

# Who's Responsibility is It?

## Roles and Responsibilities of Boards, Departments and Committees

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# Working Agreements for Today



- Please turn cell phones *off* or to *vibrate*
- Everyone is encouraged to participate
- Raise your hand to speak in the large group
- Listen respectfully, do not interrupt
- Ask questions to clarify ideas
- The instructor may interject to move things along



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# What Does a Board Do?



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# Working with Staff

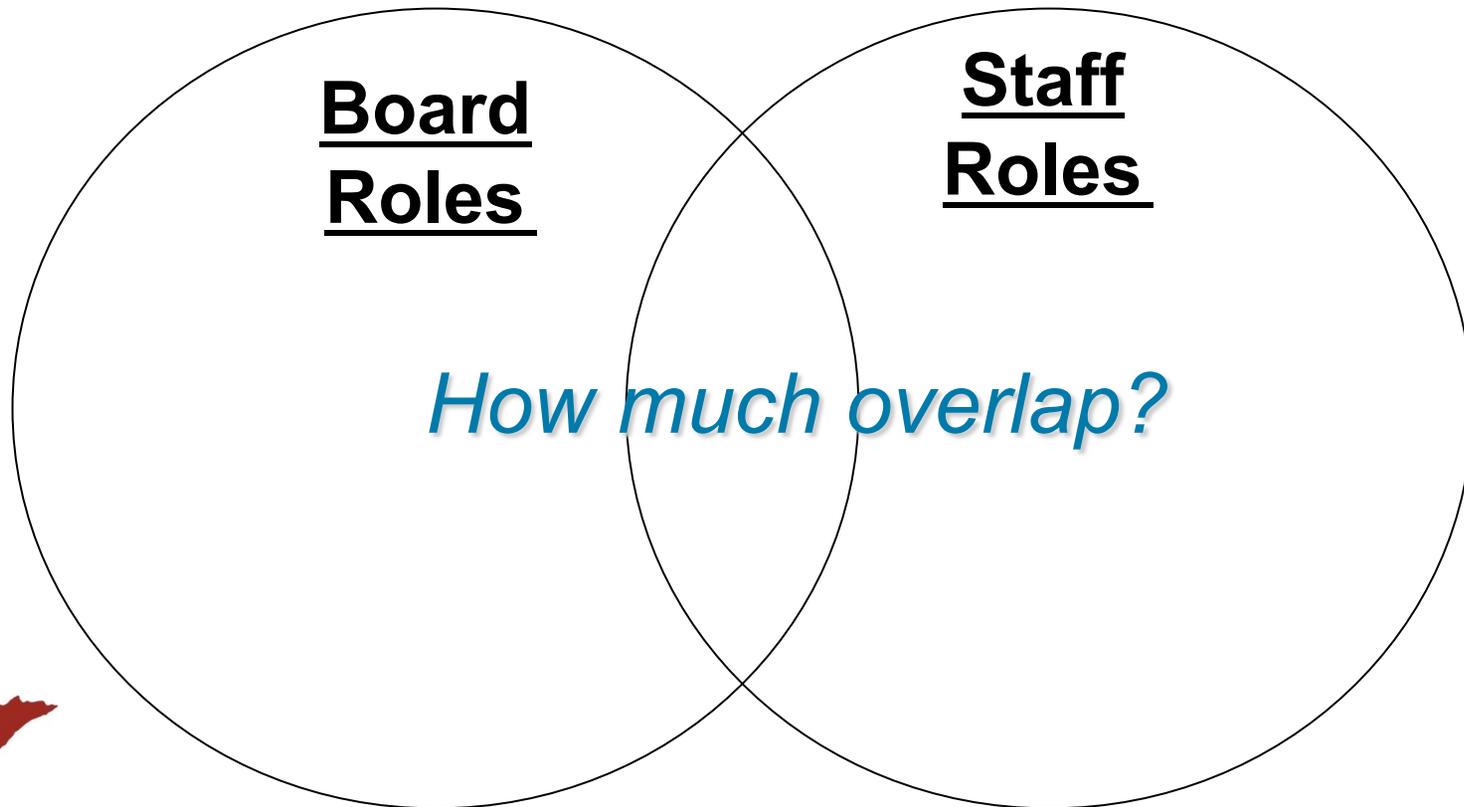


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# Roles of Board and Staff



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# Group Activity

- Groups of six people
- Draw two large circles on flipchart paper
- Write in roles/responsibilities of Board and those of staff...in the overlapping area, write in those that are for both
- Think of “stories” to share with large group of situations where there is conflict due to misunderstanding of roles/ responsibilities



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# De-brief Activity

- Designate a spokesperson for group
- Post flipchart paper on wall
- Share roles/responsibilities identified
- Subsequent groups will add anything different
- Share “stories” where there is conflict over roles



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# Continuum of Board-Staff Relationship

*We are the board, We are the staff too!*  
(board manages everything)



*Rubberstamps R Us*  
(staff run everything)



**Ideally, board and staff meet near the middle of the continuum**



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# Think Like a Board Member

5,000 feet up



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# Where to Focus: Authentic Action Wheel

