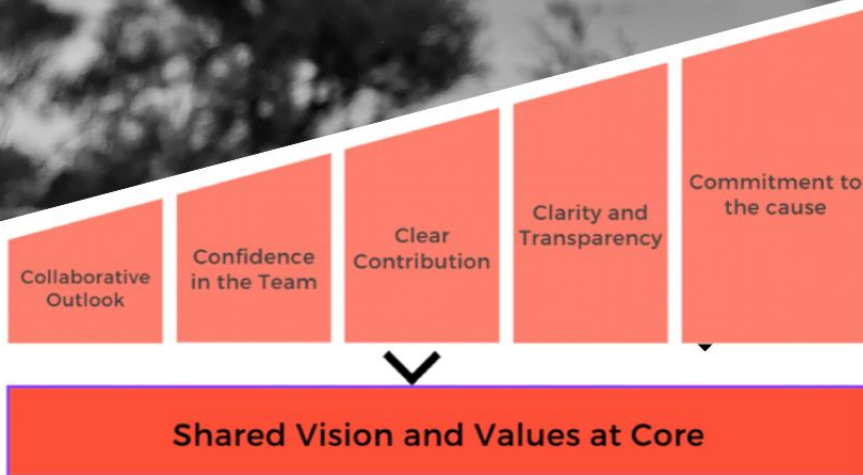


LESSONS FOR GOOD GOVERNANCE FOR NON-PROFIT AND COMMUNITY ORGANISATIONS IN AOTEAROA NEW ZEALAND 2021/2022



Highly regarded boards report high levels of self-satisfaction with their work. They bring meaning, purpose, satisfaction and even joy to their roles by giving up on the 'search for the holy grail', of the one true proper role description which contains the secret of eternal governance satisfaction. Instead of doubling down on a narrower range or permitted roles and activities, they accept while there may be some commonly occurring features, there is no 'one size fits all' approach that we need to be in constant pursuit.

SHARED VISION & VALUES

The heart of satisfaction and purpose is their powerful shared vision and values. This is the big irresistible hook that overcomes the most chronic disengagement - and crucially it's a way of engaging, becoming more deeply and emotionally involved without necessarily getting swamped down in micromanaging.

CLEAR CONTRIBUTION

Board members can see that what they do each board meeting makes a difference/ is worthwhile/ achieves things.

Confidence in each other and the team (while never being just a rubber-stamping cheerleader for the staff or fellow board members) This means having trust in each other to allow things to run smoothly and without pain)

COLLABORATIVE OUTLOOK

Always looking beyond self, beyond organisation to who else is interested in this issue, or who else might hold this Vision and Values - how can we make connections? Continuous engagement in whakawhanaungatanga

CLARITY

Transparency so that there is a mutual accountability - more important than all the risk management strategies & policy documents in the world (NB: Tangata whenua are also teaching us that accountability doesn't require 'separation' or hierarchical master-servant/ principle- agent divisions - which drive some of the thinking behind governance management hierarchical splits. If there is absolute transparency there is a far more effective 'accountability of a thousand eyes' - which also has less transaction costs - esp if embedded in a strong culture of what is tika and pono)

COMMITMENT TO THE CAUSE

This essentially is a recruitment issues, find and attract people who will be passionate about what you are trying to achieve, by demonstrating that same passion (virtuous spiral of positive reinforcement or vicious spiral dragging you down)