



Building a Better Culture
Is your Board Setting the Right Tone?

Mission-led Governance

Corporate Governance is Compliant

Mission Governance is Messy



Based on Edgar Schein, "Coming to a new awareness of organizational culture," pp. 375-390 in J.B. Lau and A.B. Shani, Behavior in Organizations, Irwin, 1988

Models of Governance	Mission Model	Both Models	Corporate Model
Mission	Commitment to living the gospel story	Clarity of purpose (raison d'être)	Commitment to an efficient organisation
Focus of Ministry	Greater recognition of non-material aspects of ministry	Being faithful to the aims of the organisation	Making a material difference for stakeholders

Mission-led Governance

Models of Governance	Mission Model	Both Models	Corporate Model
Formation	Education in the key concepts of community, spirituality, Christian anthropology	Being faithful to the law of the land and mindful of civil responsibilities	Education related to responsibilities under law; ways to be more efficient
Values	Cooperation, justice, person-centred	Many values in common	Productivity, reward for individual effort, competition
Recognition	Need – that of most vulnerable, being counter-cultural	Celebration of good things	Talents, merit, success

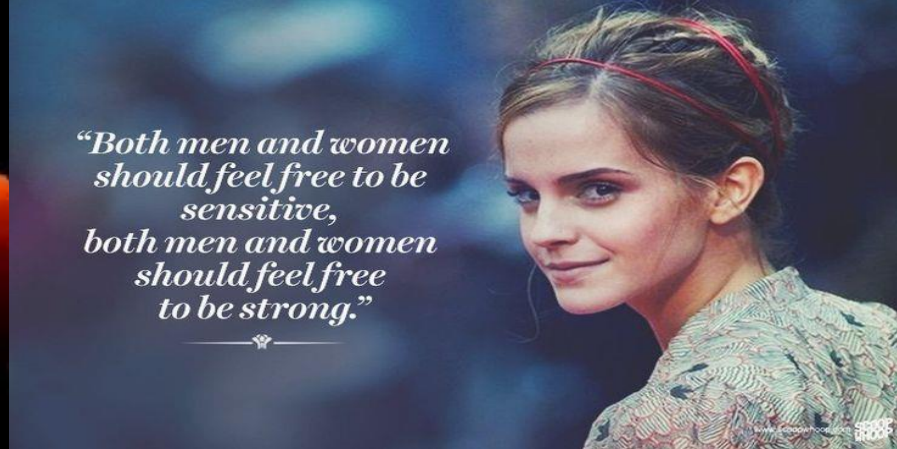
Mission-led Governance

Models of Governance	Mission Model	Both Models	Corporate Model
Rights	All human beings have inalienable rights	Grappling with issues of justice and social need are a continuum	Rights can be based on merit, inherited wealth or position
Leadership	Belief in service (servant) leadership	Many values in Governance must enable leadership	Associated with getting things done, getting others to follow

The Challenges for Boards and Chairs



- The sort of individualism that values my individual freedom and personal rights over the needs of all of us
- Those forms of pluralism that make it impossible for us to agree on the kind of society or institution we will ALL pitch in to support
- The willingness/unwillingness to sacrifice for others, especially the poor, the marginalised and the vulnerable. Forms of suspicion that break down solidarity and collaboration
- Wanting the benefits that the common good provides while failing to do our part to support the common good.



"We've built a way of life that depends on people doing what they are told because they don't know how to tell themselves what to do."

John Taylor Gatto,

[Dumbing Us Down: The Hidden Curriculum of Compulsory Schooling](#)



Break Out 1

Consider the following as Board/Committee Chairs

- What are the positive aspects of Mission-led governance in your organisation?
- What is “messy”? How as a Chair can you steer “messiness” to “orderliness” while remaining true to mission?
- How can you be “agile” and responsive to “need” while maintaining a sustainable organisation? Examples?

