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

“Must” and “Should”

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- Duty of Care
- Duty of Loyalty
- Duty of Obedience
Findings from High Performing Boards

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

“What makes High-Performing Boards”

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

Focus of High-Performing Boards

- Strategic
- Generative
Promoting Strategic Dialogue

Filtering Mechanism

Vision

High Performing Board Agendas

Consent Agenda
- Meeting Minutes
- Generational Reports
- Staff Updates
- Financial Reports
- Performance Dashboard

Fiduciary
- Decisional Items
- Financial Statements
- Board Committee Reports

Strategic
- Strategic Issues
- Strategic Plans
- Strategic Programs

Generative
- Environmental Scanning
- Unframed Items
- Unfiltered Items
- Limited Boundaries
- Directional, not Decisional

Time

Consent Agenda
- Strategic
- Operational

Example
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Strategic Issue Identified</td>
</tr>
<tr>
<td>2.</td>
<td>'Charter' Approved</td>
</tr>
<tr>
<td>3.</td>
<td>Task Force Appointed</td>
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<tr>
<td>4.</td>
<td>Consultant Retained</td>
</tr>
<tr>
<td>5.</td>
<td>Data Collected</td>
</tr>
<tr>
<td>6.</td>
<td>Analysis and Education</td>
</tr>
<tr>
<td>7.</td>
<td>Options Drafted &amp; Shared</td>
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<tr>
<td>8.</td>
<td>Identified/Managed/Pre-empted Conflict</td>
</tr>
<tr>
<td>9.</td>
<td>Prepared Final Recommendation</td>
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<tr>
<td>10.</td>
<td>Vote Conducted</td>
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</tbody>
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