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For Chairs leading smaller charities



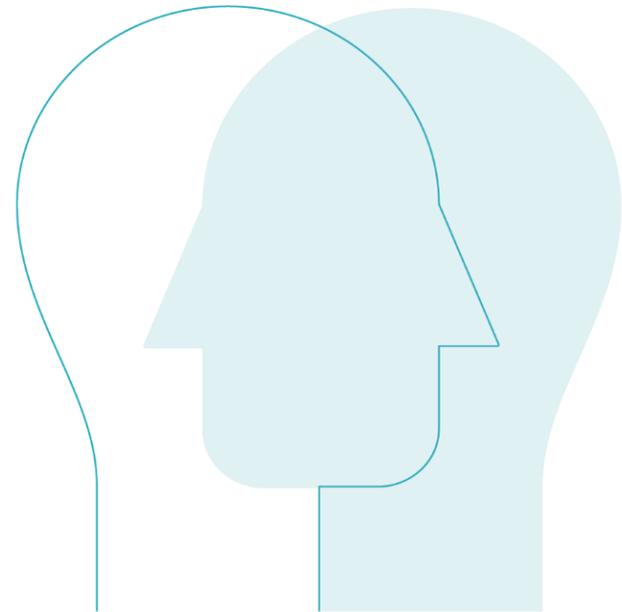
Managing Relationships and Board Dynamics

Beacon Programme – Module 3

#BeaconProgramme

Twitter: @AssocOfChairs

Trainer: Janine Edwards / Ali Collins



Association
of **Chairs**

Supporting charity and non-profit chairs

Association of Chairs



- **We support Chairs and Vice Chairs** of charities and non-profit organisations to lead your boards effectively and ensure delivery of your organisation's mission
- **What we do:** we provide practical guidance and governance support tailored to the needs of Chairs, and enable Chairs to support each other
- **What we believe:** good chairing is key to:
 - Maximizing a charity's impact
 - A well-run organisation
 - Supporting effective decision making
 - Being sustainable and responding to change



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About the programme



- Chairs of smaller charities face specific challenges
- **Aim:** to develop the skills, knowledge and confidence of Chairs and Vice Chairs of smaller charities in England with an income of under £1 million
- Focus on **four** areas
 - **Being an effective Chair** – Know your role and how to be effective
 - **Strengthening your organisation** – Develop the strategy, resources and processes to succeed
 - **Managing relationships and board dynamics** – Create a productive board culture
 - **Developing an effective board** – Develop a high functioning and effective team

About the programme



- Each of these four areas will be addressed through a range of activities
 - 4 half day workshops delivered in 9 locations
 - Live webinars for each of the four areas plus a series of short video content
 - Written resources
 - Monthly Beacon Bulletin
 - Online surgeries
 - Platform for connecting with other Chairs
- You can access all of the resources talked about in this workshop on the AoC website
<https://www.associationofchairs.org.uk/beacon/resources-for-chairs/>
- The programme is funded by the Big Lottery till June 2020

Overview of today's workshop



- Have tools to work effectively with the CEO and/or senior team
- Have ideas for identifying, recruiting and working effectively with new trustees
- Understand what will help you get the best from your trustees
- Gain insights and top tips from other Chairs of smaller organisations



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Some suggested ways of working



- **Stay focused and in the room** – keep mobile phones to designated breaks
- **Contribute and participate** – and allow others to do the same
- **Respect others' thoughts and opinions**, but challenge one another to think more deeply
- **Respect others' confidentiality**
- **No question is a silly question** – if you are thinking it, chances are at least 3 others are!
- **Use the parking space** if you notice discussions wandering off track



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Getting to know one another



Inexperienced or experienced CEO (if at all?)

CEO or no CEO?

Experienced trustees on the board or newer trustees?

Emerging or mature organisation?

