

Diversifying Board Membership: A Multi-phase Process

Attract

How do you build knowledge and interest in your organization? What has your organization done to “sell” itself to communities not currently engaged?

Recruit and Select

How do you engage with potential Board members? What is your selection process? How intentional are you about including identity and skill criteria in your recruitment and selection process? (Do you have a Board matrix?)

Onboard

How do you welcome new members onto your Board? How explicit are you about your Board’s culture – its strengths and challenges? How do you help new Board members feel included?

Support

How do you keep Board members **engaged, feeling included, building commitment** and **maximizing potential**?

Retain

Consider how to prevent the loss of talent to forces from within the organization and build resiliency to cope with things out of our control. What preparation has the organization made?

3 Questions Asked by Every Team Member

- Am I in or out?
- Do I have any power or control?
- Can I use, develop, or be appreciated for my skills and resources?

Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing

1. Forming

- Excitement
- Anxiety
- Testing
- Dependence
- Assumed Trust

The Forming Stage

- **Self Issue** → Will I be accepted?
- **Team Stance** → Politeness
- **Leader Role** → Visionary and Directing
- **Task for this stage** → Orientation

Levels of Organizational Culture

Symbols and Artifacts

Visible representation of culture through rituals, stories, dress, structure, behaviors, and practices.

Espoused Values Practices, Rituals

Strategies, goals and operating principles that represent what the organization stands for, and what it wants to accomplish.

Underlying Assumptions and Unspoken Values

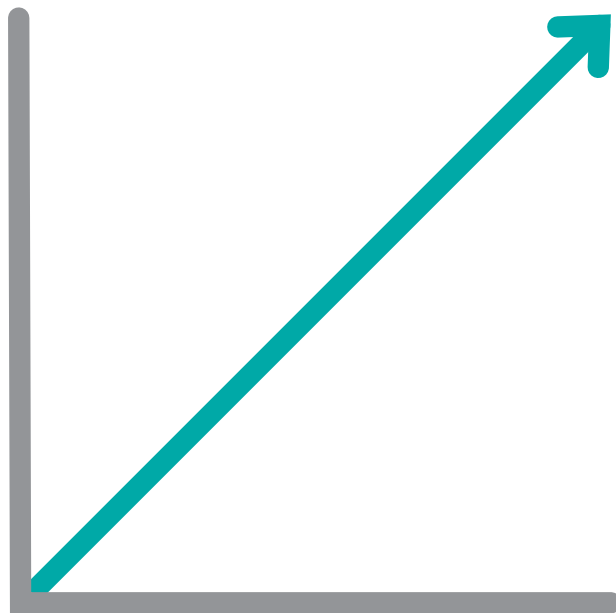
Often unconscious, taken for granted beliefs, perceptions, thoughts, and feelings that guide values and actions in organizations.



Resource adapted from Beth Zemsky materials.

