



# A Matter of Engagement: Building & Sustaining An Effective Nonprofit Board



**Facilitator:**  
**Michael G. Daigneault, CEO**



# Who Are We?



**Quantum Governance, L3C is a low profit, limited liability service organization dedicated to the public good.**

~

**One of the first such "hybrid" organizations in the U.S.**

~

**We have experience with the nonprofit, foundation, association, credit union, corporate and security related communities.**

**Governance Consulting, Advice & Counsel**

**Keynote Presentations, Workshops & Seminars**

**Assessments, Research & Knowledge Building**

**Strategic Planning, Retreats & Facilitation**



**Michael G. Daigneault - CEO**



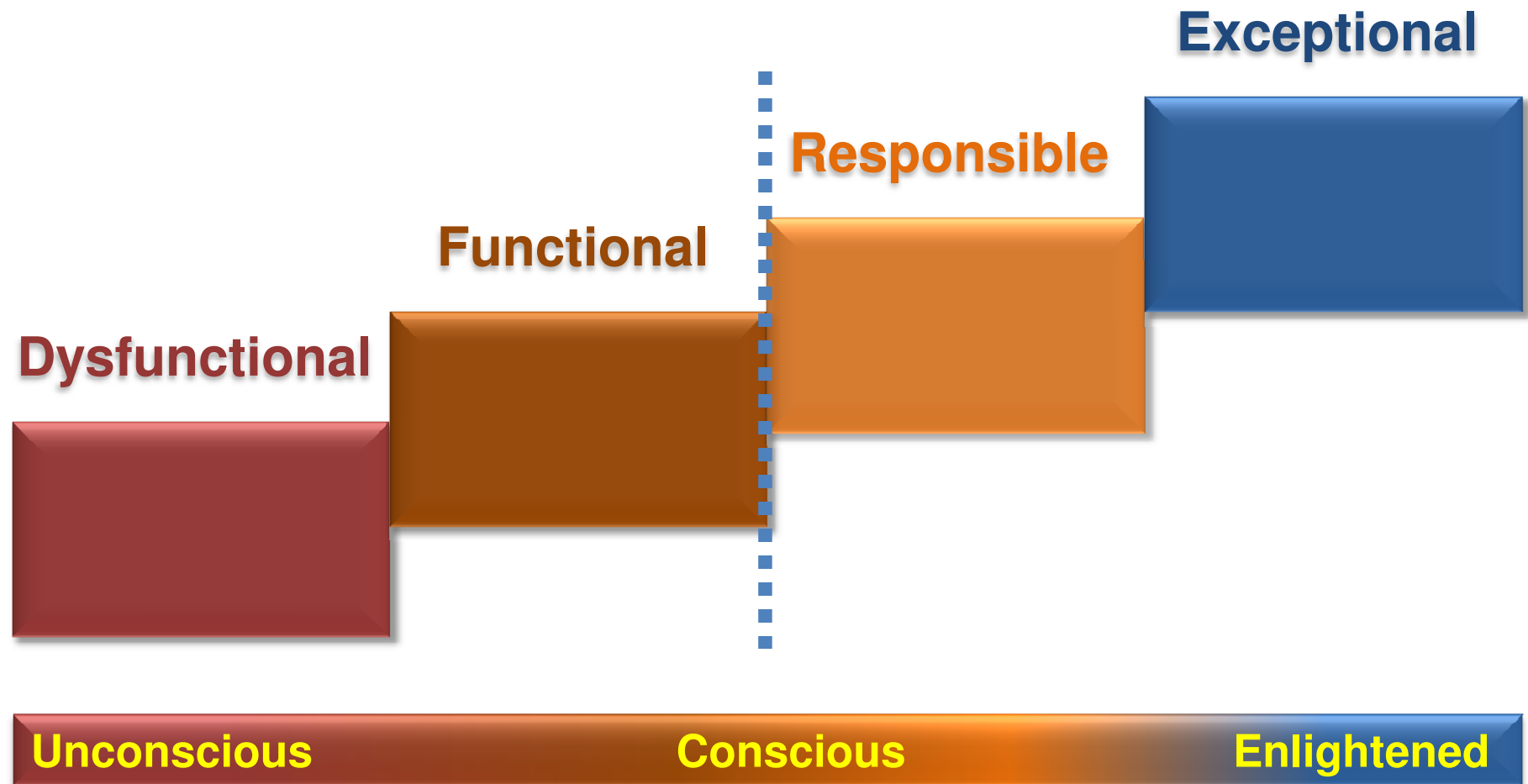