## Mission:

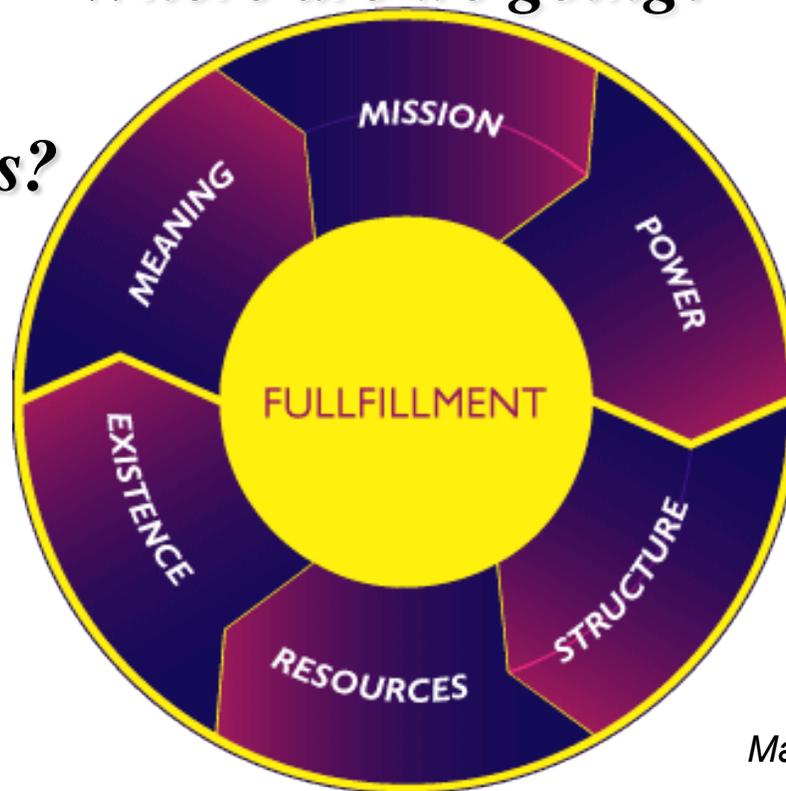
*Where are we going?*

## Power:

*What is our ability to make and keep decisions over time?*

## Meaning:

*What guides us?*



## Existence:

*Where do we come from?*

## Structure:

*How do things get done?*

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## Resources:

*What do we need?*

Developed by Dr. Robert Terry in  
Leadership: Sustaining Action on  
Community and Organizational Issues  
(1993)

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# What the Board Does



- Overall mission focus
- Long-range plan attention
- Objectives achieved
- Selects staff manager, oversees his/her employment
- Works with manager and through him/her, staff

*continued...*

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# What the Board Does



- “Court of appeal” in conflicts between manager and staff
- Broad policy attention
- Legal and ethical responsibilities
- Financial resources review
- Is organization effectively involved where it works?
- Reflect, improve own performance



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# Powers of the Board

- **General Overall Governance**
- **Adopt / Amend Policies**
- **No Power in Individual Members**

**No one has the “authority”  
to act individually!**



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# Powers of the Board

- **General Overall Governance**

Strategic Planning/Mission

Appoint / Remove “non-elected” Department  
Heads

Review Management

Review / Approve Finances

Review / Approve Long-term Commitments

**Responsible for “Organization  
Effectiveness!”**

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# Organization Effectiveness

Ensure that the organization  
meets the needs of all the people  
it serves.

- **Define** the kind and level of services provided
- **Delegate** authority to carry out policies
- **Discuss** issues and keep everyone informed
- **Develop** a team!

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# The Board Should...

## Lead

- **It's your job to set direction**
- **It's your job to change direction**



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# Department Heads Should...

## Lead

- **It's your job to set an example for staff in your department**
- **It's your job to lead changes determined by the board**



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# The Board Should...

## Delegate

- Tell the department heads what you want...
- And let them find a way to do it!



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## Department Heads Should...

# Delegate

- **Tell your staff what you want...**
- **And let them find a way to do it!**



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# The Board Should...

## Prioritize

- It helps departments carry out delegated tasks
- **REMEMBER: You can't do it all!**



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## Department Heads Should...

# Prioritize

- It helps your staff carry out delegated tasks
- **REMEMBER: You can't do it all!**



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# All Should...

# Discern

- Discern between “who” is telling you “what”
- Discern between “facts” and “feelings”
- Know the extent of your authority



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# All Should...

## Look

- **Around** (What are others doing?)
- **Ahead** (What is needed in the future?)
- **Back** (Have you done what you said you would?)



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**All Should...**

# **Forgive**

- **Expect to be slighted**
- **Roll with it ~ you may need each other some day**
- **Don't file "stuff" away for future use**



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# Additional tips...

- Provide orientation for new Board and staff members!
- Review roles/responsibilities annually
- Address conflict immediately...do not let issues fester



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# Closing Thoughts

- Good relationships take time and effort
- Good relationships can result in more effective and important work
- You make a difference!



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# More Tools to Improve Board-Staff Work



## Committees That Work

--Cindy Bigger  
Saturday

“BE THERE!”

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THANK YOU!!

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