

Board Governance

Models, responsibilities, policies, board types, and more...

We start with where you're at. The team at STRIVE! takes a conversational, relationship-building approach as we guide your organization through what can be thorny and contentious governance issues. Grounded in our models, we've supported organizations of all types and sizes as they've dealt with issues such as boards getting into operations, board/management conflict, difficult board members, lack of direction/focus, and financial crisis.

STRIVE! will work with and support you in identifying your specific governance issues/needs and provide you with proven principles and best governance practices to implement. Some topics and tools we can discuss are listed below.

- The Governance Excellence Model (*see page 2*)
- The Secret Formula for Organizational Effectiveness (*see page 3*)
- Difficult Conversations
- Governance Roadblocks
- Effective Board Meetings
- Strategic Planning
- Assessing Your Board's Performance
- Developing Policies
- Hiring and De-Hiring the CEO
- Conflict Management at the Board Table

Contact us at 519-766-9033 or team@strive.com to talk about it might look like for your board to gain a guide as you journey to governance excellence.

"I really enjoyed the session. I think it created a great deal of positive energy and puts us in a great position to start our new board year. Thanks so much for your excellent facilitation and leading us so successfully through the session." **Elizabeth Jackson, Chair** – Western Ottawa Community Resource Centre

"Our company has held two other 'planning' sessions but yours by far exceeded the outcomes of those. You were very good on your feet when difficult or new topics were introduced. I felt good about the outcome(s) of the sessions." **Board Member** – Technology Company

The GEM

"Governance Excellence Model"

RESPECT

OWNERS' EXPECTATIONS

Invite input from the owners (shareholders or members).

Help owners understand board actions and organizational results.

REFLECT

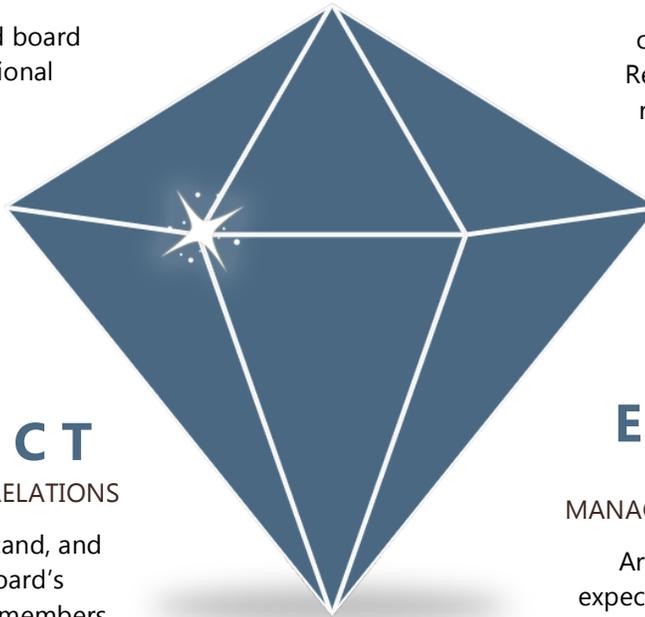
ON ORGANIZATIONAL RESULTS

Understand and think about the results of the organization's operations. Consider the reasons for deviations.

SELECT

PROMINENT LEADERSHIP

Choose board members and officers with values and skills to project organizational credibility. Remove people from these roles if they compromise the organization's effectiveness.



CONNECT

FOR HEALTHY BOARD RELATIONS

Agree upon, understand, and comply with the board's expectations of board members.

Capitalize on the strengths each brings to the team, insisting on full engagement.

EXPECT

GREAT BOARD-MANAGEMENT INTERACTION

Articulate the board's expectations of the CEO and the evaluation process. Foster effective communication and teamwork between the board and the CEO.

DIRECT &

ORGANIZATIONAL PERFORMANCE

Define and refine the vision, mission, and values.

Determine key result areas.

PROTECT

THE INTERESTS OF THE OWNERS

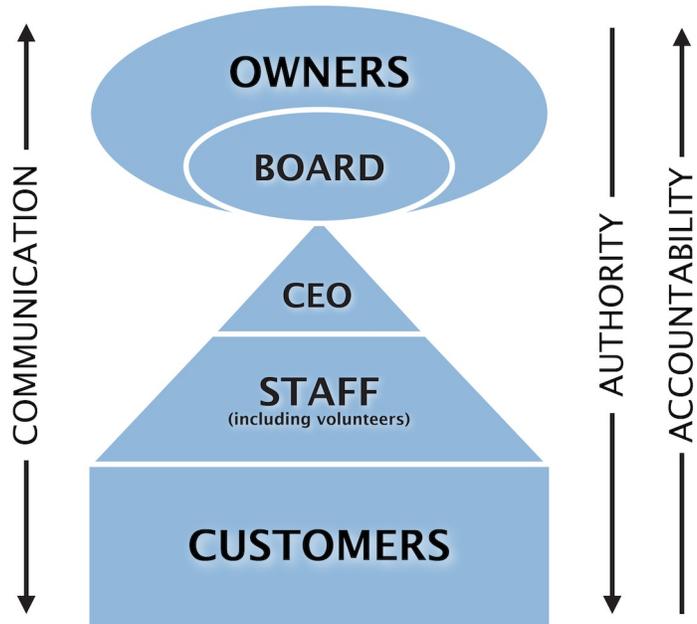
Create and use a monitoring system.

The Secret Formula

for Organizational Effectiveness[™]

Many organizations exercise less-than-ideal communication in many facets of their businesses. This may be because they are not aware of more effective structures. They often try to improve communication but problems will still exist if the organizational structure is flawed or is not being followed.

The Secret Formula for Organizational Effectiveness[™] illustrates a simple yet seldom followed organizational structure. It looks like the framework commonly used in organizational charts—that is no secret. But considering how few organizations really follow this structure, the benefits of adhering to this structure and the pitfalls of straying from it must not be at the front of everyone’s mind.



STRIVE!'s The Secret Formula for Organizational Effectiveness[™]
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The Secret Formula[™] indicates that the board as a whole is **accountable** to the owners and gives direction to the CEO. The CEO, in turn, has **authority** for operating the organization, including supervising the staff and making day-to-day decisions. The staff interfaces with the customers regarding every operational matter. Official **communication** goes down and up the chain of command in a straight line. Nobody goes around the organizational level to which he reports or which he supervises. Talking with people at various levels of the organization is healthy; it builds and maintains an aligned culture. However, when individuals receive mixed messages, they follow the direction of the person above them and heed the reports of the person below them. The only exception is when one talks to the person designated in the organization’s whistleblower policy to report documented reasons for believing that the person in their direct chain is violating company policy or is operating unethically or illegally.