## **Recent Engagements Include...**

**ALS Association ~ Affinity FCU ~ Alzheimer's Association  
Bank of America ~ Bottomless Closet ~ Capital One Bank  
Con Edison ~ Credit Suisse ~ Hartford Foundation  
Huntington's Disease Society ~ International Baccalaureate  
International Security Foundation ~  
International Security Management Association ~ JCC in Manhattan  
Lupus Foundation ~ Make-A-Wish International  
Morgan Stanley ~ Target Corporation  
National Institute for the Severely Handicapped ~ Time Warner  
International ~ National Law Enforcement Museum ~ United Federal  
Credit Union ~ Y-USA**

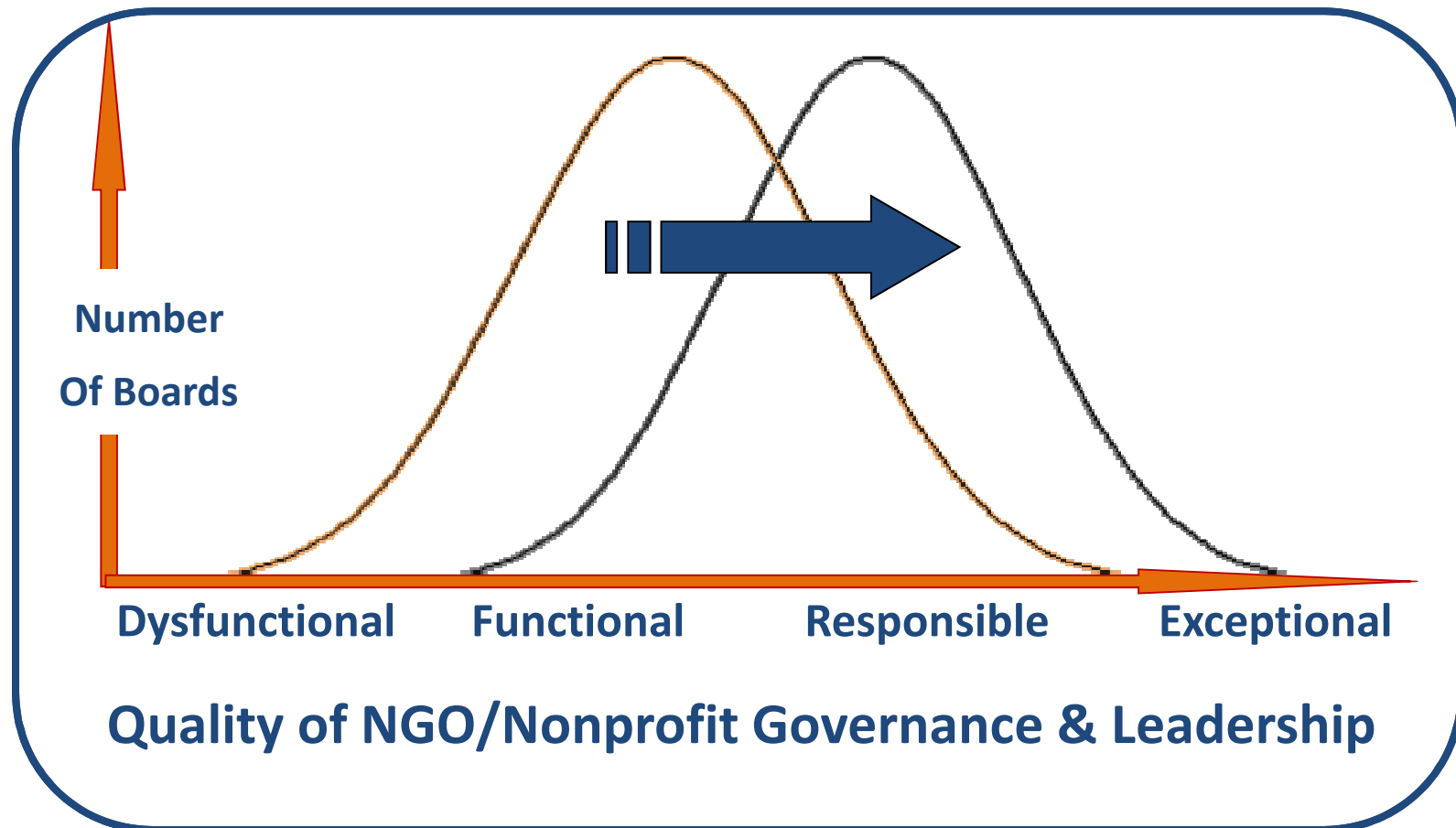
# Agenda – A Matter of Engagement: Building & Sustaining An Effective Nonprofit Board

