



visionworks<sup>TM</sup>  
CONSULTING, INC

WHO WE ARE  
FOR YOU?

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OUR MISSION

Assisting faith-based organizations  
put their vision to work.



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visionworks<sup>TM</sup>  
CONSULTING, INC

OUR CONSULTING TEAM



Mark Davidhizar  
Senior Consultant



Kent Wallace  
Founder/President



Tammy Briggs  
Senior Consultant



Hal Bell  
Senior Consultant

Serving faith-based not-for-profits for over 24  
years with combined industry experience of over  
100 years.

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### OUR VISION

**"TAKING A BIBLICALLY GROUNDED APPROACH IN ASSISTING MINISTRIES SOLVE THE PROBLEMS OF MISSION, MESSAGE AND MONEY"**



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### SERVICES

- Board Training and Coaching
- Executive Director Coaching
- Marketing and Messaging Strategic Planning
- Strategic Fund Development
- Caleb Studies/Capital Campaigns
- Grant Writing Training & Deployment
- Unique Friend/Fundraising Special Events



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### RECENT & CURRENT CLIENT'S SERVING:

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GROWING YOUR BOARD

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### Your Trainers Today




**Melissa Conner**  
Executive Director

**Kent Wallace**  
Founder/President





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### GROWING YOUR BOARD

**What is the difference between a Working/Managing Board & Governing/Policy Board?**

**Working/Managing Board:**

1. Typically meet monthly.
2. Heavily involved in the operation and execution of the organization/organization plan.
3. Make all financial decisions.
4. Working in the organization to execute the organization/organization plan.
5. Act as board and staff.
6. Chairman and Executive Director are often same person.


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**GROWING YOUR BOARD**

**What is the difference between a Working/Managing Board & Governing/Policy Board?**

**Governing/Policy Board:**

1. Typically meet quarterly or less.
2. Stay at the 40,000' level of organization/organization issues.
3. Focus on Mission match with organization/organization plan.
4. Focus on overall annual budget to execute organization/organization plan.
5. Delegate authority of organization/organization execution to be lead by Executive Director.
6. Delegate authority to spend annual budget to Executive Director with checks and balances.
7. Annually review Executive Director and establish compensation.





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**GROWING YOUR BOARD**

**How to transition from a Working/Managing Board to a Policy/Governing Board.**

Make sure you have established and documented your board for success:

- a) Establish Board job descriptions.
- b) Establish annual Board peer-reviews.
- c) Establish annual Board performance review.
- d) Establish annual Board cycle.
- e) Establish Board committee and task forces charters.
- f) Establish Board recruitment and on-boarding process.
- g) Establish annual and on-going Board training.





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**GROWING YOUR BOARD**

**How to transition from a Working/Managing Board to a Policy/Governing Board.**

Hire and replace function one-staff at a time:

- a) Typically mission delivery staff are first
  - i. Instructors
  - ii. Equine/Barn managers
  - iii. Volunteer managers
- b) Second is Operations Leadership/Executive Director
- c) Replace committees and task forces with staff.
- d) Board Committees and Task forces exist to execute what staff cannot.





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BOARD / EXECUTIVE DIRECTOR  
RELATIONSHIP

Two draft horses equally yoked.



8,000 lbs  
24,000 lbs



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BOARD / EXECUTIVE DIRECTOR  
RELATIONSHIP

**As the Executive Director remember...**

1. The Chairman of the Board is NOT your boss.
2. You do not work for "A" board member.
3. You are accountable to the majority vote of the Board.
4. Your staff works for you and not the board.



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BOARD / EXECUTIVE DIRECTOR  
RELATIONSHIP

**As the Executive Director remember...**

5. Each Board member are Major Contributors - treat them as such.
6. The Chairman of the Board is advocating for the organization at the 40,000 foot level – provide them with what they need to advocate with confidence.
7. Help populate the board with wise counsel – make recommendations for board members!



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GROWING YOUR BOARD

Q & A





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ON-BOARDING

11 CRITICAL LAWS FOR GREAT BOARDPERSONSHIP

Kent Wallace	Mark Davidhizar	Tammy Briggs	Hal Hill
President/Founder	Senior Consultant	Senior Consultant	Senior Consultant



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- ▶ You need to understand why the organization exists.
- ▶ You need to believe in the mission of the organization at the deepest level.
- ▶ This needs to be one of the most important values and most important regulations in which you can involve

**LAW ONE**

1) PERSONALLY CONNECT WITH AND FULLY BUY INTO THE MISSION





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▶ You are financially responsible for the organization.  
 ▶ You are responsible for the financial sustainability of the organization.  
 ▶ You need to ask questions until **YOU** understand the complete financial picture and then start the yearly review.