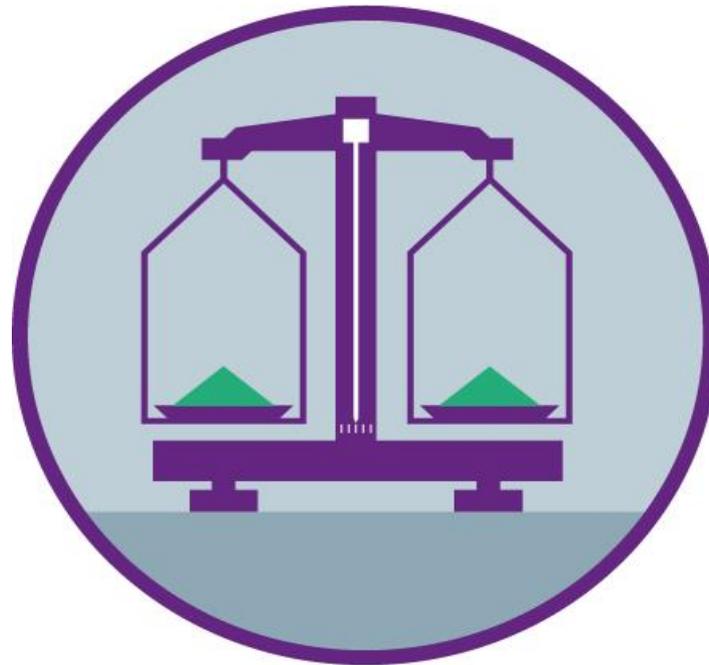
First time Chair or previous Chairing experience?



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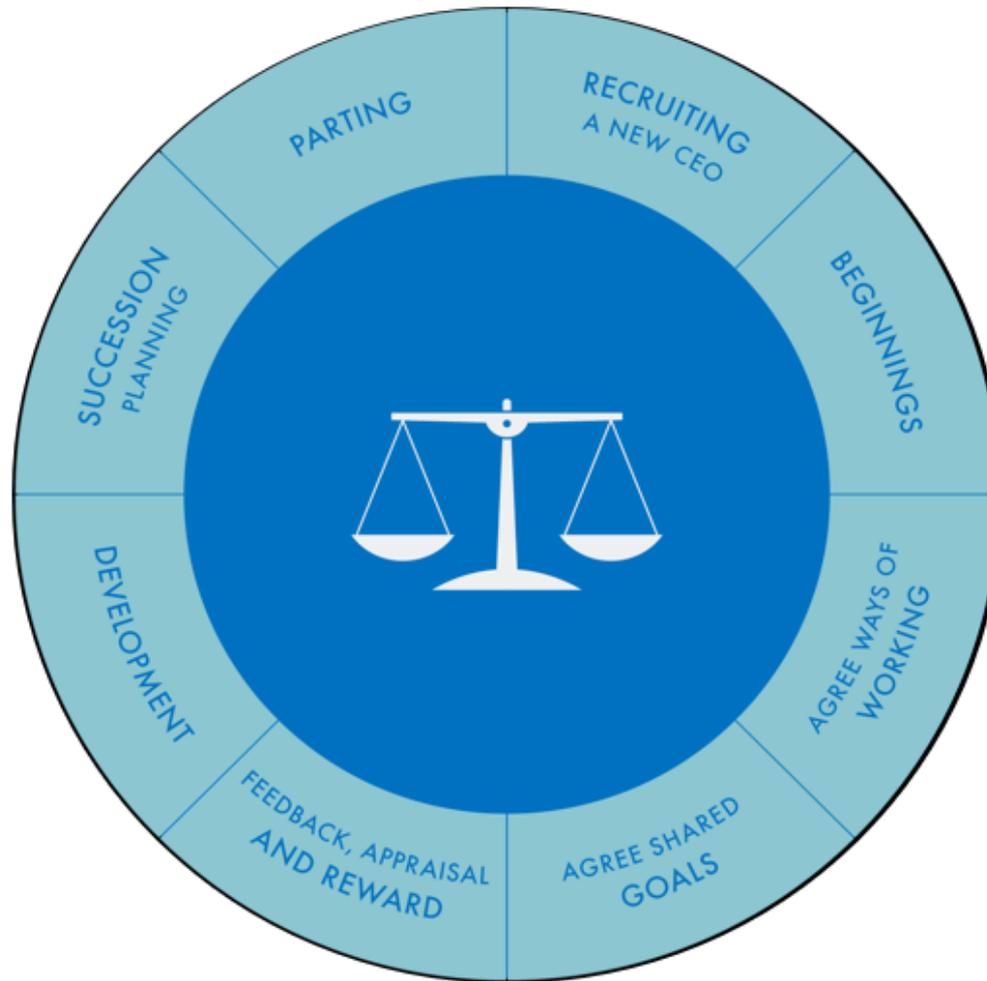
The Chair/CEO relationship



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The Chair/CEO relationship: stages



A Question of Balance, Association of Chairs



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What might you need to have in place?