1. What is **governance**?
2. **Exercise:** What are the **barriers** to board member engagement?
3. What is **engagement**?
4. The “**Quantum Engagement Model:**” The board member -
  - ✓ Is emotionally connected to the nonprofit’s mission
  - ✓ Understands what they can do to help the nonprofit
  - ✓ Is working at the appropriate level of their skill & abilities
  - ✓ Sustains their involvement throughout the year
  - ✓ Consistently acts to improve their – and the nonprofit’s – performance
  - ✓ Actively builds relationships to succeed (internally & externally)
5. **Exercise:** What can be done to **foster** board member engagement?
6. **Exercise:** What are the **elements** of an engaging board meeting?”
7. **Exercise:** What are the **elements** of a strong “on-boarding process?”
8. Final Thoughts...A Matter of Engagement:  
Building & Sustaining An Effective Nonprofit Board

# Goal – More Effective: Boards, Governance, and Nonprofit Organizations...



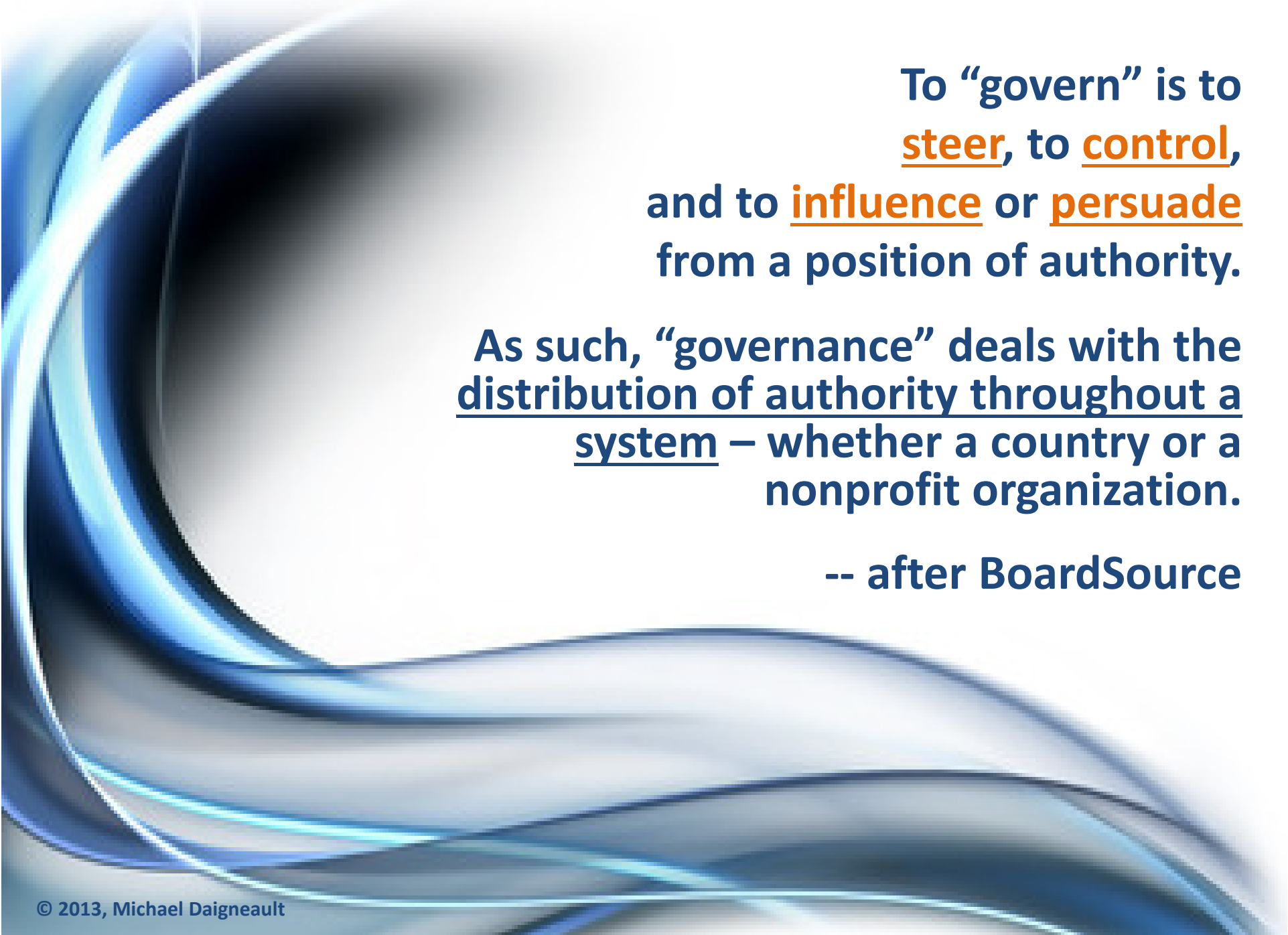
Perhaps one way of visualizing the work that has to be done by all of us - to help improve the “public good” - is to help shift the quality of nonprofit governance towards the “Responsible” or “Exceptional” end of the NGO/nonprofit governance & leadership spectrum.



