

**Board CPR:  
Restoring Health and Vitality  
to your MOW Board**

**Meals on Wheels  
Association of America**

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# board CPR: restoring health and vitality

## Introduction

Having boards that are healthy and vibrant are vital to the long-term success of MOW organizations and programs.

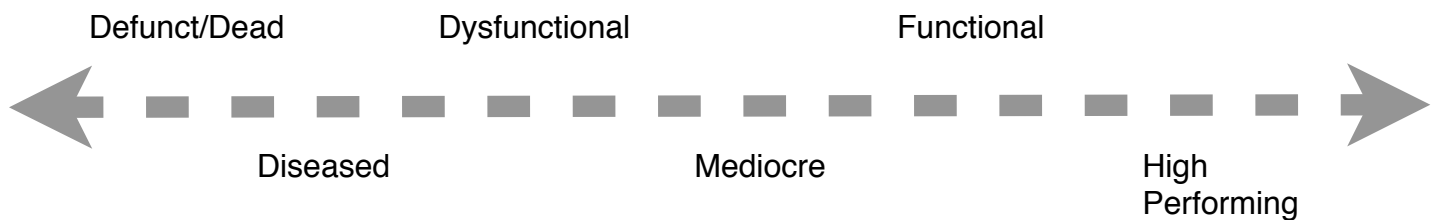
Consider the following:

- ▶ Your board either **contributes to** or **detracts from** the success of your MOW program(s).
- ▶ It's impossible to sustain an **excellent** MOW organization with a **mediocre** board.
- ▶ "To make the greatest impact on society requires first and foremost a great organization, not a single great program" (Jim Collins).
- ▶ The starting place for building a great nonprofit organization is building a great board.



## Board Wellness Continuum

The *illness-wellness continuum* was developed by Dr. John W. Travis and addresses various stages of illness and wellness related to physical health. We've modified this continuum and adapted it to nonprofit boards and use it to plot board wellness. All boards fall somewhere on this continuum.



**Where does your Board currently fall on this continuum?**

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## Characteristics of a High Performing Board

- Aggressively advances the organization's mission
- Heroically champions the organization's cause
- Energetically supports the ED/CEO
- Strategically guides organizational planning
- Carefully stewards organizational assets
- Visibly supports organization's activities

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## Symptoms of a Dysfunctional Board

- Board lacks diversity and purpose
- Board is not equipped to do its job
- Board struggles to provide leadership for your MOW
- Although the board may meet regularly, meetings lack direction and accomplish little
- Members have episodic occurrences of conflict or chaos
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## Symptoms of a Diseased Board

- Board rarely meets due to poor planning, execution, or lack of interest and priority
- Board meetings are poorly attended or cancelled due to not having a quorum
- Board consistently fails to provide leadership for your MOW organization
- Meetings are characterized by feuds, quarrels, or power struggles
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## Symptoms of a Dead/Defunct Board

- Board exists in name only
- Board either does not meet or should not meet (meetings are lifeless, purposeless, & pointless)
- Board members are mummified or zombie-like
- Board provides NO leadership or direction for your MOW
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## Options for Assessing Your Board

- Self-examination or assessment against symptoms and stages
- Formal assessment using some standard instrument
- Professional diagnosis
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## Treatment or Interventions

### Dysfunctional or Diseased Boards

- First step is to recognize and admit a problem exists
- Renew board (collective) commitment to lead, follow, or get out of the way
- Reignite passion for the MOW purpose, mission, and values
- Get the right people on the board (and the wrong people off)
- Assess board composition and identify desired skill sets and member attributes
- Renew commitment of individual members to step up or step off
- Resolve personality conflicts
- Restructure the board leadership (officer and committee assignments)
- Renew or reclaim organizational purpose
- Provide board development opportunities
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### Dead or Defunct Boards

- Assess the severity of the situation and determine if any members can be salvaged
- Call a code blue and attempt to resuscitate the Board with a clear call to action
- Develop an intensive corrective action plan with 30/60/90 day milestones or ultimatums
- Revisit leadership structure and make radical changes
- Consult your bylaws to explore options and procedures for removing defunct members
- Assess capabilities of the CPO
- Explore options for merging with another organization
- Start fresh with a new board
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## After the Crisis (Maintenance Mode or Preventive Measures)

- Keep the mission and vision paramount
- Continually reinvigorate the Board by ongoing recruitment of new members
- Regularly equip members for service
- Energize board meetings
- Get regularly check-ups - assess Board and member performance
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## What key next steps do you need to take to restore health and vitality to your board?

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## If your Board continues on its current path, what lies ahead for your MOW program?

**“It is easy to dodge our responsibilities, but we cannot dodge the consequences of dodging our responsibilities.” - Sir Josiah Stamp**

## Need Help Revitalizing Your MOW Board?

We'd love to hear from you. You can reach us at 800-883-7196 or [impact@xfactorllc.com](mailto:impact@xfactorllc.com). You can also connect with us online at:

- ✓ LinkedIn: [www.linkedin/in/kevinmonroe](http://www.linkedin/in/kevinmonroe)
- ✓ Facebook: [www.facebook.com/xfactorconsulting](http://www.facebook.com/xfactorconsulting)
- ✓ Twitter: [www.twitter.com/kevin\\_monroe](http://www.twitter.com/kevin_monroe) and [www.twitter.com/xfactorllc](http://www.twitter.com/xfactorllc)

## NOTES: