

# Four Principles of Purpose-Driven Board Leadership & A Little Wisdom from Winnie the Pooh

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# But First...



# Organizations Can Take on Personalities of their own... and their Leadership!



What Character are you in  
Winnie the Pooh?

# Who Are **YOU** in Winnie the Pooh?



- Practical
- Persistent
- Passionate

# Who Are **YOU** in Winnie the Pooh?



- Tactical
- Strategic
- Mastermind

# Who Are **YOU** in Winnie the Pooh?



- Genius
- Intelligent
- Verbose

# Who Are **YOU** in Winnie the Pooh?



- Helpful
- Resourceful
- Team Player

# Who Are **YOU** in Winnie the Pooh?



- Caring
- Loving
- A Nurturer



# Who Are **YOU** in Winnie the Pooh?



- Rational
- Practical
- Realistic

# Who Are **YOU** in Winnie the Pooh?



- Bouncy
- Trouncy
- FUN FUN FUN

# The State of

Sometimes you  
have to rethink the  
things you thought  
you thought  
through.



-Winnie the Pooh

# Boards Today

- ❖ They have significant power, but only as a collective
- ❖ They are on top of and outside the organizational structure
- ❖ They have a completely flexible structure, governed by their bylaws, which they can change
- ❖ Boards can apply their own expectations of their roles and responsibilities
- ❖ Boards are their own accountability mechanism



# The Relationship Between Board Role, Composition and Decision-Making

➤ Grab a Dry-Erase Board and answer:

➤ WHAT?

➤ WHO?

➤ HOW?

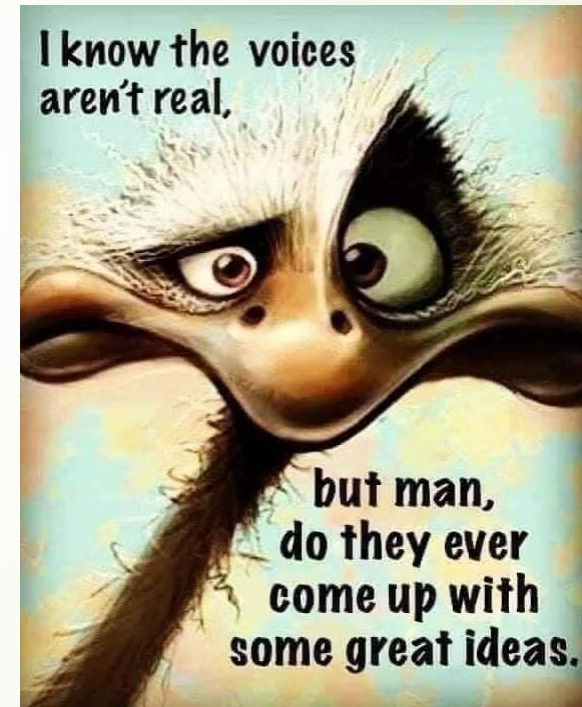


Organizations like this have two **problematic** options:

1) Let the Staff Decide and sideline the Board:



2) Decisions made by an ill-informed Board:





## According to BoardSource's *Leading with Intent* Study...

- 70% of Board's are Preoccupied with Fundraising above all else
- 49% are Disconnected from the communities and the people they serve
- 75% are ill-informed about the ecosystems in which their organization is operating
- 78% are lacking in racial and ethnic diversity



## Four Principles of Purpose-Driven Board Leadership & A Little Wisdom from Tigger

*“It’s a dangerous path I bounce... but I bounce it alone. Because the Hundred Acre Wood needs a hero, Pooh Bear! And I’m the only one.”*



# Purpose Before Organization:

**Vision:** the desired future state

**Values:** the principles and beliefs that guide how an organization enacts its mission

**Mission:** an organization's role in working toward its vision

**Purpose:** an organization's reason for being in the world, which is a melding of the concepts of mission and values in pursuit of vision

got purpose?



# The Difference Between Traditional vs Purpose-Driven Boards:



## ➤ Traditional Asks:

*What is best for our Organization?*

## ➤ Purpose-Driven Asks:

*What is best for the desired social outcome we seek?*

# Respect for the Ecosystem:

The Context in Which Organizations Operate MATTERS

Boards Need PERSPECTIVE About  
And

KNOWLEDGE of the Ecosystems

got purpose?

