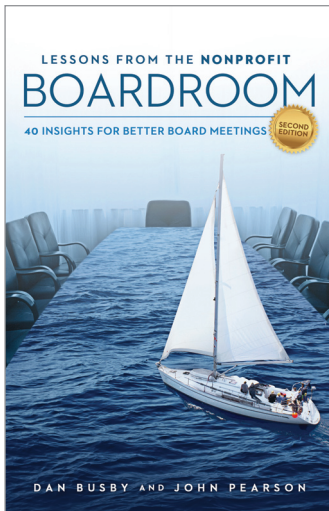


TOOL #13: Board Retreat Read-and-Reflect Worksheets

Prior to your next board retreat, create a “Read-and-Reflect Worksheet” and inspire the board to read one governance book in preparation for your retreat.



Read Lesson 38,
“Great Boards Delegate
Their Reading.”¹

What Would Chesterton Read?

Great Boards Read at Least One Book a Year!

“If you were marooned on a desert island and could have only a single book with you, what would you choose? Somebody once asked this question of G. K. Chesterton. Given his reputation as one of the most erudite and creative Christian writers in the first half of the twentieth Christian century, one would naturally expect his response to be the Bible. It was not. Chesterton chose *Thomas’ Guide to Practical Shipbuilding*.”²



He finally had time to develop a marketing plan.

¹ Dan Busby and John Pearson, *Lessons From the Nonprofit Boardroom: 40 Insights for Better Board Meetings*, 2d ed. (Winchester, VA: ECFA Press, 2018), 198–201.

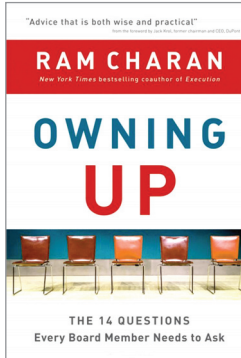
² John Ortberg, *The Life You’ve Always Wanted: Spiritual Disciplines for Ordinary People* (Grand Rapids, MI: Zondervan, 1997), 188.

Board Read-and-Reflect Worksheets

Great Boards Read at Least One Book a Year!

7 Book Options

If you select one of these seven books for your next retreat, distribute the appropriate worksheet, with the book, to each board member. Or, select an alternate governance book and create your own customized worksheet.

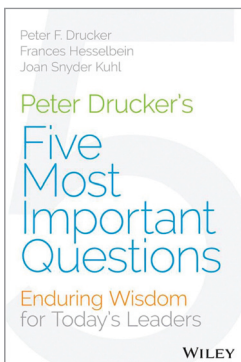


☐ Option 1:

Owning Up: The 14 Questions Every Board Member Needs to Ask

by Ram Charan

With the right composition, a board can create value; with the wrong or inappropriate composition, it can easily destroy value.³



☐ Option 2:

Peter Drucker's Five Most Important Questions: Enduring Wisdom for Today's Leaders

by Peter F. Drucker, Frances Hesselbein, and Joan Snyder Kuhl

Question 2: Who Is Our Customer? On Uber and other disrupters: "Of course, the traditional taxi drivers are outraged, and some cities have banned Uber because it is threatening the well-oiled machine of mediocrity."⁴



☐ Option 3:

Called to Serve: Creating and Nurturing the Effective Volunteer Board

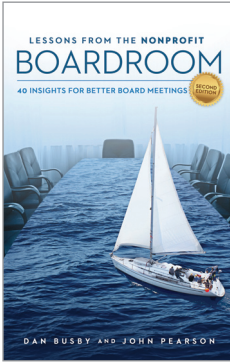
by Max De Pree

Effective boards do very good planning, says De Pree. He lists three planning questions and then suggests who must be involved in the planning. "...some people need to be involved, to be blunt, because they are going to pay the bill."⁵

³ Ram Charan, *Owning Up: The 14 Questions Every Board Member Needs to Ask* (San Francisco: Jossey-Bass, 2009), 1.

⁴ Peter F. Drucker, Frances Hesselbein, and Joan Snyder Kuhl, *Peter Drucker's Five Most Important Questions: Enduring Wisdom for Today's Leaders* (Hoboken, NJ: John Wiley & Sons, 2015), 26.

⁵ Max De Pree, *Called to Serve: Creating and Nurturing the Effective Volunteer Board* (Grand Rapids, MI: Wm. B. Eerdmans, 2001), 14–15.

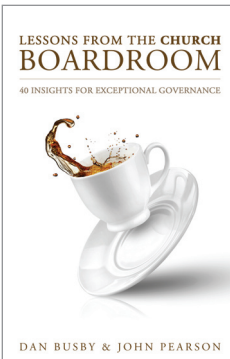


❑ **Option 4:**

Lessons From the Nonprofit Boardroom: 40 Insights for Better Board Meetings, Second Edition

by Dan Busby and John Pearson

Lesson 37: Don't Stretch Credulity With BHAGs and Stretch Goals. "The actual achievement of audacious goals is very uncommon."



❑ **Option 5:**

Lessons From the Church Boardroom: 40 Insights for Exceptional Governance

by Dan Busby and John Pearson

Lesson 14: Be Intentional About Your First 30 Minutes. "Does your board meeting need a refresh—so you experience holy moments more frequently?"

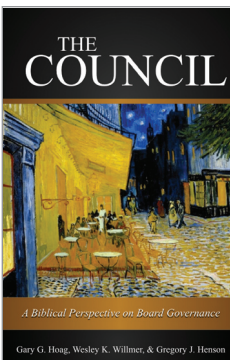


❑ **Option 6:**

More Lessons From the Nonprofit Boardroom: Effectiveness Excellence, Elephants!

by Dan Busby and John Pearson

Lesson 26: Big Rocks, Pebbles, and Sand. Ministry boards have a natural gravitational pull toward issues that should be reserved for staff.



