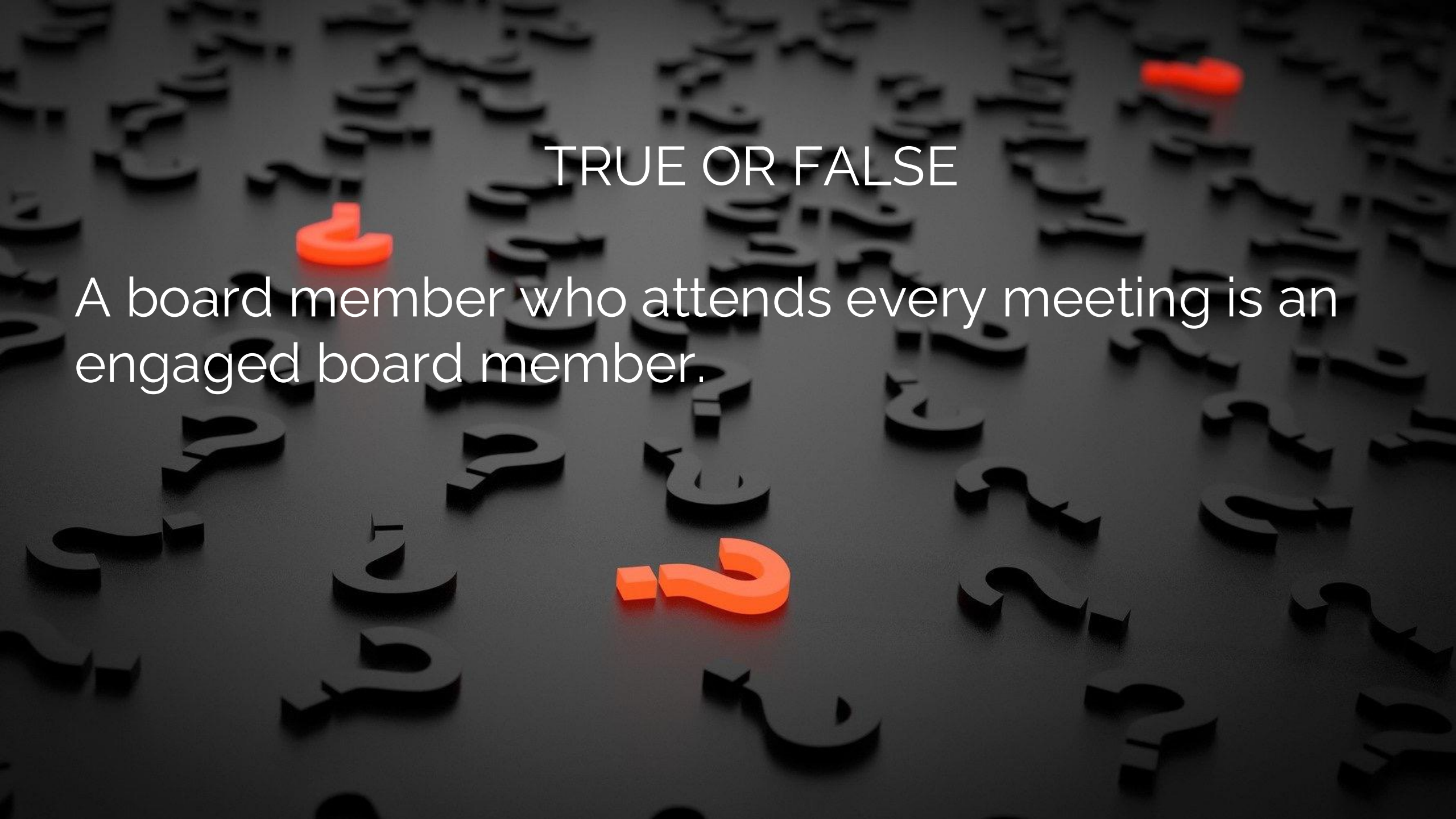
PORTOCOL
BUSINESS STRATEGIES

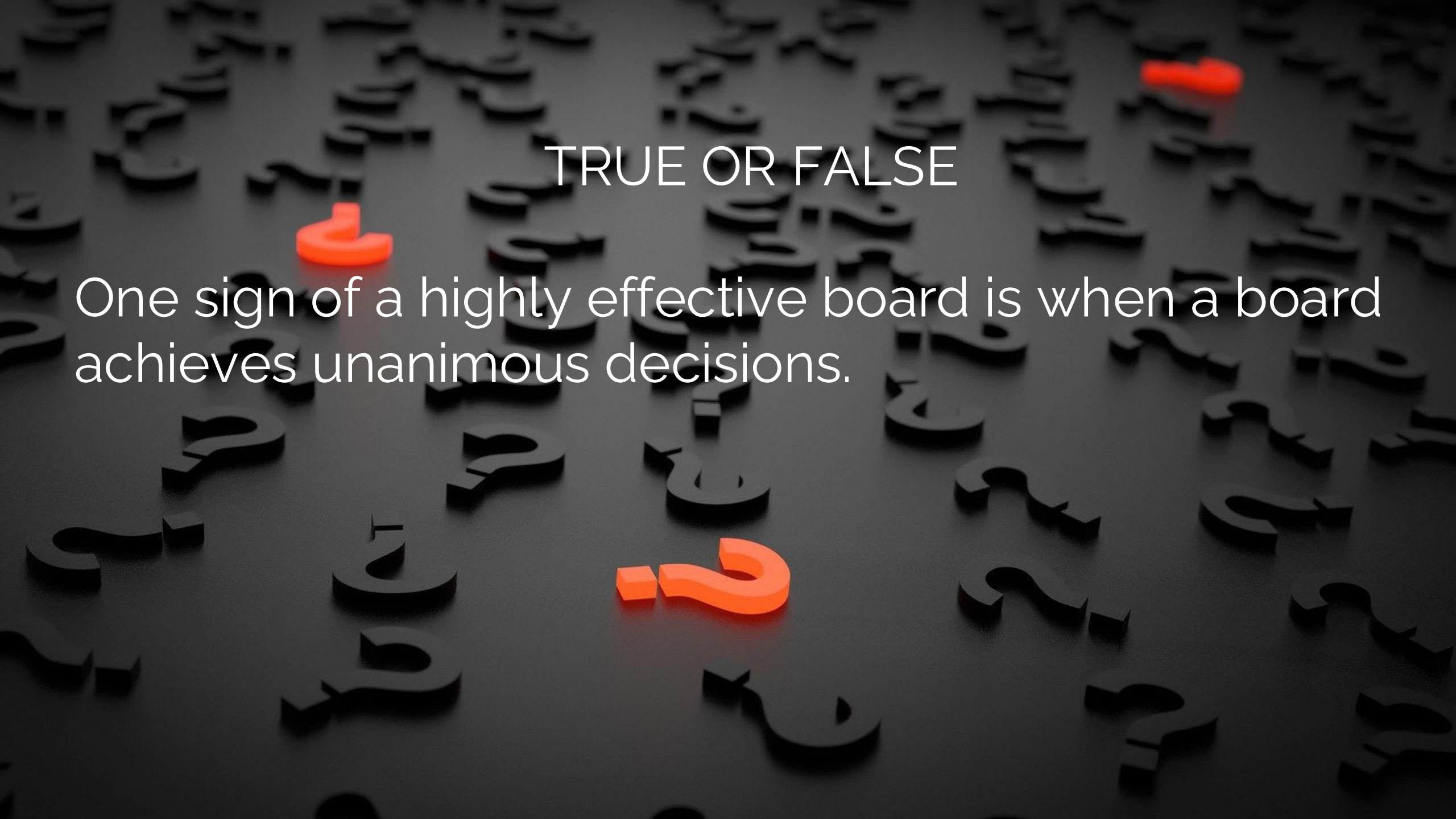
ASA NATIONAL : EXECUTIVE DIRECTOR SPECIAL SESSION