Emerging Issues in NFP Governance



- Culture and Trust

Trust of the community is not a “nice to have” but a “must” to have

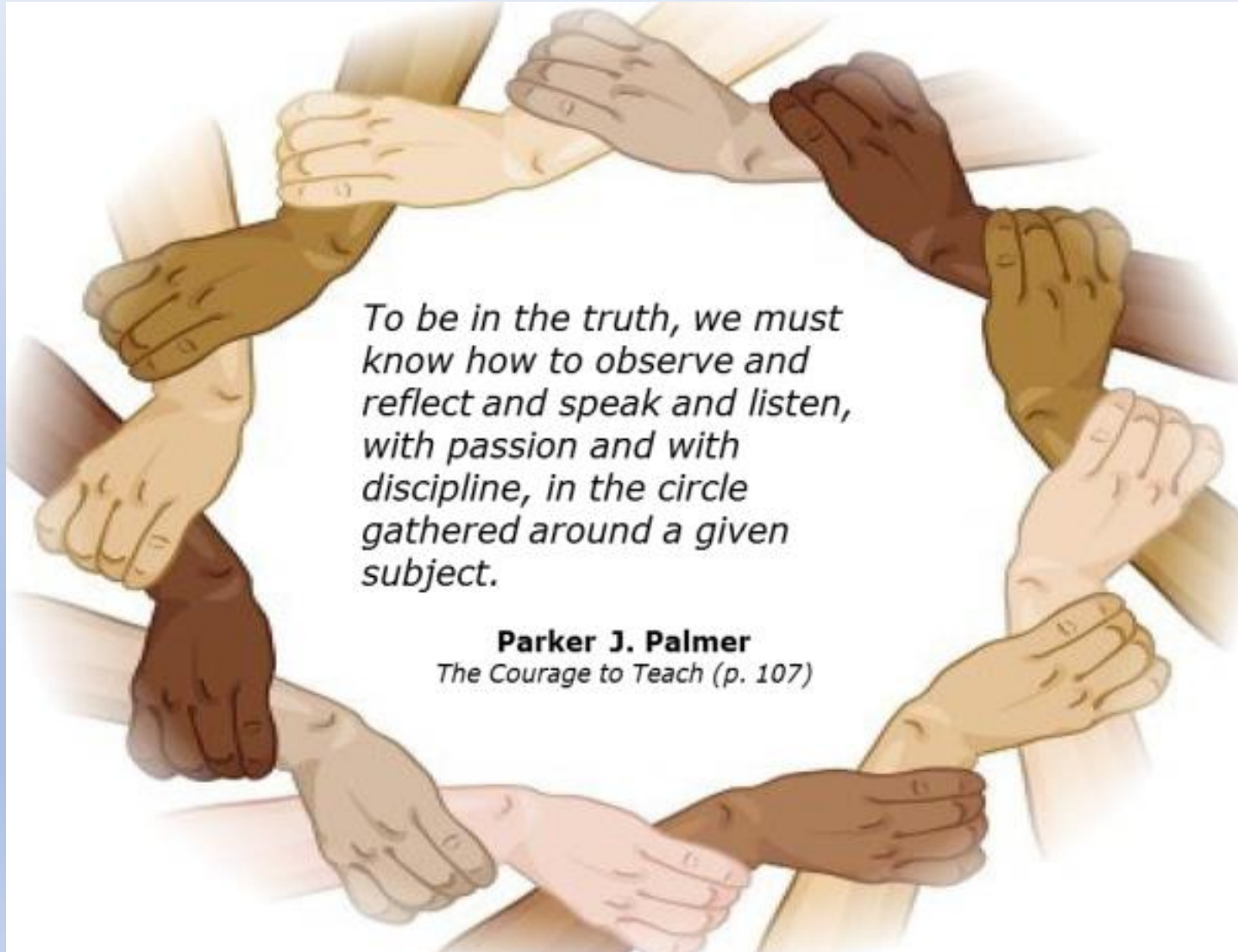
- NFPs and their Advocacy roles

Giving a voice to the voiceless

- NFPs making a profit

The increasing pressure for financial strength

Trust and Culture



Listen

Be humble

Give employees
freedom

*"I will trust you until
you give me a reason
not to".*

Strategies for Boards to Address Culture and Trust



- Capturing and analysing data on key cultural indications
- Communicating the ethical positions of the organisation to staff/ministries
- A regular agenda item for Board and Audit Committee Agendas

“There is an expectation that Boards elevate culture assessment methods to those akin to accounting standards”

Culture and Trust – Assessment and Measurement

Internal Measures

- Employee Engagement Surveys
- Specific Culture Surveys
- In-depth culture reviews (external)
- 360 feedback for leaders
- external Net Promoter Score
- Staff Forums (eg DFSV)

VISIBLE NETWORK LABS PRESENTS...