❑ **Option 7:**

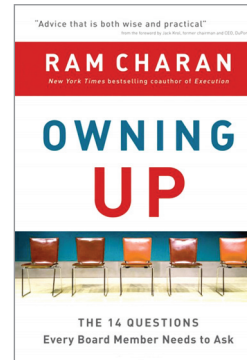
The Council: A Biblical Perspective on Board Governance

by Gary G. Hoag, Wesley K. Willmer, and Gregory J. Henson

Chapter 6: Model: Spiritual Practices for Maintaining a Biblical Mindset

Option 1: Board Retreat Read-and-Reflect Worksheet*Great boards read at least one book a year to improve their governance competencies!*

**2020 Board Retreat
XYZ Ministry
Read-and-Reflect Worksheet**

**MEMO****DATE:** May 1, 2020**TO:** Board of Directors**FROM:** Jane Doe, Board Chair**RE:** Preparation for Board Retreat

We are prayerfully looking forward to meeting with all of you at the 2020 Board Retreat. We want our time together to reflect the heart and spirit of Henry Blackaby's memorable comment, "Find out what God is doing...and then join Him."

This worksheet is designed to get everyone thinking in advance. We urge you to invest time in prayer and preparation BEFORE the board retreat. Please note this wisdom from Peter Drucker:

**"The best way to predict the future
is to create it."**

Peter Drucker

◆ Reading Assignment

You have received the book, *Owning Up: The 14 Questions Every Board Member Needs to Ask*, by Ram Charan. We'll dig deep into this resource. And we'll heed this reminder, also from Peter Drucker: **"Plans are only good intentions unless they immediately degenerate into hard work."**

Drucker also said that "we now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn." So...what can we learn that will help us with board governance?

A "Read-and-Reflect Worksheet" is attached to this memo. After you've read the book, please jot down your thoughts and then bring the worksheet with you to the board retreat. Thanks! We're looking forward to seeing how God will lead you in this process.

◆ Why is this important? James M. Kouzes and Barry Z. Posner note in *The Leadership Challenge*:

**"Leaders must challenge the process because systems will unconsciously
conspire to maintain the status quo and prevent change."**

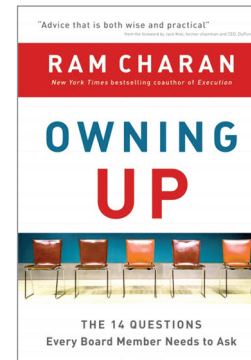
Read-and-Reflect Worksheet

XYZ Ministry • 2020 Board Retreat

→ Please bring the worksheet with you to the Board Retreat

“The business landscape has changed. The game has changed.
What boards do needs to change as well.”

Ram Charan



From the book's website: www.ram-charan.com

Your world as a director has suddenly changed. You've seen members of other boards take the heat when their companies imploded. The managements of Lehman Brothers, Bear Stearns, Merrill Lynch, and Washington Mutual clearly failed, but so did their boards. Now the board of every company beset with problems is coming under scrutiny.

The pressure is on. Your board must own up to its accountability for the performance of the corporation. **Governance now means leadership.**

Boards must change their modus operandi to address the new and complex issues that are emerging. These include:

- Ensuring liquidity in the context of the global financial crisis
- Setting CEO performance targets in a very uncertain economy
- Assessing strategy and enterprise risk under extreme volatility

So what should boards do now? What should they be talking about in their meetings and executive sessions? What decisions must they make? How assertive must they be regarding company priorities and operating goals?

In *Owning Up*, business advisor and corporate governance expert Ram Charan answers these and other burning questions on the minds of directors and business leaders. He describes best practices that are emerging in boardrooms he has observed firsthand. And he provides practical recommendations on a range of issues, from compensation to dealing with external constituencies. Wisely attuned to the human side, he confronts the need for some boards to refresh their composition and for others to rebalance their board dynamics.

Directors, CEOs, general counsels, and operating executives will find here the guidance they need to meet the new and rising standards for corporate governance in this demanding business environment.

Reading Options	<p><i>Owning Up: The 14 Questions Every Board Member Needs to Ask,</i> by Ram Charan</p> <p>2 Options:</p> <p><input checked="" type="checkbox"/> Option 1. Read the entire book—and you may win a Chick-fil-A card!</p> <p><input checked="" type="checkbox"/> Option 2. Read these “6 Most Relevant Chapters” and scan the rest:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Chapter 1: Board Composition <input type="checkbox"/> Chapter 2: Risk Management <input type="checkbox"/> Chapter 4: CEO Succession <input type="checkbox"/> Chapter 5: Corporate [Ministry] Strategy <input type="checkbox"/> Chapter 12: Board Self-Assessment <input type="checkbox"/> Chapter 13: Micromanaging
Introductory Critical Questions:	<p>Ram Charan makes some very strong statements at the beginning of the book. Do you agree with them?</p>

Do you agree or disagree?	Yes! Absolutely!	To Some Extent	Not at All
1. Has the business landscape changed?			
2. Has “the game” changed?			
3. Do boards need to change?			
4. Does our board need to change?			
5. Charan says that “Governance now means leadership.” Do you agree?			

What changes, if any, should be made—and by when?

<p>Question 1:</p> <p>Board Composition</p> <p>A “Top-6 Chapter”</p>	<p>Chapter 1</p> <p>Question 1: Is our Board Composition Right for the Challenge?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	--

<p>Question 2:</p> <p>Risk Management</p> <p>A “Top-6 Chapter”</p>	<p>Chapter 2</p> <p>Question 2: Are We Addressing the Risks that Could Send our Company Over the Cliff?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	--

<p>Question 3:</p> <p>Crisis Management</p>	<p>Chapter 3</p> <p>Question 3: Are We Prepared to Do our Job Well When a Crisis Erupts?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	---

<p>Question 4:</p> <p>Succession Planning</p> <p>A “Top-6 Chapter”</p>	<p>Chapter 4</p> <p>Question 4: Are We Well Prepared to Name our Next CEO?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
---	---

<p>Question 7:</p> <p>Executive Compensation</p>	<p>Chapter 7</p> <p>Question 7: How Can our Board Get CEO Compensation Right?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
---	--

Note: Question 8, “The Lead Director” is not included here. Few, if any, nonprofit organizations or churches create a “Lead Director” position on the board.