SEP 29, 2026 – Bonita Springs, Florida



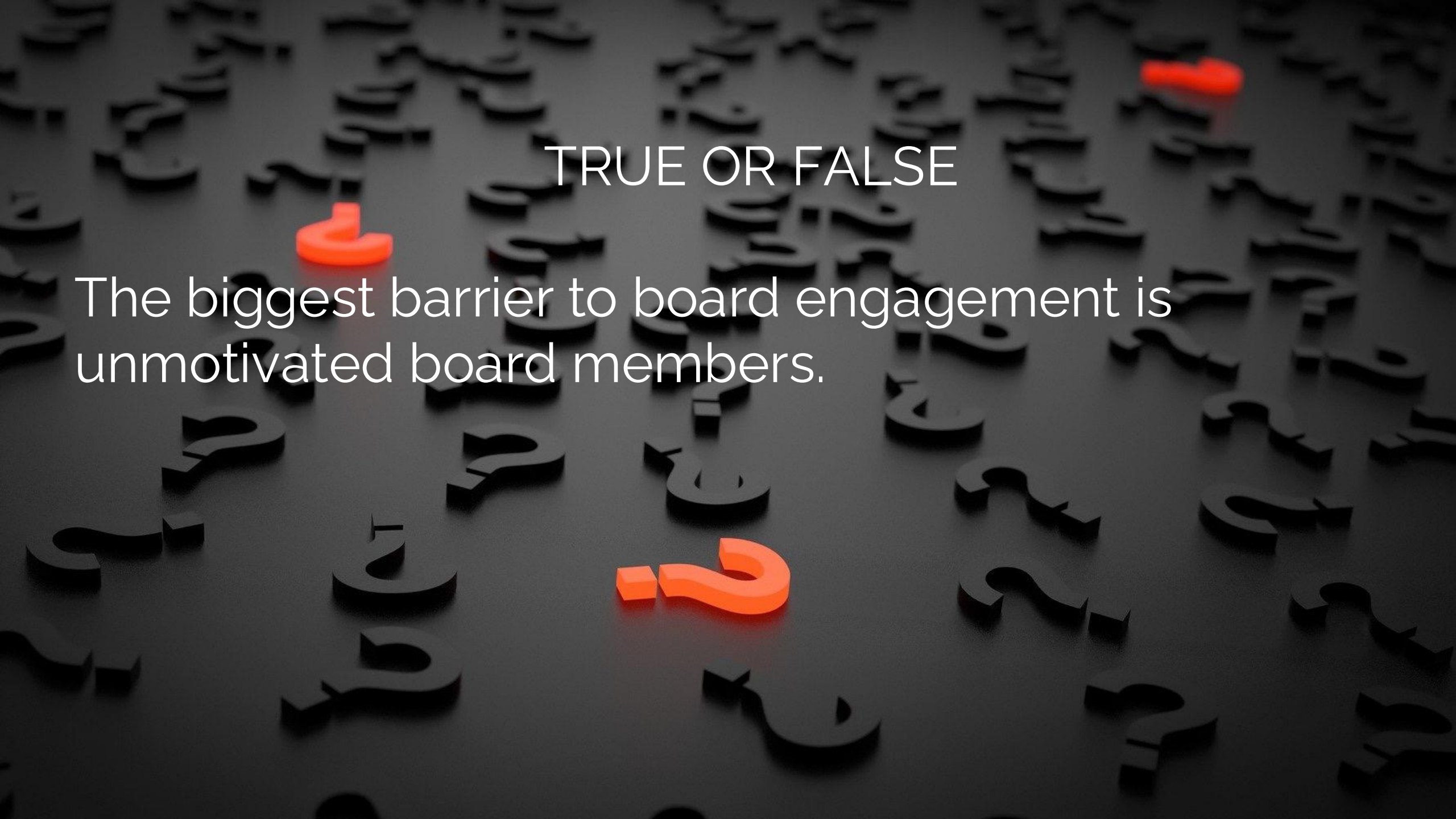
TRUE OR FALSE

A board member who attends every meeting is an engaged board member.



