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

Mission-led Governance

Corporate Governance is Compliant

Mission Governance is Messy

Three Levels of Culture

Models of Governance	Mission Model	Both Models	Corporate Model
Mission	Commitment to living the gospel story	Clarity of purpose (raison d'etre)	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

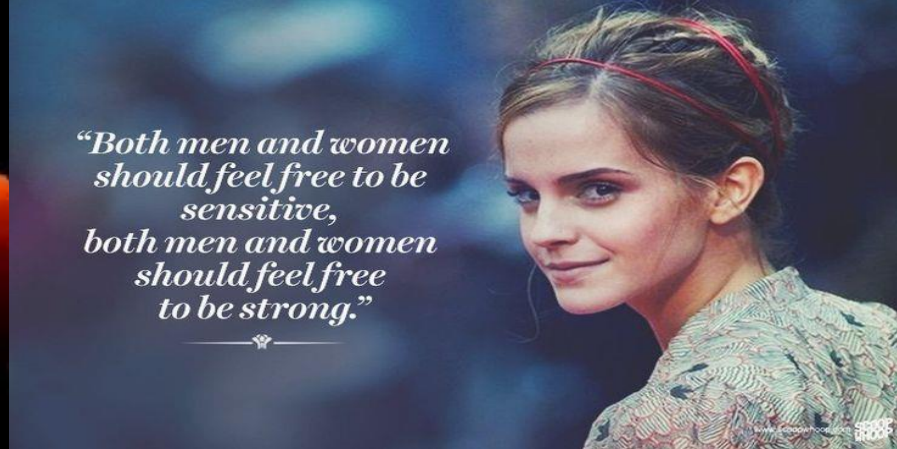| Models of Governance	Mission Model	Both Models	Corporate Model
Formation	Education in the key concepts of community, spirituality, Christian anthropology	Being faithful to the law of the land and mindful of civil responsibilities	Education related to responsibilities under law; ways to be more efficient
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.

"Both men and women should feel free to be sensitive, both men and women should feel free to be strong."

"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

To be in the truth, we must know how to observe and reflect and speak and listen, with passion and with discipline, in the circle gathered around a given subject.

Parker J. Palmer
The Courage to Teach (p. 107)
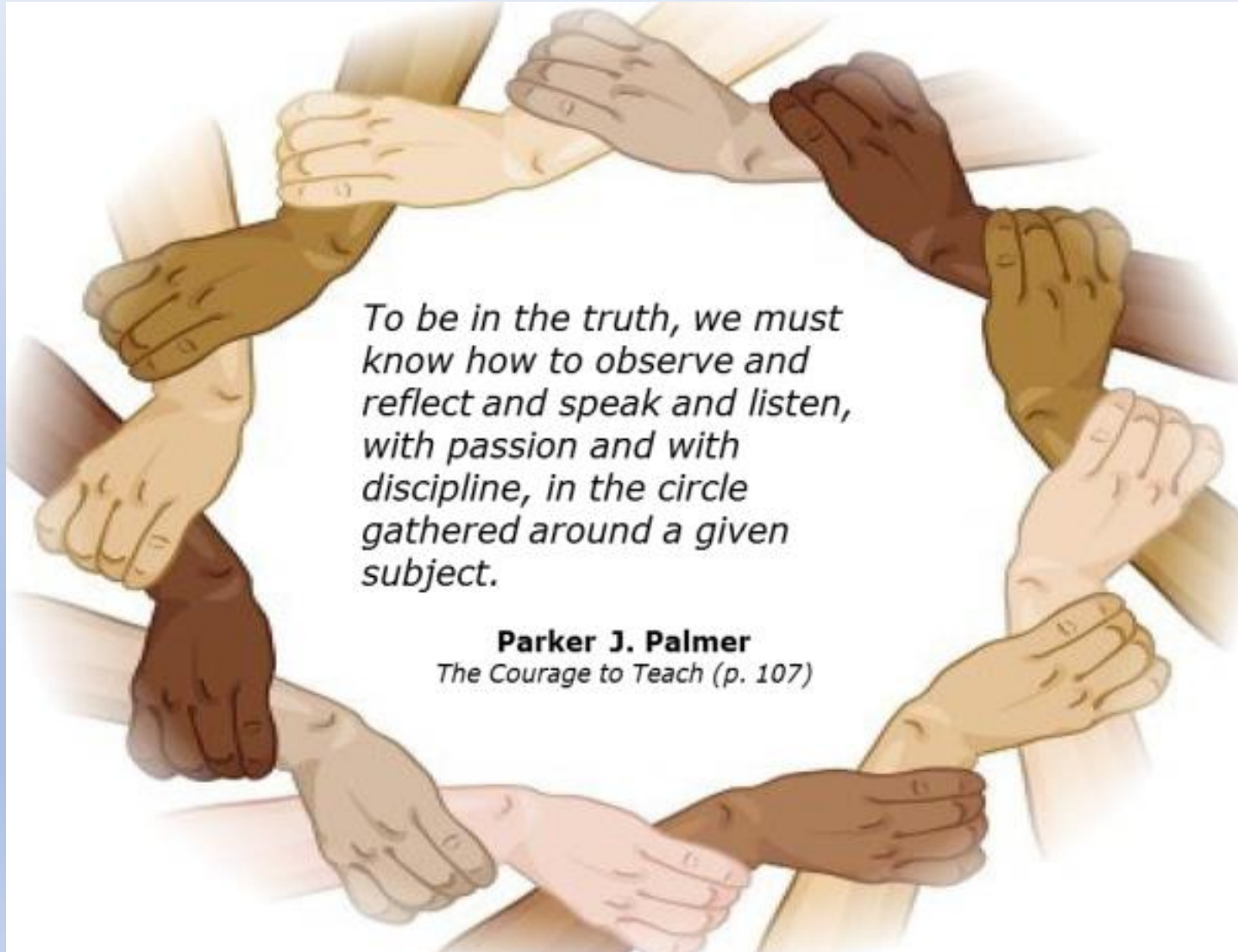
Listen

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

The key ingredient to building trust is not time. It is courage.

Patrick Lencioni

- 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)

Culture and Trust – Assessment and Measurement

External Metrics

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

Examples

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?