



## Working one-to-one

### Working with trustees series

*Trustees have different motivations for getting involved. We bring different life experiences, perspectives and skills. And we have different ideas about what we are willing to contribute and what being a good trustee looks like.*

**A key role as Chair, is to get to know the unique individuals on your board and to create the conditions for them to thrive and contribute.**

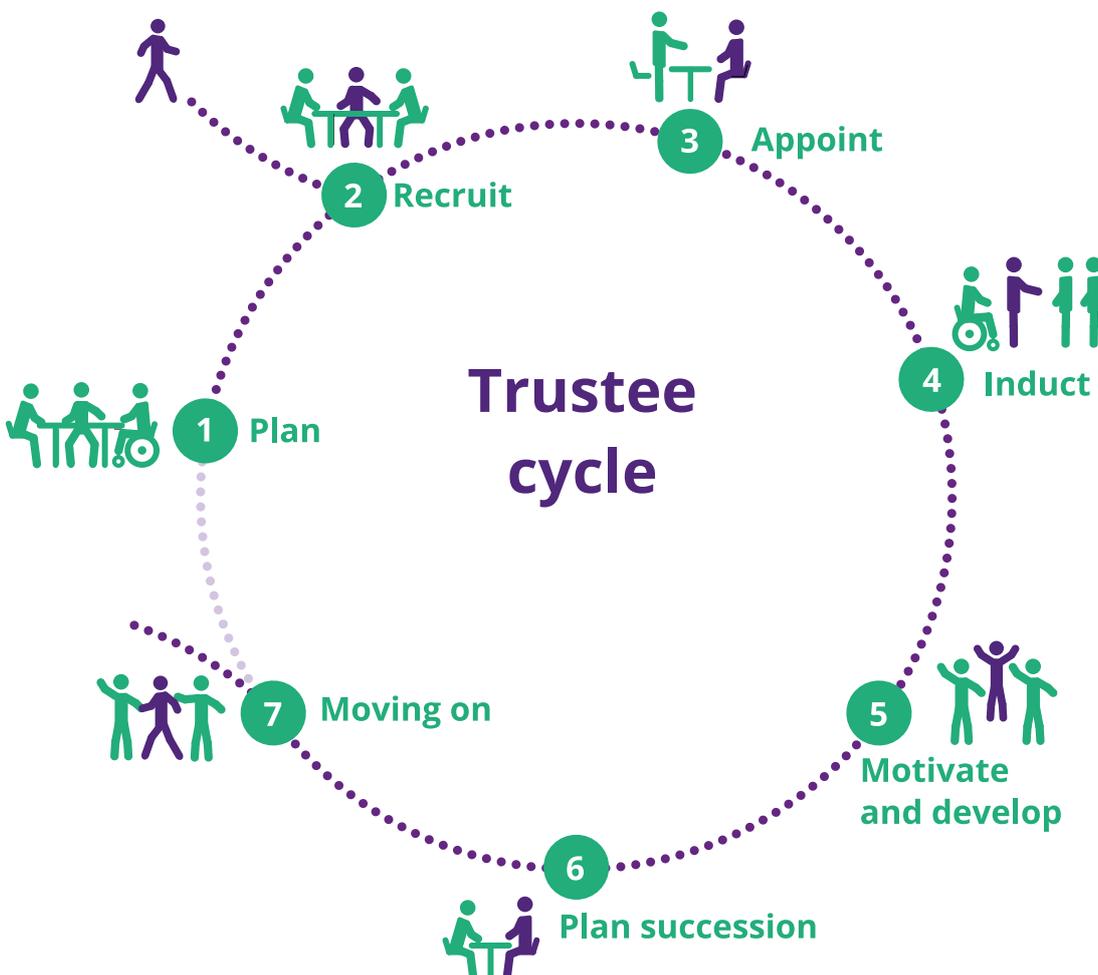
Individual trustees deserve attention. As volunteers giving their time and effort, they deserve appreciation and support to give their best. Attention pays off. There are too many

stories of charity trustees who:

- don't understand what is expected of them
- don't feel noticed or appreciated by the Chair or board
- feel they are disadvantaged or a 'token' representative
- don't feel they are achieving anything much by attending.

### Trustee cycle

It's helpful to think about your relationship with each of your trustees as a cycle:



What they need from you and your organisation will change as they progress through this cycle. A lot of the time you will be working with trustees who are already in post, in this case the emphasis will be on motivating and developing them, and when the time is right, managing their departure.

### 1 Plan

Take time to plan the process and get others involved so it doesn't all fall to you.

### 2 Recruit

It's important to find individuals who are a good fit with what your organisation needs and with its values. Good relationships start with establishing mutual understanding of what you expect of each other. Be clear about what you can offer your new trustee as well as what you hope they will contribute.

### 3 Appoint

There are important formalities you need to attend to such as checking for conflicts of interest and whether your new recruit is eligible to serve.

### 4 Induct

A good induction helps get your trustee up to speed quickly. Think about what information they need and who they need to meet.

### 5 Motivate and develop

It's really important to keep your trustees engaged. Have regular meetings with them, offer encouragement and where necessary training and development.

### 6 Plan succession

Create a culture where it is seen as healthy and normal for trustees to leave. They're not letting anyone down and it's understood the charity has changing needs and benefits from new skills and perspectives.

### 7 Moving on

When it's time for your trustee to move on, give them an appropriate send-off. Celebrate their successes and thank them.

## Resources

We have developed some additional resources to help you:

- **Trustee policies and procedures**  
A list of useful policies.
- **Trustee recruitment resource list**  
Signposting to existing resources and organisations.
- **One-to-one trustee review tool**  
Offering ideas for trustee review meetings.

## Working with trustees series

Our **Working with trustees series** focuses on what you as Chair can do to bring out the best in your trustees. There are three separate practical guides:

- **Working with trustees one-to-one**  
How you work with your trustees individually.
- **Working with trustees as a team**  
How you can help your trustees work together as a team (from Summer 2019).
- **Working through difficult board relationships**  
What you can do when relationships with one or more trustees is proving troublesome (from Summer 2019).

## Access our resources and guides

Become **a member of the Association of Chairs** or **join the Beacon Programme** to access the resources and the **Working with trustees series**.



[www.associationofchairs.org.uk](http://www.associationofchairs.org.uk)

