



BOARD BRIEF: Board Transformation Process

Board Briefs are "at-a-glance" resources that help board volunteers better support their Boys & Girls Club. They are designed to occur as five-minute education opportunities at board meetings.

SUMMARY

Organizations undergoing transformation may do so due to a merger, organizational restructuring, new leadership, a strategic shift in direction, or in reaction to changing market conditions. However it arrives, transformation typically brings the same challenges: a need to analyze infrastructure, create a new operating model, and shift organizational behaviors and/or key leadership positions. Due to this complexity, Boys & Girls Clubs of America (BGCA) created a framework to guide development of an intense, project-based board transformation plan. The resulting plan provides an engineered solution to drive leadership change, outcome-based structure, and increased accountabilities among board and staff, leading to improvement in Sustainability Score and Key Performance Standards for Strong Boards.

THE NEED FOR TRANSFORMATION

The quality of leadership, more than any other single factor, determines the success or failure of an organization. Therefore, effective transformation plans focus on board development. In many cases, the board must be replaced entirely or re-built.

BGCA's Directors of Organizational Development (DODs) work with Club leaders to map out a Board Transformation Plan driven by training, action planning and data collection and analysis. During the 12- to 15-month process, DODs will help transform the organization from one stage to the next using prescriptive strategies, quantifiable measures, tools and resources. The Plan is informed by an aggressive assessment of board capabilities and frames pivotal issues to motivate organizational leaders to commit to transformation.

UNDERSTANDING THE TRANSFORMATION PROCESS

The Freeze-Unfreeze theory of change helps explain what is necessary for effective transformation. Consider what is needed to turn a square ice cube into a cone-shaped ice cube. You cannot simply visualize the cone and take a single action to reach the goal. You must first unfreeze the square ice cube and then reshape it to refreeze as a cone-shaped ice cube. With this understanding that effective board transformation requires both time and a systematic process, you can calmly lead your organization through transformation to become a stronger and more impactful Boys & Girls Club.

PROJECT-BASED BOARD TRANSFORMATION PLAN

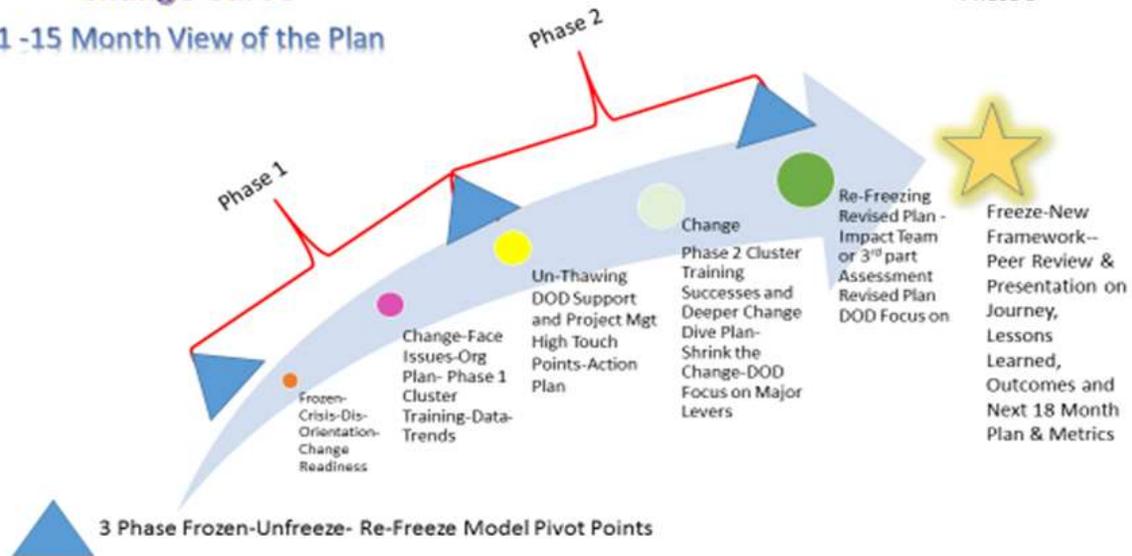
The project components or phases include the following participant/organization based segments over a 12-15 month period.

