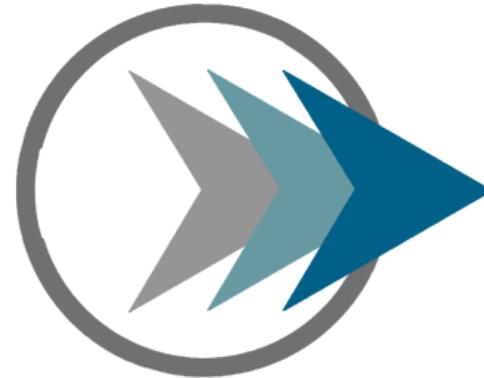


Managing Your
Committees and
Communities for
Success

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Nanette R. Fridman



F R I D M A N

STRATEGIES

Start with Why

- If you want to go fast go alone, if you want to go far go together.

• *- African Proverb*





TEAM
WORK

Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.

-Vince Lombardi

Goals

- Examine ideal volunteer experiences
- Discuss ways to effectively manage committees and communities
- Work plans
- Outline best practices for committee meetings - before, during and after
- Discuss agendas
- Time-management
- Learn some facilitation techniques for more robust and engaged conversations
- Explore strategies for handling difficult people
- Discuss approaches for having difficult conversations



Warm Up

- Think about the best volunteer experience that you have had or witnessed. What made it successful?
- Think about the most challenging volunteer experience that you have had or witnessed. What made it difficult?

Formula for Success

Relationship Formation

Expectations/Charges

Calendaring

Work Plan

Meetings – Pre, During and Post

Agenda

Facilitation

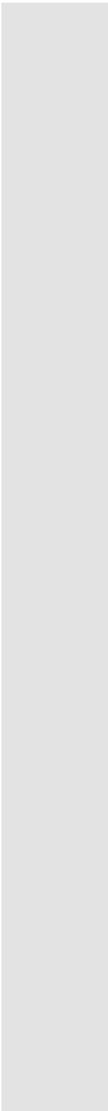
Addressing challenges

Sharing success





Ideal Relationship

- Shared vision
 - Partnership
 - Trust
 - Effective working relationships
 - Mutual respect and understanding of roles, skills and schedules
 - Works get done without concerns about who is in charge
 - Shared accountability and credit
 - Clear and unambiguous communication
 - Frequent communication
 - Support
 - Opportunities to evaluate and recalibrate the partnership from time to time to address any tensions or issues
- 

Agreement/Brit

What covenants must we make with each other in order to create a productive working relationship?

Consider the following

- Shared expectations

- Acknowledge individual expectations (realistic and unrealistic)

- Style/motivations

- Recognize the role, skills and schedule of each person

- Re-divide the pie

- Address these issues through a brit

- Communication preferences



Relationship Phases/Contracting

- Creating an agreement to define the work to be done, shared goals and the ways in which the two parties will be together
- Define how long, where and when the parties will work together, and when it will end
- Set up a mechanism for dealing with disputes

Agreement

Purpose

Roles

Communication and Process

Contact

Style and Personal Questions

Reflective Questions



- Assessment of what has been achieved and what success looks like next year or in 6 months.
- Discuss how the relationship is, or is not, working. Consider using the “**Stop. Start. Continue.**” **Exercise.**
- Consider course of action to help get back on track and consider outside advice or coaching if advisable.
- Create a **succession** plan – what need to happen in order to maintain the organization's work, and who will be next to take the mantle of leadership. Bring them in early!

Relationship Phases/Mid- Year

- Evaluate what has been achieved and what remains to be done
- Celebrate successes
- Make an honest assessment of each partner's contribution
- Appreciate each other's contributions
- Plan to bring successor along
- Discuss how each wants to stay engaged

Relationship Phases/Closing



A clear charge or purpose



Articulated goals



A work plan that outlines how the work will get done, when and by whom



A volunteer leader who has a job description



Volunteers who have job descriptions



A staff point person or liaison



Work time & meeting time

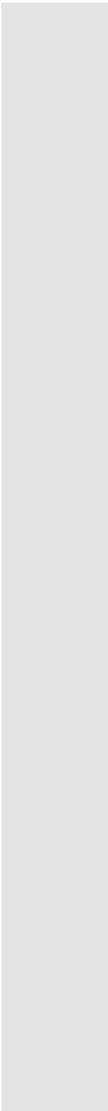


A clear understanding of reporting expectations to board (when/how)

Effective Committees



Committee Charges

- The purpose of the Committee. Why it exists and what it is asked to do.
 - The goal of the Committee must have these qualities:
 - It must be measurable.
 - It must have a deadline.
 - It must involve either some sort of certification or a deliverable.
- 

Committee Action Plan

- Go to www.fridmanstrategies.com
- Books
- On Board
- Enter Password for
Instant Access to Bonus Content
- ONBOARD
- Or email me fridmanstrategies@gmail.com

Scheduling

- Scheduling Meetings in our Busy World
 - Use technology to schedule (Doodle), meet (Zoom, WebEx Go To Meeting, Google Hangout) and share documents (Google Docs, DropBox). Also consider meeting before existing board meetings.
 - Staff members are increasingly playing administrative roles for committees. Clarify staff expectations and roles.



