

The Generative Board

“The challenge is to be a light, not a judge; to be a model, not a critic.” – Stephen Covey

There are 3 types of governance: Fiduciary, Strategic, and Generative
Your goal is to create a “governance-as-leadership-friendly” culture.

	Fiduciary	Strategic	Generative
Leadership	Hierarchical	Analytical, visionary	Reflective leaders
Primary role	Sentinel	Strategic	Sensemaker
Board provides	Oversight	Foresight	Insight
Board’s core work	Technical	Analytical	Reconcile value propositions
CEO-Board relationship	Hub & spoke	Strategic alliance	Think-tank peers
Key question	What’s wrong?	What’s the plan?	What’s the key question?
Problems are to be	Spotted	Solved	Framed
Strategy	Set by CEO, ratified by Board	Board and CEO plan together	Board and CEO think together

The Generative Board, continued

	Fiduciary	Strategic	Generative
Performance metrics	Facts, figures, finances, reports	Strategic indicators, benchmarks	Signs of learning and discerning
Agendas and meetings	Staff-dominated, standardized	Strategy-driven, participative	Collective mind of Board doing work
Deliberative style	Parliamentary and orderly	Empirical and logical	Robust and sometimes playful
Group norm	Deference	Consensus	Robust discourse
Group dynamic	Great minds think alike	Reasonable people disagree agreeably	Great minds think differently
Ways of knowing	It stands to reason; listen to CEO	The pieces fit; consult the data	It makes sense; gather the clues
Board education	Little or none	Episodic, strategic	Continuous