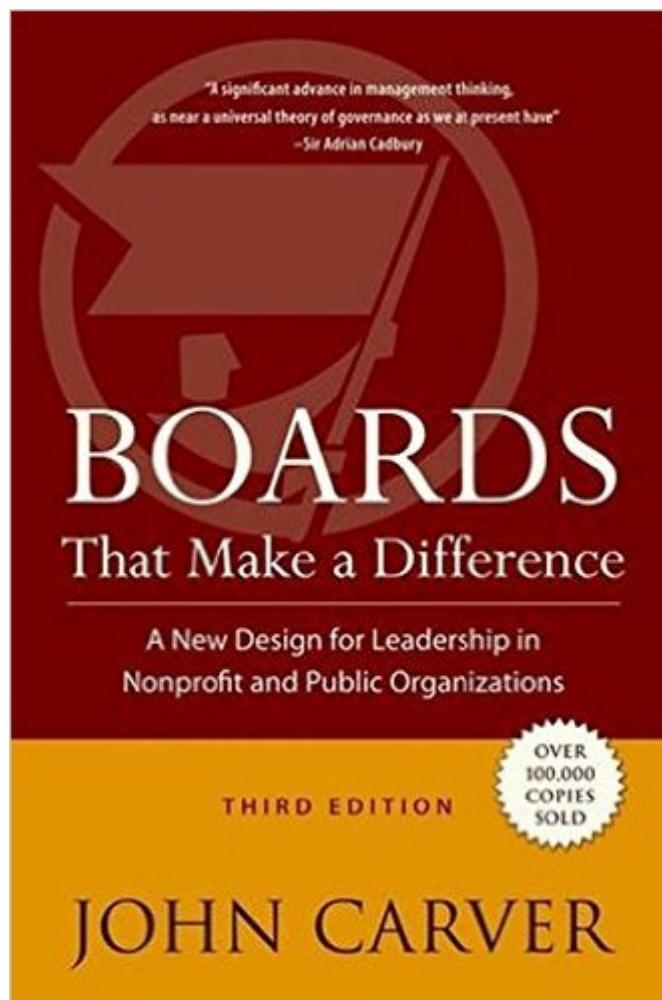


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# Boards That Make A Difference: A New Design For Leadership In Nonprofit And Public Organizations



## **Synopsis**

In this revised and updated third edition, Carver continues to debunk the entrenched beliefs and habits that hobble boards and to replace them with his innovative approach to effective governance. This proven model offers an empowering and fundamental redesign of the board role and emphasizes values, vision, empowerment of both the board and staff, and strategic ability to lead leaders. Policy Governance gives board members and staff a new approach to board job design, board-staff relationships, the role of the chief executive, performance monitoring, and virtually every aspect of the board-management relationship. This latest edition has been updated and expanded to include explanatory diagrams that have been used by thousands of Carver's seminar participants. It also contains illustrative examples of Policy Governance model policies that have been created by real-world organizations. In addition, this third edition of Boards That Make a Difference includes a new chapter on model criticisms and the challenges of governance research.

## **Book Information**

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## **Customer Reviews**

If you want to spark some healthy conflict in your next conversation with nonprofit CEOs or senior pastors, throw this verbal grenade into the discussion: "Hey! What do you all think about policy governance?" According to Policy Governance Guru John Carver, "Governing by policy means governing out of policy in the sense that no board activity takes place without reference to policies. Most resolutions in board meetings will be motions to amend the policy structure in some way. Consequently, policy development is not an occasional board chore but its chief occupation." I

mention this because I consult frequently with nonprofit boards--and conduct governance webinars and workshops in North America and overseas. And even though the majority of boards I work with say they function as "policy governance" boards, I don't believe them--because their micro-managing practices are so blatant. For example, consider John Carver's insight on what he calls the flaws of "The Approval Syndrome." They include: reactivity, sheer volume of material, mental misdirection, letting staff off the hook, unfairly putting staff on the hook, short-term bias, lack of clarity in the board's contribution, and fragmentation ("a sequence of disconnected and unmanageably voluminous vertical slices of the whole...instead of a holistic, manageable fabric of horizontally connected policies"). He adds, "We all profess that boards should deal with the big picture, but it is difficult to picture the forest by inspecting one tree at a time." One of my favorite Carver counter-intuitive commentaries describes what happens when a board delivers a "vote of confidence" for the CEO during a crisis situation.

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