Index

A
Accountability, 36
   agents, 122
   ensuring, 11
Action
   impact. See Goals
   pattern. See Decisions/actions
Actual work, 172
Administrators, policy
   implementation, 5
Advocacy, duties, 22
Agassiz, Louis, 116
Agreed-upon goal, 120
Alleghany Health Education and
   Research Foundation, 33
Ambiguity, 107. See also Goals
Association of Governing Boards of
   Universities and Colleges, 138
Attractive nuances, 174–179

B
Balanced scorecards (device), 74
Barksdale, James, 73
Benchmarking, usage, 130
Berra, Yogi, 115
Bet-the-company questions/
   decisions, 17–18, 64
BHAGs. See Big hairy audacious
   goals
Big hairy audacious goals (BHAGs),
   62–64
Board of trustees (Boards).
   See Tri-modal boards;
   Type I board
   agendas, comparison, 130
   boundaries, 112–113
   bystander status, 92–93
   capital, forms, 141
   composition, 176–178
   cross-training, 9
   empowerment, 133
   existence/purpose, 16, 15
   ideas, introduction, 123
   impact, assessment. See
   Generative work
   improvement, 12
   approaches, 99
   independent study, 182
   job description, 14, 15
   loyalty/care, duties, 34
   meeting, 21
   members
      affiliation. See Organizations
      brand name value, 148
      disengagement, 13
      model, 138
      outsourcing, 171
   performance
      problems, 12–15
      roles-and-responsibilities
         approach, 14
      policies, setting, 5
Board of trustees, continued
principals, 44
problems, 11, 14
product development, 118
purpose, problem, 15–16
characteristics, 17–23
qualifications, 22
questions, addressing, 131
reputation, 147
resources, usage, 36
roles-and-responsibilities
approach, 15–16
scenario. See No-board scenario
size, 175–176
social relationships, conversion,
156
strategy development, executives
(interaction), 96–97
swap, 170
tasks, coordination (structure
creation), 24
time, dollar value, 140
value, enhancement, 135
views, imposition, 94
work, enrichment, 134
BoardSource, worksheets, 138
Bolman, Lee, 86
Brainstorming, 97
Breakouts, 129
Breakthrough strategies, 68
Bureaucracy theory (Weber), 39
Business Process Reengineering, 56

C
Capital. See Intellectual capital;
Political capital;
Reputational capital;
Social capital
campaign, 127, 142
markets, access, 147
usage. See Working capital
Carnegie, Andrew, 43
Case-based discussions, 125
Catalytic questions, posing,
123–124
Change, pace, 60
Chief Executive Officer (CEO)
interaction, 14
kitchen cabinet, 91
prepackage recommendations, 59
university trustees, meeting, 116
Christensen, Clayton, 64
Cognitive complexity. See Leaders
Collective mind, 143
engaging, 126–127, 133–134
revealing, 126
Committee meetings. See
Governance (type II)
boards; Strategic governance
boards
Committee-driven processes, 40
Communities of practice, 144–145
Community
relations
duties, 22
outsourcing, 16
support, 14
Competition, outgoverning, 9, 139
Complexity science, 5
Conant, James, 43
Consensus, 126
Counterfactuals, consideration,
122–123
Counterpoints, 128–129
Covenant House, 33
Credence goods, 35
Cues/clues, noticing, 85

D
Dashboards (device), 74, 130
Deadwood, deletion, 178
Deal, Terrence, 85
Decisions/actions, patterns, 58
Deferred maintenance, 152
Deliberate strategies, design.
See Organizations
Deliberations, 120
discussion, contrast. See
Generative governance;
Governance (type III)
Diagnostics, 167–174
Dialogue, promotion. See
Generative governance;
Governance (type III)
Diligence, norms, 157–160
Direction-setting, origination, 89
Discussions. See Case-based
discussions; Governance
simulation, 173
techniques, 128–129
Disengagement. See Board of
trustees; Trustees
Dissensus, 126
Dissent, impact, 47
Dominant narratives, 117
Down time, uses, 116
DuPree, Max, 90
Dysfunctional politeness, 124–125

E
Embedded issues.
See Generative elements
Emergent strategies, discovery.
See Organizations
Employee turnover, prediction, 60
Enron, impact, 33
Entrepreneurial organizations, 25
Events, importance, 78
Ex-board members, testimony, 179
Executive director
interaction, 14
title, 43
Executives
disengagement. See Trustees
displacement, trustees (impact),
94
generative thinking,
measurement, 96
impact. See Trustees

trustees, collaboration. See
Generative governance;
Governance (type III)
External actors, 94
External boundary.
See Generative thinking

