

# ***REINVENTING YOUR BOARD***

## **AN OVERVIEW OF COHERENT GOVERNANCE IAVM WEBINAR**

**APRIL 24, 2014**

**LINDA J. DAWSON AND DR. RANDY QUINN**

**THE ASPEN GROUP INTERNATIONAL, LLC  
A LEADERSHIP DEVELOPMENT COMPANY**

**PRINCIPLES  
OF  
COHERENT  
GOVERNANCE**

# **PRINCIPLE #1**

**The Board is Accountable to the Owners, and Serves as Their Trustee**

# **PRINCIPLE #2**

**The Board Knows What its Job is, and is Responsible for its Own Performance**

## **PRINCIPLE #3**

**The Board Plans its Own Work,  
and Faithfully Concentrates on  
its Governance Role**

## **PRINCIPLE #4**

**The Board is Active, But Not  
Intrusive**

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## **PRINCIPLE #5**

**Board Members Recognize the Value of Acting as a Unit, Even When Unanimity is Elusive**

## **PRINCIPLE #6**

**The Board Effectively Monitors Both the Organization's and its Own Performance**

## **PRINCIPLE #7**

**The Board Controls the Organization  
Through Policy, Not Through  
“Resolutions” or Approving  
Administrative Recommendations**

## **PRINCIPLE #8**

**The Board Owns the Vision for  
Organizational Performance**

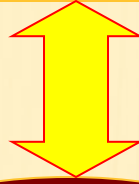
## **PRINCIPLE #9**

**He Who Makes the Decision is  
Accountable for the Result**

## **PRINCIPLE #10**

**The Board Considers the  
Performance of the Organization and  
the Performance of the CEO to be  
Identical**

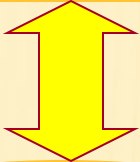
Owners



BOD



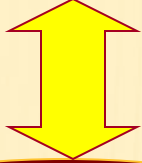
**Owners**



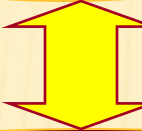
**BOD**

**GC Policies**

**Owners**



**BOD**



**CEO**

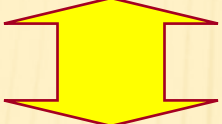


**Owners**



**BOD**

**GC Policies**



**CEO**

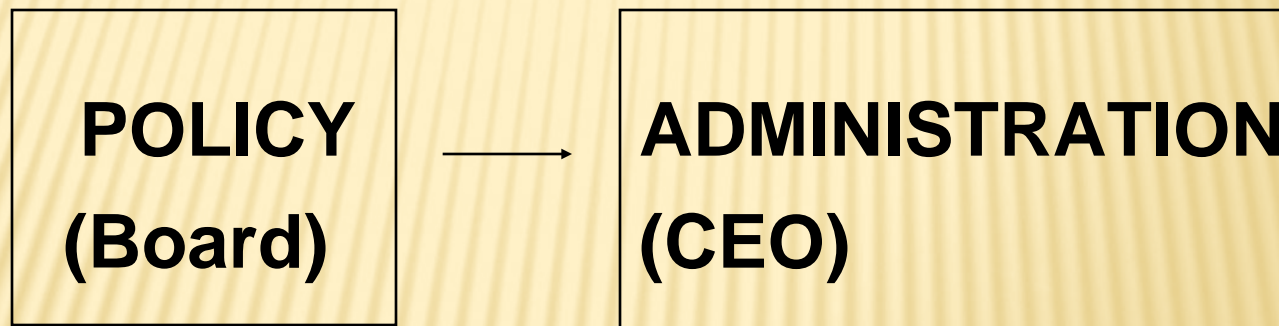


- ✓ HR
- ✓ Asset Protection
- ✓ Budget/Finance
- ✓ Buildings
- ✓ Member Relations
- ✓ Board Relations

**Operational Expectations Policies**

# ABSOLUTE ROLE CLARITY!!

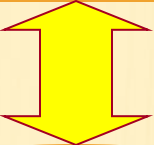
**NOT THIS:**



**BUT RATHER THIS:**

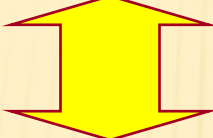
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**Owners**

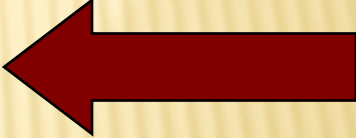


**BOD**

**GC Policies**



**CEO**



- ✓ HR
- ✓ Asset Protection
- ✓ Budget/Finance
- ✓ Buildings
- ✓ Member Relations
- ✓ Board Relations

