

FACILITATOR GUIDE



VIEW • INSPIRE • ENGAGE

“Let the peace of Christ keep you in tune with each other, in step with each other.
None of this going off and doing your own thing. And cultivate thankfulness.
Let the Word of Christ—the Message—have the run of the house.”
Colossians 3:15 – The Message

Thank you for serving as the facilitator for “Balancing Board Roles,” the second toolbox in our *ECFA Governance Toolbox Series*. This Facilitator Guide provides three discussion directions, plus several ideas and tips for facilitating your board’s conversation on the three board hats: Governance, Volunteer, and Participant.

ECFA Governance Toolbox Series No. 2 includes:

- 1 DVD (12 minutes)
- 12 Board Member Read-and-Engage Viewing Guides
- 1 Facilitator Guide

Before the board meeting:

View the DVD and select one of the three suggested discussion directions. Allocate time in the agenda for this governance life-long learning experience (preferably near the beginning of the meeting). Pre-screen the DVD before the meeting to be sure the AV equipment works.

During the board meeting:

Build the core value for being a “learning organization” and help your board model that value to your staff and volunteers. As a Christ-centered ministry, encourage your board members to leverage their spiritual gifts as they wear their three board hats: Governance, Volunteer, and Participant. Use a variety of adult learning methodologies (more interaction, fewer talking heads) as you inspire your board members to engage in this process. (See the suggestion for creating groups of two.)

After the board meeting:

Ask your note-taker to summarize the group’s flip chart bullet points and then delegate Action Steps to the appropriate committee or task force. Email periodic reports to board members, especially when you “catch” a board member modeling what he or she learned. You will enhance future engagement in life-long learning when your board connects the dots between theory and practice.

May God bless your facilitation efforts and may He grant your board wisdom and discernment as you focus on this very important governance best practice.

Dan Busby
President
ECFA



OPTION 1: 15-30 minutes

VIEW: Screen the entire video without stopping and ask board members to follow along in the *Board Member Read-and-Engage Viewing Guide*.

INSPIRE: After viewing the video, divide the board into three groups and assign one page of questions to each group (pages 9, 13, and 17). Then ask each group to discuss their answers.

ENGAGE: Now drill deeper and—going in order around the room—ask each board member to “Stand and Declare” by completing this statement: “I believe we need to be more effective with Hat # ___ because ____.” Bullet point each comment on the flip chart and ask the appropriate committee to evaluate and prioritize possible Action Steps (see page 18).

OPTION 2: 30-60 minutes

VIEW: Stop the video at the end of each hat discussion and ask board members, on their own, to complete the related worksheet in the *Board Member Read-and-Engage Viewing Guide* (pages 9, 13, and 17).

INSPIRE: After viewing the entire video, divide into groups of two and ask each group to write down at least three “Action Steps” (see page 18) for the appropriate committee to consider.

ENGAGE: Ask each group of two to report on their Top 3 Action Steps recommendations. Write the Action Steps on a flip chart or whiteboard—and then assign next steps to the appropriate committee. (Or take 30 minutes more for straw votes on top priorities.)

OPTION 3: Board Retreat or a 2-Hour Board Development Session

VIEW: Stop the video at the end of each hat discussion and ask board members, on their own, to complete the related worksheet in the *Board Member Read-and-Engage Viewing Guide* (pages 9, 13, and 17).

INSPIRE: At the end of the video, divide into three groups (one for each hat) with pre-selected facilitators. Inspire board members to discuss best practices in that area (Governance, Volunteer, or Participant)—and what Action Steps (page 18) would be helpful in the next 12 to 18 months.

ENGAGE: Ask for reports from each group and prioritize the recommendations. Seek consensus on the Top 3 Action Steps. Observe which board members have high passion for this task and inspire them to serve on a task force to evaluate the suggested tools and address the Action Steps.

**HAT #1: GOVERNANCE****When Confusion Is Eliminated Over the 3 Hats, Then Your Board Can Devote Maximum Time to the Most Critical Hat: Governance**

The humorous video clip, “The Day We Pushed Frank Out the Door...and Off the Board!” introduces the confusion over the three hats: Governance, Volunteer, and Participant. Caution! It’s possible that one or more of your board members may relate to Frank’s dilemma—and exit your board! But spiritually, that’s a good thing, right? You do want people to be leveraging their spiritual gifts and serving out of passion, not obligation.

