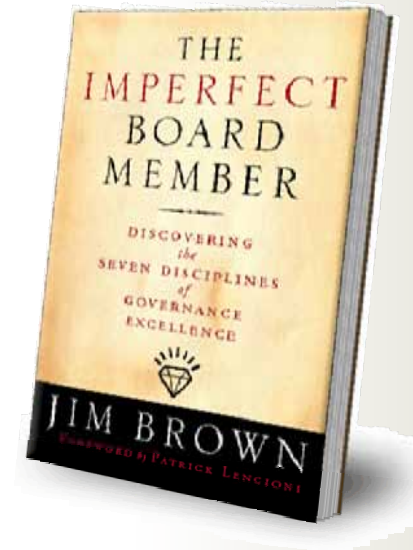


The Seven Disciplines of Governance Effectiveness



AHCA-NCAL

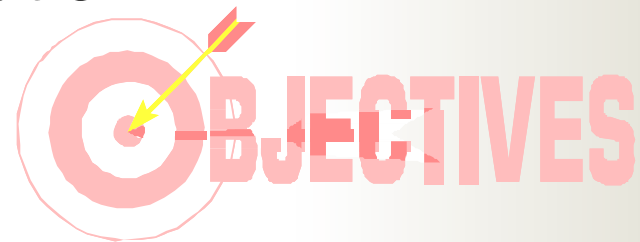
**A Webinar for Board Members &
Senior Staff - December 2008**

STRIVE! - www.strive.com

Objectives

By the end of the session, you will be able to:

- ◆ List the 7 disciplines of governance excellence
- ◆ Briefly explain each discipline
- ◆ Consider 2 policies in each discipline for your organization
- ◆ State one insight that you can consider applying in your organization



The
Governance
Excellence
Model

*The Seven
Disciplines of
Governance
Excellence*



The GEM



The GEM



Reflect . . . on
Organizational
Results

The GEM

... “there seems to be a tendency for boards to look at the numbers and act from them. It’s kind of like they’re driving a car with both hands on the rearview mirror rather than holding onto the steering wheel where the real direction is determined. ... Boards are to *reflect* on what’s in the mirror-the past, but they’re to *lead* by what they see out the front window-the present and future.”

The Imperfect Board Member, p. 123

Reflect - Policy Sample #1

Every quarter the board will compare organizational results against goals.

Reflect - Policy Sample #2

The board will reflect on the business environment at least annually and consider implications to the organization.



Select . . .
Prominent
Leadership

The GEM

The GEM Assessment – a board self-evaluation

The board proactively recruits prospective board members and officers to create a team with diverse and complementary experience and skills.

Never

Sometimes

Always

1

2

3

4

5

6

7

8

Select - Policy Sample #1

The board is responsible for the organization having a CEO who ably leads the operations of the organization.

Select - Policy Sample #2

When individual board members do not meet the shared expectations of the board, steps will be taken to encourage improved performance.



Respect . . .
Owner
Expectations

The GEM

Respect - Policy Sample #1

The board is responsible to make decisions in the best interests of the ownership as a whole. The accountability to the owners supersedes any conflicting loyalty.

Respect - Policy Sample #2

Board members will communicate directly and proactively with owners in an effort to understand and represent the interests of owners.