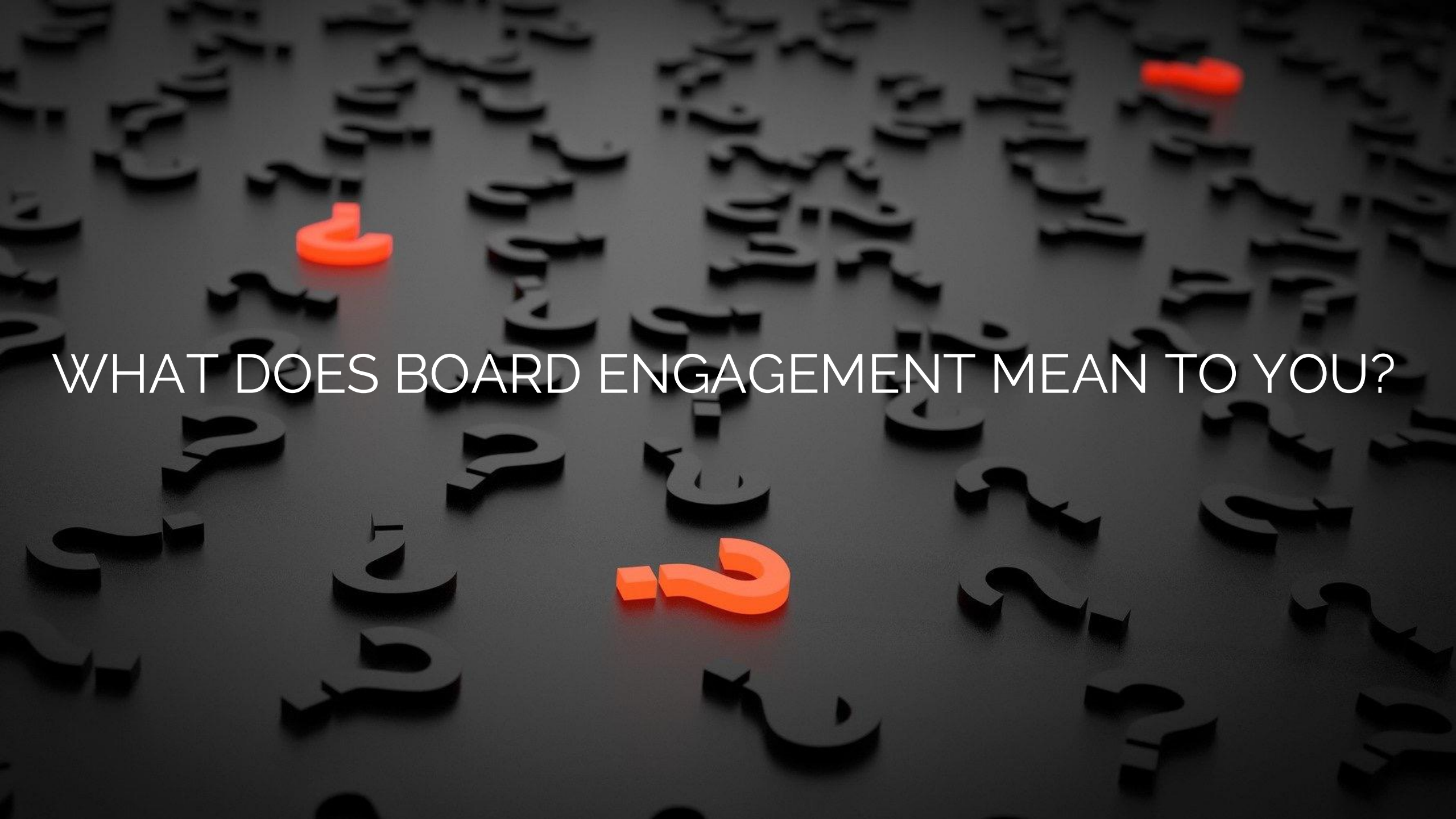
TRUE OR FALSE

One sign of a highly effective board is when a board achieves unanimous decisions.



TRUE OR FALSE

The biggest barrier to board engagement is unmotivated board members.