<p>Question 9:</p> <p>Governance Committee</p>	<p>Chapter 9</p> <p>Question 9: Is our Governance Committee Best of Breed?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
---	---

<p>Question 10:</p> <p>Maximizing a Board Member's Time</p>	<p>Chapter 10</p> <p>Question 10: How Do We Get the Most Value out of Our Limited Time?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	---

<p>Question 11:</p> <p>Executive Sessions</p>	<p>Chapter 11</p> <p>Question 11: How Can Executive Sessions Help the Board Own Up?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	---

<p>Question 12:</p> <p>Board Self-Assessment Process</p> <div style="background-color: black; color: white; padding: 5px; margin-top: 10px;">A “Top-6 Chapter”</div>	<p>Chapter 12</p> <p>Question 12: How Can our Board Self-Evaluation Improve our Functioning and our Output?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	---

<p>Question 13:</p> <p>Micromanaging Symptoms</p> <p>A “Top-6 Chapter”</p>	<p>Chapter 13</p> <p>Question 13: How Do We Stop from Micromanaging?</p> <p>Key Thought or Question:</p> <p>Implication or Application for our Board:</p>
--	---

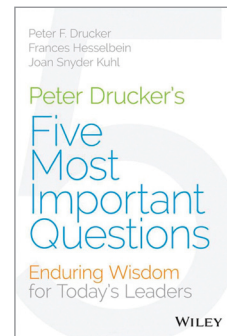
Note: Question 14, “How Prepared Are We to Work with Activist Shareholders and Their Proxies?” is not included here. However, you may want to add your own question about the care and feeding of major donors. For a resource, read Part 3, “The Role of the Board in Development,” in *Development 101: Building a Comprehensive Development Program on Biblical Values*, by John R. Frank and R. Scott Rodin (Colbert, WA: Kingdom Life Publishing and Steward Publishing, 2015).

→ **REMINDER:** Please bring the worksheet with you to the Board Retreat

❑ Option 2: Board Retreat Read-and-Reflect Worksheet

Great boards read at least one book a year to improve their governance competencies!

2020 Board Retreat XYZ Ministry Read-and-Reflect Worksheet



MEMO

DATE: May 1, 2020

TO: Board of Directors

FROM: Jane Doe, Board Chair

RE: Preparation for Board Retreat

We are prayerfully looking forward to meeting with all of you at the 2020 Board Retreat. We want our time together to reflect the heart and spirit of Henry Blackaby's memorable comment, "Find out what God is doing...and then join Him."

This worksheet is designed to get everyone thinking in advance. We urge you to invest time in prayer and preparation BEFORE the board retreat. Please note this wisdom from Peter Drucker:

**"The best way to predict the future
is to create it."**

Peter Drucker

◆ Reading Assignment

You have received the book, *Peter Drucker's Five Most Important Questions*, by Peter Drucker, Frances Hesselbein, and Joan Snyder Kuhl. We'll dig deep into this resource. And we'll heed this reminder, also from Peter Drucker: **"Plans are only good intentions unless they immediately degenerate into hard work."**

Drucker also said that "we now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn." So...what can we learn that will help us with board governance?

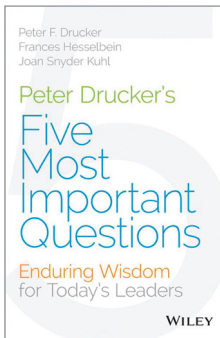
A "Read-and-Reflect Worksheet" is attached to this memo. After you've read the book, please jot down your thoughts and then bring the worksheet with you to the board retreat. Thanks! We're looking forward to seeing how God will lead you in this process.

◆ Why is this important? James M. Kouzes and Barry Z. Posner note in *The Leadership Challenge*:

**"Leaders must challenge the process because systems will unconsciously
conspire to maintain the status quo and prevent change."**

Read-and-Reflect Worksheet**XYZ Ministry • 2020 Board Retreat**

→ Please bring the book and the worksheet with you to the Board Retreat

**Peter Drucker on Self-Assessment:**

“Self-assessment is the first action requirement of leadership: the constant resharpening, constant refocusing, never really being satisfied.”

“The **self-assessment** process is a method of assessing what you are doing, why you are doing it, and what you must do to improve an organization’s performance.”

Reading Options	<p>2 Options:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Option 1. Read the entire book (and the commentary on each question)— and you may win a Chick-fil-A card! You’ll especially enjoy the interesting color commentary by millennials in each chapter. <input checked="" type="checkbox"/> Option 2. Read just Peter Drucker’s comments on the five questions (less than 35 pages). <ul style="list-style-type: none"> <input type="checkbox"/> Why Self-Assessment? (pages 1-6) <input type="checkbox"/> Question 1: What Is Our Mission? (pages 7-11) <input type="checkbox"/> Question 2: Who Is Our Customer? (pages 19-23) <input type="checkbox"/> Question 3: What Does the Customer Value? (pages 35-38) <input type="checkbox"/> Question 4: What Are Our Results? (pages 47-52) <input type="checkbox"/> Question 5: What Is Our Plan? (pages 61-68)
Introductory Critical Questions:	<p>Peter Drucker makes a very strong statement at the beginning of the book. (page 2) <i>Do you agree with him?</i></p> <p>Although I don’t know a single for-profit business that is as well managed as a few of the nonprofits, the great majority of the nonprofits can be graded a ‘C’ at best. Not for lack of effort; most of them work very hard. But for lack of focus, and for lack of tool competence. I predict that this will change, however, and we at the Drucker Foundation [now the Frances Hesselbein Leadership Institute] hope to make our greatest impact in these areas of focus and tool competence.</p>

Question 1: What is our mission?	Our organization's mission is to...
--	-------------------------------------

Is it time to re-visit our mission statement? Measure our mission statement against this “Top-10 List” below:

Top-10 Ingredients That Create an Eloquent and Arresting Mission Statement⁶ Our mission . . .	Yes! Absolutely!	To Some Extent	Not at All
1. Is short and easily focused.			
2. Is clear and easily understood.			
3. Defines why we do what we do, why the organization exists.			
4. Does not prescribe means.			
5. Is sufficiently broad.			
6. Provides direction for doing the right things.			
7. Addresses our opportunities.			
8. Matches our competence.			
9. Inspires our commitment.			
10. Says what, in the end, we want to be remembered for.			
Bonus Question: Does our mission statement ...fit on a t-shirt?			

