


AFP Chapter Leader Forum: Advanced Governance I

## High Performing Boards: *The secret sauce . . .*

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### Drivers of Organizational Performance



*"Boards curate strategy and embrace a culture driven by strong interpersonal relationships." -Will Brown*

*"Foster a Board culture that promotes trust, teamwork, candor and constructive conflict." -Nancy Axelrod*



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### "Must" and "Should"


Must . . .

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

Should . . .

Make Wise Consequential Decisions

Set Direction	Ensure and Allocate Resources
Provide Oversight	Plan Succession



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### Findings from High Performing Boards

- Governance focus is Strategy & Leadership
- Respect Process
- Encourage Healthy Debate



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### “What makes High-Performing Boards”

1. Strategic Focus
2. Culture of Learning
3. Self-Assessment and Accountability
4. Effective Recruitment and Development Practices



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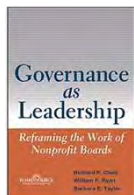
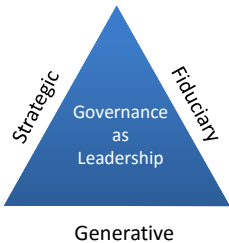
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### Focus of High-Performing Boards



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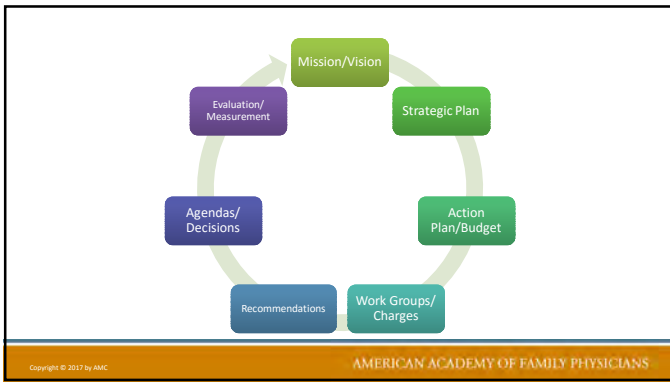
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### Example

**Strategic Discussion**

**Strategic**

**Operational**

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### ASHA Case Study

#### Strategic Decision-Making Process of the Board

- |                               |   |
|-------------------------------|---|
| 1. Strategic Issue Identified | 7. Options Drafted & Shared                   |
| 2. 'Charter' Approved         | 8. Identified/Managed/<br>Pre-empted Conflict |
| 3. Task Force Appointed       | 9. Prepared Final<br>Recommendation           |
| 4. Consultant Retained        | 10. Vote Conducted                            |
| 5. Data Collected             |   |
| 6. Analysis and Education     |   |

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