COURAGE

STEP 3

PARTNERS IN POSITIVE CHANGE

Courage

Nurturance

Prudence
High Performance Scale

Low Performance
- Over/Under-Engaged
- Few new members
- CEO “owns” agenda
- Avoids difficult discussions
- Meetings dominated by reports
- Never evaluates CEO
- Confuses philanthropy with good governance
- Never evaluates board performance
- Focuses on oversight
- Limited monitoring of board performance by board
- Unwarranted trustee/board intrusion

High Performance
- Engaged and informed
- Forward/critical thinking
- Opportunity for meaningful deliberation (and appropriately skeptical)
- Creative and inquiring
- Applies risk assessment
- Collaborative partnership with CEO
- Focuses on strategy

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“WHAT MAKES GREAT BOARDS GREAT?
THEY WORK WITH THEIR PRESIDENTS TO BUILD
AND SUSTAIN GREAT INSTITUTIONS.”

Terrence MacTaggart
**PERFORMING BOARDS**

- Get the work done/Do things right

- “Good enough”

- Strategic plans

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**HIGH PERFORMING BOARDS**

- Decide which work is most important/Do the right things

- High realistic expectations
  - “Best of Kind”
  - “Run your own race”

- Strategies and Alignment
  - Worked somewhere
  - Scale
  - Buy-in
PERFORMING BOARDS*

- Incremental improvement
- Reacting to challenges
- Adequate Finances

HIGH PERFORMING BOARDS*

- Substantial improvement
  - Quality
  - Educational effectiveness
- Focusing on change
- Financial strength & productivity
  - Growing net assets
  - Productive use of assets
  - Entrepreneurial enterprises
  - Aligned with vision
<table>
<thead>
<tr>
<th>PERFORMING BOARDS*</th>
<th>HIGH PERFORMING BOARDS*</th>
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<tbody>
<tr>
<td>• Positive recognition</td>
<td>• Reputation or Brand</td>
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<td>• Attendance</td>
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<td>▫ Full commitment to mission</td>
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<td>▫ Attention to top priorities</td>
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PERFORMING BOARDS

• Defer to President

• Cordial

HIGH PERFORMING BOARDS

• Integral Leadership
  ▫ Shared goals
  ▫ Separate emphases
  ▫ Quality President and quality Board working as one

• “Magic of Dialogue”
  ▫ Constructive
  ▫ Informed
  ▫ Unafraid, plain talk
PERFORMING BOARDS*

- Open to change
- 100% Giving

HIGH PERFORMING BOARDS*

- Embracing Change
  - Rigorous self-evaluation -- both group and individual
  - Multi-year comparisons
- High percentage of Transformational Gifts

*Adapted from colleague Terrence MacTaggart