MISSION:

Skip LeFauve: “Having a well-defined mission gives leaders a way to resolve competing interests and make better decisions.”⁷

Frances Hesselbein: “Revisit the mission every three years, each time refine or amend it so that it reflects shifts in the environment and the changing needs of the customers.”⁸

⁶ These 10 questions are adapted from Peter Drucker, *The Five Most Important Questions Self-Assessment Tool: Participant Workbook* and Leader to Leader Institute (San Francisco: Jossey-Bass, 2010), 12.

⁷ Skip LeFauve quoted in the “Leadership Tip of the Day” email from the (now-named) Frances Hesselbein Leadership Forum, June 1, 2010, www.HesselbeinForum.org.

⁸ Frances Hesselbein quoted in the “Leadership Tip of the Day” email from the (now-named) Frances Hesselbein Leadership Forum, October 2, 2010, www.HesselbeinForum.org.

<p>Question 2:</p> <p>Who is our customer?</p>	<p>Peter Drucker distinguishes between “primary” and “supporting” customer and says that your primary customer is “the person whose life is changed through your work.”</p> <p>In your opinion, who is our primary customer?</p>
---	--

<p>Question 3:</p> <p>What does our customer value?</p>	<p>Research is a key part of discerning what our customers value. What would you like to know about our primary customer that we don’t know today?</p>
--	--

“It is your customers’ expectations you are trying to meet, not your own.”⁹

Bernhard Schroeder

⁹ Bernhard Schroeder quoted in the “Leadership Tip of the Day” email from the (now-named) Frances Hesselbein Leadership Forum, October 14, 2015, www.HesselbeinForum.org.

<p>Question 4:</p> <p>What are our results?</p>	<p>In all of his writings, Drucker talks about planned abandonment—“sloughing off yesterday.” What are some of the sacred cows or dead horses we should abandon in order to make room for our most critical priorities and the achieving of God-honoring results?¹⁰</p>
--	--

<p>Question 4:</p> <p>What are our results?</p> <p><i>Optional Homework</i></p>	<p>John Pearson, author of <i>Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit</i>, begins his book (the first “bucket” or core competency) with “The Results Bucket.”</p> <p>Optional:</p> <p>Visit: http://managementbuckets.com/results-bucket to download and read “The Results Bucket” chapter from John’s book.</p> <p>Then . . . please jot down any insights that would apply to our present and future situation.</p> <p>Insights:</p>
--	--

“Dakota tribal wisdom says that when you discover a dead horse, the best strategy is to dismount.”¹¹

Elmer Towns and Warren Bird

¹⁰ Read more about sacred cows and dead horses in “Lesson 23: Focus on Mission Impact and Sustainability” in *Lessons From the Nonprofit Boardroom* by Dan Busby and John Pearson.

¹¹ Elmer Towns and Warren Bird, *Into the Future: Turning Today’s Church Trends Into Tomorrow’s Opportunities* (Grand Rapids, MI: Fleming H. Revell, 2000), 14.

<p>Question 5:</p> <p>What is our plan?</p>	<p>Peter Drucker says that an effective plan involves five elements:</p> <ul style="list-style-type: none">• Abandonment• Concentration• Innovation• Risk taking• Analysis <p>In your opinion, which one of the five elements (above) are we most competent in? Why?</p> <p>Which one element (above) needs more of our focus? Why?</p>
--	---

Thanks for praying and preparing for our important time together!

“Is there anyone here who, planning to build a new house, doesn’t first sit down and figure the cost so you’ll know if you can complete it? If you only get the foundation laid and then run out of money, you’re going to look pretty foolish. Everyone passing by will poke fun at you:
‘He started something he couldn’t finish.’”

Luke 14:28-30 (The Message)

More Drucker Resources

- ❑ **Visit:** The Drucker Bucket: www.managementbuckets.com/drucker-bucket
- ❑ **Read:** *Drucker & Me: What a Texas Entrepreneur Learned from the Father of Modern Management*, by Bob Buford
- ❑ **Read:** *The Practical Drucker: Applying the Wisdom of the World's Greatest Management Thinker*, by William A. Cohen

❑ Option 3: Board Retreat Read-and-Reflect Worksheet

Great boards read at least one book a year to improve their governance competencies!



Called to Serve: Creating and Nurturing the Effective Volunteer Board

by Max De Pree

- ❑ Contrarian wisdom!
- ❑ Just 91 pages!

Do it yourself version!

- ☑ **Step 1:** Inspire a board member to create a customized “Read-and-Reflect Worksheet” that aligns with the current and specific needs of your board.
- ☑ **Step 2:** Review the worksheet formats in Option 1 and Option 2—and create your own for *Called to Serve*.
- ☑ **Step 3:** Read the book review and/or ECFA blog posts on *Called to Serve* and select various questions and emphases that address your board’s unique situation.

Or...try this at your board retreat:

- ☑ **Assign** a chapter from *Called to Serve* to every board member. Sprinkle the 5-minute or 10-minute chapter reports throughout the board retreat agenda. Use a timer with a buzzer and award gift cards to those who finish on time!

***“A good board will measure
the appropriate inputs as well as the outputs.
Failure to measure what matters damages our future”¹²***

Max De Pree

¹² Max De Pree, *Called to Serve: Creating and Nurturing the Effective Volunteer Board* (Grand Rapids, MI: Wm. B. Eerdmans, 2001), 21.

