

Governance As Leadership

Summary of Board Behavior Under the Three Components

	Fiduciary	Strategic	Generative
	<p>The Board thinks and acts as a steward of tangible assets – the night watchmen on the lookout for any breach of security.</p> <p><i>What's the budget for this expense? What can we do within the existing budget? What is our life cycle plan for equipment replacement?</i></p>	<p>The Board seeks to align internal strengths and weaknesses with external opportunities and threats. In so doing, the Board engages in strategic thinking and strategic planning.</p> <p><i>Is this program a major part of our strategy? What are the consequences of going into debt to meet our major strategic initiative this year?</i></p>	<p>The Board generates:</p> <p>Insight and Understanding about a question, a problem, challenge, opportunity or the environment.</p> <p>A sense of the organization's identity in order to most effectively respond to the problem or environment or to seize the opportunity that best represents how the organization sees itself and what it values.</p>
Key Question	“What’s wrong?”	“What’s the plan?”	“What’s the question?”
Board Focus	Define problems Review performance	Solve problems Shape strategy	Frame problems Engage in sense-making
Board Process	Parliamentary procedure	Logical and empirical discussion	More informal and creative
Problems are to be...	Spotted	Solved	Framed
Decision making	Resolution	Reaching Consensus	Framing the question
Board sees their role as...	Oversight & authority	Strategist	Fresh perspective
Performance Metrics	Facts, figures, finances, reports	Strategic indicators, competitive analysis	Signs of learning and discerning

Adapted from: [Governance as Leadership: Reframing the Work of Nonprofit Boards](#). Chait, Ryan & Taylor

