

# Trustee: friend or foe, coach or commander?

Thursday 29 June 2023

Cara Turtington, Helen Wilkie



# Objectives

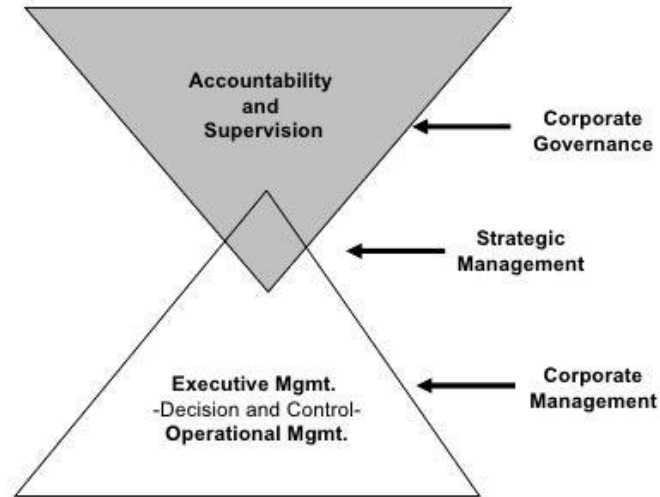
- Inform your understanding of the role of the board by sharing tools and relevant theory
- Share experience
- Help you to critically reflect on the relationship between trustees and management in your organisation

## Role of the Board

‘Every charity is headed by an **effective** board that provides **strategic leadership** in line with the charity’s aims and values.’

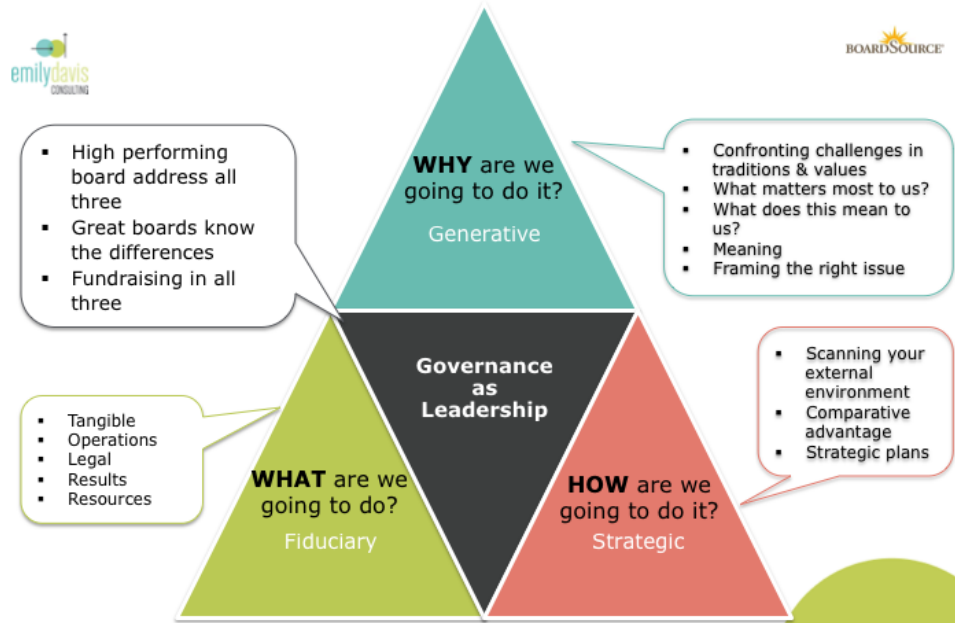
*Charity Governance Code*

# Governance vs management



Tricker, R. (1984), *Corporate Governance*

# Governance as leadership



# Leadership in practice



## Voice from the sector







# Over to you...

## Question

Do you think you have the balance right in your organisation?

