

# HANDOUT

## A GOOD BOARD CHECKLIST

(Group work and Discussion) Time: 90 min

Below is a useful checklist for board members and managers to see if they have all the necessary components of an effective governing board.

1 Is your organisation legally registered?

2 Does your organisation have:

- A constitution or other document that details the system of governance?
- A board, or other system of governance?
- A mission statement?
- A strategic plan?
- A written annual review?
- Annually audited accounts?

3 Does your board meet on a regular and planned basis?

4 Do board members demonstrate, or have the potential to develop, the following attributes:

- Commitment to the aims of the organisation?
- An understanding of the constitution, the organisation's structure and its work programme?
- A willingness to attend meetings regularly and prepare thoroughly for them?
- Good judgement in making important decisions about the future of the organisation?
- Specific skills and knowledge which can be used to advance the organisation?
- An ability to think strategically and to decide where the organisation is going in the long term?
- Discretion in working with others, since they will often need to consider confidential issues relating to staffing and funding?
- The ability to work in a team?

4 Do board members have limited terms for serving on the board or in a particular position? Is there a system for recruiting new members and for getting expert advice?

5 Do board members have a clear understanding of their role? Do they have a job description?

Does the board:

- Ensure the organisation is planning and reviewing its work effectively?
- Ensure that the organisation has a clear strategic direction?
- Provide advice and support to senior management?
- Ensure that legal responsibilities are met, as found in the constitution?
- Ensure that all resources are used to achieve the organisation's objectives?

- Supervise, monitor and support the work of the manager?
- Ensure that the organisation fulfils its obligation of accountability, including meeting contractual obligations with donors and accounting to and listening to beneficiaries?

6 How effective are board meetings?

- Is the agenda devised in an open and consultative way?
- Does the agenda show the approximate time to be spent on each item?
- Do minutes show clearly decisions made and action required?
- Are previous minutes checked at the start of every meeting?
- Do the paid staffs provide clear and concise reports that enable effective decision making?
- Do financial reports show the cash flow situation and also a long-term view of the organisation's finances?

7 Has the board made sure that the organisation has written policies and procedures in place to deal with?

- Equal opportunities recruitment and selection
- Discipline and grievance
- Code of conduct for dealing with issues of conflict of interest
- Appraisal of staff
- Travelling expenses and subsistence allowances

8 Would board members benefit from training in their roles and responsibilities?

# HANDOUT

## Questionnaire

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

**never**      **sometimes**      **always**  
**0**   **1**   **2**   **3**   **4**   **5**

\_\_\_\_\_ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.

\_\_\_\_\_ Nothing is more important than accomplishing a goal or task.

\_\_\_\_\_ I closely monitor the schedule to ensure a task or project will be completed in time.

\_\_\_\_\_ I enjoy coaching people on new tasks and procedures.

\_\_\_\_\_ The more challenging a task is, the more I enjoy it.

\_\_\_\_\_ I encourage my employees to be creative about their job.

\_\_\_\_\_ When seeing a complex task through to completion, I ensure that every detail is accounted for.

\_\_\_\_\_ I find it easy to carry out several complicated tasks at the same time.

\_\_\_\_\_ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.

\_\_\_\_\_ When correcting mistakes, I do not worry about jeopardizing relationships.

\_\_\_\_\_ I manage my time very efficiently.

\_\_\_\_\_ I enjoy explaining the intricacies and details of a complex task or project to my employees.

\_\_\_\_\_ Breaking large projects into small manageable tasks is second nature to me.

\_\_\_\_\_ Nothing is more important than building a great team.

\_\_\_\_\_ I enjoy analyzing problems.

\_\_\_\_\_ I honor other people's boundaries.

\_\_\_\_\_ Counseling my employees to improve their performance or behavior is second nature to me.

