AGRiP
Governance & Leadership Conference

Board Composition & Recruitment: How?

March 4 & 5, 2019
11 a.m.-12 p.m.

Dr. Robin Hindsman Stacia
AGRiP Inclusion Resident

Dr. Robin H. Stacia
robin@sageconsultingnetwork.com
404.973.0233

CEO/PRINCIPAL CONSULTANT
Sage Consulting Network, Inc.

BOARD SOURCE
Senior Governance Consultant

STANDARDS FOR EXCELLENCE
An Ethics And Accountability Code For Nonprofit Organizations

CLINICAL PSYCHOLOGIST
Previous Healthcare Performance Executive

LEAN SIX SIGMA PROCESS IMPROVEMENT
Green Belt
Today’s Objectives

To identify the 9 steps of board building and how to strengthen these practices.

To examine the process of identifying future board members, and specific inclusion barriers and practices that support inclusion.

To identify specific inclusivity practices that will support strategic board cultivation and recruitment.

Boards Matter
Who Boards Are Directly Affects How They Work

The People

- The Culture
- The Work
- The Impact

9 Steps

IDENTIFY

CULTIVATE

RECRUIT

ORIENT

INVOLVE

EDUCATE

EVALUATE

ROTATE

CELEBRATE!
Inclusivity Definition

COGNITIVE DIVERSITY + DEMOGRAPHIC DIVERSITY = INCLUSIVITY
Usual Board Recruitment Practices

<table>
<thead>
<tr>
<th>Defined set board membership</th>
<th>Legal limitations and required structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long terms of service - often no term limits</td>
<td>Combined public sector appointments and association elections</td>
</tr>
<tr>
<td>Typically comprised of pool entity representatives</td>
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Cognitive Diversity

**Cognitive Diversity**

1. Varied Perspectives
2. Diverse professions, varied career backgrounds and experiences
3. Varied functional skills and capabilities
4. Varied leadership styles, perspectives

**Cognitive Composition Matrix**

Think about current board’s cognitive composition.

1. Is there a process for understanding expertise, skills and interest of current board members?
2. What types of cognitive diversity would be ideal?
Demographic Diversity

Demographic Composition Matrix

1. Reflect on your board’s current demographic diversity?
2. How would demographic diversity increase your pool’s ability to serve its members?
3. How would demographic diversity increase your pool’s ability to perform at the highest levels?

Demographic Diversity

- Is a unique determination for each governing body
- Represents a range of nationality, ethnic, racial, age, gender, class, and other social characteristics

### Board Composition Matrix

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Prospective Members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>A B C D E F</td>
</tr>
<tr>
<td>25-34</td>
<td></td>
</tr>
<tr>
<td>35-50</td>
<td></td>
</tr>
<tr>
<td>51+</td>
<td></td>
</tr>
<tr>
<td>Ethnicity- Nationality</td>
<td></td>
</tr>
<tr>
<td>African American/Black</td>
<td></td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td></td>
</tr>
<tr>
<td>Caucasian</td>
<td></td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td></td>
</tr>
<tr>
<td>Community Connections</td>
<td></td>
</tr>
<tr>
<td>Religious organizations</td>
<td></td>
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<tr>
<td>Corporate</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Political</td>
<td></td>
</tr>
<tr>
<td>Business and management</td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
</tr>
</tbody>
</table>
Why is this often harder than it appears?
The mind is an automatic association-making machine.

When the mind encounter information—words, pictures, and even complex ideas, related information automatically come to mind.

However—there are errors with this:

Mind Bugs or Memory Bugs

Types of Memory Bugs:
- Unconscious Interference
- False Memories
- False Associations

Today’s Understanding Implicit or Unconscious

Describes when we have attitudes, feelings and beliefs about subgroups of people or associate stereotypes without our conscious knowledge.
Implicit Bias is pervasive: Everyone possesses them, even people with avowed commitments to impartiality.

The implicit associations we hold do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse.

We generally tend to hold implicit biases that favor our own ingroup, though research has shown that we can still hold implicit biases against our ingroup.
How does your board currently identify new board candidates?

Is the current process based in Bylaws requirements or board customs?

Begin to consider what board membership requirements can be changed, and how you can support an inclusive identification process?

These are actions that are designed to encourage interest from potential board candidates in your pool and board.

Create cultivation opportunities- to specifically increase interest in board service.
## Cultivation Strategies

<table>
<thead>
<tr>
<th>Share the board’s Commitment to Inclusivity. (case statement/inclusion framework)</th>
<th>Create a pipeline – early entry points for engagement such as committees and task force projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Elections - Share the Commitment with members.</td>
<td>Invite potential candidates to board meetings. Debrief over coffee.</td>
</tr>
<tr>
<td>Use the composition matrix to support your identification of board candidates.</td>
<td>Invite potential candidates to the board meetings as a guest speaker.</td>
</tr>
<tr>
<td>Embed inclusive governance concepts into board orientations, leadership training, strategic planning and engagement with members.</td>
<td>Provide inclusion training for board members – increase their ability to support, identify and cultivate steps.</td>
</tr>
</tbody>
</table>

## Getting Started

- Understand – what needs changing in order to become more inclusive.
- Define the board’s (organization) expressed commitment.
- Build consensus around what inclusion means and its benefits and challenges.
- If possible, revise organization Bylaws, policies and processes to support inclusivity practices.
- Define the roles of the chief executive and Board Chair.
- Identify partners and tactics to develop diverse pipelines of board candidates.
- Gather external opinions.
- Interview exiting board members for insights on board culture and experience.
- Gather available broad data about board composition, staff composition, agents, stakeholders and member demographics.
- Appoint a work group or task force to lead this effort.
1. Share genuinely about why a selected candidate is being recruited?

2. Describe expectations and responsibilities of board members and ask the candidate how they would like to be engaged?

3. Be honest about inclusion – sharing the board’s value and commitment to both cognitive and demographic diversity.

Discussion
Thank You

DR. ROBIN H. STACIA

robin@sageconsultingnetwork.com
404.973.0233

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