

Board Governance Framework

Boards govern a multitude of organizations and yet, effective board governance is an ongoing quest. How is effectiveness achieved on a Board? Berlineaton has developed seven drivers of effectiveness, drawing from best practice research across a number of sectors and industries.

Board are stewards of their organizations' futures. They do this through a compelling vision, mission and values, clearly defining strategic direction, providing financial and risk oversight, and supporting the organization's top leader. They also set clear policies and structures in place, and recruit a diverse set of skills onto their boards. Doing these well creates effectiveness.

We help our clients measure effectiveness and implement improvements through a self-assessment survey that we administer. On the next page, we present a description of each of the 7 drivers and related attributes.

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Board Governance Framework



Description of Driver

Attribute(s)

Guiding Vision, Mission and Values

The Board co-creates the organization's vision, mission and values. The Board is responsible for articulating a mission and vision that is relevant to the community it serves and to monitor the success of the organization in fulfilling them.

1. Leadership in articulating vision, mission and values
2. Vision, mission and values are the foundation for strategic decision-making

Clear Strategic Direction

The Board oversees the development and execution of the strategic plan. It ensures that the organization's strategic priorities are informed by data and its community's needs. The Board also measures the organization's success in executing its strategy.

1. Focus on strategic planning
2. Awareness of the organization's internal and external environments
3. Monitoring of the organization's success
4. Provision of resources to achieve strategic objectives

Financial Sustainability

It is the Board's responsibility to ensure that the organization's finances are managed appropriately, and that the organization has resources to grow sustainability and mitigate economic downturns.

1. Sound understanding of financial data for decision-making
2. Alignment of financial strategy and strategic objectives
3. Monitoring of financial sustainability
4. Active involvement in fundraising (if applicable)

Effective Risk Management

The Board adopts effective risk management policies to prepare for strategic, reputational, operational, technological, financial, and legal risks.

1. Involvement in creation of risk management and mitigation policies

Effective Board Composition

The Board ensures it has the expertise and diversity needed to lead the organization to success.

1. Board capacity for effective governance
2. Recruitment and succession planning
3. Monitoring of performance
4. Performance of the Chair of the Board

Clear Board Policies and Structures

The Board ensures it has processes to assess, improve and sustain its effectiveness.

1. Effective practices
2. Clear and effective decision-making processes
3. Open dialogue, efficiency and transparency
4. Compliance with internal policies

Partnership with the CEO

The Board selects, empowers, supports, and evaluates the CEO.

1. Cooperative and supportive working relationship with the CEO
2. Monitoring of the CEO's performance
3. Succession planning