



The Australian Centre for Philanthropy and Nonprofit Studies (CPNS)

# J B REID NONPROFIT GOVERNANCE COLLOQUIUM

— 19<sup>th</sup> November 2008 —

## Does your Nonprofit Board work well as a Governance 'Team'?

Teamwork is vital for a cohesive, active and powerful board.

Our **free** Colloquium brings together nonprofit board members and chief executives with a distinguished panel of consultants. These consultants have a track record of excellent service and advice to the nonprofit community so come along; meet with your colleagues; share your experience and knowledge; challenge our panel of consultants in an atmosphere of enquiry and robust debate.

- 9:45 am**    **Registration**  
Coffee and tea on arrival
- 10:00 am**    **Welcome**  
**Myles McGregor-Lowndes** *Director, CPNS*
- 10:15 am**    **PILCH Connect**  
**Sue Woodward** *Manager PILCH Connect*
- 10:30 am**    **Developing Your Board Project -  
Diagnostics and Tools**  
**Gavin Nicholson, QUT**
- 11:00 am**    Morning Tea
- 11:30 am**    **Panel – Building the Boardroom Team**  
- **Steve Bowman**, *LifeMastery Pty Ltd*  
- **David Fishel**, *Positive Solutions*  
- **Maureen Cleary**, *Governance &  
Management Pty Ltd*  
- **Nerida Nettelbeck**, *Managing Director,  
Matrix on Board*
- 1:00 pm**    Lunch
- 1:45 pm**    **JB Reid Award for Distinguished  
Nonprofit Chair**  
*presented by Mr John Reid AO*
- 2:00 pm**    **Nonprofit Board Workshops (parallel  
1 hour sessions)**  
- **Creating frank dialogue on the board**  
- **Engaging (motivating) your directors**  
- **Clarifying governance roles**  
- **Matching talent to task**
- 3:00 pm**    **Debrief and close**  
*chaired by David Thompson AM, Chair,  
National Roundtable of Nonprofit  
Organisations; CEO, Jobs Australia*

**When:**    **19th November 2008**  
**Where:**    **Melbourne Law School**  
Room G08,  
The University of Melbourne  
University Square, 185 Pelham Street  
CARLTON VIC    3053

**Map:**  
<http://www.law.unimelb.edu.au/LawSchoolStreetPlan.jpg>

**Cost:**    **FREE**

**RSVP by:** **1 November 2008**

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Please complete and fax back/email/phone

Name	
Title	
Organisation	
Address	
Postcode	
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Email	

**If you missed the 2007 Colloquium, watch the videos from the CPNS website**  
<http://www.bus.qut.edu.au/research/cpns/seminarevents/JBREIDTEST.jsp>

— Organised in conjunction with —



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## The Developing Your Board Project

The CPNS Developing Your Board (DYB) project is conducting research and developing survey instruments which will help boards of nonprofit organisations to improve their governance arrangements and practices. The research and instruments will be applicable to both the Australian context and the unique factors affecting nonprofit governing boards. The project is centred on the major actors within the governance structure, namely the roles of Chair, Treasurer, Director, Secretary, and Chief Executive. The aim is to assist nonprofit boards to be reflexive about their performance and evaluation, that is, give them the means to assess and re-assess their performance over time, learn from the evaluation process, inform their deliberations about future governance arrangements, encourage open discussion on the board about governance changes, and pass on the learning to their successors. A databank of results will build benchmarks for NPOs enabling them to test against their own previous results, test against the whole nonprofit sector and test against their own sector. The surveys will be validated by testing and publication and will be made available for free on the DYB wiki – <https://wiki.qut.edu.au/display/CPNS/DYB+Home>. Two surveys – on the role of the Chair and the nature of board roles – have been developed and are in pilot testing.

## The Team Model

The DYB project is approaching the assessment of board function from work by Hackman and colleagues on **team functioning**. This approach has not been studied in board settings but aligns with anecdotal and normative assessments of effective board functioning. Our assessment is based on the Team Diagnostic Survey developed by Wageman, Hackman, and Lehman (2005), adapted and extended for use in the nonprofit governance context.

For example—

- Is **membership** of the board clearly defined and stable, and is the board's work interdependent?
- Is the board's **role or purpose** clear, challenging, significant to the organisation, and empowered?
- Are the **size and composition** of the board appropriate – including level of diversity and collective skills and experience?
- Does the board have clear and shared **expectations** of behaviour?
- Do board members **support and encourage each other** practically as well as interpersonally?
- Does the board examine its **governance processes**?
- Do board members put in the required effort and do they **share** their experience and expertise?
- Are **relationships** between board members and between board and management effective and rewarding?
- Do board members have opportunities for **personal development**? Are they motivated and satisfied with their roles?
- Does the board have adequate **support**, i.e. all necessary information, resources and advice relevant to its role?
- Does the board receive useful **feedback** on its performance?

## Panellists and Presenters

### Dr Gavin Nicholson

Gavin Nicholson is project manager of the Developing Your Board project as well as lecturing in governance policy and practice in the QUT Faculty of Business. Gavin is an experienced director, governance researcher and board consultant and advises on corporate governance and strategy to public companies, government owned corporations, nonprofit organisations and local government. He has published extensively in the area of corporate governance.

### Mr Steven Bowman

Steven Bowman is a director and co-founder of LifeMastery (Aust) Pty Ltd and the Conscious Governance online resources. Steven specialises in governance and senior executive teams and has previously held senior positions in both for-profit and nonprofit bodies including as national executive director of the Australasian Institute of Banking and Finance, CEO of the Finance and Treasury Association and president of the Australian Society of Association Executives. He has written extensively on governance and executive leadership.

### Mr David Fishel

David Fishel is co-founder of Positive Solutions, which specialises in the cultural and non profit sectors. David previously managed arts organisations and has led business and strategic planning processes for sports, cultural, educational and Indigenous organisations. He is also author of *The Book of the Board*, a handbook for board members of non-profit organisations, now in its second edition. David is currently Chairman of the Creative Industries Precinct Board at the Queensland University of Technology.

### Dr Maureen Cleary

Maureen Cleary is co-founder of Governance & Management Pty Ltd, a service organisation committed to assisting nonprofit boards increase their effectiveness. Maureen specialises in community, religious and nonprofit organisations and focuses her work around maintaining and developing the mission of the group within contemporary management practices. She has extensive experience working in and managing nonprofit organisations and holds a PhD in management.

### Ms Nerida Nettlebeck

Nerida Nettlebeck is Director of the Melbourne office of Matrix On Board and has held senior management positions in a range of local and international nonprofit organisations over 16 years. Nerida has qualifications in Accounting and Organisation Development and believes that sound financial information allows boards, CEO's and managers to maximise outcomes for their constituents. Nerida believes her strengths lie in business planning and managing the tension between social and financial objectives.

### Mr David Thompson AM

David Thompson is Chair of the National Roundtable of Nonprofit Organisations as well as being CEO of Jobs Australia and Chair of Jobs Australia Foundation. He has been involved in the development, management and operation of labour market assistance programs for over 25 years. He has held numerous board positions in nonprofit and government bodies over many years. In 2005, David was made a member in the Order of Australia for his contribution to employment, education and training.