1. Requires participation of 2 board members and the CEO in two cluster trainings focused on Leading Organizational Effectiveness and Change training and planning.
2. Following each cluster training, the organization, in partnership with their DOD will plan and hold a board retreats & planning sessions, in two 180-day time frames, with the purpose of advancing the organization as measured by key metrics outlined in point 5 of the LOA.
3. **Each board retreat requires 75%** of the board to attend and actively participate in the board retreat/planning session, and participate in the online pre and post board assessment.
4. Following each retreat, the organization must create and electronically submit a developmental board-approved Improvement Action Plan that clearly articulates 3 to 5 goals and specific action steps that will position the organization for long-term sustainability through the implementation of an intense board building & engagement plan.
5. The Action Plan will focus on the incremental improvement of the organizations Sustainability Score and Key Performance Standards for Strong Boards. The incremental plan will require the use of one or more field consultants or executive or governance coaches, third party Subject Mater Experts, which will be selected by your DOD.
6. Includes a conference call that will take place with the board leadership team completing the cluster training and additional board leaders as required, CEO leadership and assigned DOD for the purpose of monitoring and supporting the plan's progress.
7. Following two cluster trainings and developmental, high monitored, action plans, and completion of pre-post evaluations of the organizations progress against comparative data, the organization will be required *to prepare and present a story of the organization transformation journey and lessons learned*. The presentation will be made to a cluster cohort group, comprised of board members and CEO's who participated in the two cluster trainings, as well as a *panel of third party judges* who will assess the level of the organizations development, progress against metrics, and the sustainability of the board transformation plan.
8. The Resource Development (RD) Accelerator can be offered after the completion of the last phase presentations. This Accelerator provides the foundation upon which the organization can build a sustainable resource development program. This half-day training is based on the principles of BGCA's successful Advancing Philanthropy program and facilitated by RD Club Services.



Board Transformation Project Change Curve

1 -15 Month View of the Plan



MEASURING SUCCESS

Success is measured by how well the internal and external partners master the four critical steps:

STEP 1: Prescription. Complete a comprehensive data assessment and case for change. Identify key concerns and strategies to correct/advance the organization. Strategies include consensus building, corrective action plans, milestone charts to document progression and use of cross-function BGCA resources to attack performance improvement.

STEP 2: Evaluation. Invoke creative tension and inquiry to maximize organizational inspection. Collect external peer review and board and CEO self-evaluation. Face brutal facts and identify ways to improve.

STEP 3: Adjust. Alter transformational plan. Adapt to change requirements and conditions.

STEP 4: Celebrate. Recognize victories and progress, even small ones. Appreciate individual contributions. Honor the organization's past and embrace its future.

STAGES OF TRANSFORMATION

STAGE	CONDITIONS
I	<p style="text-align: center;">Critical/ Chaos (<i>Fire-Fighting Mentality</i>)</p> <ul style="list-style-type: none"> – Crisis/short-term focus – Lack of clear direction and goals – Shifting priorities – Unclear policies and procedures – Lack of ownership – “Us” vs. “Them” – Blaming attitude – Alienated work force
II	<p style="text-align: center;">Containment (<i>Cautious Conditions</i>)</p> <ul style="list-style-type: none"> – Crisis contained – Problem identified – Champions emerge – Key direction and goals set – Positive alternatives – Priorities in view – Unclear policies and procedures – An “Us” attitude, local ownership
III	<p style="text-align: center;">Stable (<i>Back to the Basics</i>)</p> <ul style="list-style-type: none"> – Clarity of goals and direction – Consistency in priorities – Well-defined policies, procedures – Agreement on roles, responsibilities – Basic governance processes in place (strategic direction, vision, etc.)
IV	<p style="text-align: center;">Operational Sustainability</p> <ul style="list-style-type: none"> – Clear statement of mission creates sense of Esprit de Corps – Well-defined values result in a distinctive culture – Respect for people is a deeply ingrained part of culture – Good communication and information-sharing systems – High involvement and empowerment of board – Design (work flow, structure, etc.) supports mission and values
V	<p style="text-align: center;">Level 5 Leaders</p> <ul style="list-style-type: none"> – Data driven – Keen focus on Mission – Proven sustained results, year after year – Sets successors up for success – Owns responsibility for focus and performance – Operates with optimal infrastructure