# The Difference Between Traditional vs Purpose-Driven Boards:



## ➤ Traditional Asks:

*How would this impact our Organization?*

## ➤ Purpose-Driven Asks:

*How would this impact all of the players and dynamics within our ecosystem?*

# Creating an Equity Mindset:

The Thoughtful allocation of resources within the organization

Programmatic oversight that creates equity for all

Diverse and inclusive Board Composition

Power-sharing with and across all teams

got purpose?

# The Difference Between Traditional vs Purpose-Driven Boards:



## ➔ Traditional Asks:

*How will our strategy advance our mission?*

## ➔ Purpose-Driven Asks:

*How will this decision or strategy create more equitable outcomes?*

# Authorized Voice and Power:

Boards reflect an organization's values and beliefs

Boards are empowered and entrusted with the most important decisions

Boards have a responsibility to engage and share power with those impacted by the work

got purpose?

# The Difference Between Traditional vs Purpose-Driven Boards:



## ➤ Traditional Asks:

*What do WE think is best?*

## ➤ Purpose-Driven Asks:

*Are we doing what we can to listen to what our stakeholders tell us is most important?*



What is the purpose of your power if there is no power in your purpose?





# What Character Traits do you need your Board to have?





- ✓ Tactical
- ✓ Strategic
- ✓ Mastermind



- ✓ Rational
- ✓ Practical
- ✓ Realist



- ✓ Genius
- ✓ Intelligent
- ✓ Verbose



- ✓ Practical
- ✓ Persistent
- ✓ Passionate



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got purpose?

## Our Vision

A society in which all youth—regardless of race, ethnicity, or socioeconomic status—have access to high-quality educational opportunities and the tools to achieve lifetime success.

### Our Core Values

Our Ultimate Education Foundation community – students, alumni, staff members, board members, donors, and partners – is committed to expanding educational opportunity. Our core values guide our work together.

#### Drive impact.

We expand educational opportunity for all students – this is the heart of our mission. To support college and career success for individual students and at scale in communities, we think big, set ambitious goals, and achieve results.

#### Promote equity.

We acknowledge that marginalized communities face systemic inequities. With our students, we address barriers to opportunity by supporting them to pursue their dreams. With our staff, we leverage our diverse perspectives, build genuine relationships, and implement policies that promote fairness for everyone.

#### Build community.

We seek deep connections and nurture authentic, inclusive relationships. We show up for each other and build each other up with love, strength, and joy. We accelerate progress through intentional collaboration and partnership.

#### Do hard things.

When we see a challenge, we rise to it with optimism and courage. The stakes are high, so we don't give up.

#### Learn and grow.

We stretch ourselves by staying curious and testing new ideas. We reflect, celebrate, iterate, and share our learning to support others' growth.



## Our Mission

The Ultimate Education Foundation provides donors, volunteers and advocates the organization they require to serve and prepare our community's students for post K-12 success.



# What is your purpose statement or reason for being?

Step one: Discover your why

“Why does your organization exist?”

Step two: Determine your organization’s strengths internally

“What makes your organization strong?”

Step three: Conduct a comparative analysis

“Select 3-5 organizations your nonprofit competes with”

Step four: Survey your stakeholders

“Send a simple survey to as many stakeholders as possible

Step five: Articulate your nonprofit’s purpose statement or reason for being statement

“ORGANIZATION NAME exists because WHY. We are the CATEGORY DESCRIPTION best positioned to DESCRIPTION OF UNIQUE IMPACT.”

That’s because ONLY ORGANIZATION NAME:

- DIFFERENTIATOR 1
- DIFFERENTIATOR 2
- DIFFERENTIATOR 3



“ Ultimate Education Foundation is the K-12 success organization that exists to build an unmatched future for all Ultimatums.

That’s because only UEF:

- Works with every student across the entire District;
- Recognizes there are many pathways to post-secondary success for Ultimate students; and
- Contributes to create unparalleled learning opportunities by fostering relationships between volunteers, donors and students across neighborhoods.

”

Example: Purpose Statement or Reason for Being





*"You're Braver than you believe,  
and Stronger than you seem,  
and Smarter than you think."*

*-Christopher Robin*



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