Discuss in pairs/small groups

- a) What stage are you currently at in your relationship with the CEO (or equivalent?)
- b) What do you already have in place that is helping in this stage?
- c) What else might you need to think about or have in place?

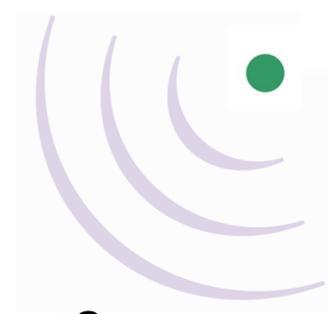
Identify one action that you can take as Chair to strengthen the relationship with your CEO and add to your action plan.



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Nine dimensions



- **Operational boundaries:** helicopter view or close involvement?
- **Access and availability:** flexible or fixed?
- **Default modes:** challenging or supportive?
- **Who leads:** Chair or CEO?



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Nine Dimensions



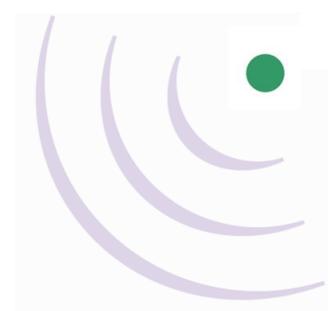
- **Managing disagreements:** air differences or united front?
- **Forming a view:** dependent or independent?
- **Representing the organisation:** Chair or CEO?
- **Friendship:** help or hindrance?
- **Perspectives:** divergent or convergent?



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Questions to explore together



- Where do we sit on the spectrum – is there a shared view between you and your CEO (or equivalent)?
- What are the relative strengths and weaknesses of where we are?
- Are there aspects of the relationship that we want to clarify or change?



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Finding a balance



Discuss in pairs/small groups

- a) Which two of the nine dimensions are most pertinent for you to explore with your CEO (or equivalent)

- b) How might you open the conversation with them?



