

# What for profit professionals must unlearn to become NPO/NGO board members

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The business school that thinks  
and lives in the future





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## Research interests

- ✓ Strategic philanthropy / Corporate Community Involvement
- ✓ Volunteer/non-profit management
- ✓ Involved learning

## Teaching

- ✓ Learning by Doing: Consulting to Social Entrepreneurs (Bachelor)
- ✓ Introduction to Business (Bachelor – IBA)
- ✓ Effective Management of NPOs (Master)
- ✓ International Business Project (CEMS)
- ✓ International Project (Parttime Master)
- ✓ Leadership University College
- ✓ MBA Sustainability
- ✓ Master thesis coach / co-reader

## Volunteer board positions (current)

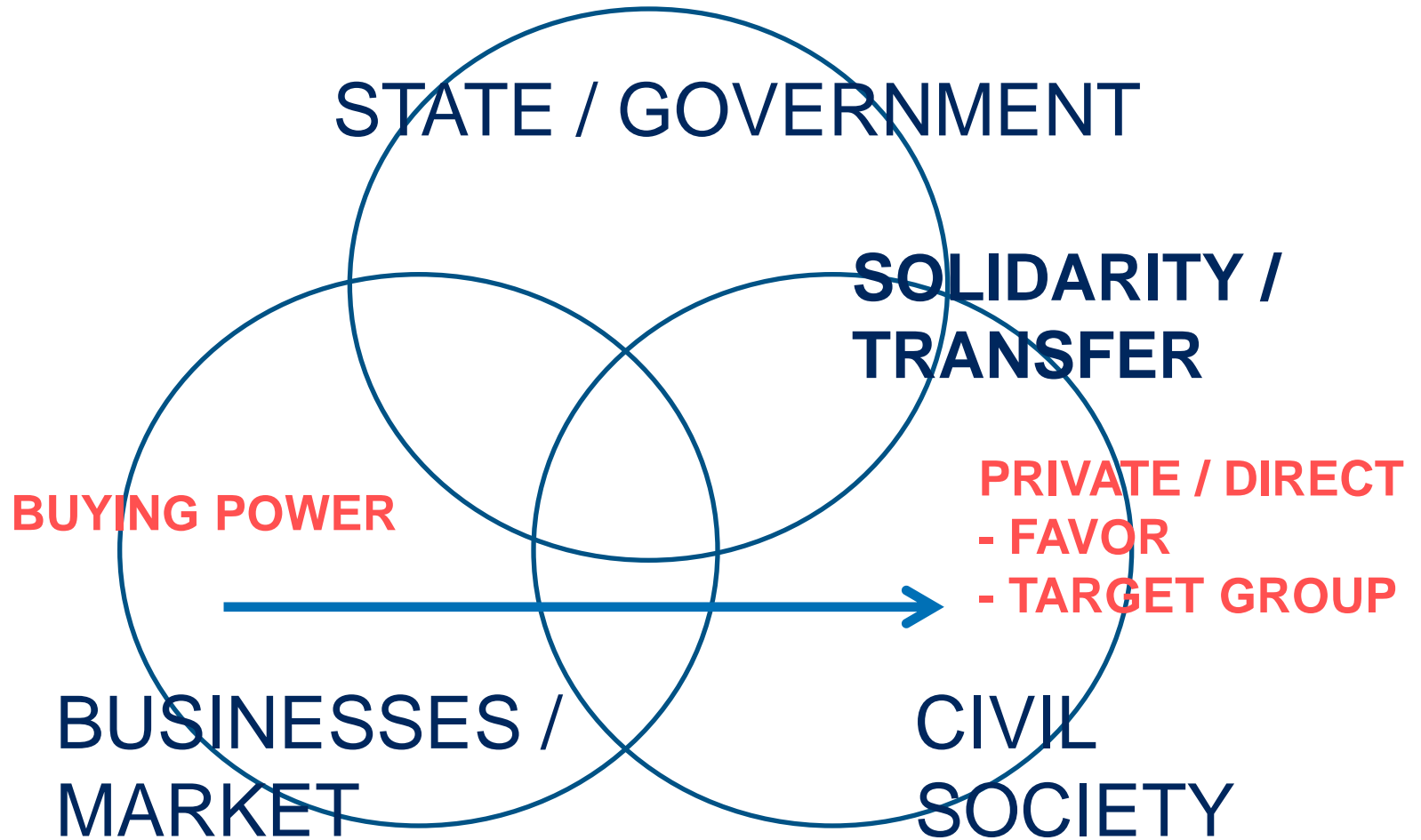
- ✓ Resto Van Harte (community restaurants)
- ✓ ISA (international sport for development)
- ✓ NUON Foundation (corporate foundation)
- ✓ ING Nederland Fonds (corporate foundation)

## Volunteer board positions (past)

- ✓ STAR (student association)
- ✓ Scouting Hendrik van Halewijn
- ✓ STRAS, (educating challenged people)
- ✓ KRO (public broadcast, remunerated)



## BASIC STARTING POINT



# One size does not fit all....



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## Mission related diversity

- Service delivery



LOS ANGELES REGIONAL



Fighting Hunger. Giving Hope.