Types of Change

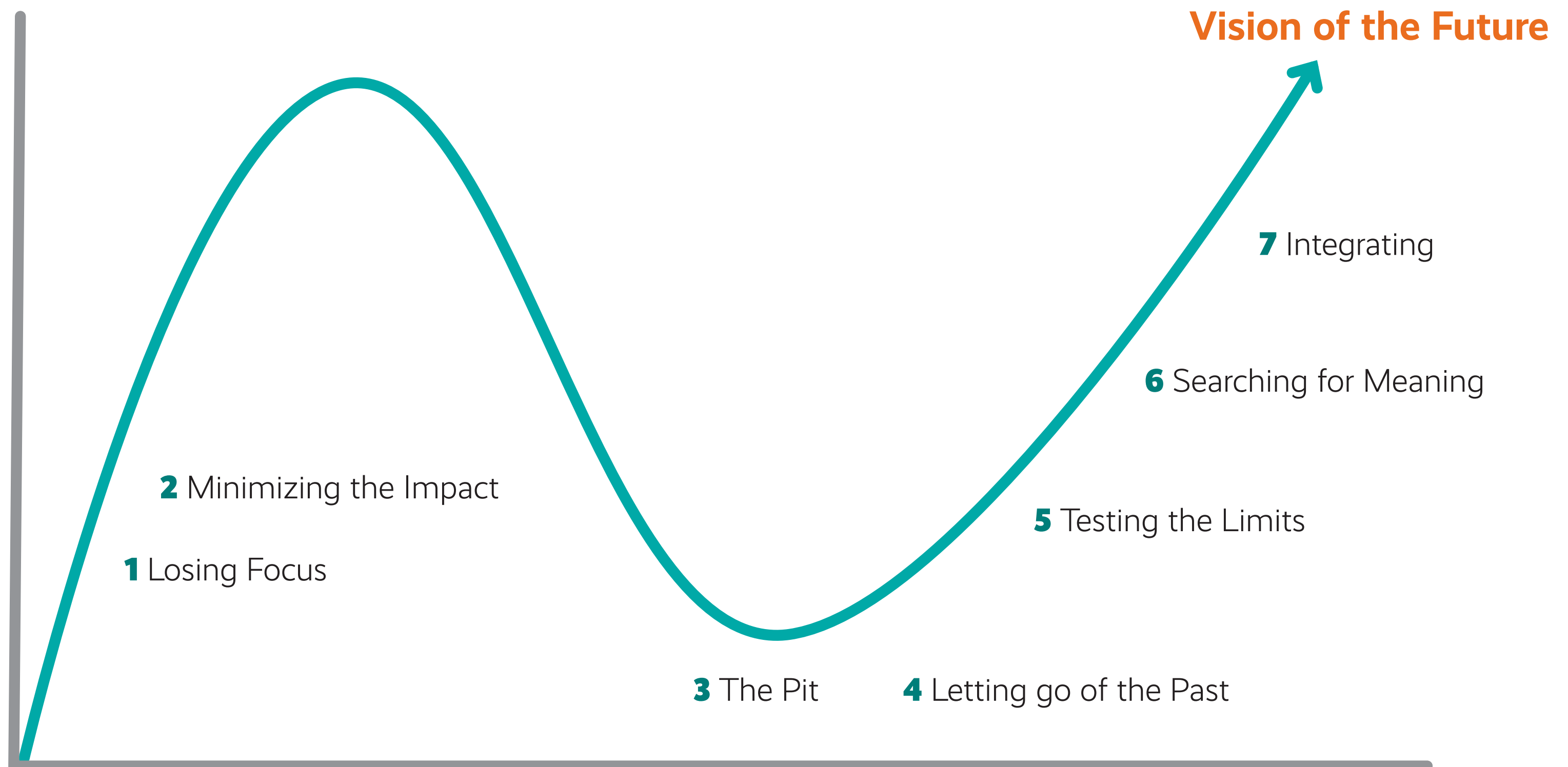
Developmental Change



Transitional Change



Seven Stages of Transformational Change



Resource adapted from Beth Zemsky materials.

Leadership Styles

- Directive
- Visionary
- Facilitative
- Democratic
- Pacesetting
- Coaching

Challenges in Creating Shared Meaning

- Assumptions
- Meanings are in people, not in words.
- Perception trumps intention.
- We tend to see things not as they are, but as we are.

2. Storming

- Resistance to difference approaches
- Sharp attitude changes
- Competitiveness and defensiveness
- Tension and disunity

Summary: Effective Boards

Positive interpersonal dynamics create the foundation for innovative Boards.

Self-Awareness

Build awareness of your own cultural values, assumptions, motivations, and goals.

Goal Alignment

Understand why you are working together and how you will perform and utilize your strengths as a team.

Relationship Building

Develop mutual respect, build trust, and encourage productive cross-cultural conflict management.

Group Dynamics

Be cognizant of group dynamics, so each member can intervene as needed to ensure group cohesion.