

**Thriving as a   
Board Chair**

*Facilitated by Steve Lew*

**Session 5: Sept. 11, 2018**Thriving in Change

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***We delight in the beauty of the butterfly*,*****but rarely admit the changes it has gone through to achieve that beauty.* –Maya Angelou**

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**Moving through Change as a Board Chair**

**Self-awareness:** How are you with change and transition in your workplace?

*Embrace? Adapt? Resist? Avoid?*

**What kinds of change do boards face that are adaptive or transformative?**

Examples:

* Significant change in financial health
* ED/CEO departure
* Board makeover
* Board equity and inclusion practices
* Merger/acquisition
* Acquiring or losing a building or other key assets
* Letting go of a core program

**What’s a change that your board is facing or is going through?**

# The Wheel of Change[[1]](#footnote-1)

The Wheel of Change is a model for transforming organizations.

The Wheel of Change asserts that to create real and sustainable change, we must work skillfully with three domains of organizational life:

## Hearts & Minds

The full range of what people think and feel: their motivations, beliefs, emotions, perceptions, etc.

## Behavior

What human beings actually do: their words and deeds, the actual choices they make to speak or not speak, to act or not to act, their habits.

## Structure

The organization structures, systems, and processes through which work gets done.

These three domains continually reinforce each other, which is why organizational systems tend to resist change. However, through a transformational approach we can:

* Identify and address the critical elements in each of the 3 domains of organizational life
* Create a virtuous cycle in which changes in one domain evoke and reinforce change in the other two domains.

**The Coaching Model**

**Action**

**Reflection**

**Learning**

(Excerpted from *Coaching Skills for Nonprofit Managers and Leaders* by Judith Wilson and Michelle Gislason, San Francisco: Jossey-Bass 2010.)

**Coaching Your Peers**

* Completely listen to the presenter – let your brain be quiet and maintain eye contact with presenter.
* Quickly ask useful questions about the presenter’s current perspectives, assumptions, actions.
* Limit advice– do not jump in and “save” the presenter by doing most of the talking yourself.
* Limit general discussion – focus on helping the presenter address their coaching goal.
* Avoid lecturing presenter, for example, saying “you should” or “you have to”.
* Help the presenter come up with specific actions during their time slot.

**Getting Coached**

* Present your coaching goal, what you want to get coached on.
* Use no more than **20%** of your time slot to explain your coaching goal.
* Explain your coaching goal in terms of the **here & now.**
* Use **“I” statements** as much as possible in your explanations.
* Briefly describe your feelings regarding the coaching goal.
* Don’t repeat yourself – explain your goal once.

**Peer coaching questions:**

* What’s important about making this change?
* What are desired outcomes?
* What behaviors need to be different for the change to be successful?
* Is your heart and mind in the change?
* When have you successfully made a change before?
* What does successful change require from your role as board chair?
* Who else can be a resource in the process?
* Whose voices need to be heard (more/less) in the process and why?
* What committees and full board meeting need to be fully utilized?
* What in the structure needs to change?
* If there was one behavior that is needed more (consistently/frequently/intentionally) what would that be?
* What strengths do you have that can be leveraged for making successful change?

**Notes**

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**Other resources:**

**Executive transition and search**

<http://www.transitionguides.com/guides-for-executive-board-leaders>

<https://www.compasspoint.org/revisitinget>

**Board Succession Planning:**

<http://socialventurepartners.org.s3.amazonaws.com/www.socialventurepartners.org/sites/60/2013/08/SVP-White-Paper-Board-Succession-Planning-2012.pdf>

<https://boardsource.org/resources/board-officer-succession/>

**Change management**

<https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2>

<http://stproject.org/wp-content/uploads/2014/09/wheel-of-change-model.pdf>

**Learning from Nature**

<https://www.colorlines.com/articles/three-lessons-adrienne-maree-browns-emergent-strategy>

**Thank you!**



All materials are available on the program resource page: <https://www.compasspoint.org/thriving-board-chair-resources>

**Keep in touch!**

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1. Social Transformation Project <http://stproject.org/wp-content/uploads/2014/09/wheel-of-change-model.pdf> [↑](#footnote-ref-1)