30 Tantalizing Topics from Max De Pree's 91-page book***Called to Serve: Creating and Nurturing the Effective Volunteer Board***

Source: 30 short blogs posted from Dec. 31, 2016 to Oct. 9, 2017 by John Pearson
Governance of Christ-Centered Organizations (ECFA Blog)

www.ECFAgovernance.blogspot.com

<input checked="" type="checkbox"/>	POSSIBLE BOARD MEMBER PRESENTATION TOPICS AT BOARD RETREAT
	Introduction: What Will You Measure in 2017? <i>http://ECFAgovernance.blogspot.com/2016/12/what-will-you-measure-in-2017.html</i>
	2. Called to Serve: Violence and Committee Meetings!
	3. Called to Serve: Loyalty Is Never Sufficient
	4. Called to Serve: Challenged With Measurable Work
	5. Called to Serve: How to “Table” a Thank You
	6. Called to Serve: Governance Through the Prism of the Agenda
	7. Called to Serve: The Bell Curve of a Board Meeting
	8. Called to Serve: No Reading Allowed!
	9. Called to Serve: Death by Committee
	10. Called to Serve: What’s More Important Than Structure?
	11. Called to Serve: Do Not Censor What the Board Receives
	12. Called to Serve: Coherence With Corrals
	13. Called to Serve: The Prospect Pipeline
	14. Called to Serve: There Are No Committee Statues!
	15. Called to Serve: SILENCE!
	16. Called to Serve: Board Member Self-Measurements
	17. Called to Serve: Be a Frantic Learner!
	18. Called to Serve: If No Progress—Skip the “Progress Report!”
	19. Called to Serve: The Phone-Book-Size Board Packet Syndrome
	20. Called to Serve: Use White Space to Practice Hospitality
	21. Called to Serve: When Your Organization Is Bleeding and Boring Board Members
	22. Called to Serve: The Ten-Foot Pole Tension
	23. Called to Serve: Board Meddling on Management’s Turf
	24. Called to Serve: Max’s Most Memorable Message (1924–2017)
	25. Called to Serve: What the Board Owes the CEO
	26. Called to Serve: The Error of Leadership Indifference
	27. Called to Serve: Give Space...But Plan Sparingly
	28. Called to Serve: Don’t Neglect Your CEO’s Growth
	29. Called to Serve: Goal No. 1—Keep Your CEO Alive!
	30. Called to Serve: No Board Detail Is Too Small (Index to 30 Blogs) <i>http://ECFAgovernance.blogspot.com/2017/10/called-to-serve-no-board-detail-is-too.html</i>

Book Review



Called to Serve: Creating and Nurturing the Effective Volunteer Board

by Max De Pree

*Your Weekly Staff Meeting eNews*¹³
John Pearson, Editor/Publisher

Issue No. 352 of *Your Weekly Staff Meeting* features a “thin book” (just 91 pages) on board governance—the perfect size to inspire your board and educate your staff. And for the record—this is NOT fake news!

A Contrarian’s Wisdom: Called to Serve

I tilt towards books that lean towards the contrarian quadrant. Example: former USC President Steven Sample’s book, *The Contrarian’s Guide to Leadership*. Before buying a book, he prefers a five-minute conversation with someone who has already read it.

So when I had a five-minute conversation with consultant and author Dave Coleman about Max De Pree’s 91-page contrarian gem, it fed my board governance book-addicted soul. I love this book and the title: *Called to Serve: Creating and Nurturing the Effective Volunteer Board*.¹⁴

Contrarian Max De Pree writes:

- “There is a reason why this is a small book. We want it to be useful, but not a burden.”
- “We believe good people need reminders and an occasional nudge, not a sermon.”
- “A good board will measure the appropriate inputs as well as the outputs. Failure to measure what matters damages our future.”
- “My friend Jim Beré...once told me that he would serve only on boards that had hard-working executive committees.”

Commenting on board committees, De Pree notes the story of the English visitor who watched his first American football game and observed,

**“The game combines the two worst elements of American culture—
violence and committee meetings.”**

Rather than penning a 300-page snoozer, De Pree crafts a coaching conversation (a series of letters) with a young leader and his first CEO/board relationship. It’s easy reading and the short epistles are extraordinary.

¹³ Excerpted from John Pearson, “A Contrarian’s Wisdom: Called to Serve,” *Your Weekly Staff Meeting* (eNewsletter), December 7, 2016, http://urgentink.typepad.com/my_weblog/2016/12/called-to-serve-creating-and-nurturing-the-effective-volunteer-board.html.

¹⁴ Max De Pree, *Called to Serve: Creating and Nurturing the Effective Volunteer Board* (Grand Rapids, MI: Wm. B. Eerdmans, 2001).

Board service, writes De Pree, should be “demanding in the best sense of the word.” He lists three other characteristics of great boards:

- Lively
- Effective
- Fun to serve on

CEOs will appreciate every page: “...the chief responsibility of boards is to be effective on behalf of the organization.” He adds, “Effective boards, in a nutshell:

- remember the long view,
- remember that the president and staff are human,
- and do the work of the board...”

Plus this:

“Most of the work of the board takes place through the implementation of an agenda.”

More contrarian pokes-in-the-ribs:



- “Many high-priced consultants will tell you to have the shortest possible mission statement. I don’t happen to think that is such a great idea.”
- “I feel that the closer an organization comes to being defined as a movement, the closer it will come to fulfilling its potential.”
- “I’m a great believer that management should be invited into the board’s world but that the board should not go into management’s area.”
- “The chairperson should not permit anyone to read to the board.”

Max De Pree served as board chair of Fuller Seminary—and get this—the seminary honored him with the establishment of the Max De Pree Center for Leadership in 1996. His day job was with Herman Miller, the office furniture company, where he served as president from 1980 to 1987 (and as a board member until 1995). His book, *Leadership Is an Art*, has sold more than 800,000 copies. (See also *Leading Without Power: Finding Hope in Serving Community*.)

Effective boards do very good planning, says De Pree. He lists three planning questions and then suggests who must be involved in the planning. “. . . some people need to be involved, to be blunt, because they are going to pay the bill.”

He balances the CFO’s involvement in planning with this: “Planning by the board ought always to include the chief financial officer, a bringer of necessary reality to the process. Of course, the chief financial officer should never have a role that stymies the vision. Some realities have priority over numbers.”

Oh, my—I could fill a year’s worth of eNewsletters with his contrarian coaching!

- “Loyalty by itself is never sufficient. You always have to link loyalty and competence.”
- “When an organization demands true leadership and the results justify the time and energy, good boards respond with gusto.”
- “Another crime, it seems to me, is to give really good people poor leadership.”

