

CATALYZING YOUR NON-PROFIT: BOARD AND STAKEHOLDER ALIGNMENT

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Welcome



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Introductions

Name

Profit/Nonprofit

OD consultant or ?

Internal/External

Learning objectives

- Convey benefits of board diversity
- Establish relationship between a board, its stakeholders, constituents, members and the vibrancy of the organization
- Introduce a diagnostic model to measure alignment of the board composition and the constituents it represents
- Train participants to use the model

Board diversity

- Conversations about diversity bring up complex and potentially highly charged emotions and need to be approached thoughtfully.
- It may take time for a board to discuss diversity issues, even once it has recognized the need to become more diverse
- Pitfalls:
 - ▣ recruiting one person with a particular demographic does not mean you have diversity covered
 - ▣ one person with a particular demographic may not be comfortable for long as the sole representative
 - ▣ one person cannot speak for their entire demographic

Benefits of board diversity

- Increasing board diversity is generally interpreted as adding people of color to predominately white boards
- Could also mean adding younger people to an older board, Asians to a Latino board, other examples
- Roles of single identity boards and their organizations, eg, Jewish Learning Venture, Women's Resource Center

Benefits of board diversity

- A board that is representative of its stakeholders is more effective in outreach, marketing, and fundraising
- Diversity promotes pluralism and understanding

Benefits of board diversity

- When a nonprofit board is facing a major decision, diverse perspectives on the board can help identify the opportunities and the risks
- Diversity also adds richness to the depth of discussion and ideas by providing an alternative paradigm in which decision-making can be fostered

Board, stakeholders, constituents, members and organizational vibrancy

- A nonprofit's board gains credibility when it reflects the community being served
- When an nonprofit's board reflects the diversity of the community served, the organization will be better able to build bridges to potential donors or policy makers in the community

Board, stakeholders, constituents, members and organizational vibrancy

- A diverse board will improve the nonprofit's ability to access resources in the community and to respond to external influences that are changing the environment in which it is working, or those served

Board, stakeholders, constituents, members and organizational vibrancy

- Boards that are not diverse will be chasing their tails: if all the board members travel in the same social circle, identifying and cultivating new board members will be a challenge

Board members and organizational vibrancy

- 2 types of org performance - one is social based on mission the other is economic
- Economic performance is measured in 2 ways, ratio of revenues to expenses and ratio of contributions to revenues (indexes public support)

Board members and organizational vibrancy

- Recruit board members that will have an impact on both social mission and economic performance
- Purpose of board is to live out mission, connect org to environment, access resources and shield org from negative environment factors
- Board is internal and external looking

Diagnostic Model



- Introductory notes
- Board members
- Executive Directors
- Upper Management
- Funders
- Staff
- Stakeholders

Diagnostic Model

□ Stakeholders

▣ Primary stakeholders

- Usually internal engaged in economic transactions with organization

- Board members, staff, volunteers, clients, suppliers, creditors

▣ Secondary stakeholders

- Affected by, or can effect, the actions of the organization

- Public, communities, activist group, regulatory agencies

Diagnostic Model: Stakeholder Map



- Refer to handout

Using the Diagnostic Model



- Review spreadsheet
- Complete spreadsheet
- Draw Stakeholder list
- Complete action plan

Using the Diagnostic Model

- Alignment of stakeholders and board composition?
 - ▣ If yes, great!
 - ▣ If no, what are possible approaches to addressing this?

Recruiting a diverse board

- Strategies
 - ▣ Tap into stakeholder networks
 - ▣ Publicize in ethnic media
 - ▣ Alert boards in desired stakeholder demographic
 - ▣ Host recruiting events

- *Other ideas from the research?*

Board audit action plan

- What will you take away from this session and apply at work?

What have I learned today that I want to apply?	What will be the benefit?	What will be the outcome(s)? By when?	Who else do I need to include to achieve the outcomes?
1.			
2.			
3.			

Original Research



- Review of Catalyst Collaborative research

Resources

<http://www.blueavocado.org/content/fresh-look-diversity-and-boards>

<http://www.blueavocado.org/content/diversity-nonprofit-ecosystem-part-2-3-part-diversity-series>

<http://www.blueavocado.org/content/recruiting-board-diversity-part-3-diversity-series>

<http://www.councilofnonprofits.org/resources/resources-topic/boards-and-governance/diversity-boards>

<http://www.philanthropyjournal.org/archive/93184>

Jan Masaoka, *The Best of the Board Cafe: Hands-On Solutions for Nonprofit Boards*

Thank You!

Evaluation and Close:

One thing you learned

One thing you would change

One thing you would keep

Thank You!

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