

## THE EVOLUTION OF BOARDS

This tool is designed to help Board members become aware of different levels of Board member behavior and effectiveness. At the “Fiduciary” level, Board members review reports, highlight successes, and identify problems. At the Tactical level, Board members tackle short-term issues and engage in problem solving. At the Strategic level, Board members weigh different value propositions, engage in robust debate, and set the long-term goals of the organization.

	<b>Fiduciary</b>	<b>Tactical</b>	<b>Strategic</b>
<b>Board’s primary role</b>	Sentinel	Contributor	Sense maker
<b>Board provides</b>	Oversight	Foresight	Insight
<b>Board’s core work</b>	Technical	Analytical	Reconcile value propositions
<b>CEO-Board relationship</b>	Hub and spoke	Partners, collaborators	Think-tank peers
<b>Key question</b>	What’s wrong?	What’s the plan?	What’s the key question?
<b>Problems are to be</b>	Spotted	Solved	Framed
<b>Strategy</b>	Set by CEO, ratified by Board	Board and CEO plan together	Board and CEO think together

	<b>Fiduciary</b>	<b>Tactical</b>	<b>Strategic</b>
<b>Performance metrics</b>	Facts, figures, finances, reports	Output indicators, benchmarks	Outcomes, results, signs of learning and discerning
<b>Agendas and meetings</b>	Staff-dominated, standardized	Tactically-driven, participative	Strategically driven, collective mind of Board doing work
<b>Deliberative style</b>	Parliamentary and orderly	Empirical and logical	Robust and sometimes playful
<b>Group norm</b>	Deference	Consensus	Robust discourse, unity of control <sup>1</sup>
<b>Group dynamic</b>	Great minds think alike	Reasonable people disagree agreeably	Great minds think differently
<b>Ways of knowing</b>	It stands to reason; listen to the CEO	Look at the data, do the pieces fit?	Potential outcomes, leverage points
<b>Board education</b>	Little or none	Episodic; strategic	Continuous

<sup>1</sup> Unity of Control is the principle that a Board directs the executive, not individual Board members. In practice, it means that no instruction from a Board member is binding on the executive or an employee until the Board votes to approve it. When practiced effectively, it also means the executive should alert the Board when an individual Board member – either intentionally or unintentionally – violates the Unity of Control.