F
Fiduciary alarms, 34
Fiduciary committees, 70
Fiduciary governance
board, 40–45
centrality, 76–77
explanation, 34–38
mental map, 38–40
mindset, strategic thinking, 62–65
mode, 6, 33
problems, assessment, 45–49
Fiduciary inquiry, 37
Fiduciary issues, 152
Fiduciary matters, narrowing, 142
Fiduciary oversight, providing,
37–38
Financial oversight, 145
Fireside chats, usage, 72
Flow, 31
Ford, Henry, 43
For-profit boards, commission/
omission (sins), 33
For-profit directors, description,
137–138
For-profit entity, 122–123
For-profit organizations, nonprofits
(comparison), 39
Frames, selection/usage, 85–87
Framing issues, 92
Free riders, prevention, 175
Fundraising
duties, 22
outsourcing, 16
Future
past, impact, 116–119
uncertainty, 105–106
Generative deliberation, methods, 104
Generative elements, embedded issues, 107–109
Generative governance, 7, 101 approach, 89–99
benefits, risk, 163–164
boards
capability, 99–100
impact, 99–100
deliberation/discussion, contrast, 119–129
dialogue, promotion, 124–129
first law, 101–102
issues, 130–131
mental map, usage. See Organizations
mode, 7, 79
payoffs, 131–135
rules, suspension, 120–124
trustees/executives, collaboration, 95–99
Generative landmarks, 107
absence, 108–109
recognition, 107–110
Generative opportunities, 104 decline, 102
Generative propositions, debate, 124
Generative thinkers, role.
See Leaders
Generative thinking, 79.
See also Organizations
black box phenomenon, 82–89
boundaries, 111–116
conditions, conduciveness, 104
direction, 165
external boundary, 115–116
internal boundary, 111–115
organizing, 94
power, 99–100
Generative thinking-in-process, 96
Generative work
board impact, assessment, 104
doing, 97–99
initiation, 96–99
overseeing, 95–96
Gerstner, Lou, 43
Goals. See Agreed-upon goal
acceptance, 105
action, impact, 121–122
ambiguity/contest, 105
setting, 89
Governance
canonical components, 5
covenant, 179–181
defining, 25
discussion, 28–29, 181–182
function, 137
future, 163
leadership
challenge, 180–182
examination, 1–2, 31, 167, 176–180
meeting, comparison, 18
modes, 6–8, 26. See also
Fiduciary governance;
Generative governance;
Strategic governance
notions, 3
portfolio, movement, 4–5
problems, 157. See also Migratory governance
purpose, exercise, 168–170
satisfaction, exercise, 171–174
types, 6–7, 132
comparison, 76–78
value, exercise, 170–171
Governance (type I), 6, 34–38
board, 40–45
mental map, 38–40, 42
problems, assessment, 45–49
Governance (type II), 7, 51
capability, 65–66
communication/information,
evolution, 66–68
processes, 68–75
strategic disillusionment, 56–62
strategy
implementation, 75–76
type I approach, 54–56
structures, 68–75
Governance (type II) boards
committee meetings, 72–73
structure, 69
type I approach, 54–56
Governance (type III), 7, 101
approach, 89–99
boards
capability, 99–100
impact, 99–100
deliberation, discussion (contrast), 119–129
dialogue, promotion, 124–129
issues, 130–131
mental map, usage. See Organizations
payoffs, 131–135
rules, suspension, 120–124
trustees/executives, collaboration, 95–99
Governancy, default, 93–94
Governing-by-mode,
effectiveness, 31
Governing-by-task,
disadvantages, 31
Grants, treatment, 53
Group decision-making, 113
Group norms, stress, 126
Group-dynamic problems, 12
Groupthink, 124–125
dangers, 176
GuideStar (charities, financial analyses), 53
Harvard College, governing model, 25
Heifetz formula, 92, 100
Hesburgh, Theodore, 43
Hesselbein, Frances, 43
Houle, Cyril, 15
Hyper-rational analysis, 56
Hypotheticals, consideration, 122–123
I
Ideas
input, absence, 59
introduction. See Board of trustees
Industrial Revolution, impact, 39
Institutional direction, shaping, 66–67
Institutional identity, questions, 68
Institutionalized generative governance, best practice, 104
Intellectual capital, 142–146
Intelligence, 6. See also Multiple intelligence; Organizations
Intergenerational equity, challenge, 47
Internal boundary. See Generative thinking
Interorganizational alliances, 25
Intuition (actuality), 123
Irreversibility, impact, 107
J
Job descriptions, usage, 26–27
Just-in-time knowledge, 116
K
Kanter, Rosabeth, 88
L
Labor, divisions, 69
Landmarks. See Generative landmarks
Laskin, Emma, 44
Leaders
agents, 42–43
cognitive complexity, 6, 86
generative thinkers, role, 90–91
mode selection, 27
Leadership. See Nonprofits
acts, 133
cognition. See Governance
defining, 28
definition, 134
governing process, 91–92
modes, selection, 27
opportunities, limitation, 46
practice, 3
source. See Organizations
team, 91
theory, 92
tradition, 115
transition, 126–127, 144–145
value creation, 47
Leap Frog (hospital assessment), 53
Lewontin, Richard, 109
Line officers, 2
portfolios, 4
Long-range plans, 60
Loyalty/care, duties. See Board of trustees