Trust me—this book will not disappoint. All 91 pages are packed with power. Perfect snippets for your “10 Minutes for Governance” segment at every board meeting. (You do that, right?) I’ll close with a story.

Addressing the importance of creating time in the agenda for board reflection, he writes, “I remember the story, perhaps apocryphal, about President Eisenhower and his secretary of state, John Foster Dulles. Dulles was an inveterate traveler. He seemed to be on the go continuously. At one point during the discussion of a serious problem, President Eisenhower said to him,

**‘Don’t just do something,
stand there.’**

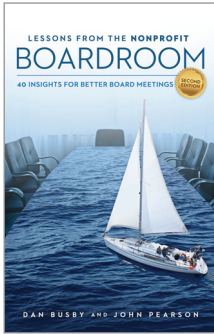
Sometimes it’s easier to be busy than to take the time to be reflective.”

Your Weekly Staff Meeting Questions:

1. Max De Pree writes, “. . . a board can be only as good as management will help it become.” *So how effective is your organization’s CEO and senior team in helping the board be effective—without inappropriately doing the board’s work?*
2. De Pree recommends that “Key proposals and issues like building programs or fund drives should always come to the board through its committees at least twice.” *Think back for three years—has this been your practice?*

❑ Option 4: Board Retreat Read-and-Reflect Worksheet

Great boards read at least one book a year to improve their governance competencies!



Lessons From the Nonprofit Boardroom ***40 Insights for Better Board Meetings***, Second Edition

by Dan Busby and John Pearson

- ❑ 40 short lessons
- ❑ 11 practical sections
- ❑ 40 guest bloggers: www.nonprofitboardroom.blogspot.com

Do it yourself version!

- ☑ **Step 1:** Read Lesson 38, “Great Boards Delegate Their Reading” and why you should “Deputize a ‘Leaders Are Readers Champion.’”
- ☑ **Step 2:** Appoint a “Leaders Are Readers Champion” and inspire that board member to create a customized “Read-and-Reflect Worksheet” that aligns with the current and specific needs of your board.
- ☑ **Step 3:** Review the worksheet formats in Option 1 and Option 2—and create your own version of a *Lessons From the Nonprofit Boardroom* Read-and-Reflect Worksheet.
- ☑ **Step 4:** Read the book review and/or the guest blogger posts on *Lessons From the Nonprofit Boardroom* blog and select various topics and emphases that address your board’s unique situation. Visit: www.nonprofitboardroom.blogspot.com.

***“I love this quote from the U.S. Navy Seals,
‘Under pressure you don’t rise to the occasion,
you sink to the level of your training. That’s why we train so hard.’***

***By being intentional about ongoing board member education,
organizations are investing in their own preparation to ‘rise to the occasion’
that will inevitably emerge—at the least expected moment.”¹⁵***

Kent Stroman

¹⁵ Quoted in “Great Boards Delegate Their Reading,” by Kent Stroman, *Lessons From the Nonprofit Boardroom* (blog), Aug. 8, 2018, <http://nonprofitboardroom.blogspot.com/2018/08/lesson-38-great-boards-delegate-their.html>.

More Governance Resources: for brief reviews and discussion questions from more than a dozen “Best Board Books,” visit the blog series at ECFA’s *Governance of Christ-Centered Organizations* blog.

Best Board Books #1: *Boards That Lead*

<http://ECFAGovernance.blogspot.com/2018/07/best-board-books-1-boards-that-lead.html>

Excerpted from Lesson 38:

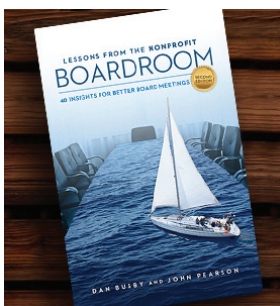
Great Boards Delegate Their Reading¹⁶

Deputize a “*Leaders Are Readers Champion*.”

We’ve observed that there are several best practices that learning boards embrace:

- ❑ **Learning boards feature brief book reviews at every board meeting.** Great boards delegate their reading. Every board member doesn’t need to read every governance book. However, with advance planning and motivation, the board chair can inspire individual board members to read and report on a helpful governance book. Some boards set the iPhone timer on the book reviewer for four or five minutes. If the reviewer concludes the report before the bell rings, he or she earns a Chick-fil-A card!
- ❑ **Learning boards inspire everyone to read the same book prior to the annual board retreat.** Select one stimulating book for everyone to read and include a “Read-and-Reflect Worksheet.” Provide three options: Good—read five chapters; Better—read eight chapters; Best—read every chapter. Invite selected board members to share four-minute reviews of their assigned chapters. You’ll be amazed at the preparation! *No one wants to be remembered as the unprepared presenter.*
- ❑ **Learning boards deputize a “Leaders Are Readers Champion.”** Appoint one board member to keep the “leaders are readers” core value on the front burner. Provide a small budget so he or she can keep abreast of the latest trends, resources, training, books, blogs, videos, toolboxes, and websites that will help your board be lifelong learners.

So...what is “the best governance book” your board should read next? It depends, of course, on your unique situation. As you spiritually discern God’s direction for your ministry, your journey can be enhanced by the books you read (or listen to). Inspire your board to read!



40 Governance Lessons from Dan Busby and John Pearson

***Lessons From the Nonprofit Boardroom:
40 Insights for Better Board Meetings***

40 guest blogger posts from November 2017 to October 2018
Governance of Christ-Centered Organizations (ECFA Blog)
www.nonprofitboardroom.blogspot.com

See next page →

¹⁶ Busby and Pearson, *Lessons From the Nonprofit Boardroom*, 198–201.

