

# How might we move bold ideas to action?

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Reconstructionist Incubator

April 27, 2017

# Where we have been

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## **One:** Value Proposition Canvas

What is the value for your customer/beneficiary?

<http://jewishrecon.org/incubator-session-1-moving-bold-ideas-action>

## **Two:** Lean Start-up Rabbi Doug Heifetz, Test Assumptions

<http://jewishrecon.org/networks/sessions/incubator-session-2-lean-startup>

## **Three:** Marketing and Branding, Rabbi George Wielechowski, A brand is an emotional and values connection

<http://jewishrecon.org/incubator-session-3-branding-and-marketing>

## **Four:** Priming the Pump For Jewish Innovation, Rabbi Sid Schwarz Emerging Communities of Meaning

<https://www.jewishrecon.org/article/incubator-session-4-jewish-megatrends>

## **Five:** Keeping Your Entrepreneurial Edge Sharp, Rabbi Hayim Herring

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# Getting What You Need

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## Actualizing Board Potential



RECONSTRUCTIONIST LEARNING NETWORKS

# Desired Outcomes for Today

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Explore attitudes toward advisory or governing boards and board members

Increase knowledge about building and sustaining effective board governance

Increase confidence in your ability to “healthfully” partner with your board as synagogue leaders and volunteers to achieve your mission and vision



# Agenda

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- Warm up
  - Word association
- BIG IDEA: Effective Boards require a high performing organization—there’s a “system” involved.
  - Organizational Life Cycles
    - Where are you? Why might it matter?
  - Organizational Performance
    - Organizational Goals
    - Clear and Defined Roles/Responsibilities-Staff & Board
    - Finding the “right” Board member
- Case study presentation and group discussion
- Q and A

# Word Association

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- Board
- Board meetings
- Governance



# The Big Idea:

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Effective Board governance requires a high performing organization.

So, what's that?



# Organizational Lifecycle-Context matters

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## • Where are you in the lifecycle?

- Idea
- Start Up
- Growth
- Mature
- Decline
- Turnaround

## • Why does it matter?





# “The Performance Imperative: A framework for social sector excellence”

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The seven pillars of the Performance Imperative are the pathway to high performance...

...that is the ability to deliver meaningful, measurable, and financially sustainable results for the people or causes you serve.

Leap of Reason [leapambassadors.org/products](http://leapambassadors.org/products)

# “The Performance Imperative: A framework for social sector excellence”

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Pillar 1: Courageous, Adaptive Executive Leadership

Pillar 2: Disciplined, People-focused Management

Pillar 3: Well-Designed and Well-Implemented Programs and Strategies

Pillar 4: Financial Health and Sustainability

Pillar 5: A Culture that Values Learning

Pillar 6: Internal Monitoring for Continuous Improvement

Pillar 7: External Evaluation for Mission Effectiveness

Leap of Reason [leapambassadors.org/products](https://leapambassadors.org/products)

# Courageous and Adaptive Leadership

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Executives and Boards:

- **Embrace their responsibility to deliver meaningful, measurable, and financially sustainable results**
- Serve as strong, assertive governors and stewards (Boards only)
- Clarify the mission
- Recruit, develop, engage, and retain the talent
- Marshal the external partners and resources
- Passionately push the organization to get better
- Seek and act on feedback on their own performance and that of their organization



# Courageous and Adaptive Leadership

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(continued)

- **Assess what the organization should stop doing**
- **Clearly define their respective roles**
- Model thoughtful, clear, informative, and timely internal and external communications

# A Few Quick Tips on Board Leadership

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1. Use 3 year organizational goals as basis for Board's development of *its* annual goals and execution plan
2. Use board goals (and the Performance Imperatives!) to determine needed characteristics of your total board profile, then map current board against needs to identify gaps
3. Board member identification/development of member "pipeline" is a year round activity
4. View Board as a "program" of the organization with Board Chair as the Program Director.
5. Conduct board self-assessments at least every two years
6. Keep up on the local Jewish scene's "movers and shakers"

# Getting Better Board Meetings

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1. 4:00-4:30 Welcome, Consent agenda (approval of March 26, 2015 minutes and acceptance of materials into meeting record); Introduction of Gregg Steinberg via video conference (UpStart Chicago Director)

2. 4:30-5:00 UpStart Story as told by the numbers and Joe

What is the picture of UpStart's financial health looking at this past year and going forward? Are we on the right track?

Action: a) Discussion of the implications of the numbers in relationship to our growth strategy, current organizational life cycle; b) review proposed FY16 budget and vote on its adoption as is or as amended during the meeting, or postpone for a re-vote within the next week if necessary; c) contact Joe or Toby in advance of meeting for clarifying questions about the contents of the attached materials-not about the implications!

