

From Observer to Leader

STRENGTHENING
CHAPTERS THROUGH
BOARD SHADOWING &
INTENTIONAL ONBOARDING

Lindsay Evans



My Journey and Experience



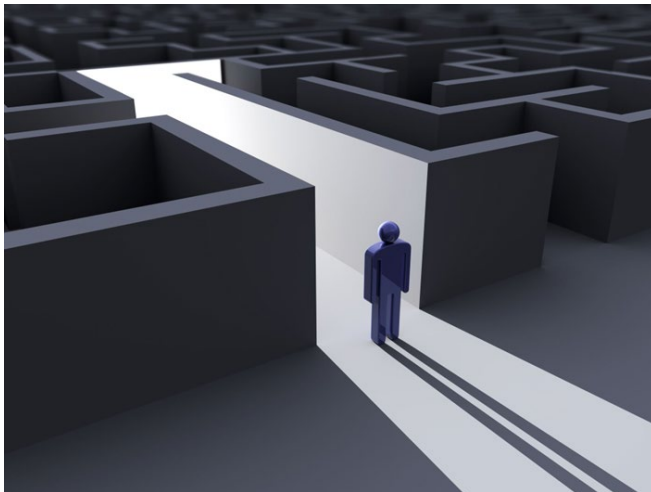
Attended the 2021 ICC Conference, Expo, and Hearings as a Board Shadow



Appointed to state association board (MAHCO) in late 2019 and officially elected in 2020

Member-at-Large (1-yr term)
Member-at-Large (2-yr term)
Associate Treasurer (2-yr term)
President (current)

The Reality & Hidden Challenges



Challenge	Result
Lack of role clarity	Hesitation to contribute or engage
Limited governance knowledge	Slower and less confident in decision making
Lack of organizational context	Difficulty following discussion and passive participation
Limited relationship with other board members	Reduced collaboration and feeling disconnected
Information Overload	Feeling overwhelmed and shut-down

Increase
Engagement

Boost
Confidence

Why Does This Matter

Culture
Alignment &
Succession

Association
Sustainability



New Board Members Need



Clear expectations



Guidance of their role



Governance education



Financial understanding



Cultural context



Confidence to contribute

Initiative 1:
Structured
Onboarding





Onboarding Model

Welcome Call

30- Day Orientation

60-Day Engagement

90-Day Integration

What happens in the first 30-Days?



Pre-Term

Welcome call within 1st week of elections

Share board calendar of meetings and events

Ensure clear understanding of elected board position - role and responsibilities

Provide copies of bylaws and policies

Assign a board mentor

During First 30-Days

Discuss voting procedures

Explain committee structure, board norms, & expectations

Complete comprehensive governance overview - bylaws, policies, & operations

Review budget and strategic plan goals

Breakdown at 60 and 90 Days



60-Days - Engagement

Check-in with assigned mentor

Consideration of committee involvement

Review and clarification of annual goals

Evaluate active participation

90-Days - Integration

Engagement evaluation discussion

Feedback opportunity from new board member

Clarify leadership development interest

Identify long-term pathway



Engagement Exercise

Think back to your first board meeting...

What do you wish someone had explained sooner?

What are some of the most important things a new board member should know within their first 30-days?

Initiative 2:

Board Shadow Opportunity - Model Overview



Removes
mystery

Increases
transparency

Why Shadowing Works

Develops
confidence

Creates future
leaders

Eligibility Criteria & Commitment

Active member in good standing

Submit application; including Letter of Support from supervisor

Attend 4 board meetings prior to attending conference

Commit to attending one training (Spring or Fall)