**LAW TWO**

**2) BE COMPLETELY AWARE OF THE ORGANIZATION'S FINANCIAL PICTURE**


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▶ Not only do you need to know the financial picture – but you **MUST** be involved in the active funding of the organization.  
 ▶ You need to be a five "T" contributor (Treasurer, Tim, Talent, Tenacity, and Temple).  
 ▶ You need to actively introduce new gifts to the organization.

**LAW THREE**

**3) BE FULLY ENGAGED IN THE FUNDING OF THE ORGANIZATION**

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▶ You need to know how the organization is fulfilling its mission.  
 ▶ Actively support your Executive Director/President's annual strategic organization and development plan.  
 ▶ You need to be an active and continuous learner of the organization.  
 ▶ You need to be engaged in the organization to the extent it can be.

**LAW FOUR**

**4) BECOME AN EXPERT OF YOUR ORGANIZATION IN HOW THEY SERVE THEIR MISSION**

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- ▶ Spend time getting to know each area of the organization.
- ▶ Learn your permanent's staff's roles and responsibilities.
- ▶ Meet your permanent's staff, clients, and board members.
- ▶ Volunteer for a position in the cases you are most connected.

# LAW FIVE

**5) FIND YOUR NICHE – YOUR PERSONAL AREA OF ORGANIZATION AND FOCUS**

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- ▶ Watch a YouTube video or read a primer on Roberts Rules of Order.
- ▶ Understanding parliamentary procedure will help you organize and officiate your meetings.

# LAW SIX

**6) LEARN THE BASICS OF ROBERTS RULES OF ORDER**

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- ▶ Align your giftedness to the board's needs.
- ▶ Volunteer to serve on committees or taskforces that minimize your talents.

# LAW SEVEN

**7) PARTICIPATE IN AN OFFICE, COMMITTEE, OR TASKFORCE**

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▶ Keep board discussions in the board room.  
 ▶ Do not share board issues with permanent staff or other constituents.  
 ▶ Once a vote is taken, be unified in organization support.

**LAW EIGHT**

**8) MAINTAIN BOARD CONFIDENTIALITY AND UNITY**

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▶ The staff answers to the Executive Director or President not to the board.  
 ▶ Maintain healthy staff relations and communications.  
 ▶ Pray for the staff and serve the staff to facilitate their success.

**LAW NINE**

**9) STAY OUT OF OPERATIONS**

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▶ Read all your minutes from the past meeting(s) before the board meeting.  
 ▶ Read and understand your financial reports before your board meeting.  
 ▶ Use a highlighter pen to write any questions you need to ask before reports are approved.

**LAW TEN**

**10) BE PREPARED AND BE "REPORT-CURRENT" GOING INTO EVERY BOARD MEETING**

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▶ Actively participate in every board meeting.

▶ Listen actively to what your fellow board members are sharing and seek to understand their position on concerns.

Formulate your questions or clarification requests in a clear, concise manner. Make sure your position is clearly expressed, especially if you struggle communicating extemporaneously.

**11) BE AN ACTIVE LISTENER AND INFORMED SPEAKER AT EVERY MEETING**

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▶ 1) Personally connect with the mission.

▶ 2) Be completely aware of the organization financial picture.

▶ 3) Understand the future of the organization.

▶ 4) Take responsibility for your own actions.

▶ 5) Insure that your personal and organizational interests are protected.

▶ 6) Read the book by Robert G. Anderson.

▶ 7) Participate in an office, committee or taskforce.

▶ 8) Maintain Board confidentiality.

▶ 9) Stay out of operations.

▶ 10) Be prepared and be "renew" oriented at every board meeting.

▶ 11) Be an active listener and speaker at every meeting.

**ON-BOARDING  
11 CRITICAL LAWS FOR GREAT BOARDPERSONSHIP**

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**THE PROCESS**

**11 CRITICAL LAWS FOR GREAT BOARDPERSONSHIP**

Nick Saban  
"Success does not come by focusing on winning the National Championship, Conference Championship or the game on Saturday afternoon. It comes from winning the blocking drill your executing right now."

You don't draft a great board, you build one. One board member at a time.

**Start with one who shares your vision of what your board could be.**





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We invite your feedback on this training or other topics you would like discussed. Email us at: [info@visionworks.us](mailto:info@visionworks.us)

## ON-BOARDING

### 11 CRITICAL LAWS FOR GREAT BOARDPERSONSHIP

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President/Founder	Senior Consultant	Senior Consultant	Senior Consultant



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