The GEM



The GEM

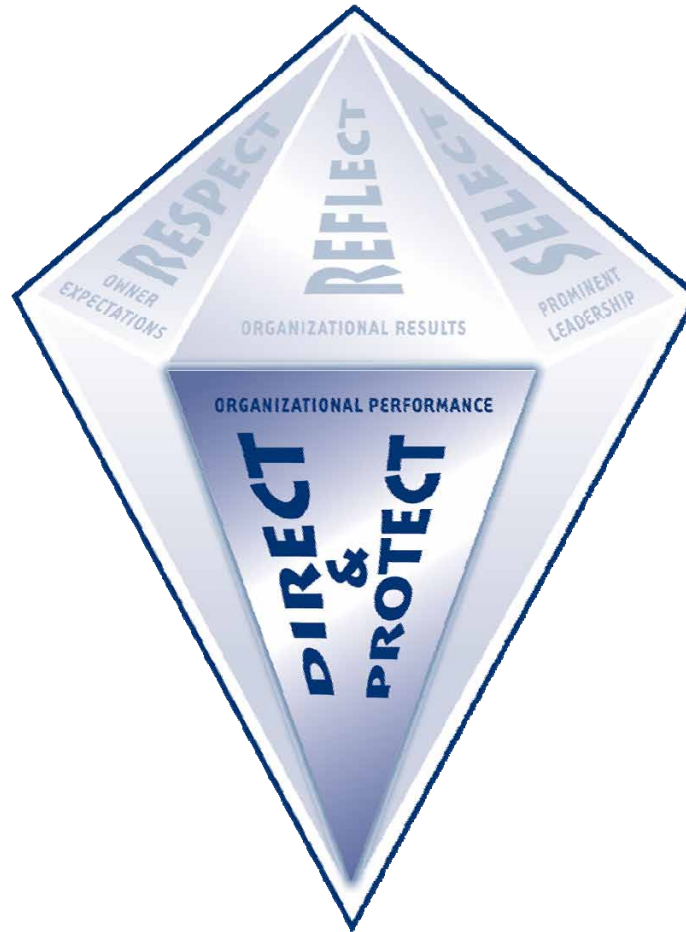
The Power of Simple Principles



The role of the board in two words:

Direct and Protect

In the Interests of the Owners

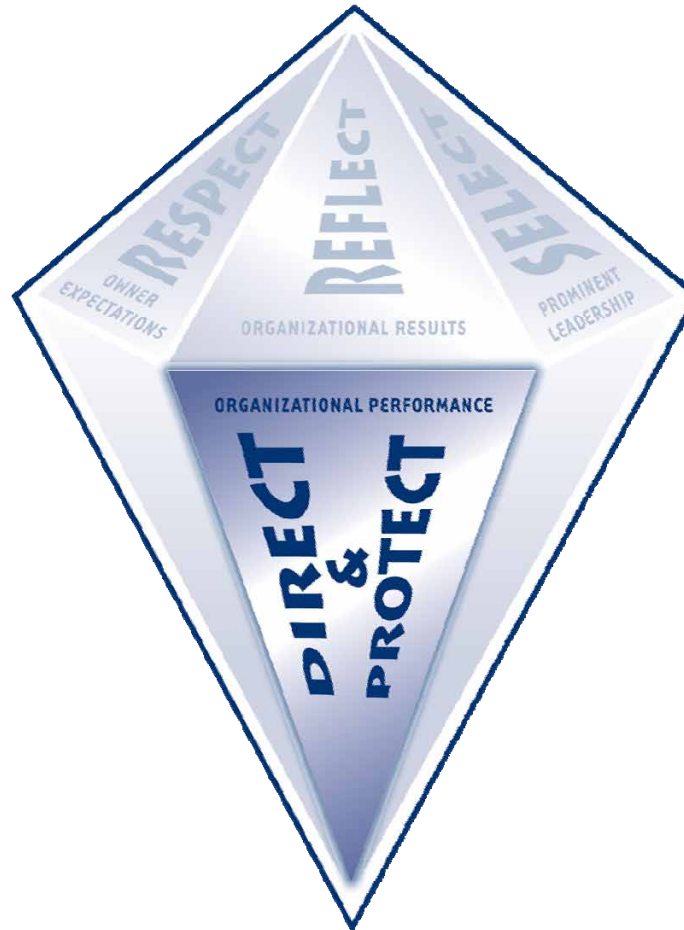


The GEM

How the Board Directs & Protects

The board sets policies that guide the organization.

The board does NOT make single issue or day-to-day decisions.