The Governance Hat: 2 Powerful Points

As you facilitate this segment of the video, focus on these two powerful points:

- ☐ 1. BoardSource® lists ten basic responsibilities of nonprofit boards. Does your board’s job description include all ten of these governance responsibilities? (See page 7.)
- ☐ 2. In addition to secular governance best practices, Christ-centered governance must elevate decision-making to a higher level: spiritually discerning God’s voice. What are the other Governance Hat distinctives that boards must embrace as stewards of a Christ-centered organization? (See David McKenna’s five distinctives on page 8.)

TO-DO: In the Governance Hat Effectiveness Self-Assessment checklist on page 9, ask the board to exchange views on Question 5: “We focus on Kingdom results and monitor the effectiveness of our programs, products, and services. We measure spiritual impact.”

REMINDER: Ensure that every board member has a voice in this process with a variety of adult learning methodologies including: groups of two, “Stand & Declare,” pop quizzes, worksheets, one-minute hot seats, and other ideas. For more ideas, go to Google.com and search for “adult learning methods.”



HAT #2: VOLUNTEER

**“If you need a board member—recruit a board member.
If you need a volunteer—recruit a volunteer.”**

Unintended consequences will result when there is confusion between the Governance Hat and the Volunteer Hat. For example:

- ☐ 1. A board member’s volunteer role inappropriately takes center stage on the board agenda.
- ☐ 2. A board member wears her Governance Hat while on a volunteer assignment and gives orders (or inappropriate hints) to a staff member or volunteer coordinator.
- ☐ 3. Still stinging from an unfortunate Volunteer Hat experience, a board member insists on new volunteer policies (topics that would normally be addressed by the staff, not the board).
- ☐ 4. Wearing his Volunteer Hat (while reporting to another staff person), a board member fails to address concerns through proper channels, but goes around the staff directly to the CEO.

The Volunteer Hat: 2 Powerful Points

As you facilitate this segment of the video, emphasize these two points:

- ☐ *Principle 1. Only the board can govern, while many can volunteer.* Good governance takes time, and a board member’s *optional* Volunteer Hat should never crowd out the highest priority—investing meaningful time, as a board member, in prayer, discernment, preparation, committee work, board meeting follow-up, CEO encouragement, and leveraging his or her influence.
- ☐ *Principle 2. Volunteering is optional. But volunteer service must be passion-based, and aligned with a volunteer’s spiritual gifts.* If there’s still time to volunteer (which is wonderful!)—encourage board members to leverage their spiritual gifts in their volunteer roles. Be crystal clear: It’s OK to have no volunteer role while serving on the board.

TO-DO:

The Volunteer Hat: Effectiveness Self-Assessment.

In groups of two, ask the board to review the self-assessment on page 13.



HAT #3: PARTICIPANT

Communicate Participation Expectations to Both Current and Prospective Board Members With the “Annual Affirmation” Tool

What’s the culture in your organization? On page 15, you’ll see three options that describe how CEOs and boards communicate the Participant Hat expectations:

- ☐ Scenario 1: Hinting
- ☐ Scenario 2: Whining
- ☐ Scenario 3: Affirming

The preferred scenario, “Affirming,” takes planning—often a year in advance, but you’ll also bless your board members by making the Participant Hat expectations crystal clear. (Notice that we use the term “crystal clear” frequently!)

TO-DO:

In advance of this board session, download the “Board Member Annual Affirmation Statement” document and make copies for everyone.

The Participant Hat: A 3-Step Process

Keep the energy high—for the discussion on this final hat—by taking a brief break or mixing up the groups of two.

