

# A Guide to the Carver Policy Governance® Guide Series

The *Carver Policy Governance® Guide* series by John and Miriam Carver explains John Carver's Policy Governance model in six readable booklets, each on a topic crucial to board leadership. Taken together, these guides present a condensed version of Policy Governance as described in John Carver's *Boards That Make a Difference* (3rd edition, Jossey-Bass, 2006). This completely rewritten six-part series is revised and expanded from the earlier *CarverGuide Series on Effective Board Governance* (1996–1997). Unlike the earlier series, these guides include explanatory drawings, sample policies, and updated practices.

Policy Governance proposes new concepts and principles for powerful governance. It enables boards to lead using methods designed for the board role, instead of relying on methods designed for executive management. Because Policy Governance is a total governance system rather than a set of tips or incremental improvements, boards must understand all of it in order to reap its powerful results. Understanding this underlying technology of governance—much like an operating system for computers or a theory underlying a technical field—enables individual boards to build their own distinctive leadership on a sound foundation.

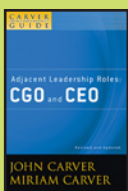
The total system aspect of Policy Governance requires all governance questions to be resolved consistent with the whole framework, as is the case with any true system. Therefore, the *Carver Policy Governance Guide* series, even while addressing one governance issue at a time, was written in light of the larger picture. The guides are designed to be read in any order; however, the greatest benefit will come from beginning with *The Policy Governance Model and the Role of the Board Member*, which presents the overall framework. While each of the other guides focuses on a specific issue, they also include a brief recap of the major points of this primary guide.

*The Policy Governance Model and the Role of the Board Member* outlines a vision for excellence in board leadership. It gives board members a broad understanding of the concepts and principles that are at the very heart of Carver's innovative model. This guide details members' main tasks and presents the guidelines needed to transform a board into an effective group that leads powerfully, instills vision, empowers others, and demands accountability.

*Ends and the Ownership* helps boards distinguish between what an organization is *for* and what it *does*—a basic feature of the groundbreaking Policy Governance model. With a rigorous and unique definition of “ends” versus “means,” the model rids the board of trivia, streamlines board work, and optimally links to executive action. This guide also anchors each organization in a legitimacy base—called the ownership—and builds the board's moral authority upon that base.

*The Governance of Financial Management* presents a values-based approach to the issues of financial accountability. It reveals how a board can effectively govern an organization's financial planning by controlling budget values rather than budget numbers. The guide also addresses board control over and scrutiny of actual financial conditions as they develop during the year. The board is helped to fulfill fiduciary responsibility without being overwhelmed by details.

*Adjacent Leadership Roles: CGO and CEO* examines the leadership roles needed in the boardroom and the executive suite. Chairing the board and managing the organization are described as two important but distinct roles, both accountable to the board. Because the chairing role is referred to by various titles, Policy Governance focuses on the function of the “chief governance officer,” rather than the title. This guide shows how a board can delegate powerfully *and safely* to its CEO, as well as how board, CGO, and CEO jobs can be designed in optimal relationship to each other.



# A Guide to the Carver Policy Governance® Guide Series

*Evaluating CEO and Board Performance* offers board members a criteria-focused approach to continual, rigorous, and fair assessment of performance, both of the board and of the organization. This guide shows how the board can focus on just the data it needs rather than being either engulfed in information or ignorant of what is going on. Evaluation is explained as an ongoing, integral part of governing rather than an infrequent afterthought.

*Implementing Policy Governance and Staying on Track* shows boards how they can apply principles described in the other guides. This guide cuts across various aspects of the Policy Governance model and challenges board members not only to move from concepts to practice, but to also maintain their skill through continued retraining and practical exercises.

## About the Authors

**John Carver** is internationally known as the creator of the breakthrough in board leadership called the Policy Governance model and is the best-selling author of *Boards That Make a Difference* (1990, 1997, 2006). He is co-editor (with his wife, Miriam Carver) of the bimonthly periodical *Board Leadership*, author of over 180 articles published in nine countries, and author or co-author of six books. For over thirty years, he has worked internationally with governing boards, his principal practice being in the United States and Canada. Dr. Carver is an editorial review board member of *Corporate Governance: An International Review*, adjunct professor in the University of Georgia Institute for Nonprofit Organizations, and formerly adjunct professor in York University's Schulich School of Business.

**Miriam Carver** is a Policy Governance author and consultant. She has authored or co-authored over forty articles on the Policy Governance model and co-authored three books, including *Reinventing Your Board* and *The Board Member's Playbook*. She has worked with the boards of nonprofit, corporate, governmental, and cooperative organizations on four continents. Ms. Carver is the co-editor of the bimonthly periodical *Board Leadership* and, with John Carver, trains consultants in the theory and implementation of Policy Governance in the Policy Governance Academy.

[www.carvergovernance.com](http://www.carvergovernance.com)

## Ordering Information

The Carver Policy Governance Guide® Series on Board Leadership Set  
(U.S. \$80.00, 978-0-470-32510-0)

The Policy Governance Model and the Role of the Board Member (U.S. \$20.00, 978-0-470-39252-2)  
Ends and the Ownership (U.S. \$16.00, 978-0-470-39253-9)

The Governance of Financial Management (U.S. \$16.00, 978-0-470-39254-6)

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Evaluating CEO and Board Performance (U.S. \$16.00, 978-0-470-39256-0)

Implementing Policy Governance and Staying on Track (U.S. \$16.00, 978-0-470-39258-4)