Direct . . .
Organizational
Performance

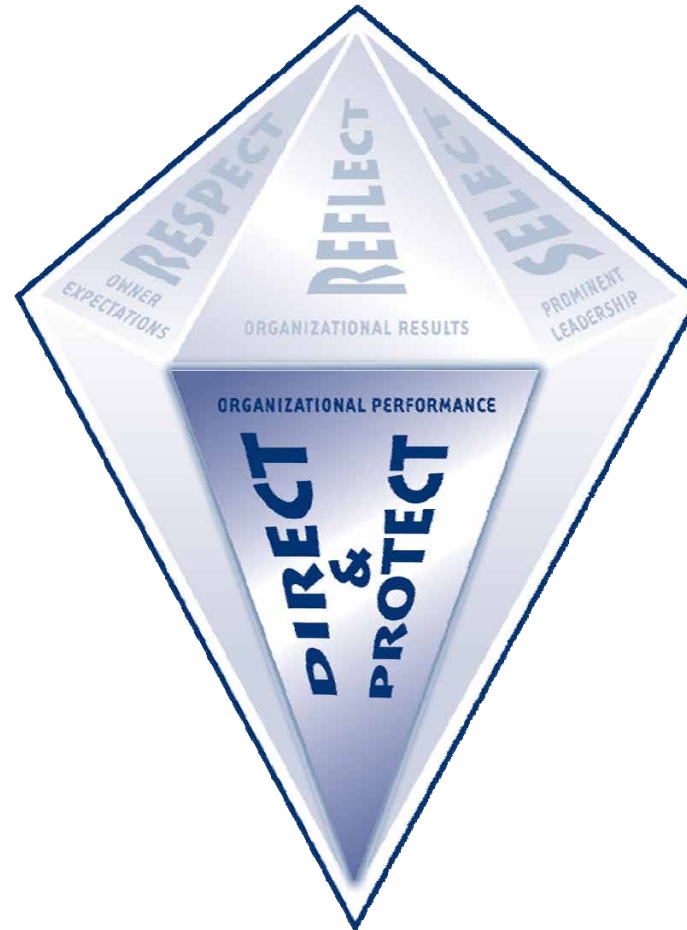
The GEM

Direct - Policy Sample #1

The board is responsible for the organization having a current, relevant strategic plan.

Direct - Sample #2

By December 20XX, more than 40% of 40 to 70 year olds in our community will name us when asked to list local senior care facilities.



Protect . . .
the Interests
of the Owners

The GEM

Protect - Policy Sample #1

The CEO will not fail to ensure that all full-time and management staff have an annual performance review.

Protect - Policy Sample #2

The CEO will not allow funds to be spent beyond budget.



Expect . . .
great Board-Mgmt
Interaction

The GEM

Expect - Policy Sample #1

CEO performance will be considered to be organizational performance. The CEO is responsible to achieve the organization's strategic plan and follow board policies.

Expect - Policy Sample #2

The board will monitor the organization's performance according to the following monitoring schedule.

Issue	Method	Frequency	Schedule	Policy Reference
Financial Condition	Third Party	Annually	1 st Quarter of subsequent year	Pro-2.4



Connect . . .
for healthy
Board Relations

The GEM

Board GEMs E-Newsletter

Commitment and Helping Others Succeed – Aug. '08

... Can we really hold volunteers accountable? ...
“Once you volunteer for a responsibility, you have made a commitment. People are counting on you to fulfill a function and you must take the role as seriously as if you are being paid or resign your position.”

Non-Profit CEO



your next step to a healthy board.



Board GEMs

Monthly installments
with the Power of Simple Principles

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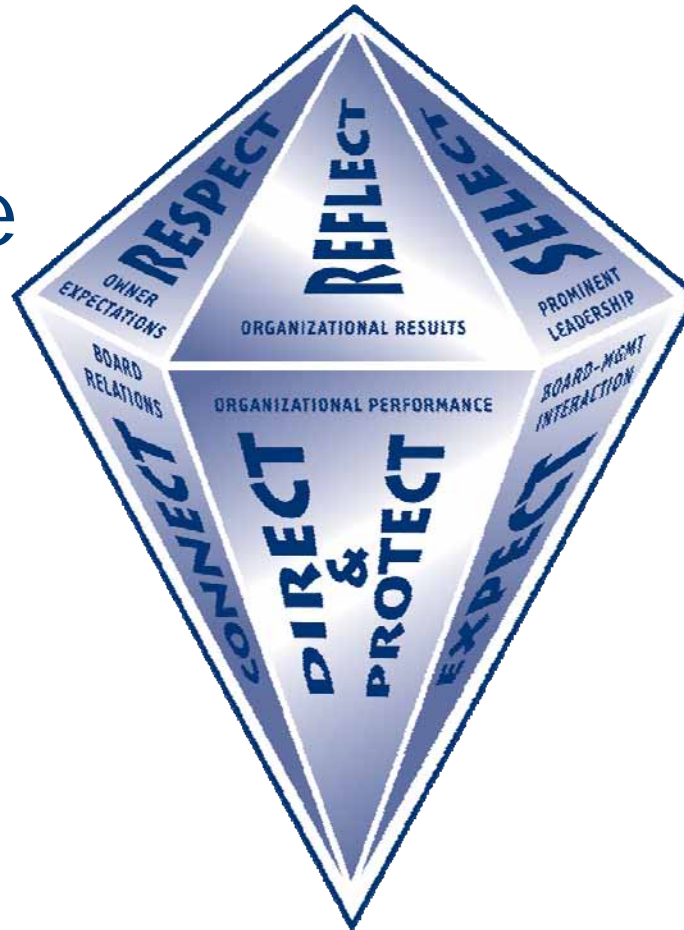
Connect - Policy Sample #1