**What is...**

***Governance?***





To “govern” is to steer, to control, and to influence or persuade from a position of authority.

As such, “governance” deals with the distribution of authority throughout a system – whether a country or a nonprofit organization.

-- after BoardSource



**Exercise:**

**What are the  
Barriers to...**

***Board Member  
Engagement?***

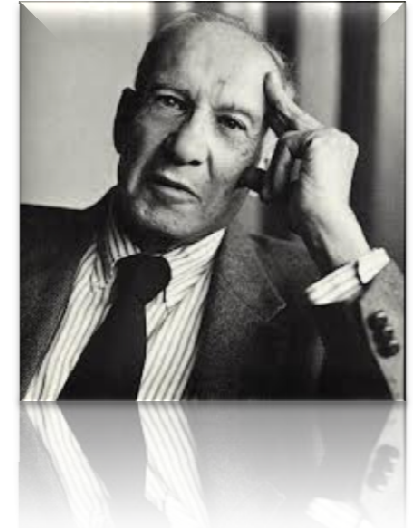


**What is...**

***Engagement?***

# The Idea of a “Knowledge Worker”

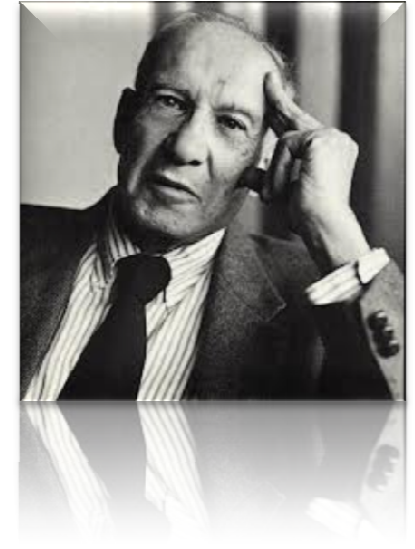
- The well-known management consultant, educator and author, Peter Drucker is widely credited with developing the term “knowledge worker” in 1959.



The term “**knowledge worker**” designates “someone who works primarily with information or one who develops and uses knowledge in the workplace.”

# The Idea of a “Knowledge Worker”

- Vital to the idea of knowledge work was Drucker’s observation that the primary task of knowledge workers was “non-routine problem solving that requires a combination of divergent, convergent and creative thinking.”