Agree to participate in all required shadow events at conference

Conduct debrief session with President post-conference

Write an article for Association newsletter

Commitment to serve on a board committee for 1-year

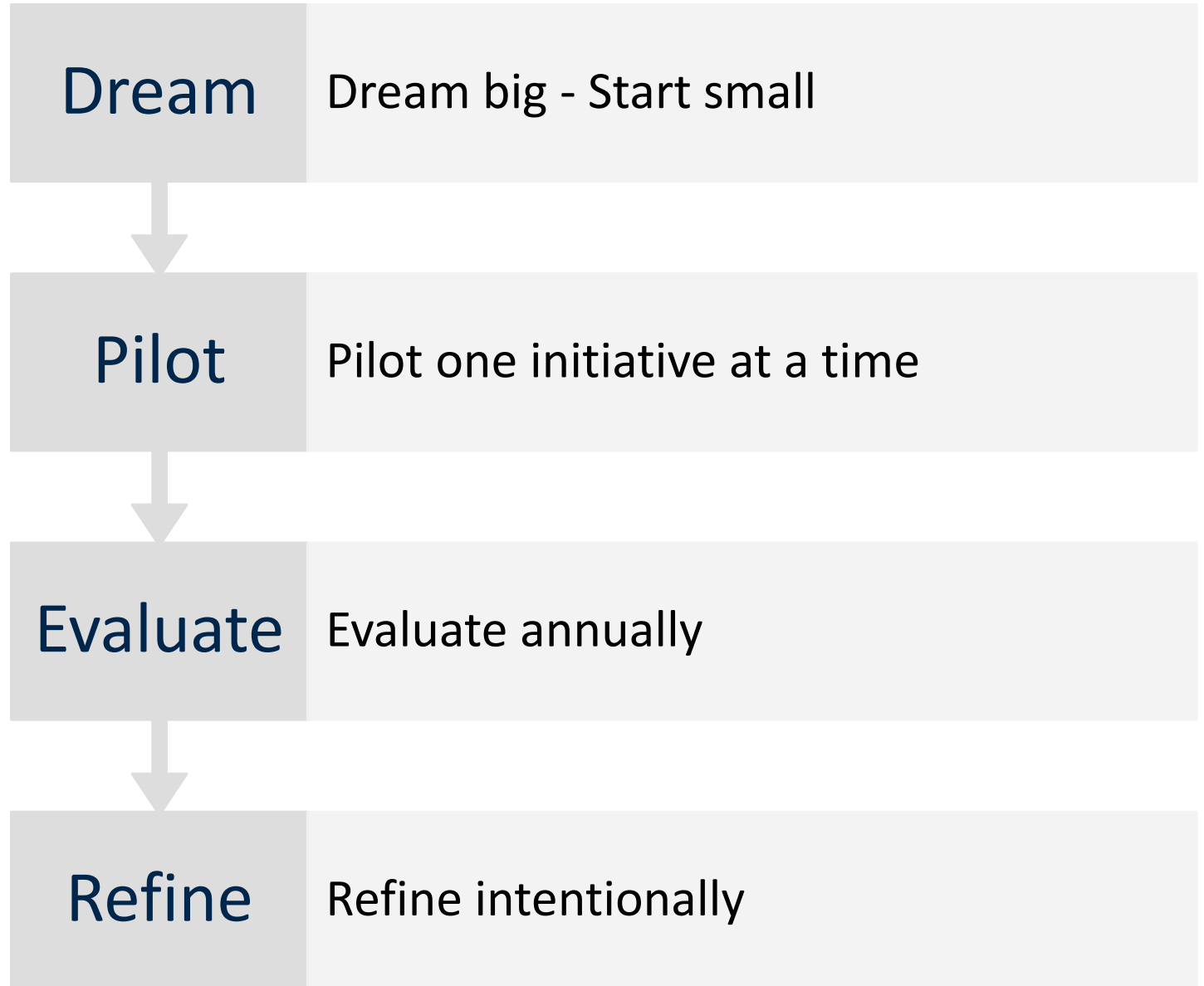


Breakout Activity

Design Your Shadow Program

- Who is eligible?
- What will they observe?
- What commitments are required?
- How will success be measured?

Implementation Roadmap



Key Takeaways



ONBOARDING STRENGTHENS
TODAY'S BOARD



SHADOWING STRENGTHENS
TOMORROW'S BOARD



LEADERSHIP DEVELOPMENT
MUST BE INTENTIONAL



Questions

Thank You

Lindsay Evans
320-224-0878
LEvans@EdinaMN.gov