Pre-Meeting

Meeting Management
Agenda Design
Materials Sent Prior



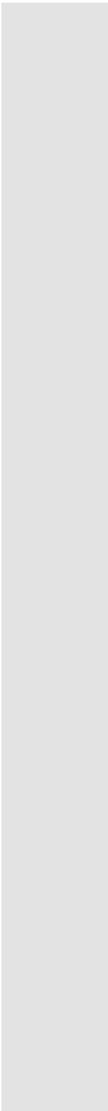
During Meeting

Facilitation
Leave with Action Items

Meetings



Committee Meeting Agenda

- Welcome
 - Recap
 - Purpose/Goal
 - Discussion Topic 1
 - Outcome
 - Next Step – Who and By When
 - Discussion Topic 2
 - Outcome
 - Next Step – Who and By When
 - Closing Loops/Reporting Out
 - Next Meeting
- 



Meeting Management

Know purpose and goals of any meeting

Time and date set in advance & Calendar invite sent

Reminder notice 7-10 days with agenda and pre-reading and again 1 day in advance

Serve a meal if possible prior to the meeting or snacks during

Use visuals

Engage participants

Active facilitation

Start and end on time

Note taker

Follow the agenda

Core Facilitation Skills

Asking Questions

Paraphrasing Ideas

Summarizing Discussion

Encouraging Engagement



Classic Facilitation -The Go Round

Pose a question and indicate how much time each person has to respond

Give people a minute to collect their thoughts

Repeat the question

Designate the first speaker

Go around, tracking the time for each speaker and returning at the end to anyone who passes

A variant is the "popcorn" format in which speakers can speak in any order

Pausing can be powerful





Minutes are distributed promptly



Members who did not attend are contacted



Action items are highlighted with timing and accountability assigned

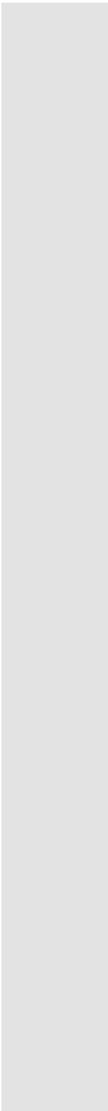


Next milestone or meeting scheduled and calendar invite sent

Post-Meeting



Work Product & Information

- Where does your group's work live?
 - How can people add or edit?
 - Who manages the work product?
- 

- Inconsistent attendance – conversation with different people
- Lack of performance
- Own agenda
- Difficult personalities
- Team lead is bottleneck
- What are other obstacles or challenges to successfully managing the board or committee?

Committee Common Challenges

Questions for Discussion



- What is the process or mechanism for handling volunteer issues that arise from time to time in your organization?
 - How do issues get surfaced?
 - Who is involved?
 - How are they addressed?

Tips for Handling Difficult People

- Be calm
- Understand the person's intentions
- Get some perspective from others
- Let the person know where you are coming from
- Build or draw on rapport
- Treat the person with respect
- **Focus on what can be acted upon**
- Ignore
- Other?

How to Handle Difficult Conversations

- Be clear about the issue
- Know the outcome you seek
- Choose the right place and time
- Know how to begin
- Be respectful
- **Adopt a mindset of inquiry, don't assume**
- Separate the person from the problem
- Manage emotions
- Be comfortable with silence
- **Preserve the relationship**



