

Contents

Introduction: Advancing the Practice of Corporate Governance	ix
Part One: Boards in Transition	1
1 The Three Phases of a Board's Evolution	3
2 What Makes a Board Progressive	14
Part Two: The Three Building Blocks of Progressive Boards	27
3 Group Dynamics	29
4 Information Architecture	47
5 Focus on Substantive Issues	61
Part Three: Contributions That Count	73
6 The Right CEO and Succession	75
7 CEO Compensation	94
8 The Right Strategy	113
9 The Leadership Gene Pool	129
10 Monitoring Health, Performance, and Risk	139
Part Four: Maintaining Momentum	149
11 Board Operations	151
12 Working with Investors	167
Conclusion: Leveraging the Board for Competitive Advantage	173
Appendix A: Sample Strategy Blueprint	177
Appendix B: The Research Agenda	183

viii CONTENTS

Acknowledgments	187
About the Author	189
Index	191