\_\_\_\_\_ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

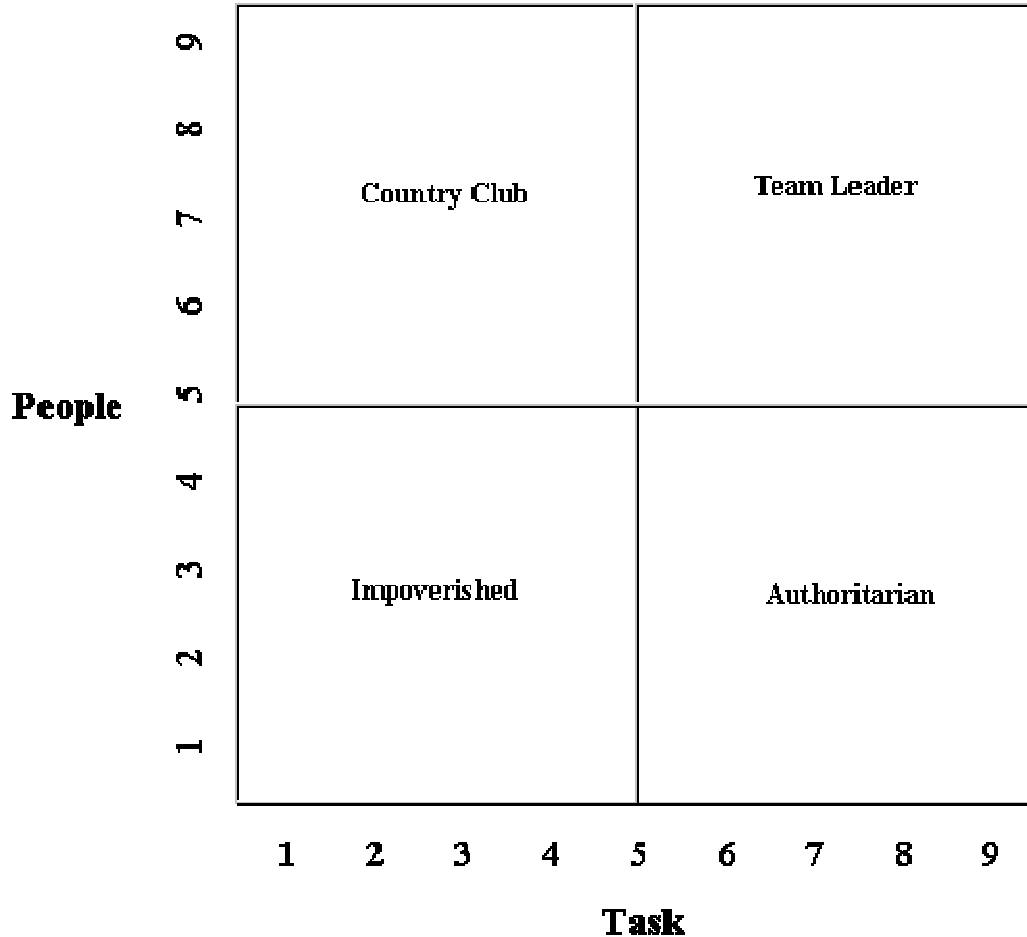
**Scoring Section**

After completing the Questionnaire, transfer your answers to the spaces below:

People	Task
Question	Question
1. _____	2. _____
4. _____	3. _____
6. _____	5. _____
9. _____	7. _____
10. _____	8. _____
12. _____	11. _____
14. _____	13. _____
16. _____	15. _____
17. _____	18. _____
TOTAL _____	TOTAL _____
X 0.2 = _____	X 0.2 _____
(multiple the Total by 0.2 to get your final score)	(multiple the Total by 0.2 to get your final score)

**Matrix Section**

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.



## HANDOUT 2

### Reflections on the Organization

Listed below are some of the things almost every organization does. Next to it are the words "climate" (feel of the organization) and "culture" (the way we do things). Think about your organization and circle the word that you believe best describes it.

#### Feel of the Organization and the Way We Do Things

1. Leadership style of upper management
  - a. Climate
  - b. Culture
2. Leadership style of supervisors and the manager I report to
  - a. Climate
  - b. Culture
3. Organizational Rules and Policies
  - a. Climate
  - b. Culture
4. The way we reward people
  - a. Climate
  - b. Culture
5. The way we punish people
  - a. Climate
  - b. Culture
6. How we treat our customers
  - a. Climate
  - b. Culture
7. How we treat our supplies and vendors
  - a. Climate
  - b. Culture
8. Our mission statement
  - a. Climate
  - b. Culture
9. How we celebrate
  - a. Climate
  - b. Culture
10. How the employees feel they are part of the organization
  - a. Climate
  - b. Culture