

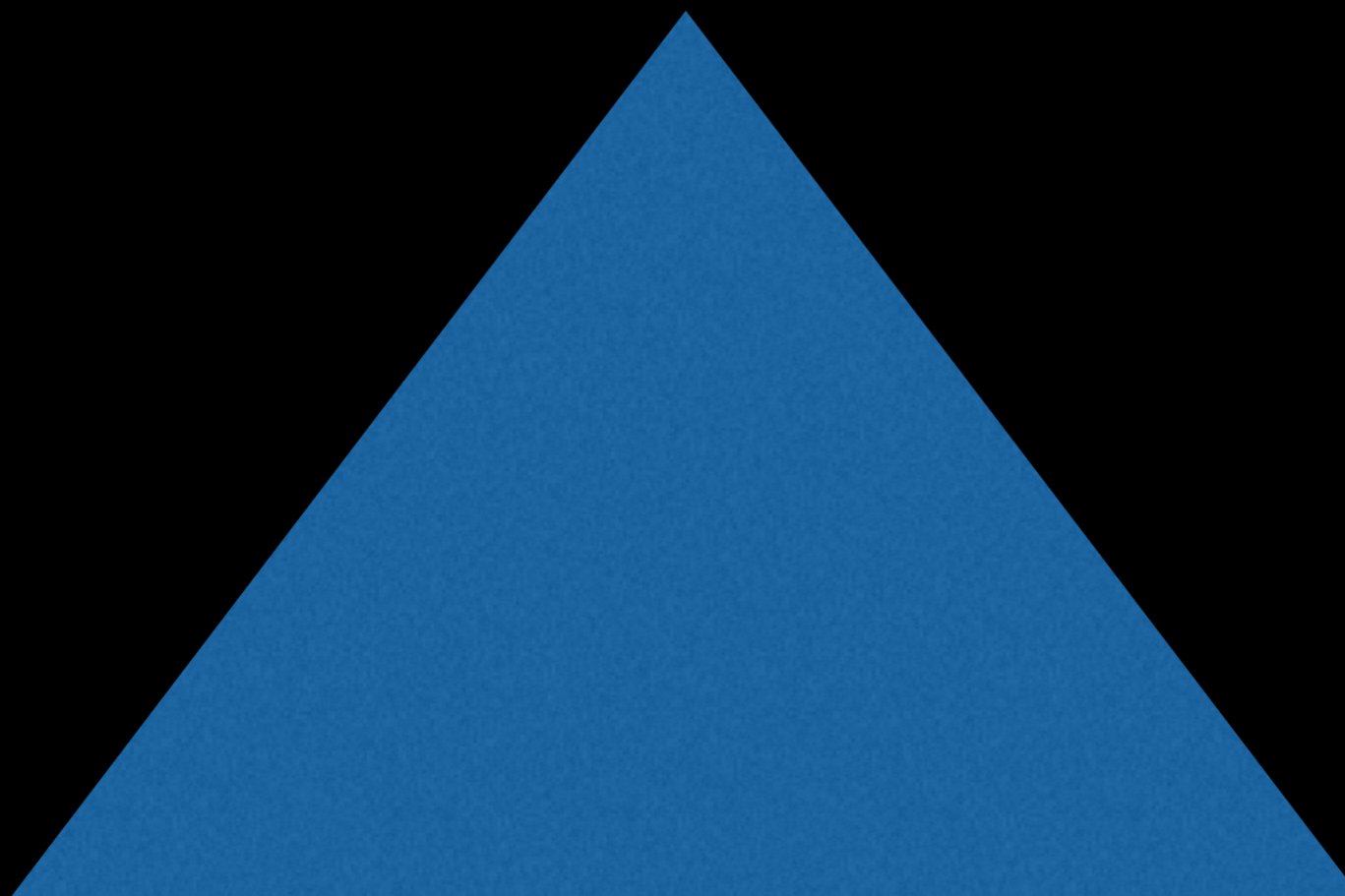
Building Capacity Through Effective Board Governance

Making a positive contribution

- role of a trustee
- generative conversations
- strategic thinking
- relationships with management



Generative



Fiduciary

Strategic

Governance Toolkit

- Legislation
- Foundational statements
- Structure
- Policies
- Meetings
- Plans
- Score cards
- Meeting
- Employees
- Knowledge (education)



Board Sights



Hindsight

Oversight

Foresight

Hindsight	Oversight	Foresight
Past focus	Present focus	Future focus
Lessons learned	Fiduciary	Anticipatory
What worked	Accountability	Scenarios
What didn't work	Risk management	Generative
Reactive	Active	Proactive

Creating Better Strategy



Good Strategy	Poor Implementation	Right Thing Done Poorly
Bad Strategy	Good Implementation	Wrong Thing Done Well
Bad Strategy	Poor Implementation	Wrong Thing Done Poorly
Good Strategy	Good Implementation	Right Thing Done Well

Strategic Planning

VISION, MISSION & VALUES

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Monitoring & Evaluating

Problem Types



Simple



Complicated



Complex

Simple (Baking A Cake)	Complicated (Land On The Moon)	Complex (Raising A Child)
Little Expertise Required	Diverse Expertise Required	Expertise Helps But Does Not Assure Success
Find a Recipe	Linear Knowledge Development	Every Child is Unique
Follow the Recipe	Success Formulae Evolve	Formulae Are Of Limited Value
Predictable Results	Success Pattern Can Be Duplicated	Raising One Child Does Not Assure Future Success

Strategic Thinking

- Future oriented
- Embraces ambiguity
- Develops options
- Divergent (outside the box)
- Dialogue based
- Generative