The board will speak with one voice. All board members will support all board decisions outside of board meetings.

Connect - Policy Sample #2

Board members will be provided with a draft meeting agenda and adequate background information on every agenda item at least 7 days in advance of the meeting.

The Governance Excellence Model



The GEM

Reflect



Think of 1
idea or insight
that resonated
for you.



Products from STRIVE!

The **Imperfect** Board Member

GEM Governance Excellence Model
Principles and Foundations Audio

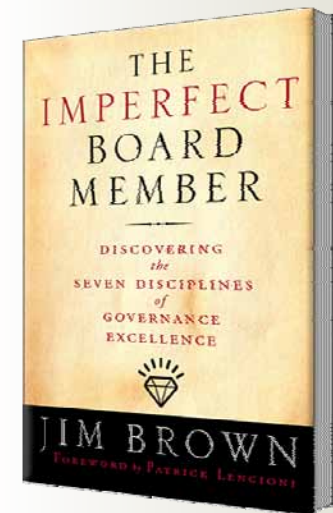
The GEM Assessment for Boards

Board GEMs - Free Governance E-zine

Governance Policy Sample

Consulting Services & GEM Coaching

Speakers/Teleseminars/Workshops

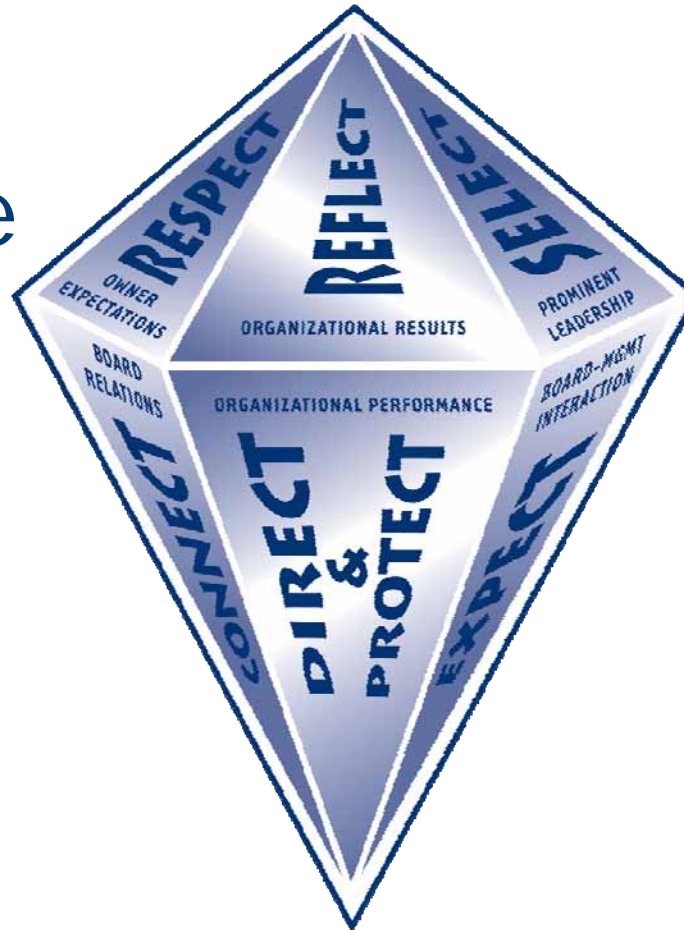


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The Governance Excellence Model



The GEM