



Speakers

Caryn Ryan is the Founder and Managing Member of Missionwell LLC. Caryn spent two decades with Amoco Corporation (merged with BP plc) in multiple financial roles, including CFO of Amoco's downstream marketing and retail operations and CFO of BP's International Oil Trading business. While Chief Financial Officer for World Vision International, she led global financial operations, spearheaded corporate governance changes and shared service development projects. She has served as a director and officer of a Southern California credit union and other organizations. She is a director at Union Rescue Mission, where she currently chairs the Governance Committee.

Erin Moriarty is the Human Resource Director at Missionwell LLC. Erin leads the human resources function for multiple faith-based organizations. Erin brings to Missionwell extensive HR, management and leadership expertise, specializing in organization development, conflict management, HR compliance, and employee relations. Erin received her bachelor's degree and Master of Organizational Leadership from North Park University. Erin is passionate about leading teams toward professional growth to improve organizational culture and employee engagement. Erin lives in Charlotte, NC where she serves on the women's shepherding team at Warehouse 242 church and enjoys rock climbing and water sports in her free time.

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Today's Roadmap

This talk targets board members and Chief Executive Officers. There is often **conflict on the role of board vs. staff in the area of strategic planning**. This talk will provide a logical basis for board vs. staff involvement and help board and staff work together for a successful strategic plan. During the talk, you will learn:

- The key elements of Strategic Planning and the root causes of tension over the role of board vs. staff
- Determine the role the board should -- and should not -- play in Strategic Planning
- Get tips for how the board can get involved with staff throughout the strategy process, including monitoring

Participants will introduce themselves.

What happens when strategy is ignored?

- Examples from real life

When the board deliberately engages in strategic planning:

- The board makes better decisions on identity and direction
- The board is invested in the identity elements of strategy and makes decisions that favor the MVV of the organization rather than strictly short-term
- The board members feel more aligned and have a more positive experience
- The board can better hold management accountable for achievement.

Policy Boards owns “ends”. Staff owns “means”.

- **Is Strategic planning an end or a means?** This is the crux of the issue and why there is such debate on the role of board in strategic planning.
- Roles must be negotiated. Culture, relationships, trust will all play roles.
- This presentation walks through a thought process to help think through the board's role.

Critical questions to help us get clarity on the board's role

- We will ask and discuss 6 questions in the presentation
- There will be some participant interaction

1 Is this a Strategic Planning Issue or Not?

- Define strategic planning

- Invest in a shared lexicon to be sure conversations flow smoothly

2 Do we need a Strategy Review or a Strategic Discussion?

- Explain the difference between these
- When should a board lean towards a full strategy review?
- When is it OK to lean towards a strategic discussion?
- How to get into a strategic discussion with staff/stakeholders

3 Who should do what related to strategy?

- A framework is presented for board roles in strategy reviews vs. strategy discussions
- Deeper dive: Board types can drive who does what

4 Deciding who does what when it's a strategy review issue

- Natural segmentation: “ends”-related areas are best suited to active board roles
- Negotiation of roles for other areas areas

5 What could board involvement look like in strategy review?

- Structures and options are presented by strategy review area

6 Accountability/ends reporting on strategy is important, but what do I ask staff for?

Summary: The 3 A's

- **Agreement** on the issue(s) and criticality, preferably joint with staff
 - Determine scope of work needed
- **Allocation** of work between board, staff and outside resources
 - What development work will the board do?
 - What decisions will be reserved for the board?
- **Accountability** for implementation and success
 - What results will the board hold staff accountable for?
 - What does that look like in terms of reporting to the board?

What will you do with this information? Set your intention!

A QR code will be available at the conference for those who would like the full presentation.