## Answers

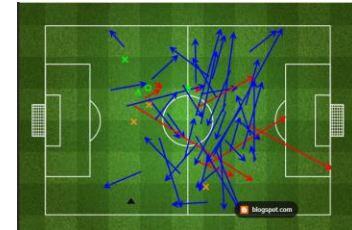
- My board needs to get more into the nitty gritty
- My board needs to come up with more ideas
- My board needs to ask more big picture questions
- My board has got the balance right

# Characteristics of effective boards



‘The board works as an **effective team**, using the appropriate **balance of skills, experience, backgrounds** and knowledge to make **informed decisions.**’

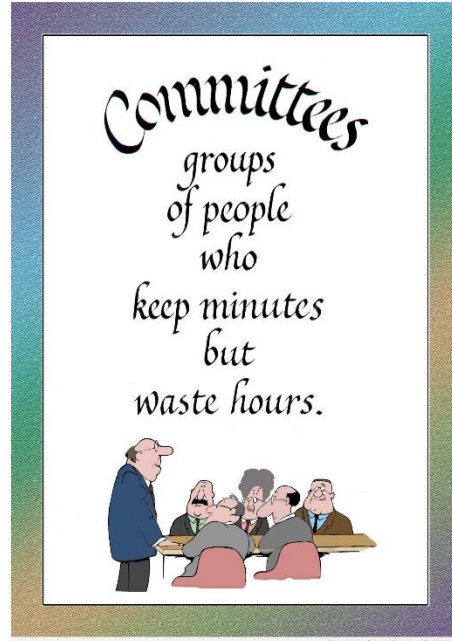
*Charity Governance Code*



# Reviewing board effectiveness



# Using committees

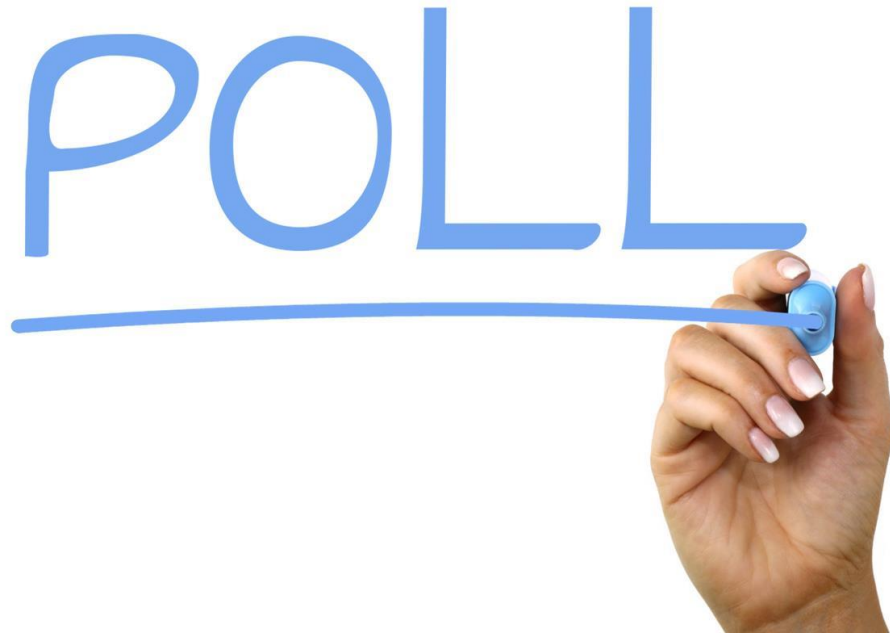


# Management's role in creating an effective board



## Voice from the sector





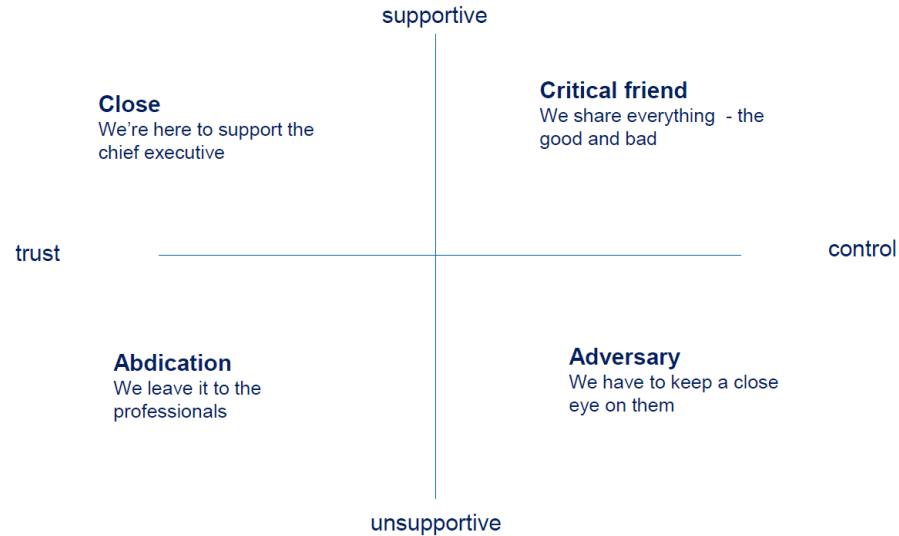
# Over to you...

## Question

What's the one thing that would make your board more effective?