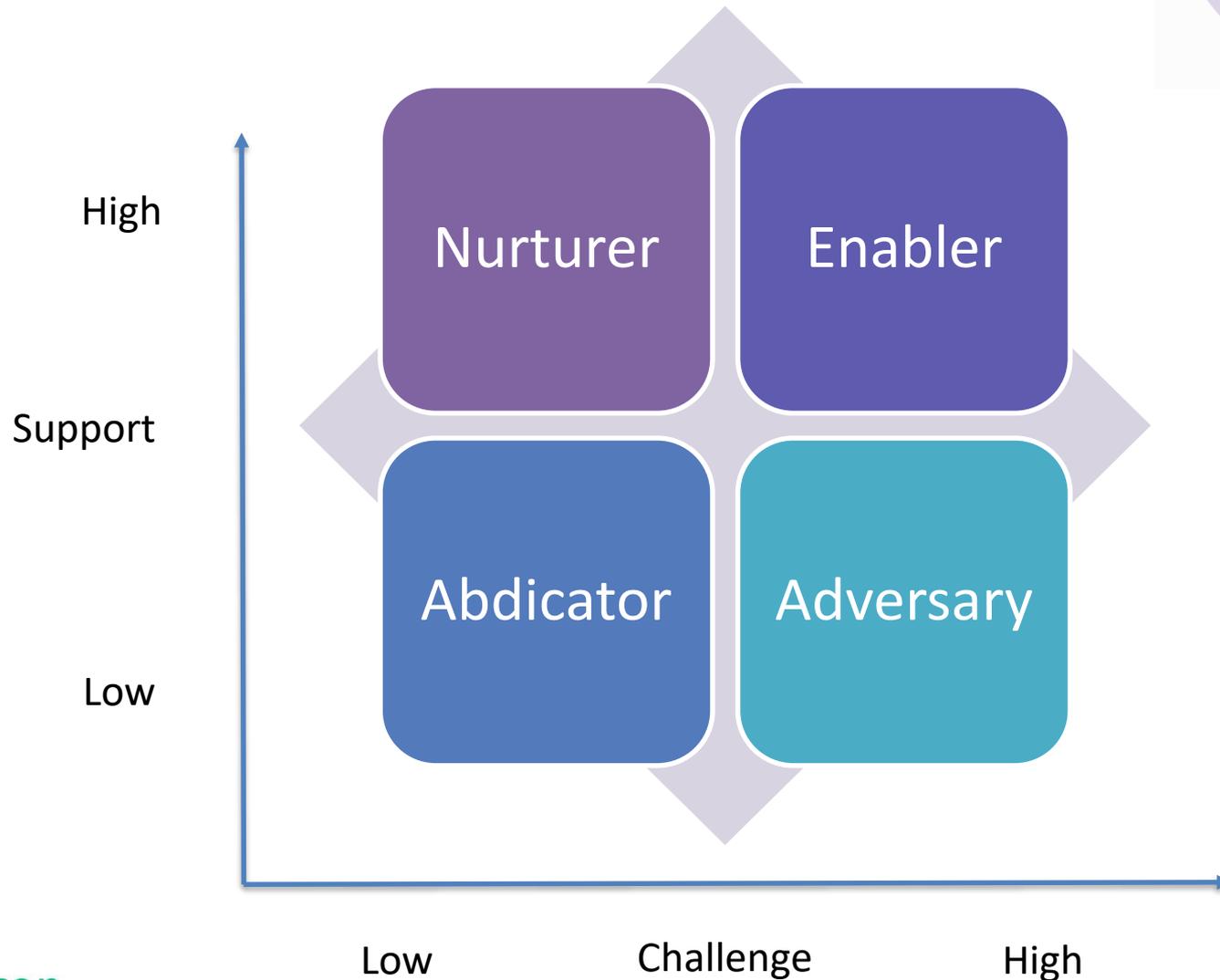
Identify one action from this session to add to your action plan.



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Challenge and support



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Self-reflection



- What behaviours do you naturally demonstrate?
- What's your preferred style with your CEO/equivalent?
- Are there behaviours you need to demonstrate more?



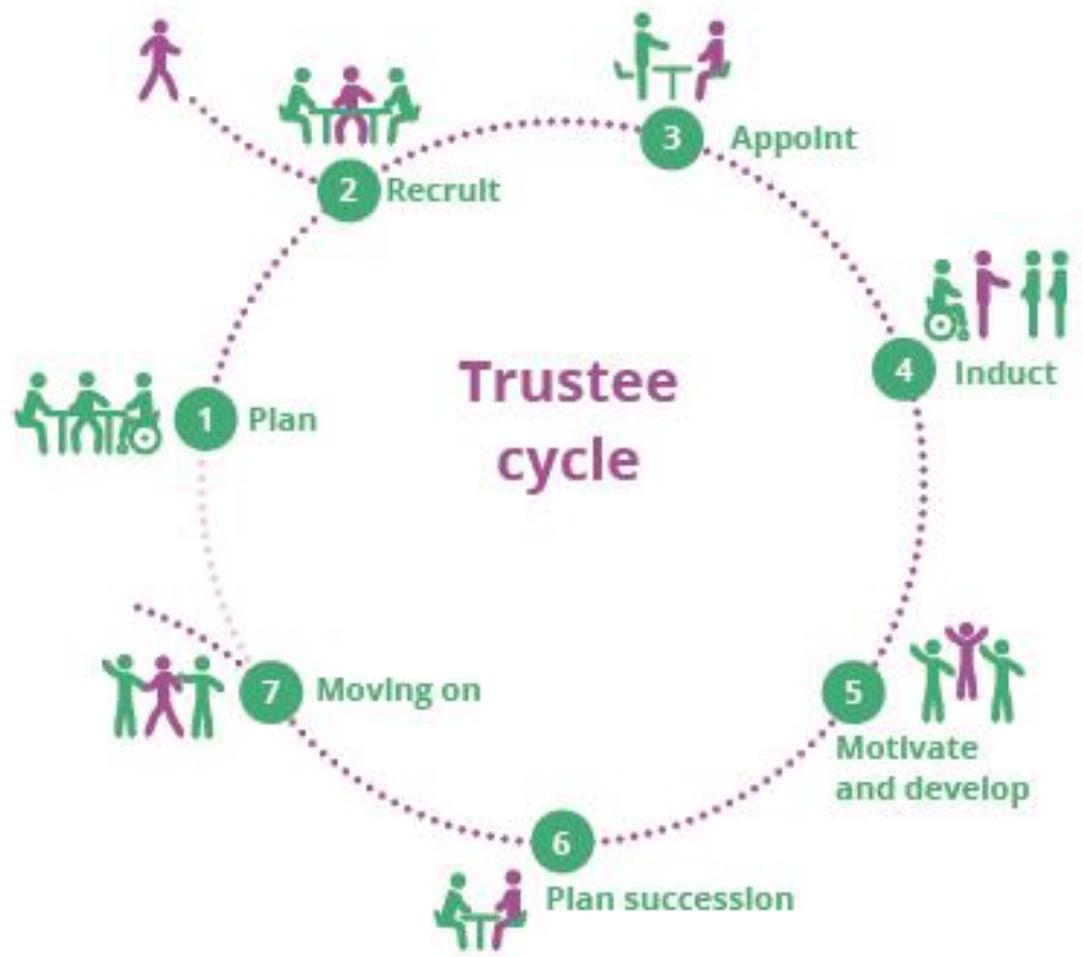
Identify one action that you can do as Chair to achieve a balance between challenge and support. Add this to your action plan



