1. Human beings tend to remember stories.  
   ▶ What stories do you tell?

2. Not everything that can be counted counts; Not everything that counts can be counted.  
   ▶ What do you choose to count?

3. There is an art and a science to every “job”.  
   ▶ How does your team practice the skills, strategies, and heart of the job?

Belish-isms

Boardsmanship
Leading As A Team

Individual Sport

Team Sport
High Performing Teams

A. Know their “why”
B. Define success
C. Commit to the team
D. Respect roles, responsibilities, and relationships
E. Communicate to learn and understand

A. Know Your Why - Let’s Poll the Audience!

#5 on the poll is referring to “Mission/Vision” Questions

a. How will this new venture/program/project/idea further our mission/vision?
b. How will we know we are making progress towards our mission/vision?
c. Is it time to review, refine, recommit to our mission/vision?

B. Define Success: Dimensions of Success

- Results
- Processes
- Relationships
Dimensions of Success

- Results
  - Number of donors
  - Completed projects
  - Fundraising totals
  - Progress on strategic plan

- Relationships
  - New board members
  - New donors
  - Connecting with other nonprofits
  - Board development training

- Processes
  - Orientation for new board members
  - Decision-making model adopted
  - Policy on gift acceptance
  - Leadership succession plan

C. Commit – Let’s Poll the Audience Again

- Do any of you have a model to share?
- Do any of you need a model?
- Where can you find templates?

D. Respect Roles, Responsibilities, and Relationships

Two Structures of a Nonprofit

Management - the HOW

Governance - the WHAT
Models of Board Leadership

High Involvement

Low Involvement

Governance

Management

Governance

High Involvement

Low Involvement

Big Buckets

<table>
<thead>
<tr>
<th>Big Buckets</th>
<th>Executive Director</th>
<th>Board/Board Chair</th>
<th>Shared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>- Hire, manage, supervise, fire</td>
<td>- Provide guidance if asked</td>
<td></td>
</tr>
<tr>
<td>Supervision of ED</td>
<td>- Keep file of accomplishments, write a candid self-eval</td>
<td></td>
<td></td>
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<tr>
<td>Strategy Development</td>
<td>- Lead a thoughtful, timely, review process</td>
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<tr>
<td>Program Development</td>
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<td>Budget</td>
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<tr>
<td>Board Building</td>
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</tr>
</tbody>
</table>

E. Communicate to Learn and Understand – Group Dynamics

What is the Tuckman Model?
### STAGES OF GROUP DEVELOPMENT

- **Forming**
  - Team commitments, member goals, onboarding process

- **Storming**
  - Trust development, points of view, attention to conflicts

- **Norming**
  - Team norms, team building activities, progress assessment

- **Performing**
  - Success celebrations, delegation, focus on the future

### Getting to The Next Stage

- **Forming to Storming:**
  - Team commitments, member goals, onboarding process

- **Storming to Norming:**
  - Trust development, points of view, attention to conflicts

- **Norming to Performing:**
  - Team norms, team building activities, progress assessment

- **Performing:**
  - Success celebrations, delegation, focus on the future

### How Do We Know?

2. Do an anonymous “X Marks the Spot”
3. Do a formal assessment
The Art and Science of Leading As a Team

- **Science**
  - Understanding roles, duties, and responsibilities
  - Taking financial obligations seriously
  - Developing strategic goals
  - Creating policies and processes
  - Monitoring results
  - Holding everyone accountable

- **Art**
  - Respecting the lanes
  - Engaging appropriately with staff, community, and team members
  - Building relationships
  - Asking questions that lead to understanding and learning
  - Working on trust while working through conflict
  - Leading as a leadership team

What 1 idea really resonated with you?

What 2 ideas would you like to explore with your team?

What are 3 ideas you wonder about?