

Servant Leadership: Passion, Community & Impact

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Servant and Leader - Robert Greenleaf

- **Herman Hesse's *Journey to the East***
- **Band of men on a mythical journey**
- **Leo – central figure as the servant**
- **Leo disappears and group falls into disarray**
- **Discovers Leo, the *servant* is noble *Leader***
- ***The great leader is seen as a servant first***

“The Marks of an Effective Board”

Max de Pree

- ***A mission statement & purpose***
- ***Build a competent board by nurturing strong personal relationships & proved wisdom, wealth, work & witness***
- ***Enhance the organization’s public standing by staying in touch with its world (whatever its world is)***
- ***Ensure very good planning***

“The Marks of an Effective Board”

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- **Select, support & evaluate the Chief Executive Officer and *gives itself competent and inspirational leadership***
- **Monitor & strengthen programs and services by *being intimate with its responsibilities***
- **Protect assets & provide proper financial oversight *by deciding what it will measure and do it***
- ***Says thanks!***

Legal Responsibilities

- **Duty of Care**
 - “Care that an ordinarily prudent person would exercise in a like position and under similar circumstances”
- **Duty of Loyalty**
 - Standard of faithfulness; undivided allegiance when making decisions affecting the organization
- **Duty of Obedience**
 - Faithful to the organization’s mission

Individual Responsibilities

- **Attendance:** meetings, committee meetings, functions and special events
- **Be informed:** mission, services, policies and programs
- **Be prepared:** do homework
- **Get involved:** committee work, task forces, special assignments & recruitment
- **Give generously:** your time and your cash
- **Keep boundaries:** no special requests

By the Numbers

A statistical look at charity boards

7.4

Average number of board meetings a year

3.4

Average number of hours for each board meeting

3

Average length, in years, of a board member's term

16.1

Number of people on an average charity's board

3%

Share of nonprofits that pay board members an honorarium for their service

26%

Share of nonprofits that reimburse board members for travel and other meeting expenses

70%

Share of nonprofits that require a personal contribution from board members

86%

Share of board members over the age of 40

2

Average number of charity boards on which board members serve

Source: BoardSource Nonprofit Governance Index 2010



Menninger®

Ready to join a board?

“Your passion for the mission needs to be strong as your patience will wear thin.”

“I had no idea how dysfunctional small nonprofits can be.”

“Much of the work of the board involved putting up with the nuttiness of the founder and/or board chair.”

“Don’t expect anything to change quickly! As the CEO of a fortune 500 company, we would have all been fired if we took as long to change as this nonprofit.”

Interview Checklist

If you're thinking of joining a charity board, here are 10 questions you might want to ask

- ✓ Can I see the organization's annual report?
- ✓ Can I see the most recent audited financial statement?
- ✓ Can I see the long-range program and financial plan?
- ✓ Can I see a list of current board members, titles, and all affiliations?
- ✓ Can I see a description of board members' responsibilities?
- ✓ Can I see a board organization chart?
- ✓ Can I see a staff organization chart?
- ✓ How much is each board member expected to give? Is there a minimum?
- ✓ How many board meetings are there per year?
- ✓ Can I go on a program site visit?

Source: WSJ reporting

Take Action!

- **What causes are meaningful to you & be ready to provide proof of your passion**
- **Zero in on what you have to offer**
- **What can being on a board do for you**
- **Are you impressed by the way the board runs the organization**
- **Why does the board want you and what it wants from you**

The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.
- Max de Pree

Thank you!