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Working with new trustees



Plan process

- What will the process look like?
- Who will be involved in different stages?
- Do you have/need a subcommittee to focus on this?



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Identify needs



- Encourage your board to consider what skills, competencies and experience you need on the board.

‘A skills audit is a useful tool for mapping out the skills and expertise of trustees to see if you have the right mix and identify any gaps’ (Reach, 2019)

‘Diversity, in its broadest sense, is essential for board to stay informed and responsive to complex changes facing the voluntary sector’ (Charity Governance Code, principle 6).



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What are the core competencies and qualities needed in every trustee?

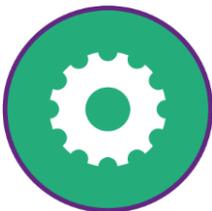


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What skills, experience and attributes are important for your organisation – now and in the future? Would your board be enhanced by greater diversity?



Identify one action you can take to build a skilled, diverse and balanced board.



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Recruit



'90% of trustees are recruited through word of mouth and existing networks'

'Around 54% of charities advertise vacancies on their own website and 15% advertise in the media'

(Getting on Board, 2017 'The Looming Crisis in Charity Trustee Recruitment')



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Recruit

- Encourage your board to think creatively about how best to reach new potential trustees
- Advertise your role widely – we have included some places to get started in your workbook.
- Think about local networks e.g. churches, solicitors, business groups, Volunteer Centre.

Setting expectations

- It's helpful for you and your board to be clear about what you expect.
- A board code of conduct can be a useful tool.

Appoint



- Charity Commission (or equivalent) formalities
- Relevant checks including Trustee Declaration of Eligibility & Responsibility
- Other helpful steps:
 - Brief formal welcome letter
 - 1:1 chat soon after appointment
 - Welcome to first meeting and board social to get to know one another

Induct

- Importance of an induction
- Elements of an induction
- Other useful inclusions



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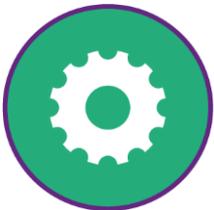
Case study



Review the case study provided.

What do you think are the key issues or priorities the Chair should be focussing on?

What advice would you give them?