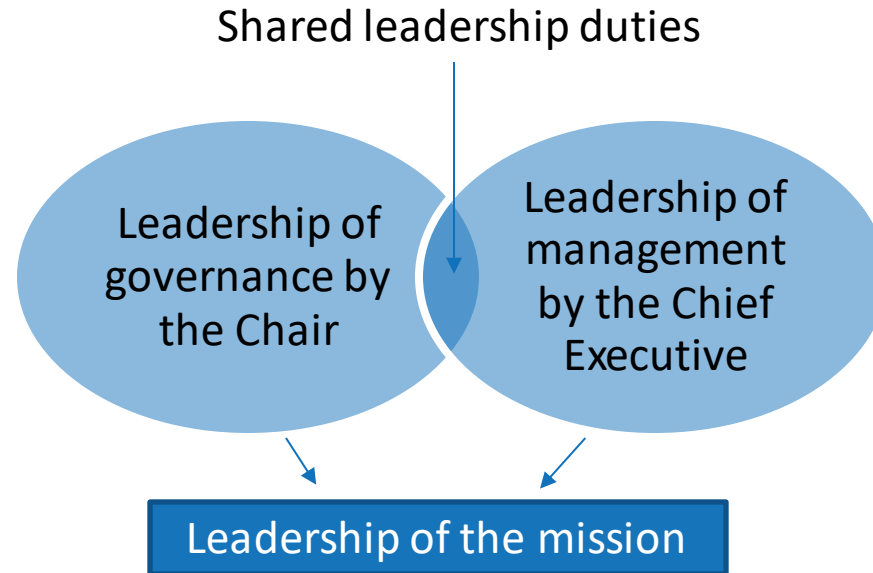


# Relationships with management



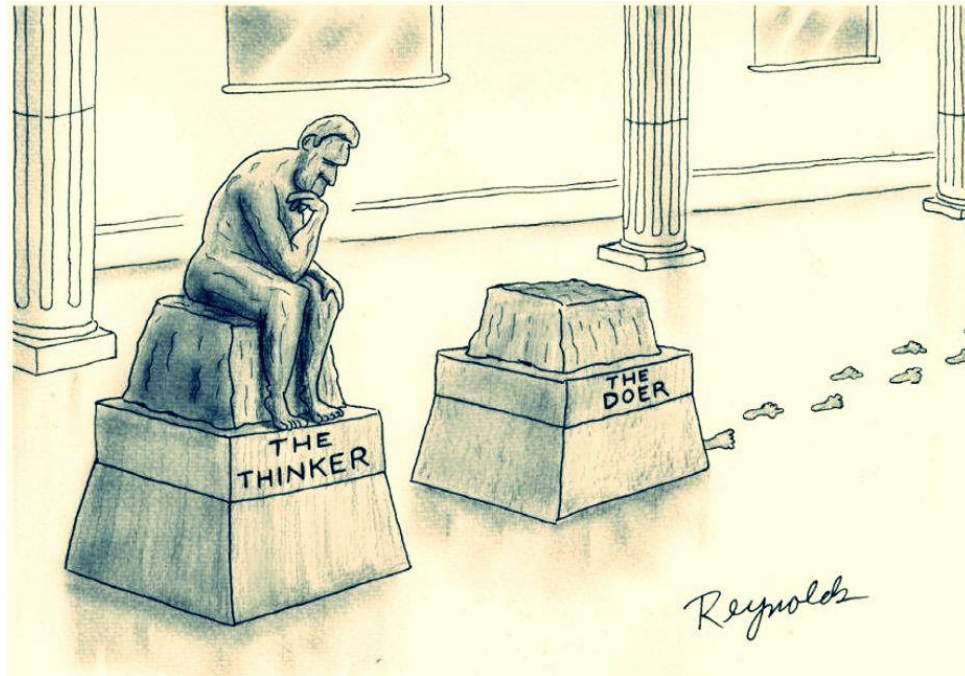
Fogg, C. and Ash, F., unpublished, *City University*

# Chair and Chief Executive



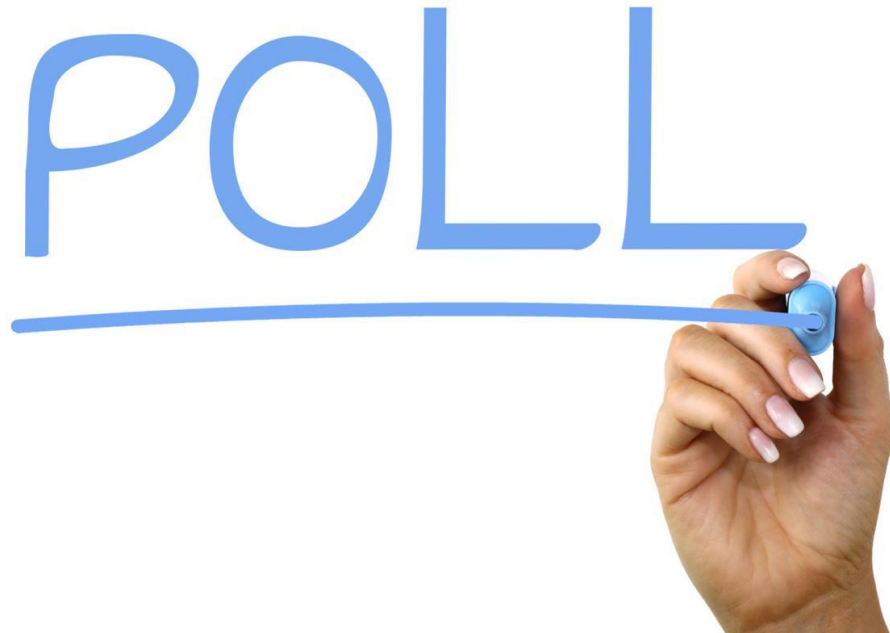
Hudson, M. (2017), *Managing without profit*

# Treasurer and Finance Director



## Voice from the sector...





# Over to you...

## Question

When thinking about your organisation is the relationship...?

## Answers

- Too hot (close)?
- Too cold (confrontational, distant)?
- Balanced – it's in the "Goldilocks zone"?

# Reflections

*'(I) feel that my job as the commander is to tap into the existing energy of the command, discover the strengths, and remove barriers to further progress.'*

*(Marquet)*

# Reflections

