



CONSERVATION
CONSULTING GROUP

Leaders Are Made Not Born: Building and Empowering Your Board

2018 Connecticut Land Conservation Conference
March 17, 2018

Nancy Moore
Managing Partner, Conservation Consulting Group

Conservation Consulting Group

- Founded in 2009 as a partnership of colleagues/friends
- Strategic Planning
- Needs Assessments
- Guided Organizational Assessments
- Board/Governance Development
- Accreditation Preparation



Conservation Consulting Group

Nancy Moore, Managing Partner

- More than 35 years of experience in nonprofit leadership and management
- Nonprofit consultant for 17 years
- Senior Examiner for *Illinois Performance Excellence*
- International adventure travel Expedition Leader
- Elected member of the Monona City Council

David Allen, Partner

- 30 years raising money by asking
 - 13 with TNC Chapters in OR, TX, and WI
 - 10 with Sand County Foundation
- Membership Systems to \$18MM Capital Campaign
- Consulting PT since 2004; FT since March 2009



No Organization Will Rise Above the Strength and Commitment of its Board

What kind of strength? What do we need?

What kind of commitment?

Where can I find about a dozen of those?



Desirable Attributes

- Passionate about the mission
- Diversity (cultural, gender, geographic, economic, political, age, etc.)
- Leadership
- Smart, curious & willing to learn
- Integrity and Good Judgement
- Strategic and analytical thinking skills
- Plays well with others
- Sense of humor
- ***A particular skill set***



Unpacking Leadership

- Navigates for the greater good
- Commit to learning & the application of that learning
- Work to bring out the best in others
- Serve generously
- Inspirational and audacious
- Set personal leadership goals in the context of the organizations goals



What Kind of Strength?

Governance:

- Exercise of authority; control grounded in law
- To rule by right of authority

Volunteer:

- The offer of oneself for a service or undertaking without pay
- Actions not founded on any legal obligation

Expectations Defined

- **Leadership**
- **Fiduciary**
- **Fundraising**
- **Celebration**

The job description



Rethink Recruitment

- Assess organizational needs
- Identify and cultivate potential Board members ***from your existing supporters***
- Do your homework/research
- Develop a pipeline



The Pipeline

Name	Background Info/Research	Phone	Email	Committee Contact	Source	Next Steps	Notes
John Chavez	Hartford resident; CEO of Landscape Company; 2 nd home in Mystic	630-251-3612	jchavez@gmail.com	Dave	Sally Smith (he did major landscaping for her); \$100 donor last year	Sally to extend invite to Tennesse Preserve to see restoration work	Passion for native plants; Sally thinks potential for in-kind
Jane Doe	Widower from Stamford; 15 acre salt water farm on Sound	302-789-6434	naturenut@aol.com	Jim	George Dunn, estate attorney	Jim (who has easement on his property) will ask her to join him at Gala	Contacted protection staff re: easement
Dr. Jonathan Stark	Biomedical researcher at UConn	350-919-3097	jstark@uconn.edu	Amy	Donor last 3 years; \$100 - 500	Amy will invite to upcoming field to table event	Amy met at fundraiser for Museum & Nature Center where he is a major donor

Take-aways from the Pipeline?

- Looks a lot like donor cultivation...
 - Next steps crafted specifically to the individual
 - They might need to be introduced to the idea, wooed, and ultimately “solicited.”
- The people you need most are probably not available right away
- Do your homework/research
- Consider strategy of attendance at other (aligned) events
- Email?



Leaders are in High Demand

Consider...

- Barriers to Participation
- Practice Makes Practice
- Cluster Recruiting
- Professional “On-boarding” Process
- Term Limits



Rethink Orientation



CONSERVATION
CONSULTING GROUP

Rethink Orientation

- Showing them what you want them to know
- Modeling strong leadership – behavior
- Think about the story they will tell others
- Immersion



Potential Checklist (Scavenger Hunt)

- Sit in on one meeting of each board committee,
- Serve on the Finance Committee for the first year,
- Visit a project site(s) (go on a monitoring visit),
- Go on a Field Trip,
- Lead a Field Trip,
- Develop and practice an “elevator speech,”
- Call a donor(s) to say thank you,
- Get to know a set of donor prospects,
- Listening tour with staff (if staff),
- ***Become a Standard Bearer,***
- Attend an organizational event.



Job of the Standard Bearer

One report on a land trust standard at least every four years.

- Are we compliant?
- Are we consistent?
- Do we know what to do?
- Are we sustainable?

Empowerment

- The “isms” (realism, professionalism, enthusiasm)
- Staying out of the weeds (literally & figuratively)
- Quick wins to BIG wins
- Accountability (evaluation)
- Acknowledgement/Celebration



Rethinking Board Meetings

- Fewer Meetings: 4-6 is plenty
- Irregular periods – for example: February, April, September, and November
- Schedule at least two years in advance
- 15 minutes on Fund Development at every meeting
- One meeting each year devoted to **gratitude**



Meetings

- Consent agenda
- Written motions – come out of committee already seconded and ready for discussion
- Include “Information Only” items before the meeting actually starts
- Include “Social Time” after meetings



Thank You!

??????