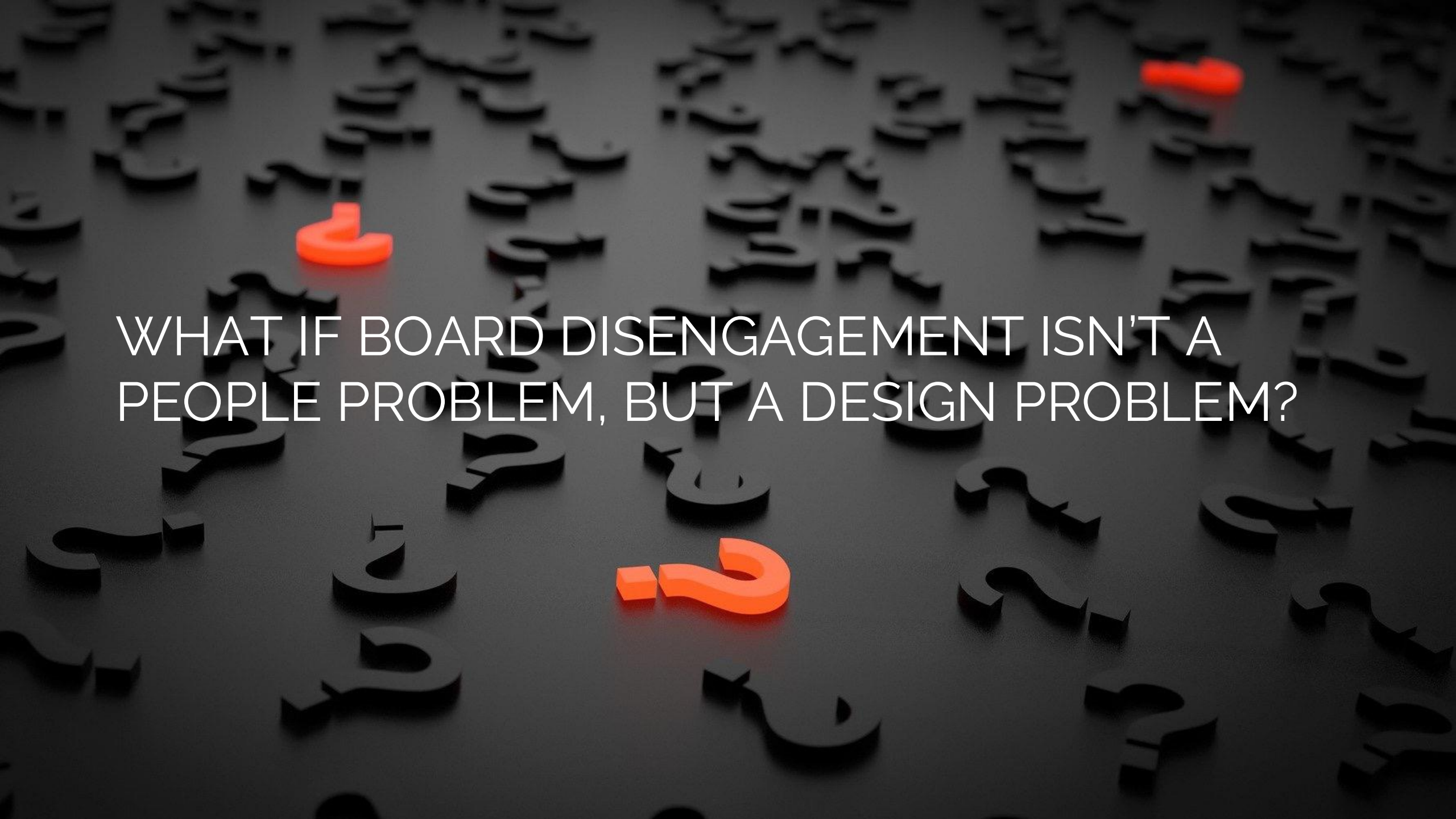

WHAT DOES BOARD ENGAGEMENT MEAN TO YOU?

AGENDA

TOPIC 1: MAXIMIZING BOARD ENGAGEMENT

TOPIC 2: GROWING YOUR CHAPTER

MAXIMIZING VOLUNTEER BOARD ENGAGEMENT


WHAT IF BOARD DISENGAGEMENT ISN'T A PEOPLE PROBLEM, BUT A DESIGN PROBLEM?

KEY CHALLENGES FOR NON-PROFIT BOARDS:

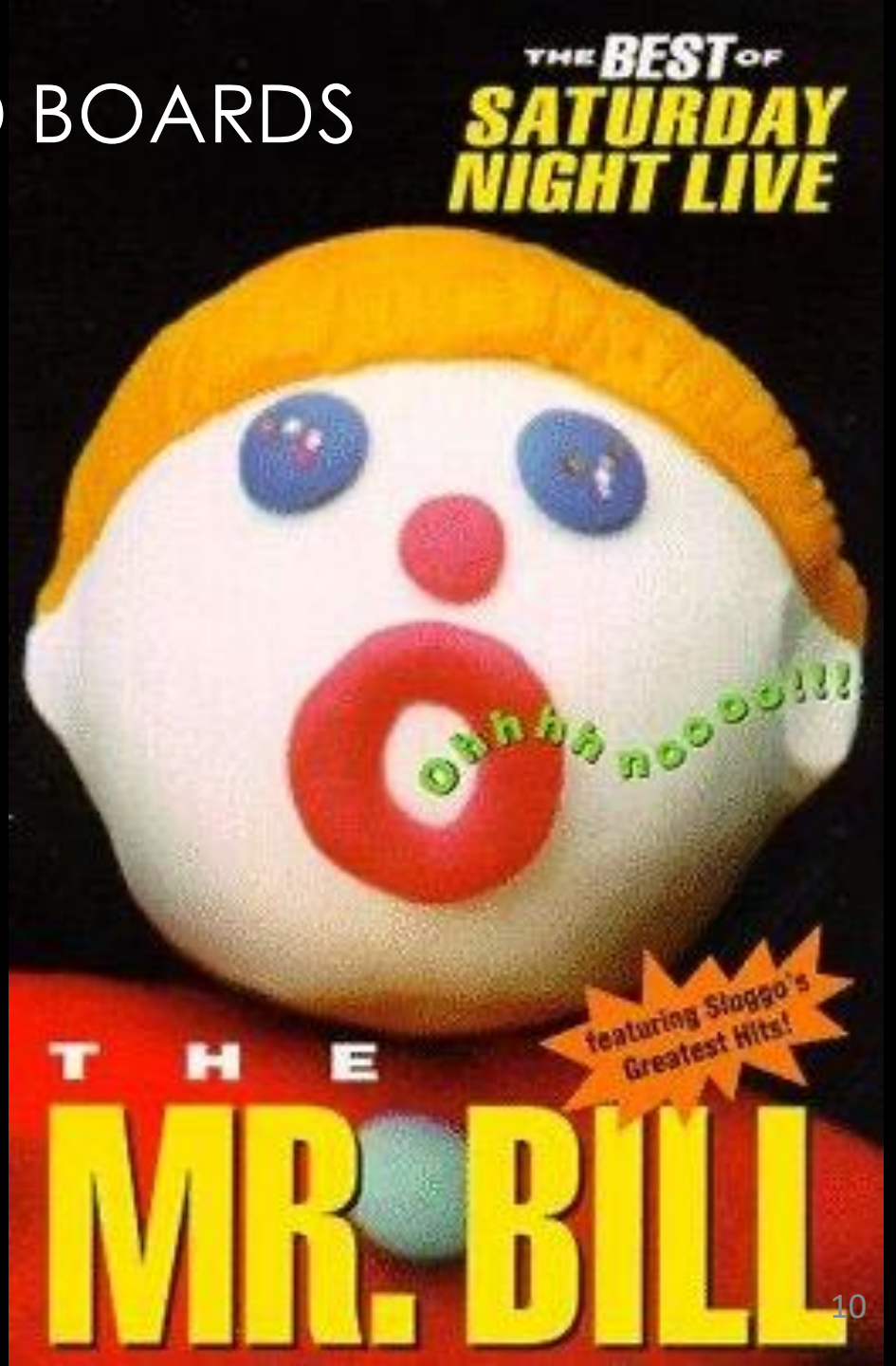
1. Competing time commitments & availability
2. Lack of clarity – roles/expectations
3. Limited diversity of skills/perspectives
4. Infrequent communications between meetings
5. Reactive rather than strategic involvement