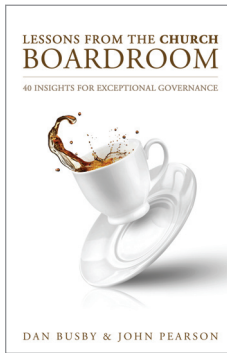
☒ **Board Retreat Topics from: *Lessons From the Nonprofit Boardroom***

<http://nonprofitboardroom.blogspot.com/>

PART 1: The Powerful Impact of Highly Engaged Boards	
<input type="checkbox"/>	1) Wanted: Lifelong Learning Board Members
<input type="checkbox"/>	2) Ask the Gold Standard Question
<input type="checkbox"/>	3) Break Bread, Not Relationships
PART 2: Boardroom Tools, Templates, and Typos	
<input type="checkbox"/>	4) Do Unwritten Board Policies Really Exist?
<input type="checkbox"/>	5) <i>Before</i> the Board Meeting
<input type="checkbox"/>	6) Eliminate Hallway Whining
<input type="checkbox"/>	7) Typos Matter!
PART 3: Nominees for the Board Member Hall of Fame	
<input type="checkbox"/>	8) Listen to the Wisdom of Many Counselors
<input type="checkbox"/>	9) Serve With Humility and Experience God's Presence
<input type="checkbox"/>	10) Prioritize Prayer Over Problems
PART 4: Epiphanies in the Boardroom	
<input type="checkbox"/>	11) <i>Tap! Tap! Tap!</i>
<input type="checkbox"/>	12) Vision Growth Must Equal Leader Growth
<input type="checkbox"/>	13) If You Need a Volunteer, Recruit a Volunteer
<input type="checkbox"/>	14) If You Need a Board Member, Recruit a Board Member
PART 5: Boardroom Bloopers	
<input type="checkbox"/>	15) Cut Your Losses
<input type="checkbox"/>	16) Date Board Prospects Before You Propose Marriage
<input type="checkbox"/>	17) Sidetrack Harebrained Ideas
<input type="checkbox"/>	18) Do Not Interrupt!
PART 6: Boardroom Time-Wasters, Troublemakers, and Truth-Tellers	
<input type="checkbox"/>	19) Never Throw Red Meat on the Board Table
<input type="checkbox"/>	20) Apply for a Staff Position and You Can Deal With That Issue!
<input type="checkbox"/>	21) Back Off the Ledge of Dysfunctional Mayhem
PART 7: Boardroom Best Practices	
<input type="checkbox"/>	22) The Most Underrated Board Position
<input type="checkbox"/>	23) Focus on Mission Impact <i>and</i> Sustainability
<input type="checkbox"/>	24) Ministry Fundraising 101 for Board Members
PART 8: Boardroom Worst Practices	
<input type="checkbox"/>	25) Align Board Member Strengths With Committee Assignments
<input type="checkbox"/>	26) Spotting, Catching, or Exiting a Falling CEO
<input type="checkbox"/>	27) Report Once and Report With Clarity
PART 9: Holy Ground and Other Locations	
<input type="checkbox"/>	28) Slow Down and Wait on God
<input type="checkbox"/>	29) Think and Pray Outside the Box—and the County!
<input type="checkbox"/>	30) The Truck Driver Was No Match for the Faith-Filled Board Chair!
PART 10: Building a 24/7 Board Culture	
<input type="checkbox"/>	31) Cut the Cord! Invite Board Members to Exit When They Don't Live Your Values
<input type="checkbox"/>	32) Loose Lips Sink the Boardroom Ship
<input type="checkbox"/>	33) "Good Is the Enemy of Great"
PART 11: Boards That Lead and Boards That Read	
<input type="checkbox"/>	34) Envision Your Best Board Member Orientation Ever
<input type="checkbox"/>	35) Is Your Board Color-Blind to Hazardous Conditions?
<input type="checkbox"/>	36) Decrease Staff Reporting and Increase Heavy Lifting
<input type="checkbox"/>	37) Don't Stretch Credulity With BHAGs and Stretch Goals
<input type="checkbox"/>	38) Great Boards Delegate Their Reading
<input type="checkbox"/>	39) Invest "10 Minutes for Governance" in Every Board Meeting
<input type="checkbox"/>	40) A Board Prayer

❑ Option 5: Board Retreat Read-and-Reflect Worksheet

Great boards read at least one book a year to improve their governance competencies!



Lessons From the Church Boardroom ***40 Insights for Exceptional Governance***

by Dan Busby and John Pearson

- ❑ 40 short lessons
- ❑ 10 practical sections
- ❑ 40 guest bloggers: www.churchboardroom.blogspot.com

Do it yourself version!

- ☑ **Step 1:** Read Lesson 1, “Wanted: Lifelong Learners. Would you trust a surgeon who stopped learning?”
- ☑ **Step 2:** Appoint a “*Leaders Are Readers*” Champion (see “8 Ways to Use This Book at Your Church”) and inspire that board member to create a customized “Read-and-Reflect Worksheet” that aligns with the current and specific needs of your church board.
- ☑ **Step 3:** Read the book review and/or the guest blogger posts on *Lessons From the Church Boardroom* blog and select various topics and emphases that address your board’s unique situation. Visit: <http://churchboardroom.blogspot.com>



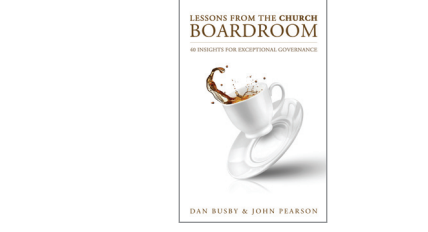
Attn: Church Boards

Review the worksheet formats in Option 1 and Option 2—and create your own version of a *Lessons From the Church Boardroom* Read-and-Reflect Worksheet, or customize the worksheet here in Option 5.

