



## BOARD – STAFF RELATIONS

A thoughtfully designed partnership between the Board and staff will nurture strong leadership throughout the organization. As with all partnerships, the Board and staff must know and respect the strengths and weaknesses brought to the relationship by each partner. The Board and staff must clearly understand their role, responsibilities and reporting relationships. Board volunteers and staff need to have a clear understanding of their individual and shared job responsibilities. No one should have to ask: “Is this your responsibility or mine?” Ambiguity in their roles will decrease performance and place unnecessary stress on the relationship between the Board and staff.

**Sport Resource Tool:** A Role Clarification Exercise to help clarify the roles and both Board and staff is available from the Effective Organizations – Skills Program for Management Volunteer book. This book is available from Sport Manitoba’s resource library.

Resources: <http://www.mapnp.org> - Chart on delineating Board and Staff responsibilities  
Effective Organizations – Skills Program for Management Volunteers,  
Duties and Responsibilities of Directors of Non-Profit Corporations, Canada Society of  
Association Executives

**These books are available in Sport Manitoba’s Resource Library. See Susan Stastook to borrow these books.**

**Sport Fact:** There are over 725 volunteers serving on Board of Directors for the PSO’s.  
The average PSO Board consists of 9 positions.

## ESTABLISHING A RELATIONSHIP BETWEEN A NEW PRESIDENT AND CURRENT EXECUTIVE DIRECTOR

Usually, the Executive Director is in the organization before the President was elected and will likely be around after the President is gone. The Executive Director is also much closer to the day-to-day activities in the organization. Yet, the President is responsible to provide leadership to the Board to whom the Executive Director is accountable. The President leads the Board and also evaluates the performance of the Executive Director. Maintaining a high-quality relationship between the two roles requires a high level of maturity and understanding from both people filling these roles.

One of the most effective ways to minimize conflict between President and Executive Director is to:

1. Have clearly written and approved policies and procedures.
2. Provide annual Board training sessions that include overviews of the roles of the President and Executive Director.
3. When there is a new President or Executive Director, the two of them should meet to discuss how they would work together as a team.
4. The President and Executive Director should mutually develop agendas for board meetings.
5. Have clear written guidelines about the role of the staff.

Source: <http://www.managementhelp.org>

**Sport Fact:** Over 70% of PSO's employ either a full-time or part-time staff member.

## **WHAT SHOULD THE RELATIONSHIP BETWEEN THE BOARD AND THE EXECUTIVE DIRECTOR BE?**

A nonprofit's Board of Directors has very specific duties that are distinct from those of the Executive Director. Directors have fiduciary responsibility and they are required to act within their authority primarily for the organization's benefit. A director does not have any individual power or authority. A Board's decision-making ability lies in its group structure. There will be times that an individual Board member will be extensively involved in a program area and working with the Executive Director, but this is usually temporary.

Ultimately, the ideas and actions of the Executive Director, perhaps more than the will of the Board, will influence the nature of the dynamics that characterize this important relationship. Because it falls to the Executive Director to help determine which issues the Board will address and to assemble the information that shapes the discussion, thus the Executive Director can guide its board in its role.

Source: <http://www.nonprofits.org>

## **AFFECTING CHANGE IN A BOARD/STAFF RELATIONSHIP USING THE GREATEST MANAGEMENT PRINCIPLE IN THE WORLD**

### ***The basics:***

- 1) The things that get rewarded get done.
- 2) If you aren't getting the results you want, ask the magic question: "What's being rewarded?"

### ***Strategy: What to Reward***

"What gets recognized gets repeated."

## THE 10/10 MANAGEMENT SYSTEM

### REWARD:

1. Solid solutions
2. Risk taking
3. Applied creativity
4. Decisive action
5. Smart work
6. Simplification
7. Quietly effective behavior
8. Quality work
9. Loyalty
10. Working together

### INSTEAD OF :

1. Quick fixes
2. Risk avoiding
3. Mindless conformity
4. Paralysis by analysis
5. Busywork
6. Needless complication
7. Squeaking joints
8. Fast work
9. Turnover
10. Working against

### THE TEN BEST WAYS:

1. Money
2. Recognition
3. Time off
4. A piece of the action
5. Favorite work
6. Advancement
7. Freedom
8. Personal Growth
9. Fun
10. Prizes

### *Action: Who and How to Reward*

#### MANAGE OTHERS:

1. Choose the results you want.
2. Identify the behavior needed.
3. Decide on the proper reward.
4. Use the power of positive feedback.
5. Dispense reward, enjoy success & set new goals.

#### MANAGE YOUR BOARD

1. Inventory strengths and weaknesses.
2. Build on strengths.
3. Decide how you want to change board behavior.
4. Reward Board for signs of positive change.

#### MANAGE YOURSELF

1. Choose a new habit.
2. Choose a fitting reward.
3. Practice the habit for 3 weeks straight.
4. Give yourself the reward, enjoy success & choose a new habit.

**The Bottom Line: Everybody works smarter when there's something in it for them.**

Source: Peters, Tom "Thriving on Chaos", New York: Harper Row, 1987.

**Sport Fact:** Sport Manitoba recognizes over 100 sport partner organizations, all run by volunteer boards.

### Surf the web for additional resources:

Authenticity Consulting – Management Library  
Management Assistance Program for Non-Profits

[www.managementhelp.org](http://www.managementhelp.org)  
[www.mapfornonprofits.org](http://www.mapfornonprofits.org)

#### Publication of the PSO Unit

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