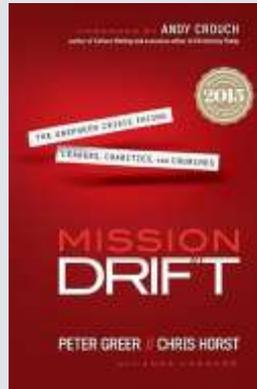
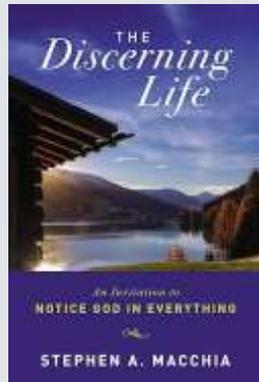
1. **Book:** *Pursuing God's Will Together*
2. **Exercise:** Share a meaningful discernment quote.
3. **Action Steps:** What are the critical decisions facing our board?

# Books on Discernment:



Visit Ruth Haley Barton's website:

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



**HOW LEADERS LOSE THEIR WAY**

(see review)

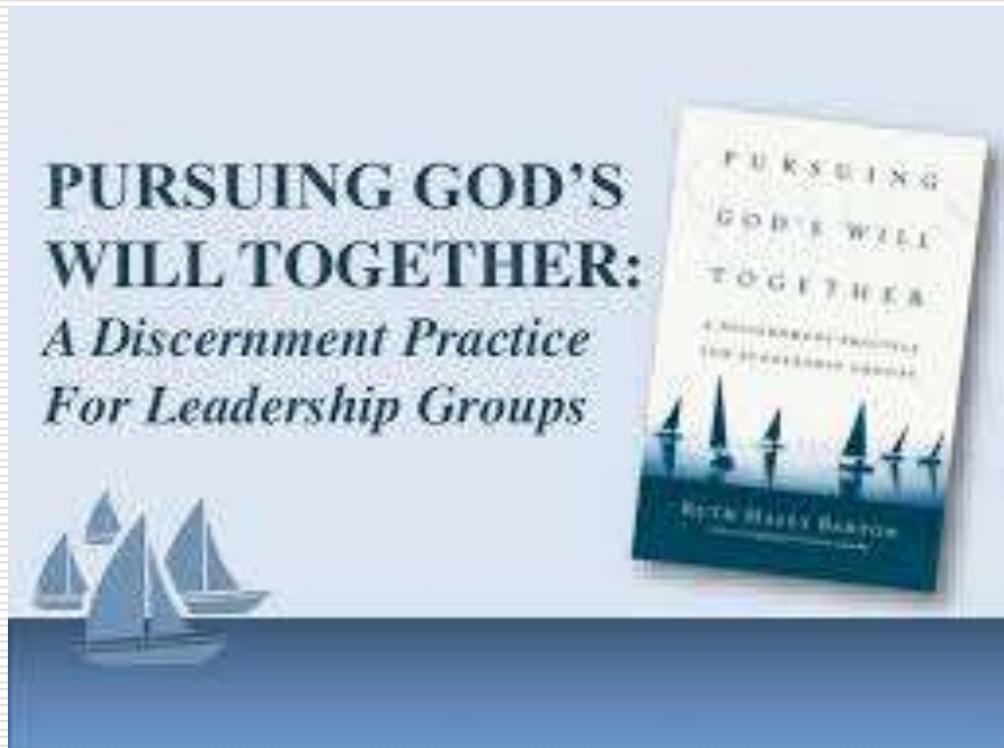


<https://urgentink.blogspot.com/2025/09/here.html>

# #1. A designated “discernmentarian”

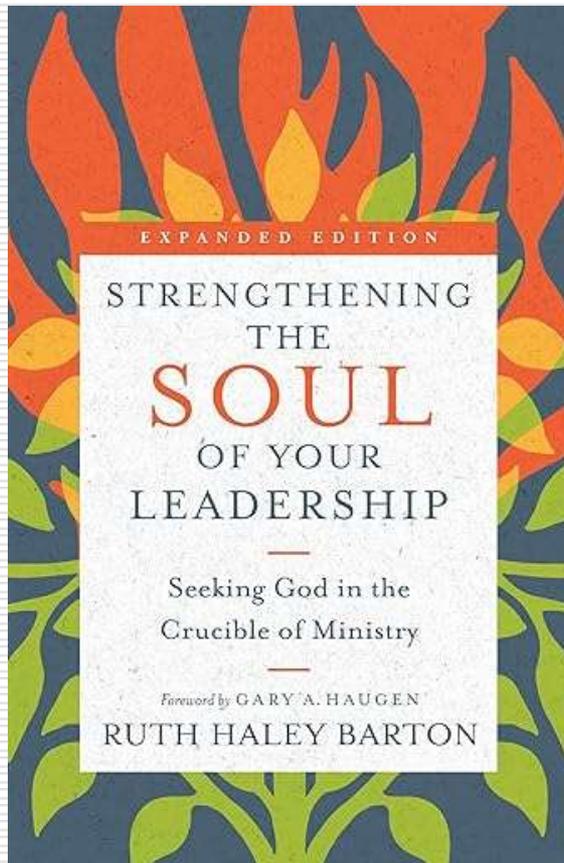
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- Pray for “holy indifference.”



## #2. Share a meaningful quote (p. 95):

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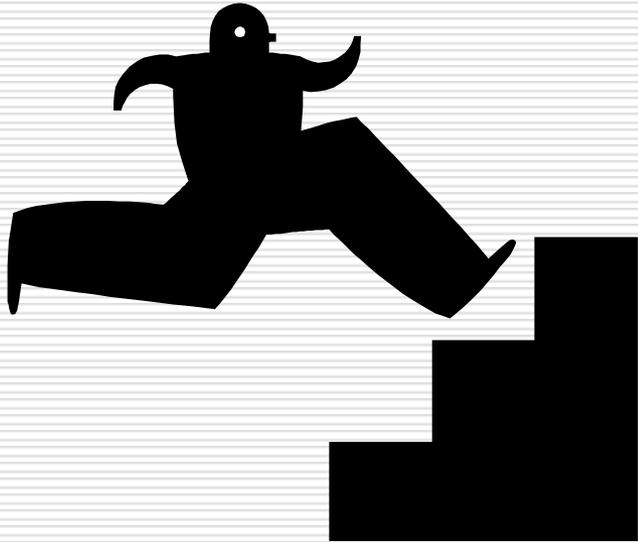


# #3. What are the critical decisions facing our board? (p. 97)

<b>CRITICAL DECISIONS AHEAD (1-12 months):</b>	Could any of our decisions contribute to <b>MISSION DRIFT</b> ? How?	Perhaps...a <b>SPIRITUAL DISCERNMENT PROCESS</b> would look like this:
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

# **MISTAKE #8: Making Decisions vs. Discerning God's Voice**

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**Next Steps & Take-Aways**  
(page 100)

# DISCERN...(p. 100):

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**MY**  
**#1 TOP**  
**TAKE-**  
**AWAY**



# ▲ THANK YOU! ▲

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