M
Mace, Myles, 137–138
Management
accountability, 14
modes, selection, 27
plans, 65
solution, 93
strategic partnership, 7
Management by wandering around (MBWA), 111, 114
Managers, vigilance, 21–22
MBWA. See Management by wandering around
Meaning, importance, 106
Meaningful work, 172
Meddling, problem, 22
Mental maps, 26. See also Fiduciary
governance; Organizations;
Type III mental map
impact, 27–30
usage. See Type II mental map
Metaphors, meaning, 91
Metrics, usage, 159
Micromanagement, problem, 22, 70
Migratory governance, problem, 5
Mindset, 134
Mintzberg, Henry, 28, 56–57, 88
Mission-driven organizations, 45
Mixed-asset allocation model, 140
Modes, effectiveness. See Trustees
Monarchy, symbolism/purpose, 20–21
Moral integrity, 137
Multiconstituent taskforces, 71
Multicorporate forms, 25
Multiple intelligence, 6
Muscle memory, 9

N
Narrative devolution, 56
National Association of Corporate Boards, 160
Nature Conservancy, improper transactions, 33
Nayak, Ranganath, 85
New York Stock Exchange, 159
No-board scenario, 18, 93, 121
Nonplayers, 149
Nonprofits
administrator, image, 2
boards
capability. See Generative
governance; Governance (type III)
means/ends, legitimacy, 154
bureaucratic features, 41
CEOs, expectations, 2–3
comparison. See For-profit organizations
executives, 78, 152
governance literature, 26
managers, 151
leadership, 2–4
marketplace entrance, 52–54
organizations, 139
purpose, problem, 182
rational/logical strategies, 78
sector, board problem, 11
trustees, 52
No-organization scenario, 121
No-show trustees, 13
Not-for-profit sector, strategy, 54

O
Official work
difficulty, 20–22
dissatisfaction, 18–20
episodic characteristic, 17–18
reward/discouragement.
See Unofficial work
One-minute memos, 128
Open markets, political capital (investment), 154
Organizations. See Mission-driven organizations
assets
conservation/optimization, 35–36
impact, 40
board members, affiliation, 19
boundaries, 104, 174
business model, 66
charts, usage, 26–27
collapse, 11
compliance, 74
cultural aspect, 78
deliberate/planned strategies, design, 1
emergent strategies, discovery, 1
environment, bridge/buffer, 14
examination, 114–115
excuses, 61–62
expressive aspects, 30
failure, 13
generative governance (type III), mental map (usage), 104–106
generative thinking, 80–82
governing, improvement, 161
intelligence, 143
interests, primacy, 34–35
leadership, source, 7
legitimacy, board creation, 21
managers, overseeing/monitoring, 18–20
mission, setting/modification, 14
myopia, 115
operations, cessation, 121
passivity, 30
performance, 12, 53
monitoring, 14
political system, 78
problem solving, 81–82
professionalism, 54
programs, sunsetting, 72
resources
collecting, 23
development/conservation, 14
saga, creation, 118
sensemaking, 92–93
social mission, 3
strategy, setting/modification, 14
symbolic context, 78
Organized anarchy, 93–94
Outcomes, anticipation, 60–62
Outcomes-oriented imperatives, 70
Oversight
diligence, sustaining, 164
function, 19, 46

P
Paradigm shift, 80–81, 84
Paralysis by analysis, 110
Past
impact. See Future
thinking techniques, 104
Performance
explanations, construction,
117–118
measurement, 167–168
monitoring. See Organizations
problems, 15–23. See also Board
of trustees
scale, 164
self-imposed standard, 158
Perspectives, diversity, 97
Pfeffer, Jeffrey, 80
Planned strategies, design.
See Organizations
Planning
cycles, 76
wishful thinking, 58
Plans
blue-sky quality, 57
patterns, absence, 58
strategies, absence, 58–59
traction, absence, 57–58
Plurality, importance, 100
Political capital, 150–155
investment. See Open markets
Porter, Michael, 55
Position, importance, 100
Power, importance, 99–100
PowerPoint presentations, 103
Principal-agent model, 39
Principal-agent relationship, 42–43
Principles, 1
Private college trustees, 149
Pro forma reports, amount, 72
Problem solving, 101
diagnoses, 82
Problem-framing, process, 84
Pro-change constituency, 65
Product-development process, 81,
85
Purpose, problems, 15–23

