



2009 QNET EXCELLENCE CONFERENCE

# Get Focused

**Board Governance**

## On Board! The Strategic Approach

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and  
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# The Strategy in Boards

- Set overall **strategy** objectives.
- React to ways the staff plans to achieve these objectives.
- Monitor and evaluate the progress toward these objectives.
- **Devote most of their time and energy to matters of strategic importance.**



# Governance Triangle

- Fiduciary
  - Stewardship of tangible assets.
- Strategic
  - Partnering with staff to scan the environment and create strategic plans.
- Generative
  - Leadership to discern, frame, and confront challenges.



# 6 Functions of a Board

- ① To select, advise, evaluate CEO
- ② To review & adopt long-term strategies
- ③ To ensure resources are in place
- ④ To monitor performance of mgmt
- ⑤ To ensure organization is responsible
- ⑥ To nominate candidates to the board

# 6 Characteristics of a Board

- ① Contextual
- ② Educational
- ③ Interpersonal
- ④ Analytical
- ⑤ Political
- ⑥ **Strategic**

# Mission-based Governance

- There is a definite correlation between the board that can express its organization's **mission** and the success of the organization it governs.
- **Mission:** explains why organization exists
- **Vision:** describes what it wants to become
- **Values:** keep it all in perspective

# The Strategic Approach

- **Strategic Planning** (SP) is a process that seeks the strategic fit between the organization's mission and its internal strengths and external opportunities.
- **SP** develops a shared vision among the stakeholders and a blueprint for how to achieve that vision.
- **SP** gives the board time and authority to visualize, ponder and debate.



# Strategic Thinking: 4 W's

- **What:** SP is an organizational, political and rational process.
- **Who:** SP is one of the board's primary responsibilities.
- **Why:** SP allows board to measure if the organization is succeeding at its mission.
- **When:** Finances, leadership, and the organization must be in order and ready.



# Planning & Evaluation

- **Strategic planning** is evaluative by nature.
- Planning cannot occur in a vacuum.
- Every plan should include an evaluation.
- **Evaluation** is part of the process and the outcome of **strategic planning**.

# Strategic Plan: key elements

- Mission statement
- Vision statement
- Core values
- Strategic goals
- Objectives
- Performance measures



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# Thinking Strategically

- Is the business model right?
- Are we pushing the limits?
- How do we flourish?
- What do our customers want?
- What and where is our future?
- How far will we go?
- Do we merge or build?
- How do we grow?



# Why a Strategic Approach?

The most important work of any **governing board** is to create and recreate the reason for its organizational existence.



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# Getting Focused on Strategy

- Governance as Leadership  
(R. Chait, W. Ryan, B. Taylor, 2005)
- Getting The Best From Your Board  
(S. Williams and K. McGinnis, 2007)
  - How to Help Your Board To Govern More and Manage Less (R. Chait, 2003)
  - Ten Basic Responsibilities of Nonprofit Boards (R. Ingram, 2009)



# On Board! The Strategic Approach

- Summary notes available at [www.qnet.mb.ca](http://www.qnet.mb.ca)
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- To join the QNET Board Governance Networking Group contact [admin@qnet.mb.ca](mailto:admin@qnet.mb.ca)

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