☒ **Board Retreat Topics from: *Lessons From the Church Boardroom***

<http://churchboardroom.blogspot.com/>

PART 1: The Powerful Impact of Highly Engaged Boards	
<input type="checkbox"/>	1) Wanted: Lifelong Learners
<input type="checkbox"/>	2) Ask the Gold Standard Question
<input type="checkbox"/>	3) Guarding Your Pastor's Soul
<input type="checkbox"/>	4) What Could Possibly Go Wrong?
PART 2: Boardroom Tools and Templates	
<input type="checkbox"/>	5) Do Unwritten Board Policies Really Exist?
<input type="checkbox"/>	6) Enhance Harmony by Clarifying Your Participant Hat Expectations
<input type="checkbox"/>	7) Eliminate Fuzziness Between Board and Staff Roles
PART 3: Nominees for the Church Board Member Hall of Fame	
<input type="checkbox"/>	8) Thrive With Four Kingdom Values
<input type="checkbox"/>	9) Listen to the Wisdom of Many Counselors
<input type="checkbox"/>	10) Prioritize Prayer Over Problems
PART 4: Epiphanies in the Boardroom	
<input type="checkbox"/>	11) <i>Tap! Tap! Tap!</i>
<input type="checkbox"/>	12) Looking for Consensus but Finding Division
<input type="checkbox"/>	13) Caution! Understand the Governance Pendulum Principle
<input type="checkbox"/>	14) Be Intentional About Your First 30 Minutes
PART 5: Boardroom Bloopers	
<input type="checkbox"/>	15) Do Not Interrupt!
<input type="checkbox"/>	16) The Bully in the Church Boardroom
<input type="checkbox"/>	17) Don't Be Late or Annoying
PART 6: Boardroom Time-Wasters, Trouble-Makers, and Truth Tellers	
<input type="checkbox"/>	18) Never Throw Red Meat on the Board Table
<input type="checkbox"/>	19) Alert! The ER Factor Causes Value Extraction
<input type="checkbox"/>	20) Apply for a Staff Position and You Can Deal With That Issue!
<input type="checkbox"/>	21) Back Off the Ledge of Dysfunctional Mayhem
<input type="checkbox"/>	22) Big Rocks, Pebbles, and Sand
PART 7: Boardroom Best Practices	
<input type="checkbox"/>	23) Pastor Pay—It's About More Than Just Money
<input type="checkbox"/>	24) How Many Board Members Are Present in Your Boardroom?
<input type="checkbox"/>	25) Address Absentee Board Member Syndrome
<input type="checkbox"/>	26) <i>Before</i> the Board Meeting
PART 8: Boardroom Worst Practices	
<input type="checkbox"/>	27) Defending Risks Everywhere Is Not a Strategic Plan
<input type="checkbox"/>	28) Where Two or Three Are Gathered on Social Media...
<input type="checkbox"/>	29) Keeping the Boardroom Afloat
<input type="checkbox"/>	30) 7 Ways to Avoid a Financial Train Wreck
PART 9: Building a 24/7 Board Culture	
<input type="checkbox"/>	31) Watch Out for Boards Asleep at the Wheel
<input type="checkbox"/>	32) Loose Lips Sink the Boardroom Ship
<input type="checkbox"/>	33) "Good Is the Enemy of Great"
<input type="checkbox"/>	34) Break Bread, Not Relationships
<input type="checkbox"/>	35) Common Misconceptions of Board Members
<input type="checkbox"/>	36) You Made Me Better Than I Was
PART 10: Boards That Lead	
<input type="checkbox"/>	37) Is Your Board Color-Blind to Hazardous Condition Signs?
<input type="checkbox"/>	38) Leverage the 80/20 Rule in the Boardroom
<input type="checkbox"/>	39) Don't Stretch Credulity With BHAGs and Stretch Goals
<input type="checkbox"/>	40) A Board Prayer



Lessons From the Church Boardroom ***40 Insights for Exceptional Governance***

by Dan Busby and John Pearson

Attn: Board Members

Use this worksheet as you prepare for your 10-minute presentation on your assigned lesson at our church board retreat. Limit the worksheet to one-page only and bring copies for every participant. We suggest you divide your time as follows:

- | | |
|-------------------------------|--|
| ✓ Your presentation | 3 minutes (one big idea) |
| ✓ Discussion in groups of two | 3 minutes (one question) |
| ✓ 30-second group reports | 4 minutes (post insights on flipchart) |

You'll receive a Chick-fil-A gift card if you finish your 10-minute segment before the buzzer!

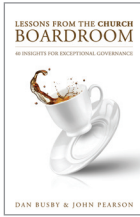
MY NAME	
Lesson Number	
Lesson Title	
Lesson Subtitle	

My favorite quotation:	
My ONE BIG IDEA or take-away from this lesson:	
Insight or implication for our church board:	
Question for groups of two discussions:	

EXAMPLE

Board Retreat Read-and-Reflect Worksheet

Great boards read at least one book a year to improve their governance competencies!



Lessons From the Church Boardroom
40 Insights for Exceptional Governance

by Dan Busby and John Pearson

Attn: Board Members

Use this worksheet as you prepare for your 10-minute presentation on your assigned lesson at our church board retreat. Limit the worksheet to one-page only and bring copies for every participant.

We suggest you divide your time as follows:

- ✓ Your presentation 3 minutes (one big idea)
- ✓ Discussion in groups of two 3 minutes (one question)
- ✓ 30-second group reports 4 minutes (post insights on flipchart)

You'll receive a Chick-fil-A gift card if you finish your 10-minute segment before the buzzer!

MY NAME	Gordon Kim
Lesson Number	22
Lesson Title	Big Rocks, Pebbles, and Sand
Lesson Subtitle	Church boards have a natural gravitational pull towards issues that should be reserved for the church staff.

My favorite quotation:	"Is there a 'glass ceiling' that impedes God's work in your church? Many smaller churches fail to grow because their boards are populated with pebble-pickers!"
My ONE BIG IDEA or take-away from this lesson:	Our church board must inspire every board member to address "big rocks" during board meetings—what the book calls "substantive Kingdom agenda items"—not the minutiae of "pebbles and sand." Why? Because "as churches grow, the need for boards to focus on big rocks—multiplies exponentially!"
Insight or implication for our church board:	Our board chair—and all of us—could begin to use this helpful metaphor (big rocks, pebbles, and sand) to keep us focused on the critical agenda topics that ONLY the board can address. We need to remind ourselves—frequently—that when we're tempted to be doing staff work, we may have the wrong staff in place.
Question for groups of two discussions:	QUESTION: Thinking back over our board meetings for the last 12 months, what percentage of agenda items were "big rocks" compared to pebbles and sand topics? Share one suggestion for moving us towards the big rocks.