

Board Transformation Services

What is the purpose/role of the service?

Board Transformation Services (BTS) is charged with providing tools, training, and technical assistance designed to advance the Boys & Girls Club organization to higher levels of outcome and impact.

Board Transformation Services utilizes such as merger, acquisition, divestiture, joint venture, financial crisis, organizational restructuring, or regulatory compliance to support the “change strategy” leading to improved board governance and engagement. Board Transformation begins with maximizing new leadership, or strategic decisions to change direction to position for growth, greater impact or react to changing market conditions. Services provided by the Board Transformation team include governance audits, on-boarding, engagement, and succession training for board leaders and board transformation plan development. Transformation strategy includes analyzing board infrastructure, recommending and supporting the creation of a new operating model, a need to shift culture organizational behaviors or simply key leadership positions. BTS deploys a facilitative leadership model to help local boards reach agreement on the core priorities, strategic direction, and then communicate this vision to employees and other key stakeholders.

Who are the key leaders of the service?

Board Transformation Services is part of BGCA’s Organizational and Executive Development Services (OEDS) department, led by **Lorraine Orr, Senior Vice President**. The service is housed within the newly-formed Specialized & Organizational Development Services, led by **Teresa Walch, National Vice President**. The team is led by Ronnie Jenkins, **National Director, Board Transformation Services and Club Advancement**. Our GEO **Directors of Organizational Development** are key players and integral in deploying board transformation services.

Other pertinent details that Clubs should know?

Organizational transformation or change generally begins with the recognition by a team or key influential leaders that understand there is need to increase or expand their desired business outcomes. Sometimes these shifts are so significant that organizational transformation is needed to drive alignment with culture, behaviors and business objectives. With clear priorities and direction from the top (board and CPO), transformation is a powerful tool for ensuring that all initiatives deliver the value leaders expect -- which includes engaging the entire board and staff to fulfill and execute the strategic vision.

The GEO DOD, along with support from Board Transformation Services and other BGCA staff and possibly external expert consultants, must play a proactive, strategic role in assessing the organization's strengths and weaknesses. This should also include an aggressive assessment of the board capabilities, the identification and framing of the pivotal strategic issues and the prompting of the organization to undertake a plan that addresses said issues. If done appropriately and the organization understands the core issues, the DOD or external consultant can lay a path to enhance the performance of the organization including the ability to acquire the right board leaders, financial resources and the talent necessary to achieve the plan's goals.

BGCA's Board Transformation Services is driven by a national plan designed to promote, recognize and support local boards in their efforts to increase board engagement - Leading Edge: 2020. The goal is to increase local board engagement by 20% or more by the year 2020. The Leading Edge: 2020 program has three key components which are training, technology and recognition. Training will be launched through the Spillett Leadership University's School of Board Leadership featuring new online and face-to-face training tools and technical assistance focused on board activation and engagement; Technology will be utilized to stream presentations from leading subject matter experts; and Recognition will be given to organizations that increase board engagement and use their success stories as best practices.