- Mutual Support



- Campaigning



**GREENPEACE**

Nederlandse  Hartstichting



## Two other diversity positions

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- Volunteer dominated
- Paid Staff dominated
- In your professional expertise
- General (board) position
- The 'exotic' diversity role



# Un-learn hypothesis....

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## Higher need to unlearn

- Campaigning
- Volunteer dominated
- General board position

## Lower need to unlearn

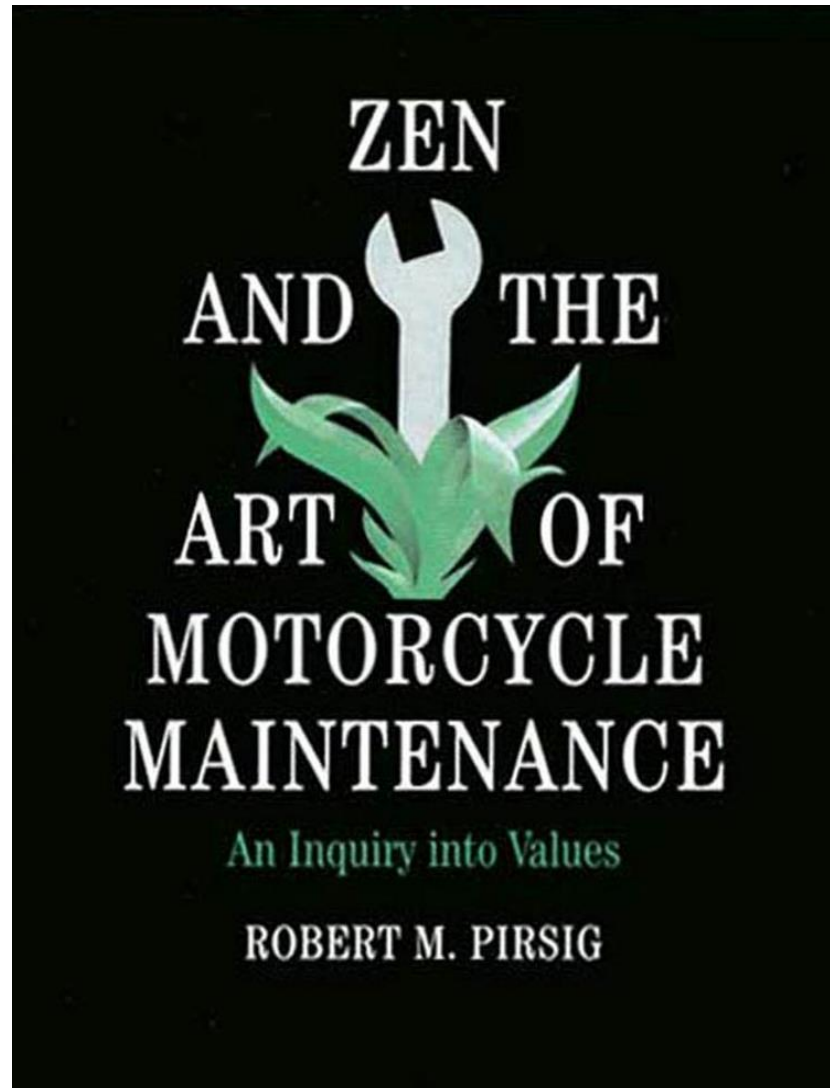
- Service delivery
- Paid staff dominated
- In your professional expertise

## Topics to un-learn





EFFECTIVENESS AND IMPACT ARE NOT OBJECTIVE ISSUES





## DON'T FOLLOW THE MONEY (ONLY)

- ....being a board member is balancing two parties





# Professionalism is not all that matters

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Your (board) effectiveness is a function

- Professionalism
  - Expert role
  - Diversity perspective
  - Service delivery
- Being accepted
  - Mutual support
  - Campaigning



# Volunteers?

- Hierarchy is not king
- No stick, no carrot

## **FOKKE & SUKKE** STUREN DE VRIJWILLIGERS AAN

LUISTER, DE VRIES, ALS JIJ  
ZO BLIJFT KLOOIEN, HOUDEN  
WE HET OP JE LOON IN...