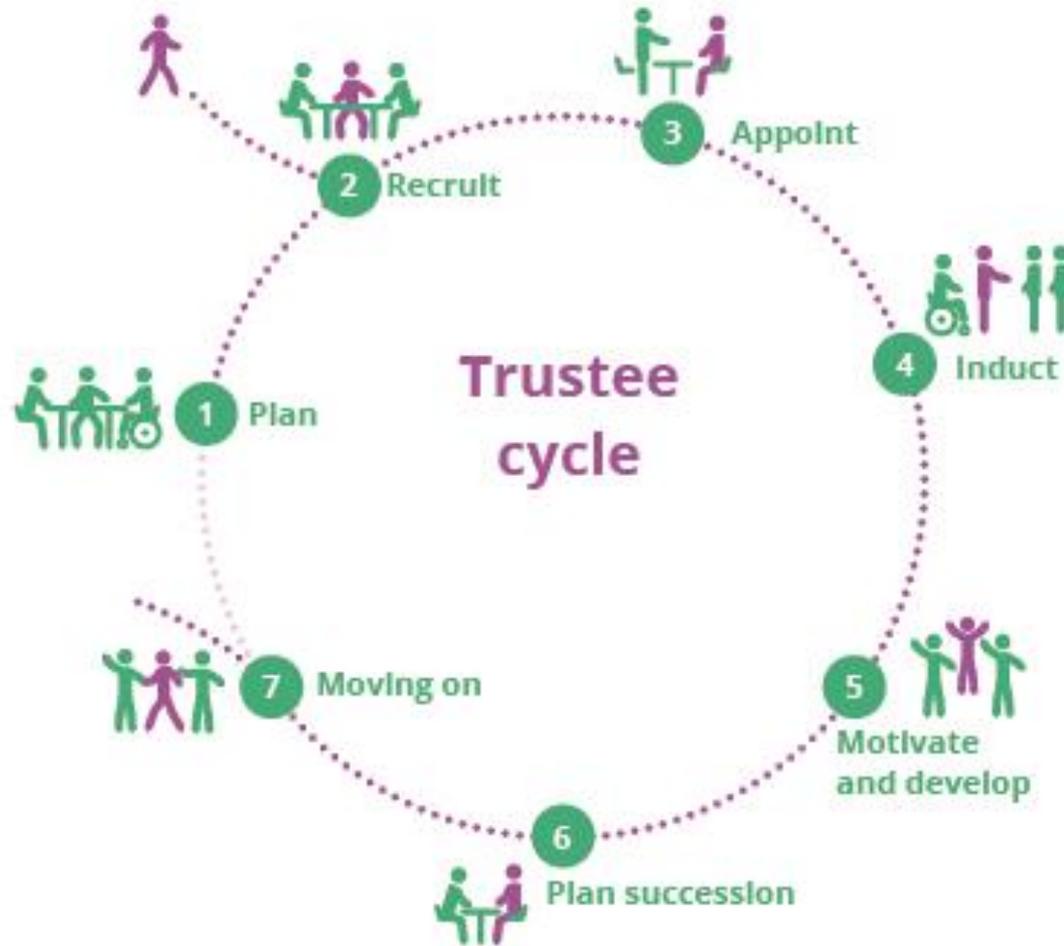
Can you identify any improvements to your recruitment or induction process? If so, add to your action plan



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Helping trustees stay engaged and motivated



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How might a trustee contribute?



- Advisory
- Regulatory
- Democratic
- Educational
- Participatory
- Networking
- Awareness of self and others
- Involving
- Visionary
- Leaders
- Supporters



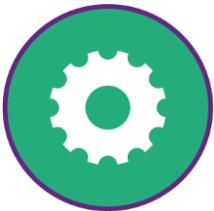
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Getting to know your trustees



How do/could you get to know your trustees, and understand more about what they are able to and want to contribute?



Commit to exploring at least one of the ideas discussed, and add to your action plan



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Building blocks of a good relationship

- Having conversation as part of induction
- Ongoing conversation
- Annual review conversation
- Succession
- Moving on



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Let's review



- Today we said we would:
 - Have tools to work effectively with the CEO and/or senior team
 - Have ideas for identifying, recruiting and working effectively with new trustees
 - Understand what will help you get the best from your trustees
 - Gain insights and top tips from other Chairs of smaller organisations
- Are there any outstanding questions?
- Review your action plan – is there anything you want to add?
- Please remember to complete your feedback form.



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