R
Raber, Roger, 160
Reality-definer, 91
Refined lineage, 137
Reform, challenge, 23–31
Reputational capital, 146–150
leverage, 147
Retrospective questioning, 117
Retrospective thinking, 87–89
Ritter, Bruce, 33
Robert, Henry M., 12
Robert’s Rules of Order, 12,
45–46, 119–120
Rockefeller, John D., 43
Role plays, 129
Roles-and-responsibilities approach.
See Board of trustees
Rubber stamps, 65
board, 102–103
Rule breakers/takers, 63–64

S
Saliency, importance, 107
Sarbanes-Oxley Act of 2002, 34
Schein, Edgar, 131
Scott, W. Richard, 42
Sense-giver, 91
Sense-giving images, 90–91
Sensemaking, 94, 106
advocates, 87–88
determinants, 86
initiation, 114
opportunities, 21, 84
Shared experiences, 113–114
Shared meaning, 113–114
Show-and-tell sessions, usage, 73
Silent starts, 128
Simulations, 129
Sloan, Alfred P., 43
Social capital, 155–161
relationships, confusion, 155
Social networks, 27
Social stature, 137
Social-service organization, 113
Sounding boards, 96
Staff turnover, problem, 86–87
Stakes, level, 107
Statistical reports, amount, 85
Status quo, opportunity costs, 164
Strategic drivers, absence, 59
Strategic governance
  capability, 65–66
  centrality, 76–77
  communication/information, 73–75
  evolution, 66–68
  mode, 7, 29, 51
  participation, 51
  processes, 68–75
  strategic disillusionment, 56–62
  strategy
    implementation, 75–76
    type I approach, 54–56
  structures, 68–75
  usage, 69
Strategic governance boards
  committee meetings, 72–73
  structure, 69–72
  type I approach, 54–56
Strategic indicators (device), 74
Strategic planning, 46, 64
  grand fallacy, 57
Strategic positioning, 55
Strategic priorities, 68–70
Strategic service vision, 66
Strategic thinker criteria. See Hamel
Strategic thinking. See Fiduciary governance
  elements, 63–64
  emphasis, 69
Strategy
  board, monitoring, 8
  compliance, 111–112
  development, 101
  emergence, 78
  implementation, 76
  importance, 78
  questions, 17
  setting/modification. See Organizations
Strategy development, 81
Strategy-as-thinking, 62
Strife, possibility, 107
Structural frame, 86
Substitute’s dilemma
  avoidance, 134, 176
  impact, 20, 48, 171
Surveys, 129
SWOT analysis, 29

T
Tangible assets
  focus, 35
  stewardship, 6
Task-and-structure approach
  circular logic, 25
  risks, 23–25
Taylor, Frederick W. (theories), 38–39
Team-building exercises, 13
Technical expertise, 177
Thayer, L., 90
Thinking. See Generative thinking;
  Retrospective thinking
  approach, 134
  techniques. See Past
Threads, discovery, 123
Total Quality Management, 56, 117
Trend-line data, 74
Tri-modal boards, 9
Triple helix situations, 107
  discovery, 109–110
  opportunity, 130
Trustees. See Board of trustees;
  No-show trustees
  ability, 110
  awareness, 61
  boundary work, comparison, 130
Trustees, continued
capitalization, 161
dangers, signals, 169–170
denotation, 35–36
executives
collaboration. See Generative governance; Governance (type III)
disengagement, 93–94
impact. See Executives
managerial role, 4–6
meetings, 116
modes, effectiveness, 8–10
problems, 48
questions, 173–174
replacement, executives (impact), 90–93
self-awareness, 166
self-chartered expeditions, 111
strategy, 54
subgroups, impact, 158
term limits, 178–179
Trusteeship
notions, 168
problems, 4
third front, opening, 133
work, 34–35
Tyco, impact, 33
Type I board, 40, 44, 55
experts, 74
members, profile (standardization), 41
Type I college board, 47
Type II mental map, usage, 51
Type III governance
awareness, 133
high-stakes issues, 159
Type III mental map, 104
Type III territory, 106
U
Unofficial work, reward/discouragement, 22–23
U.S. News & World Report, 53
V
Valuable work, 172
Value-added activities, 171
Value-based questions, framing/confrontation, 160–161
Values-based frames, 86
W
Weber, Max, 38–39. See also Bureaucracy theory
Weick, Karl, 56–57, 83, 86
Welch, Jack, 43
Work. See Actual work; Meaningful work; Valuable work
board, absence/presence, 170
notion, 134
role, 179
sharing, capacity, 180–181
state, preference, 31
Working capital, usage, 137
WorldCom, impact, 33
Z
Zero-Based Budgeting, 56