**As their main capital was knowledge (i.e., they “thought for a living”) such workers proved to be very independent and could easily move to another job!**

# The Idea of a “Knowledge Worker”

- **Accordingly, one of the keys to being successful with knowledge workers was to engage them in ways that would foster their genuine desire to work with your organization “in preference to all other opportunities.”**



**Work engagement emerges as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, inspiration, pride, enthusiasm, and significant interest in the challenges presented. (after Schaufeli, et. al.)**

# Engaged Team Performance...

Starbird & Cavanagh have studied the engagement process in the business realm and combined the eight elements at right to create an effective “business engagement model.”

- 1. Commit to change**
- 2. Measure & analyze the process**
- 3. Streamline the work**
- 4. Make the work & the data visible**
- 5. Organize the team**
- 6. Set team goals**
- 7. Lead the transition**
- 8. Sustain team performance**



After an extensive research, we  
found no equivalent “nonprofit  
board engagement model” and so...

We developed one!



**The  
Quantum  
Engagement  
Model**

## The Board Member...

1. Is **emotionally connected** to the mission

6. Actively **builds relationships** necessary to succeed (internally & externally)

2. **Understands what they can do** to help the nonprofit

The diagram consists of six overlapping circles arranged in a hexagonal pattern. The top and bottom circles are orange, while the four middle circles are blue. The text 'Quantum Engagement Model' is centered in the overlapping area of the circles.

# Quantum Engagement Model

5. **Consistently acts to improve** their – and their nonprofit's performance

3. Is **working at the appropriate level** of their skill/abilities

4. **Sustains their involvement** throughout the year in board, committee meetings – and in between meetings



**Exercise:**

**What can be  
done to foster...**

***Board Member  
Engagement?***

# Fostering Engaged Board Members...

- 1. Commit to Clear Vision, Mission & Strategy**
- 2. Establish Known Organizational & Board Goals**
- 3. Establish Specific Board Level “Metrics of Success”**
- 4. Create Excellent “Board Dashboard”**
- 5. Define the Role & Responsibilities of Board Members**
- 6. Structure Board to Accomplish Goals/Results**
- 7. Foster Commitment Through Highly Collaborative Board, Committee & Task Force Meetings**
- 8. Sustain Board & Nonprofit Performance (Foster Appropriate Accountability, Stewardship & Reward Systems)**

**Exercise:**

**What are the  
elements of an...**

**“Engaging” Board Meeting?**

# The Purpose of a Board Meeting?



# Engaging Board Meetings...

## “Typical” Board Meetings

- Chair Calls Mtg. to Order
- Chair’s Remarks/Report
- ED’s Report
- Financial Report
- Programming Report
- Committee Reports
- Adjourn

### EMPHASIS tends to be on:

- Formal Role of Board
- Regular Agenda
- Reports
- Information/Data Exchange
- Immediate Decisions
- Oversight & Accountability

## Future Board Meetings?

- Chair Calls Mtg. to Order & Notes Vital Elements for “Mtg.’s Success”
- Consent Agenda
- Review of Crucial Board Dashboard Items
- Key Questions from ED or Com.
- Strategic/Educational Discussion
- Executive Session & Adjourn

### EMPHASIS tends to be on:

- Influential/Persuasive Role of Board
- Varied Agenda
- Dialogue/Deliberation
- Key Questions/Learning
- Longer Term Vision, Advice & Leadership
- Strategy & Governance

# Carefully Structure Agenda/Meetings

- **Careful Framing of Questions**
- **Annual Imperatives**
- **Built-In Educational Time**
- **Consent Agenda**
- **Dashboards**
- **Specific Meeting Themes**
- **Annual Calendar of Meetings**
- **Specialized Retreats**
- **Expert Guests/Facilitators**

