

UNITED WAY HIGH-PERFORMING BOARDS & CEOS: A PARTNERSHIP THAT DRIVES RESULTS



Did you know that volunteer board members outnumber staff at United Way by a ratio of 3 to 1?

The United Way network engages around 30,000 Board members from around the world. This incredible group of leaders has the enormous potential and influence to create transformational change on critical education, income, and health issues worldwide.

TO ACHIEVE IMPACT AND GROWTH AT SCALE, WE NEED THE RIGHT LEADERSHIP IN PLACE

In driving a decade-long change effort to support United Ways toward becoming community change catalysts, we have learned how important it is to convene partners and measure results. To deepen our local, regional national, and worldwide impact, we need to expand the leadership capacity of our Boards and CEOs by forging a working partnership that extends beyond basic governance and leverages the extraordinary personal and professional assets that Board members bring to their role.

Recognizing the need for United Way to transform and better leverage these 30,000 volunteer leaders, a group of CEOs and Board leaders, launched the High-Performing Boards Initiative - now the Board & CEO Advisory Group - and created a set of recommendations that form a strategy for effective Board development and engagement: the Foundational Elements.

The Foundational Elements of a successful Board development and engagement strategy are: solid and well-developed Board governance model and practices, the recruitment and engagement of the right Board members, and a partnership of high-performance and results.

A key product was the identification and definition of the Attributes that detail the highest-performing partnership between United Way Board members and CEOs.



OUR POINT OF VIEW: A BOARD & CEO PARTNERSHIP

In order to have a high-performing organization, an organization must have a high-performing Board, a high-performing CEO, and the two working in partnership. We know that when a Board and its CEO work interdependently and collaboratively our capacity to affect change grows. This leads to setting extraordinary goals, far-reaching and comprehensive strategic plans and, ultimately, outstanding results for each community.

The Board & CEO Advisory Group:
A network where all United Way Boards, CEOs, and organizations perform at the highest level, locally and nationally, to drive results and growth in their communities, and worldwide.

THE ATTRIBUTES OF THE HIGH-PERFORMING BOARD & CEO PARTNERSHIP

The Attributes of the High-Performing Board and CEO Partnership define what it takes to lead the organization to achieve high performance and results for United Way at local and network levels. The Attributes are intended to be the next level, beyond the basic expectations of Board and CEO responsibilities (e.g., fiduciary, governance, legal). They serve as the “true north” – key behaviors and performance drivers of an effective United Way Board and CEO partnership.

The Attributes are about the Board and CEO as a unit. The United Way Competency Models are about the individual and are critical for identifying and recruiting the right leaders for United Way.

THE ATTRIBUTES OF THE HIGH-PERFORMING BOARD & CEO PARTNERSHIP

- **Set direction and measure performance and results:** United Way makes decisions grounded in community priorities and effectively measures performance on Impact, Revenue, Donors, and Trust to ensure those results are accomplished.
- **Deepen relevancy in community:** Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance United Way’s relevance, including advocating and/or influencing public policy as a critical function.
- **Prioritize time on strategy:** Prioritize Board leaders’ time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).
- **Grow revenue and donors:** Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.
- **Leverage the board as a key talent asset:** The Board is a key leadership and talent asset for United Way. As such, Board (as a whole, and individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.
- **Engage with the United Way Network:** Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.

UNITED WAY COMPETENCY MODEL

Board	CEO	Core (all United Way professionals and Board members)
<ul style="list-style-type: none"> ❑ Strategic Thinker ❑ Connects Leaders to Leaders ❑ Advocate for Community ❑ Future Focused ❑ Steward of Brand and Trust 	<ul style="list-style-type: none"> ❑ Visionary ❑ Team Builder ❑ Outward Turning ❑ Business Acumen ❑ Network Oriented 	<ul style="list-style-type: none"> ❑ Mission Focused ❑ Relationship Oriented ❑ Collaborative ❑ Results Driven ❑ Brand Steward

FOR MORE INFORMATION:

 **Start Your Walk at United Way BoardWalk**
online.unitedway.org/BoardWalk

The **BoardWalk** provides United Way CEOs and Board leaders with a set of practical resources that help build their individual and organization’s capacity to advance impact in our communities and successfully deliver on the mission.

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