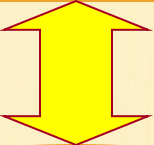
**OE Policies**



**Member Results**

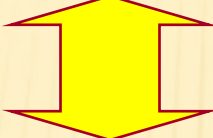
**Results Policies**

**Owners**



**BOD**

**GC Policies**



**CEO**

**BCR Policies**



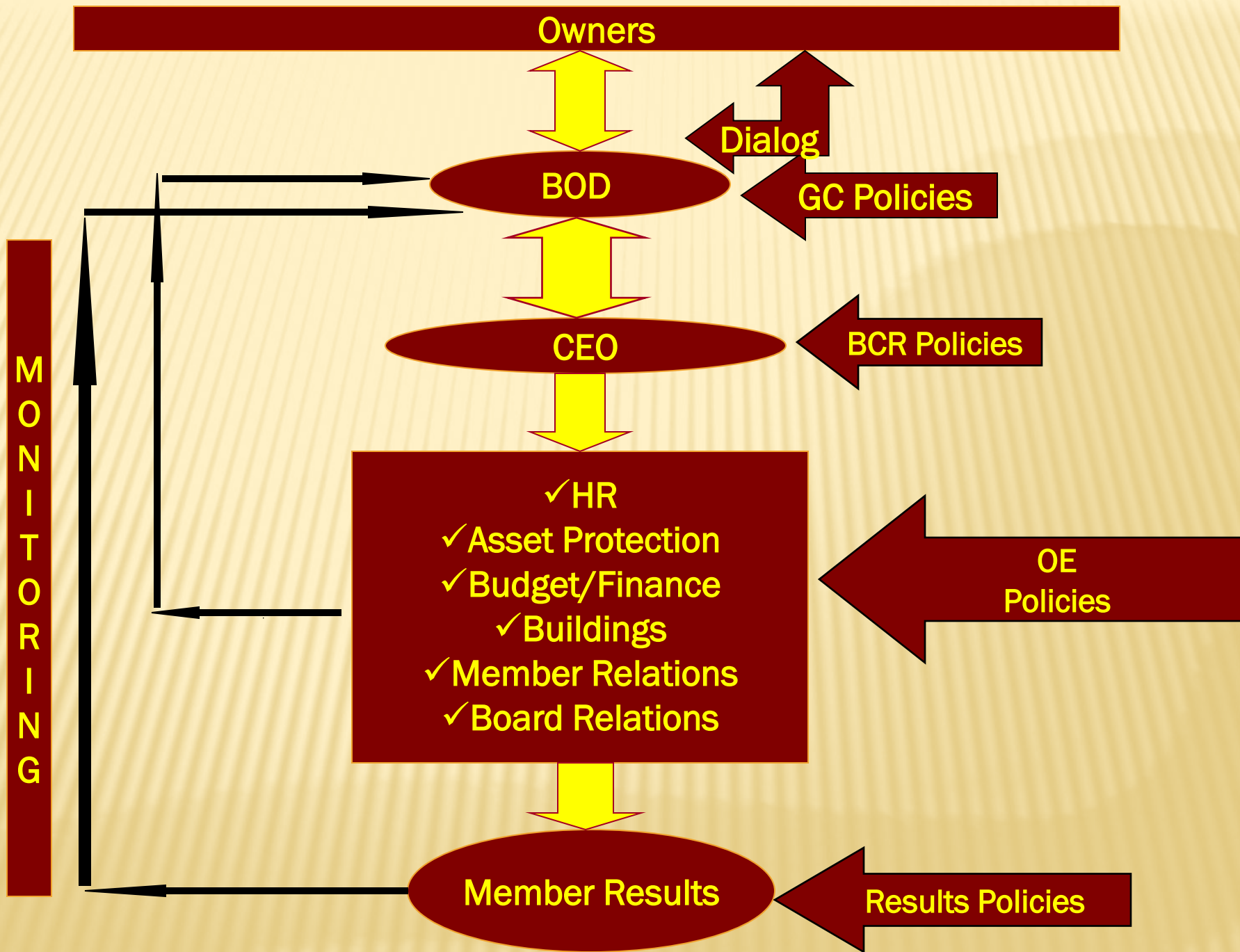
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**OE Policies**

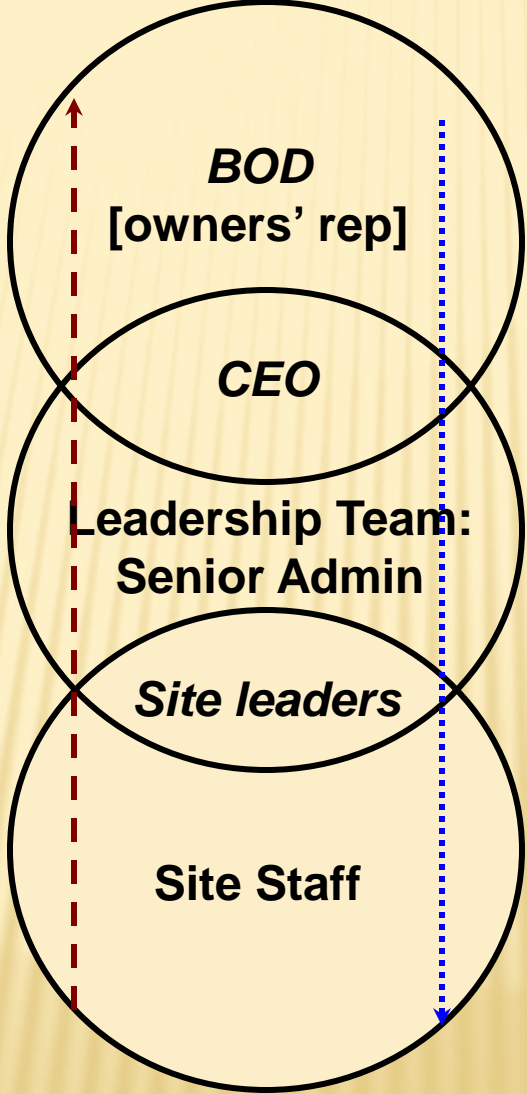


**Member Results**

**Results Policies**



**Owners**



**Governance Team**

- Results
- Operational Expectations
- Linkages

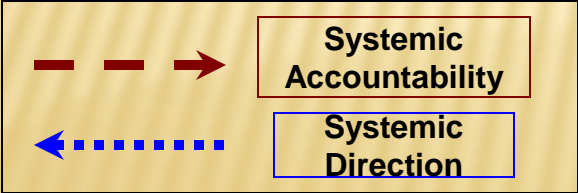
**Leadership Team**

- Strategies
- Actions
- Program Decisions

**Operational Team**

- Site decisions
- Operational Actions

**Key**





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