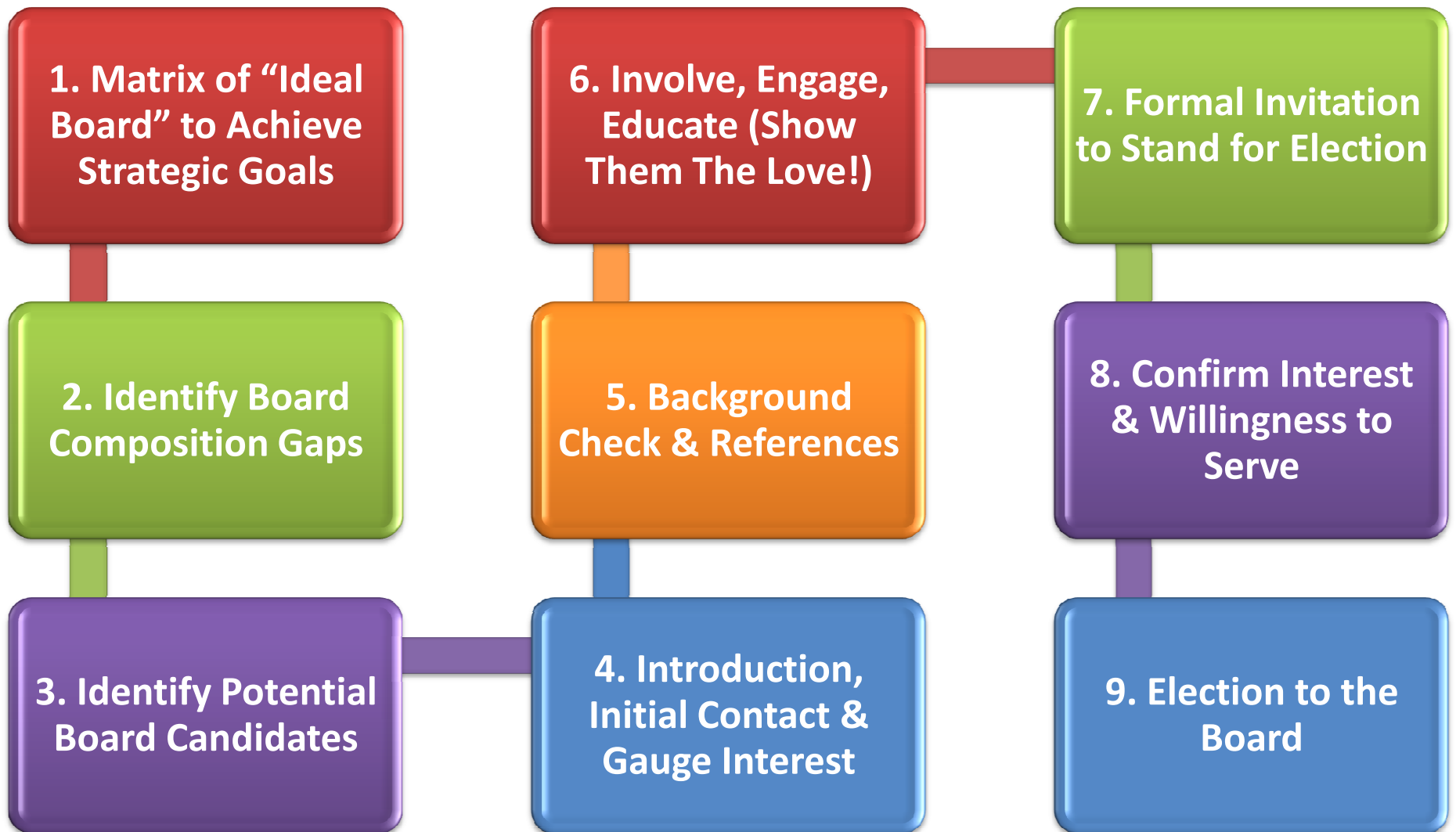
**As most of a board's governance functions are fulfilled in meetings, ensure that meetings be designed to be productive, engaging and focus on substantive and strategic issues!**

