



## **PRACTICES FAILING BOARDS DO VERY WELL**

1. Weak strategic planning and poor alignment of goals, tactics, resources and activities with the mission.
2. Infrequently monitor financial results
3. Rely on too few revenue sources and not nurturing a variety of independent revenue streams
4. Filling the Board with “resume builders” who have little or no passion for the mission
5. Tolerating poor performance and poor governance
6. Micro-managing the organization’s leaders
7. Failing to make investments in organizational capacity-building, such as training of employees, and important organizational infrastructure features like information management, human resource management, and using economies of scale
8. Permitting complacency to slip into the organization
9. Avoiding organizational, employee performance, and board member annual reviews
10. Permitting a culture whereby the ED/CEO, or Board President becomes bigger than the organization
11. Allowing personal agendas to trump focusing solely on the clients being served
12. Not creating opportunities to receive feedback to improve the organization’s impact, performance, and effectiveness
13. Using no metrics to evaluate how the organization is doing, how its clients are being served, what impact the organization is having on those it seeks to serve
14. Stifling healthy change in board composition by allowing directors to remain too long
15. Inhibiting frank and honest discussion at board and committee meetings by favoring comity over straight talk.
16. Not making the tough calls...
17. Having no professional development plan for key staff and leaders
18. Taking volunteers’ commitment and performance for granted
19. Focusing on growth without consideration for effectiveness
20. Losing focus in its core work by permitting “mission creep”
21. Settling for the status quo
22. Eliminating creative tension
23. Losing the sense of joy that service brings
24. Underutilizing volunteers and staff
25. Embracing a “not invented here” attitude