

FROM THE BLOG

Try This in Practice

Build a Decision-Rights Map.

Make board engagement a governance decision - not a matter of personality.

PASSIVE

Monitor / ratify

MENTOR

Advise / question

PARTNER

Work together

CONTROL

Board decides

FOR EACH MAJOR DECISION, ASK:

- How consequential is this decision?
- Does it affect mission or strategic direction?
- Is there a conflict of interest?
- Who has the capability and information required?

DECISION	BOARD ROLE	MANAGEMENT ROLE	WHAT THE BOARD NEEDS TO KNOW
Mission / purpose	CONTROL	Advise	Stakeholder evidence; context
Strategy	PARTNER / CONTROL	Partner	Options; risks; assumptions
CEO performance	CONTROL	-	Agreed outcomes; evidence
Operational staffing	PASSIVE	CONTROL	Workforce trends; major risks
Major crisis	PARTNER / CONTROL	Partner	Real-time risk information

ADD ONE MORE QUESTION:

What would cause us to change engagement modes?

Name the trigger before conflict occurs: crisis, conflict of interest, mission risk, major value impact, or a capability gap.

Good governance changes its level of engagement - not its role.