

Chester County Community Foundation  
Board of Directors Institute  
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# WHAT IS MINE TO DO: CULTIVATING CONSTRUCTIVE BOARD RELATIONSHIPS

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# Overview for Today

## 1. **Welcome and Check-in**

- Communication Norms

## 2. **Goals - Learning & Discerning**

- The unique nature of nonprofit board relationships
- Frameworks for constructive collaboration

## 3. **Check-out**

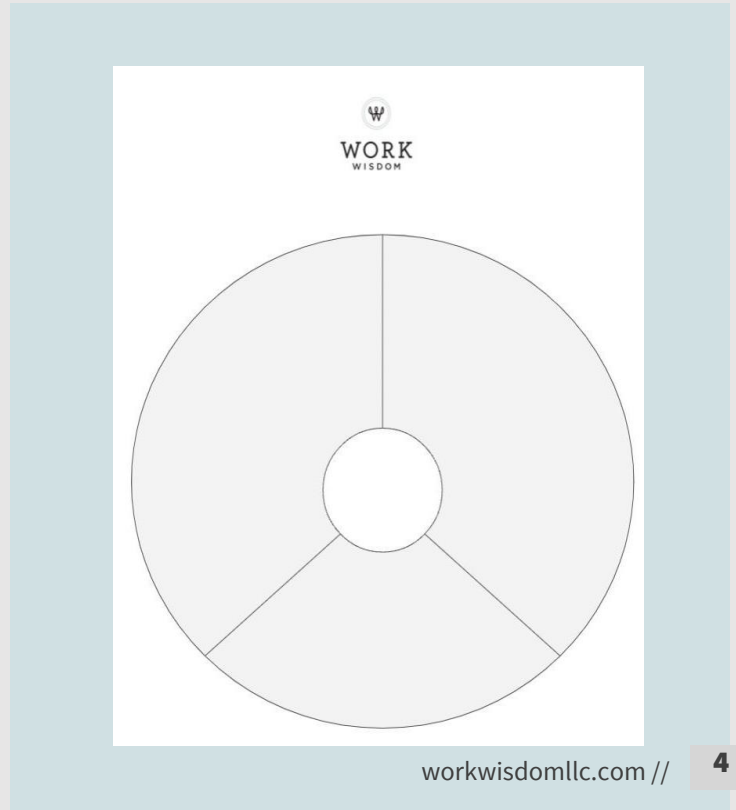


# What is Mine to Do?

## Vibrant Organizations Have:

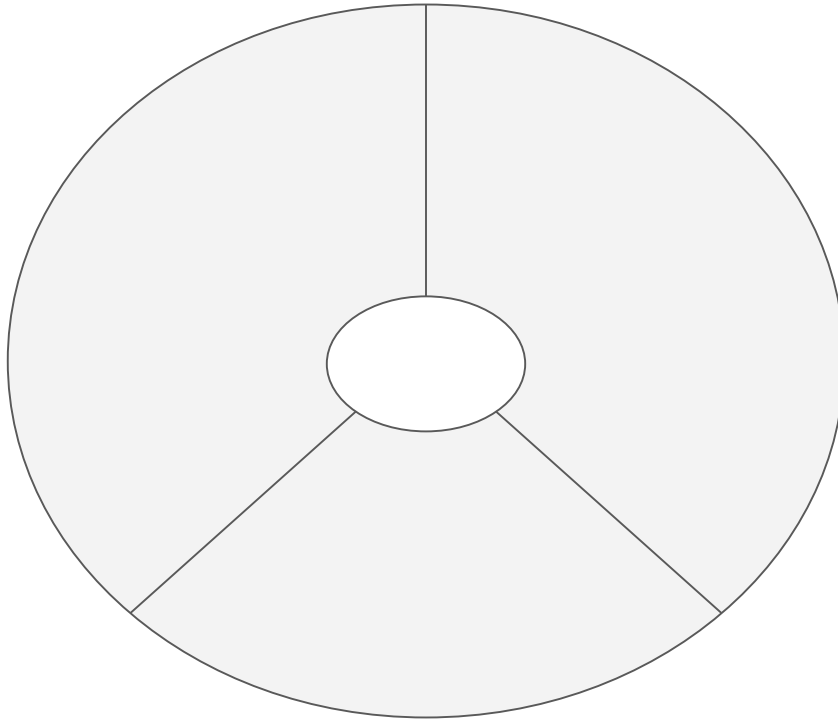
- **Strategic Delineation**
  - Roles
  - Responsibilities
  - Authority
- **Constructive Teamwork**
  - Collaboration
  - Communication

# Yardwork: A Tool for Vibrant Organizations





WORK  
WISDOM



**Trust:  
An Essential  
Component of  
Vibrant Organizations**



# Trust Wobbles

- Authenticity
- Logic
- Empathy



Frances X. Frei & Anne Morriss  
Harvard Business School

# Repairing Trust

- ▶ Together, make a genuine commitment to repair trust.
- ▶ Together, identify & map the aspired trustworthy behaviors.
- ▶ Together, behave according to the mapped trustworthy behaviors, repeatedly.
- ▶ Ask each other to serve as accountability partners & compassionately steer each other toward the trustworthy behaviors.





## •Scenario 1

One member of the Board Committee you serve on **keeps returning to previously decided issues**. They wear everyone down until they agree to put it back on the agenda. In all cases, these are issues where this Committee member disagreed with the majority decision of the Committee. The Committee wants to move on, but this individual seems to be holding the Committee back from other business, and members are frustrated.

## •Scenario 2

**The Board sets its own agenda and runs its own meetings**, and rarely invites the new Executive Director. The new Executive Director accepts this, as the Board said it's their job to lead the organization. The Board comes up with ideas for the staff to implement. Some are unworkable, and many seem unimportant yet time-consuming for staff. What should be done?

## •Scenario 3

For full Board meetings, **some Board members want to meet in person, and some still want to zoom in due to COVID issues & driving distances.** Hybrid meetings are extremely difficult, even though the nonprofit has purchased the best zoom-room cameras and microphones possible. Zoom participants tend to miss nuances, cannot see body language cues; and are at an extreme disadvantage compared to the in-person Board members. The Board seems to be splintering, and members are dissatisfied.

## •Scenario 4

**Confidential information** about a prospective donor was discussed at a Committee meeting. A few days later, a Committee member was told this information by a work colleague. When asked the source, the colleague named a Board officer who serves on the Committee. What should be done?

Now that you know  
what you know,  
what will you do  
*differently?*



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