"1 in 5 executives report their boards have an "extremely" or "moderately" negative impact on their personal job satisfaction."

– BoardSource, Leading with Intent

WARNING SIGNS OF DISENGAGED BOARDS

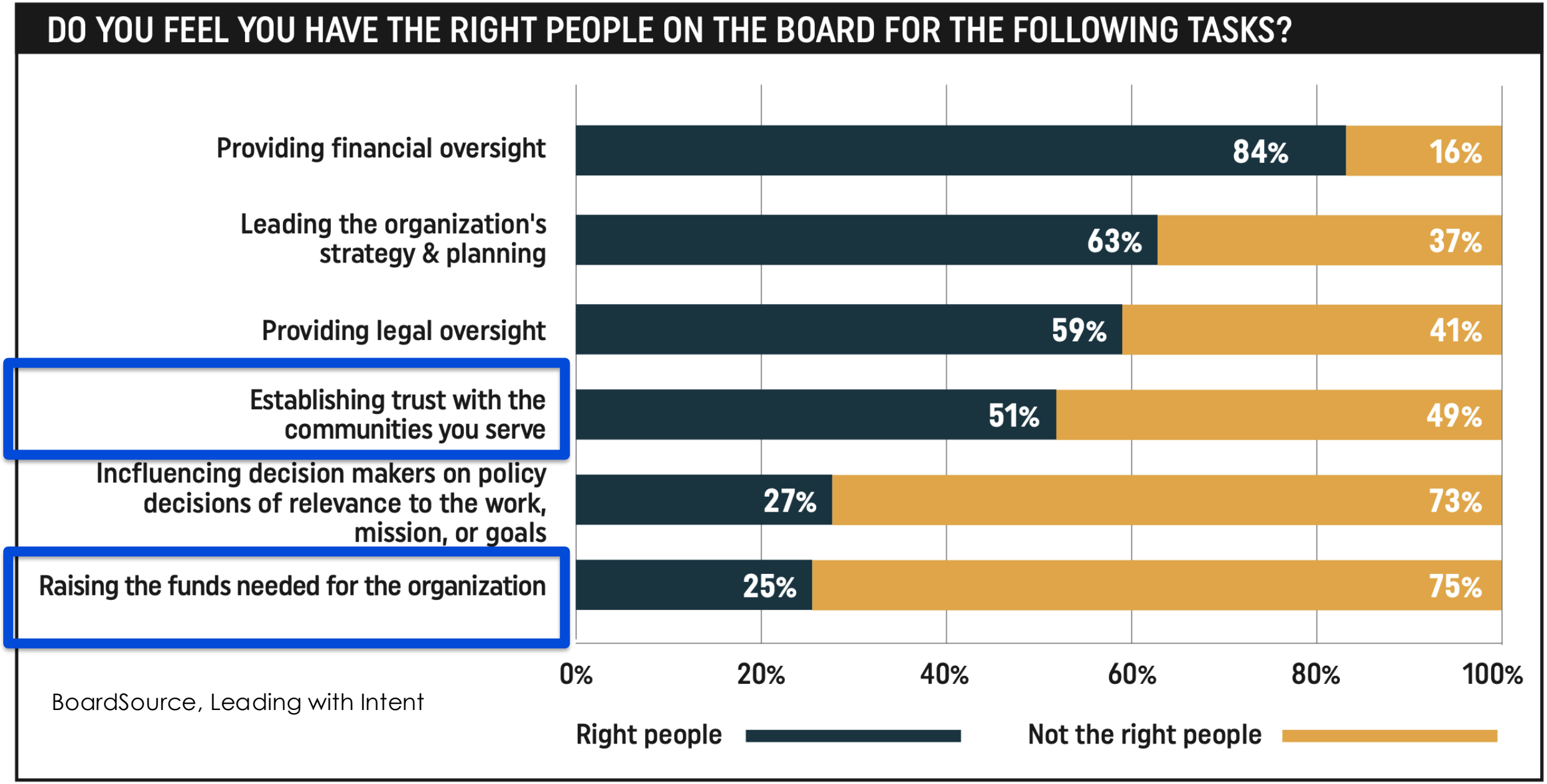
1. Low attendance or participation
2. Micromanagement (of staff / executive)
3. Rubber-stamping decisions
4. Lack of preparation for meetings
5. Poor relationships between board and executive



MOST BOARDS ARE MOSTLY AVERAGE!