**Exercise:**

**What Are  
the  
Elements...**

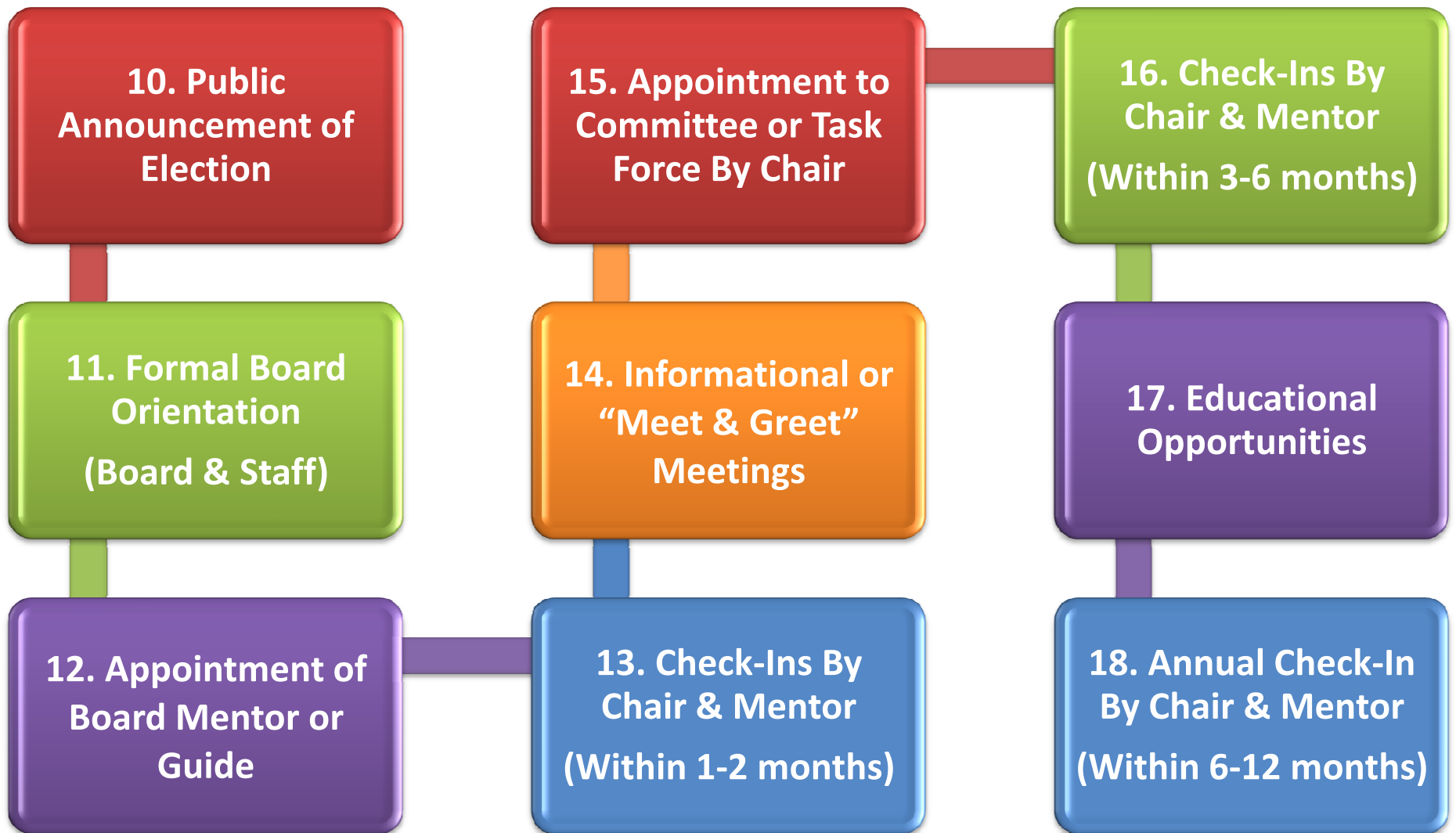
***of a  
Strong –  
“On-Boarding Process?”***

# On-Boarding Process...(Up To Election)





# On-Boarding Process...(After Election)



- Smaller
- Younger
- Increasingly Diverse
- Active Ambassadors
- Strategically Adept
- Thoughtful/Creative
- Flexible/Innovative
- Highly Engaged
- Technologically Savvy
- Financially Skilled
- Accountable
- Partners With Staff

## Final Thoughts...



**A Matter of Engagement:  
Building & Sustaining An Effective Nonprofit Board**



The Centre on Philanthropy

***Thank You For What  
You Do!***

**And please let me know how I can help  
you and your organization succeed!  
-- Michael**



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