

FROM THE BLOG

GOVERNANCE $\neq$ MANAGEMENT

Different work. Shared purpose. Clear accountability.

BOARD: GOVERNANCE



Purpose

Why we exist



Mission

What we stand for



Strategy

Where we are going



Risk

What could threaten us



Performance

Are we creating value?



Policy

The rules that guide us



CEO accountability

Hiring, supporting, evaluating, and when necessary, replacing



Long-term stewardship

Protecting what matters now and for the future



INFORMATION



TRUST



ACCOUNTABILITY



MANAGEMENT: OPERATIONS



People

Leading and developing our team



Programs

Designing and delivering services



Processes

How the work gets done



Implementation

Executing the plan



Budgets within delegation

Managing resources responsibly



Operations

Day-to-day management



Problem solving

Resolving issues and improving outcomes



Execution

Turning strategy into results



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IF THE BOARD IS DOING MANAGEMENT'S WORK, WHO IS DOING THE BOARD'S?



Focus shifts downward.

Strategic oversight gets crowded out.



Accountability becomes blurred.

No one is clearly responsible for what matters.



Decisions slow.

Operational matters escalate unnecessarily.



Risk visibility weakens.

Emerging issues go unnoticed.



Mission drifts.

The long view is lost in the short term.



*Good governance protects the future
by staying focused on what only the board can do.*



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*Stronger governance.
Stronger organizations.*