Area of Board Performance	Chief Executives	Board Chairs
Understanding The Organization's Mission	B+	A-
Projecting a Positive Public Image of The Organization	B-	B-
Knowledge of The Organization's Programs	B-	B
Level of Commitment and Involvement	B-	B-
Understanding The Board's Roles and Responsibilities	B-	B-
Understanding The Context (Funding Landscape, Public Policy Environment, Other Organizational Players, Etc.) In Which The Organization Is Working	C+	B-
Evaluating The Chief Executive's Performance Against Goals	C+	B-
Building Relationships Within The Community That Help Support and Inform The Organization's Work (Separate From Fundraising)	C+	C+
Building a Diverse and Inclusive Board With a Commitment To Equity	C	C+
Monitoring Legislative and Regulatory Issues	C-	C+
Leveraging Board Connections and Networks To Influence Public Policy Decisions	C-	C
Fundraising	C-	C-

DO WE HAVE THE RIGHT PEOPLE?



BoardSource, Leading with Intent

FUNDRAISING IS IMPORTANT, AND FAILING!

How important is fundraising in terms of your expectations for the board?	Chief Executive	Board Chair
Very important	70%	61%
Important	20%	24%
Somewhat important	7%	10%
Not at all important	3%	6%

How would you grade the board's performance in fundraising?	Chief Executive	Board Chair
Excellent	4%	8%
Above average	15%	17%
Average	[illegible]%	26%
Below average or Failing	48%	50%

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IS INCREASING FOCUS ON FUNDRAISING THE ANSWER?

"boards that place the highest level of importance on fundraising have lower ratings in several key areas"

And suggest "that boards that prioritize fundraising above all else…do so at the expense of organizational strategy, relevance, and impact.

– BoardSource, Leading with Intent

WHAT DO GREAT BOARDS DO DIFFERENTLY?

- Clear understanding of roles, mission, and strategic priorities (organizational clarity)
- Active participation in committees & events
- Diverse skills and backgrounds aligned with needs
- Culture of accountability and continuous learning, especially led by board chair
- Strong partnership with Executive Director / staff
- Performance evaluations (self-led)

6 WAYS TO MAXIMIZE BOARD ENGAGEMENT

1. Clarify roles & expectations, including fundraising and ambassador responsibility.

2. Strengthen board recruitment & composition – strategically match to skill gaps & org needs.

3. Build a culture led by the board chair. Create dashboards & track key contributions.

4. Foster Strategic involvement, prioritizing board time for strategy, not operations.

5. Engage continuously, communicate between meetings, via email and board portals. **Engage with informal connections outside of meetings.**

6. Measure, recognize & celebrate impact – regular recognition, annual awards, events, public acknowledgement.

TOOLS TO IMPROVE BOARD ENGAGEMENT

- Board member agreement
- Board role description
- Onboarding checklist
- Board composition matrix
- Metrics/Dashboard
- Board self-assessment

"What will happen when we **think about what is right** with people rather than **fixating on what is wrong** with them?"
Donald O. Clifton, Ph.D.
psychologist and business executive

"**Organizational Health** will one day surpass all other disciplines in business as the greatest opportunity for improvement and competitive advantage"

– Patrick Lencioni
The Table Group, Inc.

How do we achieve organizational health?

Source: Patrick Lencioni, The Table Group, Inc.

ORGANIZATIONAL HEALTH BEGINS WITH A SIMPLE FRAMEWORK

ACKNOWLEDGEMENT/
APPRECIATION

UNDERSTANDING/EMPATHY

AUTHENTICITY
TRANSPARENCY
VULNERABILITY

INTEGRITY

LET'S ASSESS OUR BOARDS:

- RESULTS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST

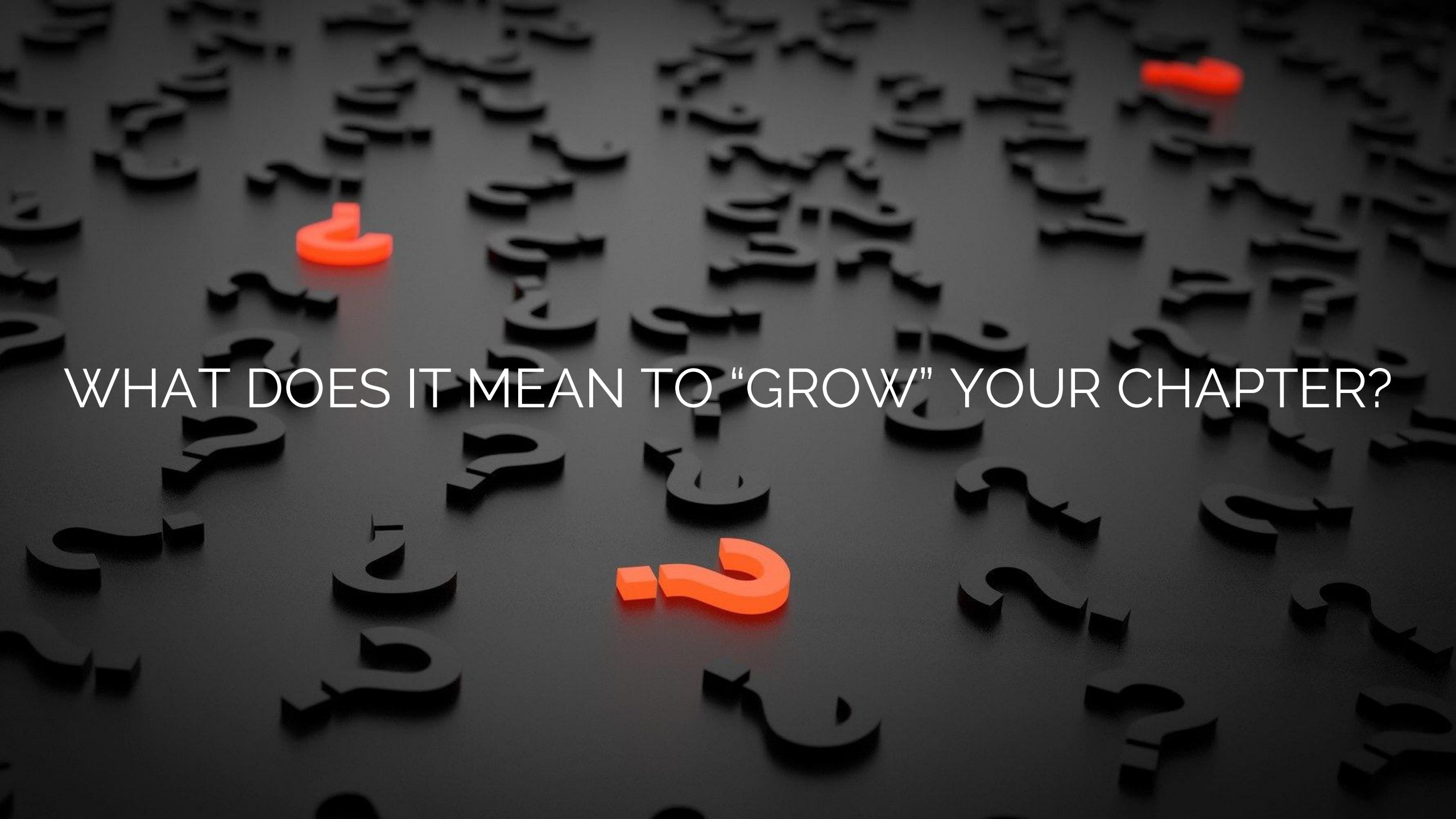
Source: Patrick Lencioni The Table Group, Inc.

