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2017 NPQ Nonprofit Quarterly

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Stated clearly and in detail, leaving no confusion or doubt.
Expression without vagueness.
In other words – clear boundaries on policy and mission.

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has a *dual focus*: achieving the organization's social mission and the ensuring the organization is viable. Both responsibilities relate to fiduciary responsibility that a board of trustees (sometimes called directors, or Board, the terms are interchangeable) has with respect to the exercise of authority over the *explicit actions* the organization takes. Public trust and accountability is an essential aspect of organizational viability, so it achieves the social mission in a way that is respected by those whom the organization serves and the society in which it is located.

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BEST

1



PRACTICE YOUR
FIDUCIARY RESPONSIBILITY

CROSSING LINES
WITH VENDERS
OR EMPLOYEES

WORST

1

Conflicts of Interest

Perceived or Actual

Institution

Interests
and Duties

← →

Personal

Interests or
Loyalties

Outside Business Interest

Family and Friends

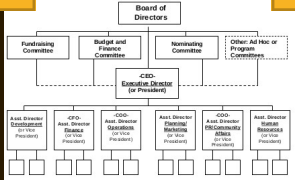
External Boards

Communications

Gifts and Entertainment

BEST

2



OPERATE WITHIN
YOUR JOB DESCRIPTIONS

THINKING
THIS IS YOUR WORLD

WORST

BEST

3

MISSION
STATEMENT

What does your org do?
How does your org do it?
Why does your org do it?

FILTER BASED ON
YOUR MISSION STATEMENT

WATCHDOG VS.
AMBASSADOR

3

BEST

4



United States of America
KNOW WHO YOU REPRESENT

RUSH STRATEGIC AGENDAS




WORST

4

BEST


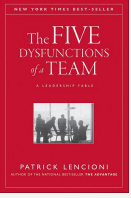
5



Groupthink is a phenomenon where people tend to confirm with group decisions to avoid feeling outcast, leading to errors in decision making.

CHALLENGE GROUP THINK

GROUPTHINK (def) refers to a deterioration of mental efficiency, reality-testing, and moral judgment that results from in-group pressures.

People feel intimidated or too insecure to offer up opposing thoughts even though the alternative seemed obvious.
Groupthink allows an odd course of action to develop at best and at worst passively tolerates catastrophic outcomes.

- Ever feel like there was a meeting before "the meeting?"
- Ever feel like you are getting "the treatment" for asking a question or disagreeing?
- Ever tried to create such feelings to control an outcome?
- Never confuse expected conformity with genuine unity that comes from conflict.









HOW TO AVOID GROUP THINK

1. Read a book like *The Five Dysfunctions of a Team*
2. Allow honest discussion and concerns to be aired.
3. Focus on information over opinions.
4. Chair needs to withhold opinion until after discussion.
5. Use and appoint devil's advocate (spilt the room).
6. Six Hats method

Exhibit 1.9: Six Thinking Hats exercise for solution mapping

The six hats:

-  **The White Hat** – Calls for information known or needed. 'The facts, just the facts.'
-  **The Yellow Hat** – Symbolizes brightness and optimism. You can explore the positives and probe for value and benefit.
-  **The Black Hat** – Signifies caution and critical thinking. Do not overuse! Why something may not work?
-  **The Green Hat** – Focuses on creativity, possibilities, alternatives and new ideas. It is an opportunity to express new concepts and new perceptions; lateral thinking could be used here.
-  **The Blue Hat** – It is used to manage the thinking process. It ensures that the 'Six Thinking Hats' guidelines are observed.
-  **The Red Hat** – Signifies feelings, hunches and intuitions – the place where emotions are placed without explanation.

Dr. Bono