CEO AND SENIOR STAFF INSTITUTE
AUGUST 5–7, 2019
INCLUSIVE LEADERSHIP
AGRiP Inclusion Resident
Dr. Robin H. Stacia

Check-In: Reactions & Questions from Day One

BUILDING THE BOARD OF THE FUTURE
Governance Body Composition Matrix
COGNITIVE DIVERSITY

DEMOGRAPHIC DIVERSITY

Demographic diversity matters.

- The range of nationality, ethnic, racial, age, gender and gender identity, religious, socioeconomic status, sexual orientation, and other social characteristics of individuals

Demographic diversity is uniquely defined.

Who governing bodies are directly affects how they work

The People  The Culture  The Work  The Impact
How is your governing body thinking about the kind of board members it needs?

**INTRODUCING SOMEONE NEW**

**CONNECTING INCLUSIVITY AND THE BOARDROOM**

**Top 5 CliftonStrengths:**
- Individualization
- Ideation
- Maximizer
- Analytical
- Achiever

**Demographics:**
- Female
- White
- Midwestern
- Suburbanite
- Gen X – but strongly connects with boomers and millennials
- Birth order youngest and only child
- First-generation college-educated
BOARD COMPOSITION DISCUSSION

Generative thinking requires an inclusive board composition.

- What work is ahead of us, and what issues do we need to understand?
- What types of individuals would be best suited to work together as we move forward?

COMPOSITION MATRIX

A tool that helps:

- Identify the ideal pool governing body composition
- Map your current governing members
CONSIDERATIONS

• Know your pooling membership and community. What does the data tell you? What trends are affecting it?
• What changes do you forecast for your pool and what types of expertise, cognitive styles, perspectives, etc., are valuable for dealing with the future?
• What does your current pool governing body look like in a generational sense? How can your composition matrix create a succession process to ensure new board member interest and engagement?

CONSIDERATIONS (cont.)

• Review your strategic plan. What competencies, perspectives, and skill sets would be valuable as you work towards achieving these goals?
• Discuss your understanding of demographic trends within your pool membership and community. What diversity gaps exist within your pool governing body?
• Develop a deeper understanding of the communities you serve (your members and their constituents). How can you bring those perspectives, needs, feedback, and priorities into your strategic board discussions?
Enter your composition matrix details on the large flip charts throughout the room.

What is the CEO’s unique role in creating a board composition matrix?

What did you identify as essential composition elements and why?

How do your essential elements differ from the current governing body?

Where in your governance structure can this work occur?

How will you share this perspective with your governing body?

LUNCH BREAK
BUILDING THE BOARD OF THE FUTURE

Strategic Board-Building

9-STEP BOARD BUILDING CYCLE

1. Identify the board’s composition as well as cognitive and demographic needs. Review qualification requirements. Make changes to support inclusivity.

2. Cultivate potential board members. Get them interested in your pool’s governance work, engage them effectively in your governing process, and keep them informed of your progress.

3. Recruit prospects. Describe to candidates the expectations and responsibilities of board members – and don’t minimize requirements. Be open about diversity efforts but emphasize cognitive and demographic mixture.

4. Orient new board members to:
   - The organization (with info on programs, history, bylaws, pressing issues and finances, an organization chart, and other details).
   - The board (with recent minutes, committee information, board member responsibilities, list of board members and key staff members, etc.).

5. Involve all board members. Discover their interests and availability. Involve them in committees or task forces.

6. Educate the governing body. Provide ongoing information concerning technical, leadership, and governance responsibilities. Promote exploration of issues facing the organization. Don’t hide difficulties.

7. Evaluate the governing body and individual board members. Engage the board in assessing its own performance. Identify ways to improve.

8. Rotate board members. Establish and adhere to terms and term limits. Develop new leadership via a continuing pipeline of qualified and motivated board candidates.

9. Celebrate! Recognize victories and progress – even small steps. Appreciate individual contributions to the board, the organization, and your community.
IDENTIFY

- Create your unique composition matrix
- Assign composition goals to a committee or work group and affirm through consensus vote of the board
- Consider the current board membership criteria, review the bylaws, and determine the process for updating
  - Review membership and community data for those you serve
  - If bylaws require membership from specific positions, consider options to expand the governing body beyond the current membership criteria
- Consider updates to the bylaws to support a process where the board can recruit and elect a specific number of board members

FUNCTIONAL BIASES

- We recruit in our own image
- Most gravitate towards people who think and express themselves in a similar way
- As a result, boards and organizations often end up with like-minded teams
- When this happens, we have what psychologists call functional bias – and low cognitive diversity

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CULTIVATE

- Engage a diverse range of qualified individuals early and consistently
- Identify and implement actions designed to encourage interest from potential board candidates
- Create cultivation opportunities to increase interest in board service

CULTIVATION STRATEGIES

- Share the board’s “Commitment to Inclusivity” case statement or inclusion framework – including during membership elections
- Use the composition matrix to support your identification of board candidates
- Embed inclusive governance concepts into board orientations, leadership training, strategic planning, and engagement with members
- Create a “pipeline” – i.e., early entry points for engagement such as committees and task force projects
- Invite potential candidates to board meetings and debrief over coffee
- Invite potential candidates to board meetings as guest speakers
- Provide inclusion training for board members – increase their ability to support candidate identification and cultivation

RECRUIT

- Consider the future when recruiting board members
- Support recruiting beyond traditional pipelines
- When working to form a diverse board, avoid making candidates feel like they are selected to represent a specific group of people
- Use the recruitment process as an opportunity for current board members to renew their interest and commitment

Remember, the goal isn’t a quota, it’s inclusion
DEVELOPING A PIPELINE STRATEGY

- Approach recruitment year-round
- Establish a governance or nominating committee
- 70 percent of associations report having a nominating committee
- Develop a detailed cultivation plan
- Unleash the board as ambassadors
- Prioritize inclusivity as a value throughout your pool

Data from American Society of Association Executives

BOARD-BUILDING INCLUSIVITY STRATEGIES

- Review Bylaws: Determine degrees of freedom and work to change what’s needed (board eligibility criteria, terms, and term limits)
- Inclusivity as Top Priority: Allocate time for a meaningful board discussion about inclusivity and consider whether a facilitator might be useful
- Develop a Composition Matrix: Create the ideal board matrix of demographic and cognitive diversity – use it as your North Star for cultivating potential board candidates
- Transparency: Use all opportunities available to make public statements that value inclusivity
- Inclusivity Work Group: Appoint a work group to focus on strategies for cultivating potential board members (based on the composition matrix) and making your governance body welcoming

BOARD-BUILDING INCLUSIVITY STRATEGIES

- Promote Pooling: Get the word out about pooling – use testimonials, social media, LinkedIn, etc.
- Identify Pipelines: Seek divergent views among eligible members in various stages of pool engagement – think, “What avenues do I have to invite divergent views and demographic diversity?”
- Develop Leaders: Invite young leaders to attend board meetings, be on committees, take on roles, be guest speakers, and have intentional conversations about pooling to cultivate interest
- Include a Broader Community: Discuss your inclusivity goals with partners, stakeholders and members – and invite them to help with identifying potential board candidates
- Develop a Plan and Make a Commitment: It takes two to three years to change the board’s composition and establish consistent practices
CLOSING COMMENTS AND QUESTIONS