CREATE ORGANIZATIONAL CLARITY BY ANSWERING 6 QUESTIONS

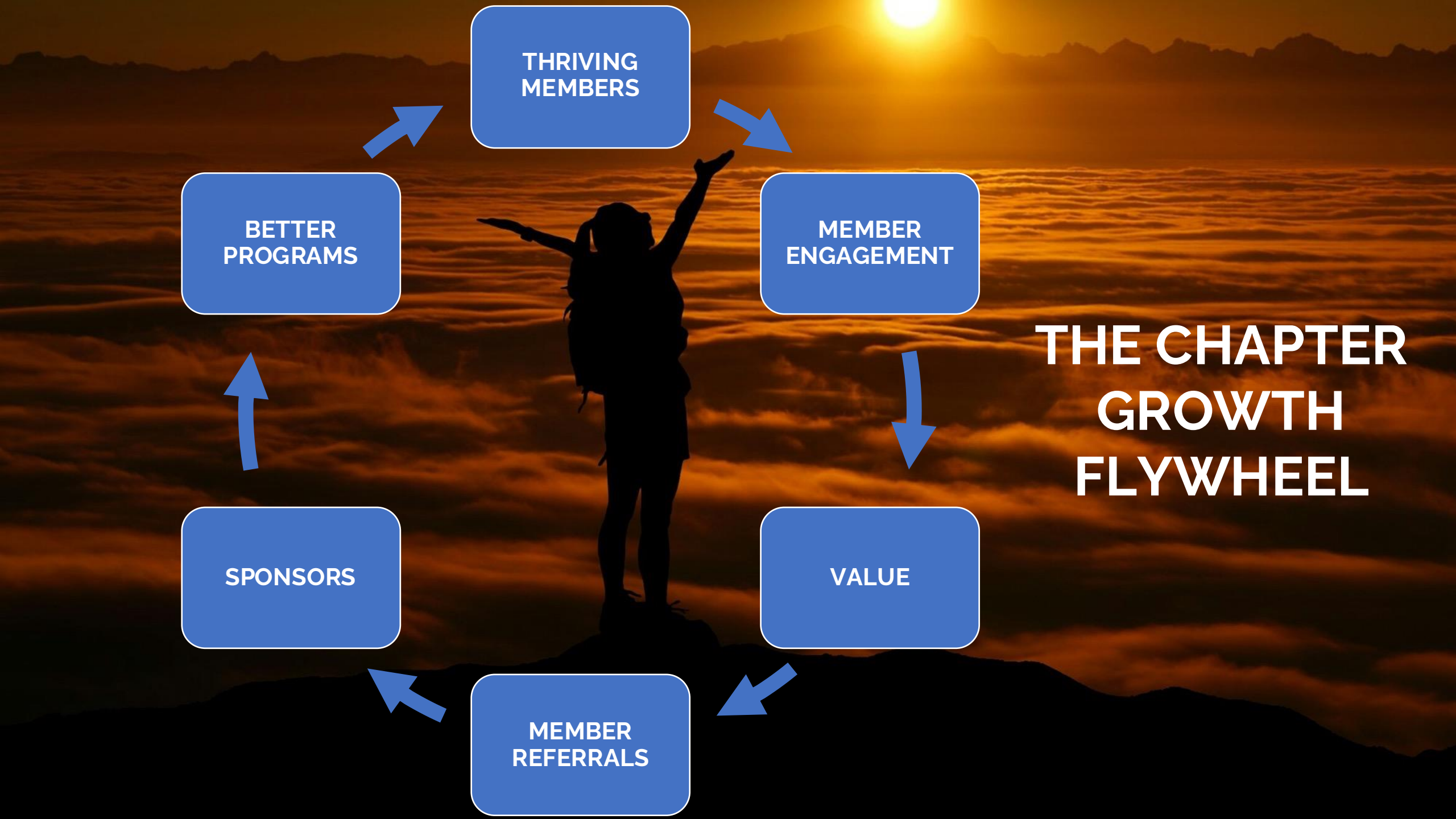
1. Why do we exist (vision)?
2. How do we behave (core values)?
3. What do we do?
4. How will we win?
5. What's most important now?
6. Who is doing what, and by when?

HOW CLEAR IS YOUR BOARD ON THESE 6 QUESTIONS?

TOPIC 2: GROWING YOUR CHAPTER


WHAT DOES IT MEAN TO “GROW” YOUR CHAPTER?