- ☐ **Step 1. Review the Annual Calendar.** Using a flip chart or white board, make a list of the January-to-December events that board members are expected to attend. Example: board and committee meetings, fundraising events, annual meetings, graduations, ceremonies, recognition events, etc. Assign a priority code to each. Attendance is: Required (R), Would-Be-Helpful (WBH), or Optional (O).
- ☐ **Step 2. Complete the Pop Quiz.** Ask each group of two to complete the “What Hat Are You Wearing When...?” pop quiz on page 17—and then review the answers with the entire board.
- ☐ **Step 3. Leverage the Board Member Annual Affirmation Statement.** Review this tool with the board and illustrate how the annual calendar of events could be integrated into this annual document that both current and prospective board members sign annually. Before you assign the task to the appropriate committee, ask for a straw vote to discern if this tool would be helpful to the board (see page 15).

Visit the ECFA Governance Toolbox resources website for more resources and book recommendations:

❑ ECFA.org/Content/Governance-Toolbox-Series-2

HAT #1: GOVERNANCE

- ❑ Toolbox: *ECFA Governance Toolbox Series No. 1: Recruiting Board Members*
- ❑ Book: *Stewards of a Sacred Trust: CEO Selection, Transition and Development for Boards of Christ-centered Organizations*, by David L. McKenna
- ❑ Book: *Pursuing God's Will Together: A Discernment Practice for Leadership Groups*, by Ruth Haley Barton
- ❑ Book: *Ten Basic Responsibilities of Nonprofit Boards (Governance Series 1, 2nd Edition)* by Richard T. Ingram
- ❑ Workbook: *Ten Basic Responsibilities of Nonprofit Boards: The Companion Workbook* (BoardSource®)
- ❑ Commentary: BoardSource® Knowledge Center Q&A: What are the basic responsibilities of nonprofit boards?

HAT #2: VOLUNTEER

- ❑ Book: *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style and God-Given Passion*, by Bruce Bugbee
- ❑ Book: *The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence*, by Jim Brown
- ❑ Website: www.tracomcorp.com—Tracom Group "The Creator of Social Style®" Note: All four social styles (Driver, Analytical, Amiable, and Expressive) are represented on most boards.

HAT #3: PARTICIPANT

- ❑ Download: Board Member Annual Affirmation Statement (sample template—identifying the "3 Hats of a Board Member")
- ❑ Website: www.newellandassociates.com – High Impact Volunteer Ministry Development
- ❑ Book: *The Third Conversion*, by R. Scott Rodin (to inspire your board members in generous giving and influencing others to give)

BONUS RESOURCES

For the hidden webpage, with bonus resources from the *ECFA Governance Toolbox Series No. 1: Recruiting Board Members*, visit:

❑ ECFA.org/Content/Governance-Toolbox-Series-1

PRIORITIZING YOUR ACTION STEPS:

"Just because something is strategic does not necessarily mean it is God's will for us right now."

Ruth Haley Barton
Pursuing God's Will Together

Peter Drucker said, "Vision without execution is delusion."

John Maxwell adds, "Dreams don't work unless you do!"

So be sure to invest time in discerning what your Action Steps should be for the Governance, Volunteer, and Participant hats.

The best boards take responsibility for their own board development—they don't delegate governance work to the CEO or the staff. So think creatively how you will implement what you've learned from this *ECFA Governance Toolbox Series*.

❑ **Step 1: Three Flip Chart Pages.** Post a flip chart page in three corners of the room (one per hat): Governance Hat Action Steps, Volunteer Hat Action Steps, etc. Then list the action steps suggested by the groups of two on the appropriate flip chart pages.

❑ **Step 2: Vote for the Top 3 on Each Page.** Ask each board member to visit the three corners and, with a marker, place check marks by his or her Top 3 Action Step choices on each page. (For each hat, each member can cast up to three votes on any one action step, or split his/her votes: 1, 1 and 1; or 1 and 2 votes, etc.)

❑ **Step 3: Total the Votes.** Add up the votes on each of the three pages—and then circle or highlight the Top 3 proposed Action Steps for each of the three hats.

❑ **Step 4: Delegate the Plan.** Now with this draft consensus from the board, delegate the work to the appropriate committee (or a short-term task force). Agree on a deadline for a report or recommendation.

❑ **Step 5: Pray for God's Wisdom.** Continue to pray for wisdom as you spiritually discern these important steps that will help you clarify the common confusion among the three board hats.



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