HOW DO YOU MEASURE TRUST IN NETWORKS?



Trust is crucial to cross-sector networks. The PARTNER Tool uses a validated scale to measure perceptions of trust among partners! The scale gets at the complexity of trust & can help guide action steps.

PARTNER RELIABILITY



Put simply: Do your partners do what they say they will do? When those we work with are dependable and follow through with their commitments, trust is the natural result.

MISSION CONGRUENCE




When we know that everyone in the network is working towards the same goal, trust is high among partners. When there is doubt, it affects the levels of trust among partners.

OPEN COMMUNICATION



A hallmark of strong trust is being able to be honest and transparent with your partners. Strong perceptions that open dialogue is welcome in a network is an indicator of strong trust.



Find out more about how to measure trust using social network analysis at www.partnertool.net!

Culture and Trust – Assessment and Measurement

External Metrics

- cNPS
- Stakeholder Surveys
- Client/ Customer complaints and response
- Market data
- Investor interest

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Examples

Our Vision

A community where all people are valued, where all creation is recognised as sacred and where hope, justice and courage are our hallmarks.



Kildare MINISTRIES

Kildare Ministries is inspired by the transformative vision of the Christian story and our rich traditions.

Our Mission

Responding to the changing needs of our world, we strive to build inclusive communities through the provision of education and community works.

Justice

Making the needs of the vulnerable paramount

Wonder

Celebrating all that is good with joy and gratitude

Courage

Speaking and acting with integrity

Compassion

Walking with and having empathy for all

Hope

Bringing a sense of purpose

Hospitality


Welcoming all


Our Values

Kildare Ministries 54 Beaconsfield Parade Albert Park VIC 3206 Phone 03 9682 2973
www.kildareministries.org.au

Living Justly, Loving Tenderly and Walking Humbly with our God
MICAH 6:8

Living Justice





Kildare MINISTRIES



Dairy Food Safety VICTORIA



FOOD SAFETY CULTURE



SAFE BEHAVIOUR = SAFE FOOD

The food safety culture of a business is how everyone (owners, managers, employees) thinks and acts in their daily job to make sure that the food they make is safe.

Food safety incidents in Australia and overseas can often be traced back to how people behave, and assumptions made within the food business.

Food safety is everyone's responsibility.

BUSINESS BENEFITS OF A MATURE FOOD SAFETY CULTURE

Food safety culture is a powerful tool to improve business performance. The food safety culture of a business starts at the top but needs everyone's support across the business. It includes things you can see as well as the underlying values that are more difficult to assess.

LESS MATURE	MORE MATURE
Higher risk of food safety incidents: <ul style="list-style-type: none">• More mistakes, costing time and money• Higher risk to your brand's reputation	Greater protection from food safety incidents: <ul style="list-style-type: none">• Protects consumers from foodborne illness• Protects your brand's reputation• Protects your business from financial loss
Ineffective leadership	Leadership from top to bottom
Lack of food safety plans and systems	Food safety plans and systems are built cooperatively and universally embraced
Poor employee engagement	Employees are strongly engaged
Reactive	Proactive
Reluctance to change	Continuous improvement
Lack of accountability	Everyone is accountable and there is greater trust.
Poor risk management	Greater, better integrated risk management

Figure 1: Table showing business benefits of a mature food safety culture.

<https://drive.google.com/file/d/1SOXrctRbYGjLs3LsTktUFpIEcKaA7ujR/view?usp=sharing>



We are safe.
We are well.
We are strong.
We are connected.





Break Out 2

Consider the following as Board/Committee Chairs

- What cultural direction/expectations has your Board introduced?
- How does your Board get a “line of sight” into organisational culture?
- What do you as Chair do to set the “tone at the top”?

Feedback and Commitment

Commitment to Self

In my role as Board/ Committee Chair:

What is one action that I will commit to personally to improve culture?

What is the one action I will commit to changing to improve culture in my organisation?