Increase Members, Strengthen Sponsors, and
Build an Industry Community That Lasts

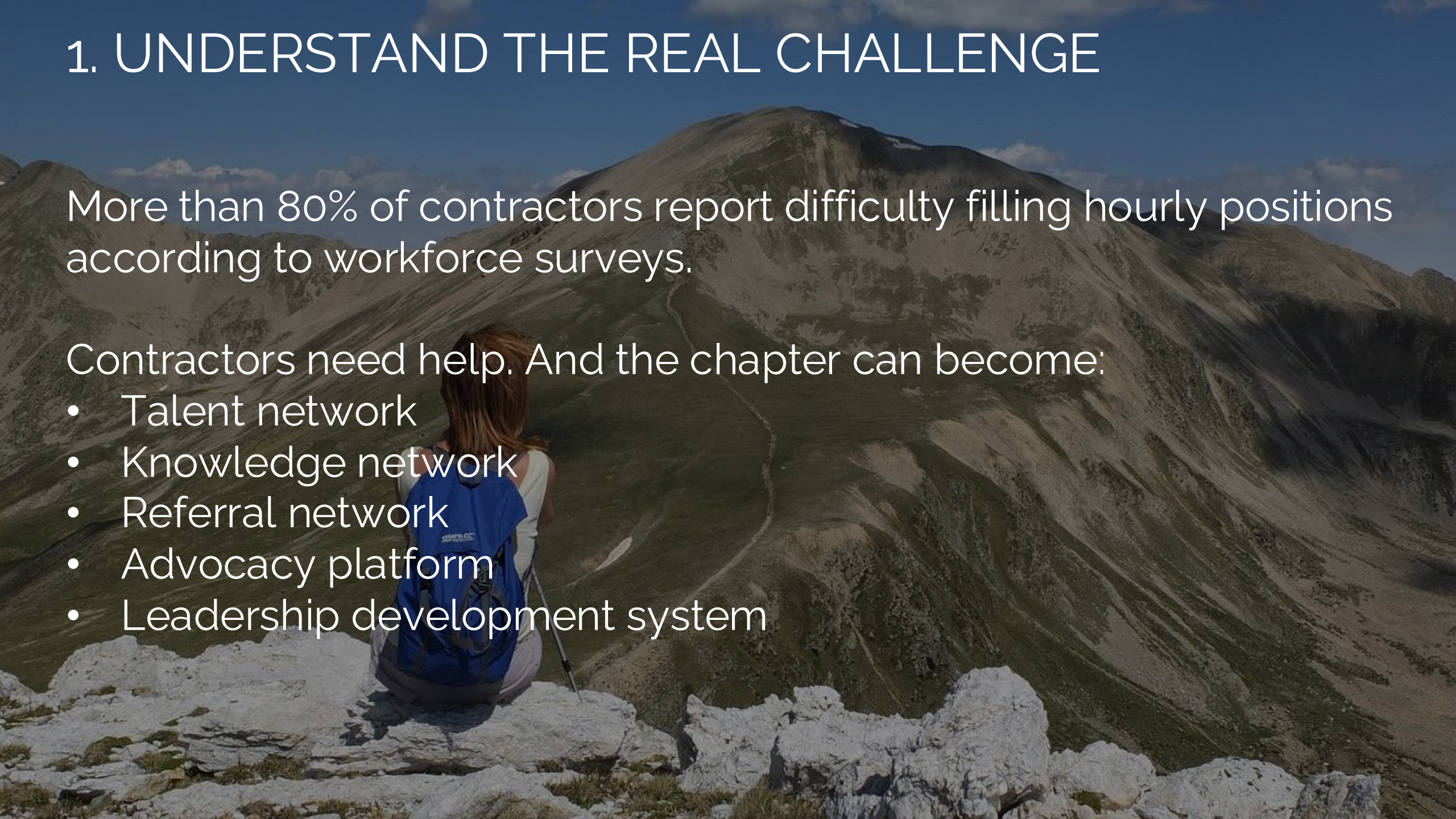


THE CHAPTER GROWTH FLYWHEEL

WHEN MEMBERS RECEIVE GREAT VALUE:

- They stay longer.
- They bring others.
- Sponsors invest more.
- The chapter becomes self-sustaining.

1. UNDERSTAND THE REAL CHALLENGE



More than 80% of contractors report difficulty filling hourly positions according to workforce surveys.

Contractors need help. And the chapter can become:

- Talent network
- Knowledge network
- Referral network
- Advocacy platform
- Leadership development system

2. UNDERSTAND DRIVERS OF NEW MEMBERS

Highly engaged members are significantly more likely to remain loyal and recommend the organization to others.

FOUR DRIVERS OF MEMBERSHIP:

1. Business Growth
2. Workforce Development
3. Leadership Development
4. Community

3. EMBRACE THAT SPONSORS ARE MEMBERS TOO

Are you providing what they want?

Do you understand what they want?

4. BUILD FROM EXISTING MEMBERS

Build a referral system and ask members:

- Who should be in this room?
- Which contractors/suppliers would add value?

Other ways to improve engagement and growth:

- Member ambassador program
- New member welcome teams
- Quarterly recruiting campaigns
- Recognition for member recruiters

5. DON'T SELL MEMBERSHIPS. BUILD A COMMUNITY.

Create an environment where:

- Contractors find opportunities
- Suppliers build relationships
- Young professionals grow careers
- Industry leaders solve problems together

The Bottom Line:
People don’t buy memberships. They join communities that help them become more successful.

1. What insights did you have today?

2. What actions can you take to improve your board's engagement and chapter growth?

OUR VISION IS
YOUR SUCCESS
Dirk F. Dykson, Partner | President
Portocol Business Strategies
dirkd@portocol.com
970.217.1177
PORTOCOL
BUSINESS STRATEGIES