## Materials:

Memo to the Board from Joe about the financials

Spreadsheet that shows FY15 budget, FY15 projected EOY; Proposed FY16

May 2015 Financial Report to the Board

Partial agenda of the UpStart Board



# Pillar 2: Disciplined, People-Focused Management

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## Managers:

- Embrace their responsibility to deliver meaningful, measurable, and financially sustainable results
- Translate leaders' drive for excellence into clear work plans and incentives
- Make data informed decisions
- Recruit, develop, engage, and retain the talent
- Provide opportunities for staff to see themselves in the work
- Establish accountability systems that provide room for staff to be creative

# Pillar 2: Disciplined, People-Focused Management

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(continued)

- Provide continuous feedback to team members
- Acknowledge when staff members are not doing their work well and put in place improvement plans
- Not afraid to make tough personnel decisions





# Pillar 3: Well-Designed and Well-Implemented Programs and Strategies

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High Performance Organizations:

- **Are clear on their target population or audience**
- Base program design on a sound analysis of the issues, insights from intended beneficiaries, and evidence informed assumptions
- **Design with careful attention to the larger ecosystem in which they operate**
- **Implement their programs in a consistently high quality manner**
- Recruit, retain, motivate, listen to, and learn from their participants and intended beneficiaries
- Invest in building strong relationships between staff and participants
- **Guard against the temptation to veer off course in search of numbers that look good in marketing materials or reports to funders**

# Pillar 4: Financial Health and Sustainability

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Board and Key Staff:

- **Take charge of their organization's financial destiny**
- **Establish strong systems for financial stewardship and accountability**
- **Build and participate in budget processes that are oriented toward achieving results**
- Share their financial results transparently
- Nurture the external financing relationships
- Operate their organization with margins that allow them to build their balance sheet



# Pillar 4: Financial Health and Sustainability

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(Continued)

- Understand their organization's cost structure
- Use financial models to make clear and transparent the organization's financial condition
- Instill an organization wide discipline of compliance with all regulatory requirements

# Pillar 5: A Culture that Values Learning

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## High Performing Organizations:

- Understand the organization's mission and desired results and review them periodically
- Continually seek to do even better for the people or causes they serve
- Have high expectations of themselves
- Take on the challenge of collecting and using information
- Seek opportunities to benchmark themselves against, and learn from, peer organizations
- Are curious, ask questions, and push each other's thinking
- Feel safe acknowledging when there are problems
- Carve out some time to step back, take stock, and reflect



# **This is the Nordstrom policy manual in its entirety...**

## **Welcome to Nordstrom**

We're glad to have you with our Company. Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them.

**Nordstrom Rules: Rule #1: Use best judgment in all situations. There will be no additional rules.**

Please feel free to ask your department manager, store manager, or division general manager any question at any time.



# Pillar 6

## Monitoring for Continuous Improvement

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### High Performance Organizations:

- **Establish clear metrics, tightly aligned with the results they want to achieve**
- Produce frequent reports on how well the organization is implementing its programs and strategies
- Make the collection, analysis, and use of data part of the organization's DNA

# Pillar 7: External Evaluation

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## High-performance organizations:

- Complement internal monitoring with external evaluations conducted by highly skilled, independent experts
- Learn more about how well their programs are being run, what these programs are or are not accomplishing, who is or is not benefiting, and how the programs can be strengthened
- Match the tool to the task no one type is right for every organization or for every stage of an organizations development
- Commission evaluations to assess whether they are having a positive net impact
- Have a special obligation to commission a rigorous evaluation that can assess net impact
- Commission additional assessments to gauge their impact in new settings
- Share the methodology and results of their assessments

# Case Study

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## Presentation by Rabbi Elliott Tepperman on the Bnai Keshet board

- Listen for:
  - Indicators of supports for effective performance
  - Questions likely to benefit self and others that “peel the onion” for increased understanding
  - Approach to board development
  - Governance philosophy
- Clarifying questions
- Reflection



# Q and A

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If we didn't get to your question, please feel free to email me at:

[trubinconsultingservices@gmail.com](mailto:trubinconsultingservices@gmail.com).

Thanks for bringing Jewish wisdom into the world in new ways and letting me be at this moment of your journey.



# Torah

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Rabbi Sigal Brier

# Next Steps

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## \*Grants

**Clergy Incubator Grant:** [https://www.jewishrecon.org/sites/default/files/recon\\_incubator\\_applicaiton\\_2017.pdf](https://www.jewishrecon.org/sites/default/files/recon_incubator_applicaiton_2017.pdf)

**Auerbach Ignition and Launch Grants:** <http://www.rrc.edu/Auerbach-Grants>

1. **Define the problem:** What is the problem you are trying to solve? Who are you trying to serve and why?
2. **Background:** Why is this your passion? What experiments/research have you done to inform your proposal? What relevant experience, skills or credentials do you bring?
3. **Value proposition:** What have you already done to understand the pains and gains (the needs and desires) of your customers/beneficiaries? What have you learned about their unmet needs or desires? What is your hypothesis about the value you will bring to your participants? What is unique/innovative about your approach?
4. **Project activity:** Describe your proposed project or planned series of experiments. Include your vision/mission and stated goals. Please include a draft work plan for each quarter of the year.
5. **Measurement:** What do you want to learn from each phase of your project? How will you assess your progress and effectiveness? What structure will you have in place to learn from feedback/data and inform your cycle of innovation?
6. **Partnerships:** If you have thought about partners, individuals or organizations, please share who they are and how they will work with you.