MEASURING/EVALUATION

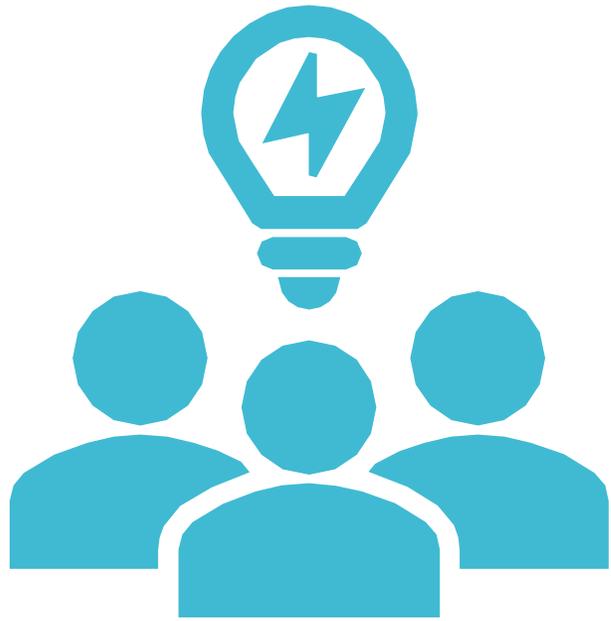


CELEBRATION



RECOGNITION

Sharing
Success



Evaluating Your Committee or Community

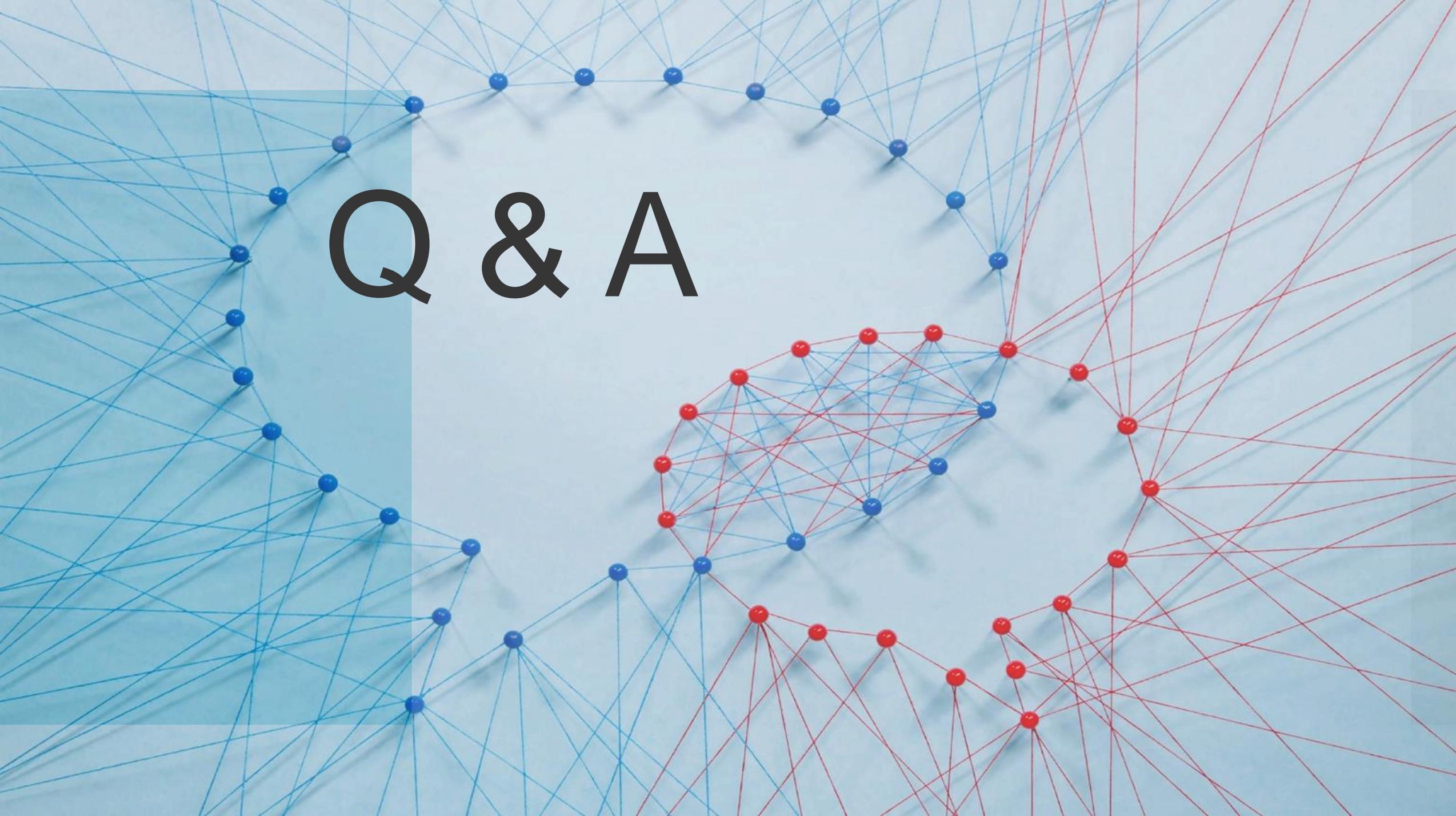
How is your committee or community functioning overall?

