



United Way
Calgary and Area

**DEVELOPING THE
CAPACITY
OF THE BOARD CHAIR:**

Role of the Board Chair

Jan. 10, 2013





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Key Topics of Discussion

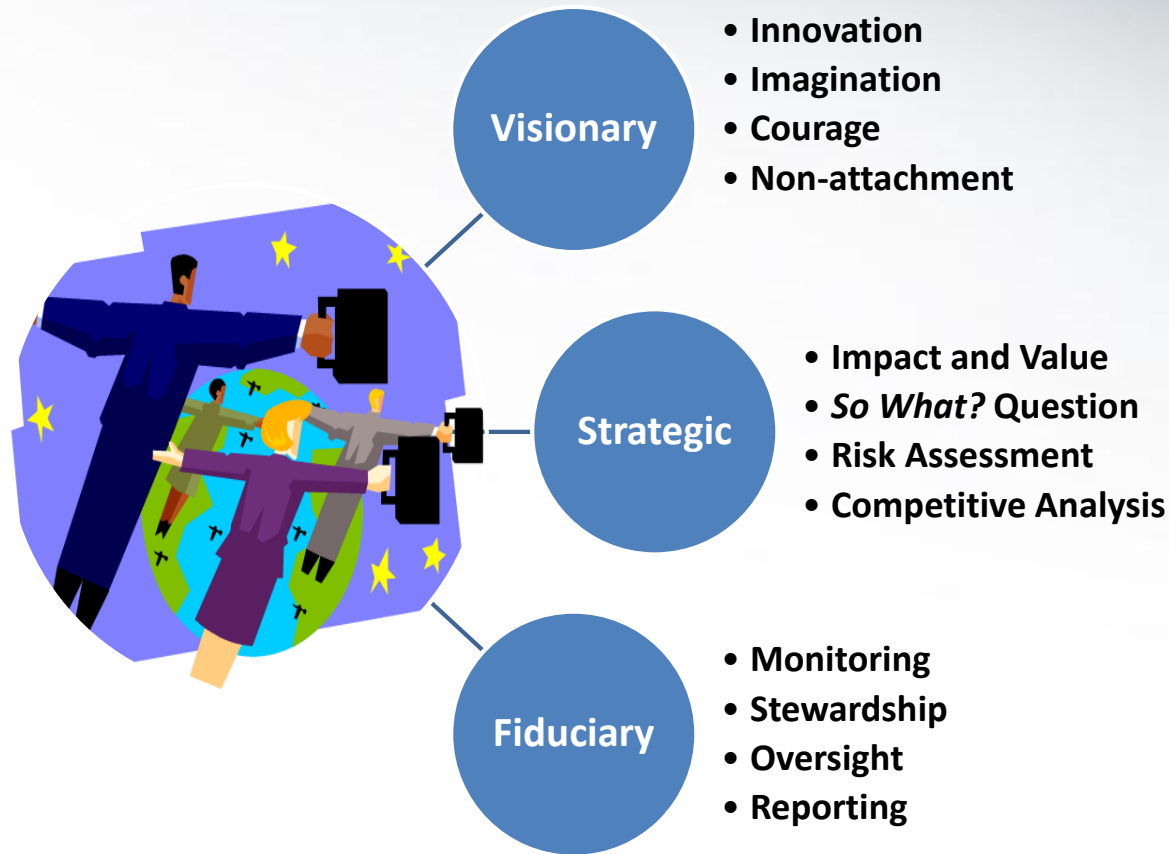


- Job description: desired skills and qualities
- Leadership roles of the Chair
- Chair as mentor and advocate
- Delegation and coaching of Vice-Chair



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Leadership = Strategy + Vision





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4 Roles of the Board Chair



- Visionary
- Leader
- Public Advocate
- Facilitator



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Visionary



- Inspire others to the vision and mission
- Develop a culture of strategic planning and strategic thinking
- Focus on possibilities rather than challenges
- Build organizational capabilities



Leader



- Lead the Board in effective governance
- Provide coaching, support and guidance to Executive Director
- Respond proactively to issues e.g. non-performance of Directors
- Build the Board team – get to know your members
- Develop the leadership skills of other Board members



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Public Advocate



- Seize opportunities to communicate the vision to the community
- Ensure that the voices of the community are heard
- Seek to secure funds and expertise
- Leverage Chair's role for advocacy, influence and access



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Facilitator



- Take charge of Board meetings
- Manage group process and dynamics
- Ensure participation of all Directors
- Use clear decision-making process
- Manage conflicts
- Seek feedback on meetings and implement change



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Delegation and Coaching of Vice-Chair



- Don't keep the Vice-Chair on the waiting list – get them active and engaged
- Make them Chair of the Board Development or Nominating Committee
- Delegate small tasks where possible
- Invite them to your meetings with the ED



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More Delegation and Coaching



- Invite them to your meetings with funders, government officials, etc.
- Ask them to periodically substitute for you at these meetings as appropriate
- Have them chair Board meetings towards the end of your term



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Food for Thought



Satisfaction in Governance

- ❖ **Actual work:** what work does your Board spend the most time on?
- ❖ **Valuable work:** what aspects of the Board's work are most important to your organization's success or mission?
- ❖ **Meaningful work:** what work would you miss the most if the Board decided not to do it?