

Leading the Charge

"Arise! For this matter is your responsibility, Be courageous and act."

- The Book of Ezra, 10:4.

The Board has a critical role to play in setting the strategic direction, which deals with the fundamental elements that chart the course and impact of an organization. Because the Board is the governing body and ultimate decision-making authority who holds itself accountable to serving its intended Beneficiaries, it is the Board's responsibility to lead and guide the organization by:

- (1) Establishing the planning fundamentals for your organization that provide focus and direction,
- (2) Ensuring processes are in place to keep the organization on course, and
- (3) Ensuring the intended outcomes that make a difference are achieved.

Do First Things First

Board Role in Setting Organizational Fundamentals	Strategic Planning Essentials	Description and Intent
1) Set purpose	Mission	A statement rooted in your organization's purpose and identifies who benefits from your work.
2) Set direction	Vision	A shared vision of the future, what a better world looks like, what success looks like when you fully achieve your Mission.
3) Set conduct	Values, Guiding Principles	Shared values that govern the decisions and behavior of those in your organization.
4) Set path	Strategic Roadmap	The path that must be taken to arrive at your ideal-state vision.

Do the Things that Matter (Stay on Course)

Board Role	Actions & Outputs	Description and Intent
5) Commit to an ongoing planning & review process.	Scheduled planning & review cycles	Commitment to the process by scheduling planning & review cycles on an annual basis at minimum enables the Board to make informed decisions.
6) Establish goals & priorities	Next-Year Goals & Objectives	The Board is responsible for establishing and communicating goals and objectives to be met, reflecting priorities.

Board Role	Actions & Outputs	Description and Intent
7) Ensure alignment with Mission/Vision	Annual Plan Review	Board role is to review key strategies & objectives in plans for alignment with strategic intent, so as to keep focus and direction.
8) Set goals & goal expectations	Yearly goals and performance targets	Board's role is to set expectations of the goals to be achieved by setting performance targets to be met.
9) Approve Plans	Plan sign-offs	Board must not abdicate ownership for annual plans of record and longer-term strategic plans. Board actively reviews and approves plans.

Do the Things that Last - Bring about Impact!

Board Role	Outputs	Description and Intent
10) Review Outcomes	Community Impact Assessment & Report	<p>It is imperative that the Board gets a report of how all programs and activities under the Mission statement are making a difference in the community served.</p> <p>At minimum this is done annually so that this information is communicated to the stakeholders and community-at-large.</p> <p>Key milestones achieved on the "road to Vision" are noted and celebrated.</p> <p>Changes in the landscape (competition, environment, regulatory, etc.) should also be assessed at this time for reviewing the strategic roadmap along with expectations of future outcomes and impact.</p>

"Where there is no guidance the people fall, but in abundance of counselors there is victory."

The Book of Proverbs 11:14



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