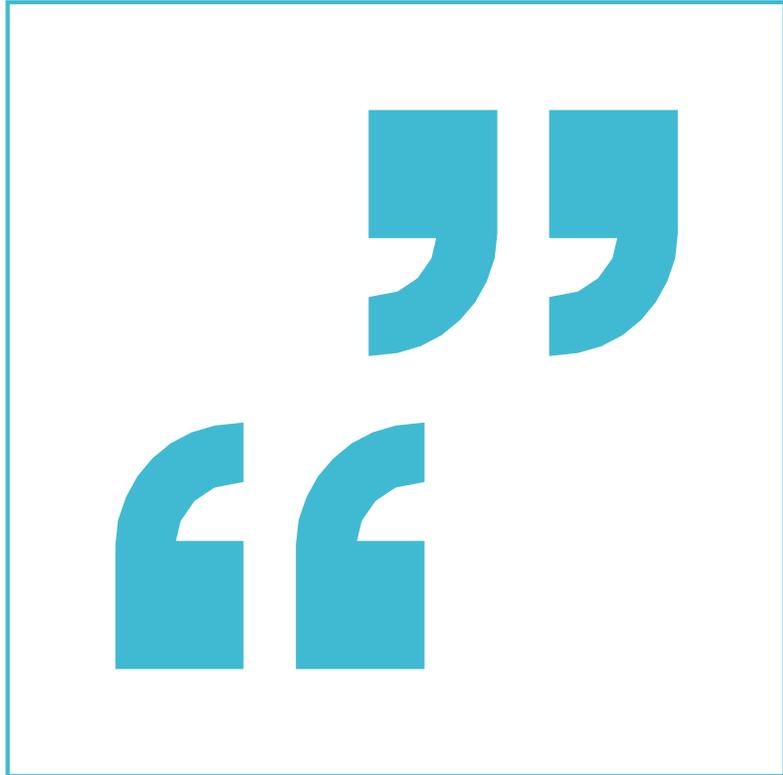
What changes could be taken to improve management or functionality?

What needs to happen to make these improvements?

What steps can you take to bring this about or start the process?

Q & A





Takeaways & Declarations

What is something sticky you are taking away from our time together today?

What is one thing you declare to do as a result?



F R I D M A N

STRATEGIES

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PLAN TO SUCCEED

HOLDING THE GAVEL

What **Nonprofit Board** Leaders
Need to Know



NANETTE R. FRIDMAN

*Author of On Board: What Current and Aspiring Board Members
Must Know About Nonprofits & Board Service*

“ Nanette Fridman has written the perfect book for board chairs. She provides a comprehensive outline of the role and succinctly and smartly describes exactly how to tackle what can feel like an overwhelming job. It is the indispensable guide for a difficult job.”

Allison Fine

National Chair, NARAL: Pro-Choice America
Foundation, co-author, *The Networked Nonprofit*

“ *Holding the Gavel* is yet another gift to the nonprofit sector from Nanette Fridman. It is a clear, easy to digest, and complete roadmap for board chairs to help ensure their success in tackling the complex challenges of the role. As a nonprofit professional, I am especially grateful for the way in which Nanette frames the partnership between board chairs and their professional leadership.”

Laura Fish

Executive Director, Douglas Institute Foundation

"If you've just been asked to join your first board or you're on ten boards, Nanette Fridman has written the book for you.
On Board tells you everything you need, from A to Z and then some—and it's so readable!"
Peter Edelman, Professor of Law, Georgetown University Law Center

ON BOARD

WHAT CURRENT AND ASPIRING
BOARD MEMBERS MUST KNOW ABOUT
NONPROFITS & BOARD SERVICE



NANETTE R. FRIDMAN

Foreword by Aaron Philip Dworkin
President, After-School All-Stars National Network

“ Too often the expectations of board members and the workings of nonprofits have been vague or mysterious. Whether you are a professional or board member, *On Board* demystifies how nonprofits work and lays out in detail how board members can be responsible, effective and fulfilled. ”

Dr. Marc N. Kramer
Executive Director, RAVSAK

“ Nanette Fridman insightfully shares her experience with nonprofit boards to help individuals be more intentional, engaged and clear about their roles. Every governance committee should give this book to their new and ongoing board members. ”

Nancy K. Kaufman,
Chief Executive Officer, NCJW