Governance & Strategic Leadership "Systems" Model

Risk Management

- Assessment of org's Capital/Asset Risks
- Org. Capacity to implement strategy
- Provision of strategic resources for org.
- Investment/balancing trade-offs and prioritization of resources

Diplomacy/Influence Leverage

- Effective public representation of Board's position
- Friendraising/fundraising
- Alliances/Partnerships
- Self-assessment and Board evaluation
- Board succession
- Crisis/Emergency Plan

Network Scan

- Scanning/reading for trends
- Organizational system and its connection to other systems
- Stewardship Principles
- Board-CEO Partnership Agreement

Network Scan

- Political
- Economic
- Social
- Technological
- Other: *natural environment, value shift, interdepedencies, industry/sub-sector relationships*

3 Yr Business Plan and Resource Allocation

Annual Action Plans and Budget

III

IV

I

Processes

- Q.I./B.P.R.
- Knowledge management
- Innovation
- Alliances/partnerships/suppliers

"Capital" Assessment & Allocation

Financial
Human
Structural
Ingenuity/Ideas
Social
Relational

Outcomes & Impact

- Values
- Differentiation positioning
- Knowledge recipes/thought models
- Mission
- Vision

II

- SWOT
- Core competencies
- Org. capacity

Measurement & Accountability

Prioritization of Strategic Initiatives, Stop Doing?

"Value" Proposition and Thought Model Clarified

- Critical success factors (i.e. balanced scorecard)
  - → Measure of success
    - Impact
    - Outcomes
    - Outputs
    - → Strategies
      - → Action Plans
- Performance measurement & reporting
- Performance management
- Remuneration and rewards

Oversight, Perspective, Ethical Reflection

- Clear policies on Ethical Practices, CEO Limitations
- Clear goals and measures for CEO
- Org. perf. measurement -> Board reports
- Annual Board Calendar and Board Agendas focus governance work

Relevance

- Community engagement
- Differentiation and value to community
- Conversation with CEO/sr. mgt. on guiding elements

© Banff Executive Leadership Inc.

Adapted from: General Systems Theory, Centre for Strategic Management, Environmental/Biological Systems, Treacy & Wiersema, Kaplan & Norton, Edvinsson and Saint-Onge