

	MANAGING	GOVERNING	NAVIGATING
	EXECUTIVE MANAGEMENT	POLICY-BASED GOVERNANCE	TRANSFORMATIVE GOVERNANCE
MORE EFFECTIVE	<p>Leadership team C-Suite skills Disciplined conversation High-level decision making Tactical planning Skillful delegation</p> <p><i>Delegating to the organizational leader</i></p>	<p>Disciplined board members Proactive Results-oriented ends policies Clear limitations policies Strive for consensus Speak with one voice</p> <p><i>Empowering the organizational leader</i></p>	<p>Breakthroughs Focus on the future Strategic leadership Generative thinking Learning way forward Bold vision</p> <p><i>Charting a new course</i></p>
	MICROMANAGEMENT	MICROGOVERNANCE	STATUS QUO GOVERNANCE
LESS EFFECTIVE	<p>Intervening board members Hands-on approach Operational decision making Focus on administrative detail Present-oriented Short-range planning</p> <p><i>Micromanaging the organizational leader</i></p>	<p>Policy-fixated board members Reactive Focus on wordsmithing Too little too late Unclear or missing ends policies Confusing limitations policies</p> <p><i>Paper handcuffs for the organizational leader</i></p>	<p>Guided by defaults Tweaking the past Change-adverse Focus on maintaining usual state Institutionalized processes Indecisive</p> <p><i>Don't rock the boat</i></p>