

REALBoard Advisor

Tips to become R – Results-focused E – Excellent A – Accountable L – Linked to Shareholders/Owners

What Colour is Your Board Agenda? *Using Your Agenda as a Future-Focusing Tool*

By Jannice Moore

Pull out your most recent board agenda. I'd like you to look at it through a pair of special glasses – these glasses see items that relate to the future of your organization in colour. They see items that are about the past and immediate present in shades of gray. What proportion of your agenda is colourful? Having sat as a coach-observer through a good many board meetings, I have seen a lot of gray meetings. I've gone so far



as to time each agenda item and add up the proportion of the meeting that related in some way to setting the future direction for the organization. Commonly, that colourful proportion is as low as 2 to 10 percent of the total board meeting time!

Using the Policy Governance® model can help your board increase the colourful proportion dramatically – well beyond 50 percent. However, simply having in place policies in the four categories that the model includes is not sufficient. The principles have to be applied in the actual working out of the board's agenda. It's possible to have policies that look perfect, but still spend your board meeting in the

gray zone! How does a board create a colourful culture? I would suggest that there are three elements necessary for a colourful board culture, focused on the future:

- a dynamic perpetual connection with the organization's owners,
- a continual Board Enrichment Strategy™ that seeks to understand in depth the future environment in which the organization will operate, and
- a systematic, well-functioning approach to managing the more "routine" functions related to the present and past.

Connection with the owners (often called "ownership linkage" in Policy Governance® jargon) should consume a considerable amount of board time and attention. Creating a perpetual linkage plan that seeks to obtain a wide, representative selection of the views and perspectives of owners is crucial if the board is to govern effectively on their behalf. I will not take time in this article to elaborate on the details of ownership linkage, as it has been addressed in other issues of this newsletter.*

In order to maximize the board time available for ownership linkage and board enrichment, a systematic approach to handling items such as routine review of policy content, monitoring the CEO's performance, self-evaluating the board's own performance, and receipt of general "incidental" information should be in place. Beyond saying that effective application of Policy Governance® principles provides the basis for such an approach, in this article I will not

dwell on the details of how to establish that routine.**

A Board Enrichment Strategy™

I want to elaborate on the Board Enrichment Strategy™. What does such a strategy include? It should encompass the learning needs of the board as a whole, as well as the learning needs of individual board members, each of whom comes to the board with a particular set of strengths in knowledge and experience, as well as areas where more growth and understanding are needed. I will further break learning needs into two different types, process and content. What I describe as process learning relates to understanding the board's governance process.

If you are using Policy Governance®, for example, it includes understanding the principles of the model, and how to apply them most effectively, including such topics as how to do ownership linkage, monitoring, and board self-evaluation. It also includes developing competence in working together as a group, since board authority is group authority, not individual authority. How does a group of people interact in a way that maximizes the contribution of each person, but still results in a group decision that everyone can honour?

Process Enrichment

Katherine Tyler Scott, in *Creating Caring and Capable Boards*, says that "virtually every board knows it is responsible for hiring, evaluating and firing the executive director, but

few understand the responsibility they have for a parallel process: their own formation, evaluation, development, and termination.”

Many organizations seem to assume that because an individual is competent in his or her own professional sphere, that he or she is “ready-made” to be a board member. If you personally owned a company, would you be prepared to let a group of people determine the fate of your

“Accomplishment in professional endeavors is not an automatic credential for trusteeship” - Katherine Scott

company, set its direction, without first ensuring that they had clarity about their job, were able to function well as a team, had an understanding of the company, and ongoing education about the environment in which the company functioned? As a board, you are acting as trustee for the owners of your company or organization. Should that trusteeship be less demanding than it would be if you personally were the owner? As Scott puts it, “accomplishment in professional endeavors is not an automatic credential for trusteeship.”

Content Enrichment

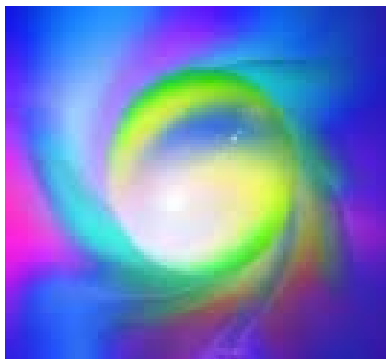
“Content” learning relates to the kind of education and information the board needs in order to develop sound policies that will lead the organization into the future. One of the values that a board adds to the organization is the creation of policies that provide direction about organizational purpose. What results will be produced by the organization? Who will benefit from them? What is it worth to produce those results?

Future Results

Board education is vital if this direction is going to take the organization successfully into the future. I frequently find boards that use “education” time to listen to staff

presentations about current internal programs and operations.

Such presentations may well be interesting, and even very engaging.



But they do not help the board in its job of providing direction for the future. They contribute to “gray” coloured meetings. Assuming you do not have unlimited meeting time, education that will enable the board to provide future direction is of much higher value. Scott suggests that “[board] education needs to shift to an approach that focuses on the ability to lead through ambiguity and complexity, to see the origins and depth of problems and issues accurately, and to craft responses that can bring about appropriate changes in, if not radical transformation of, the institutions they serve.”

Are the board's policies sufficiently robust to address future situations before they occur?

Take a half hour at a meeting to brainstorm areas in which the board needs to learn more: What might be possible in the future? What are the projections about future needs? What do demographic projections suggest the people your organization serves will be like in the future? What might be the impact of an emerging technology? What if government policies change in one direction or another? Create a list of these areas and choose several that you consider priority. Then ensure that an action plan is in place to obtain the neces-

sary information. Such a plan might involve bringing in an expert to discuss one of the subjects, or it could be as simple as assigning each board member to read a relevant article or book, or research a particular area, and share with the whole board.

Future Risk

Another value the board adds is creation of policies that protect the organization from unethical or imprudent actions. What are the legal and regulatory requirements of boards? Are they changing? Are there new areas of risk that may not have been considered in the past? How will the future environment in which the organization operates be different from the present? Are the board's policies sufficiently robust to address such future situations, before they occur? Are the owners values about risk or ethics articulated in policies? What education is necessary for the board to have a comfort level that it has fulfilled its responsibilities in this area?

Board Legacy

Until now we have looked at the board's future focus in terms of direction to the CEO. Now we turn to the board's commitments to itself. Do the policies that describe how the board itself will do its job provide for an ongoing legacy? Do they address continued development of governance capability? Do they provide sufficient funds to support that development into the future? Do they give consideration to leadership succession within the board? Do they look at board tenure with an eye to maintaining continuity and sufficient length of term to allow development of governance expertise, while still providing for periodic “fresh blood” to provide new perspectives? (See Albert Berrie's article in this newsletter for more on the board's commitments to itself.)

Ask Questions

You will notice that I've suggested a lot of questions! In a talk to the

Drucker Foundation Advisory Board in 1993, Peter Drucker observed that “The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask.” Ask yourselves and others these questions. Look for people who can give you diverse perspectives on the answers. Talk to your owners. Engage in dialogue with thought leaders. Ask in a variety of ways. Use the internet. Follow thought leaders in social media. Invite people who have a perspective contrary to yours to a dialogue at your board meeting. Assign board members to gather future-oriented information that will help the board do its job more effectively. Enrich your board.

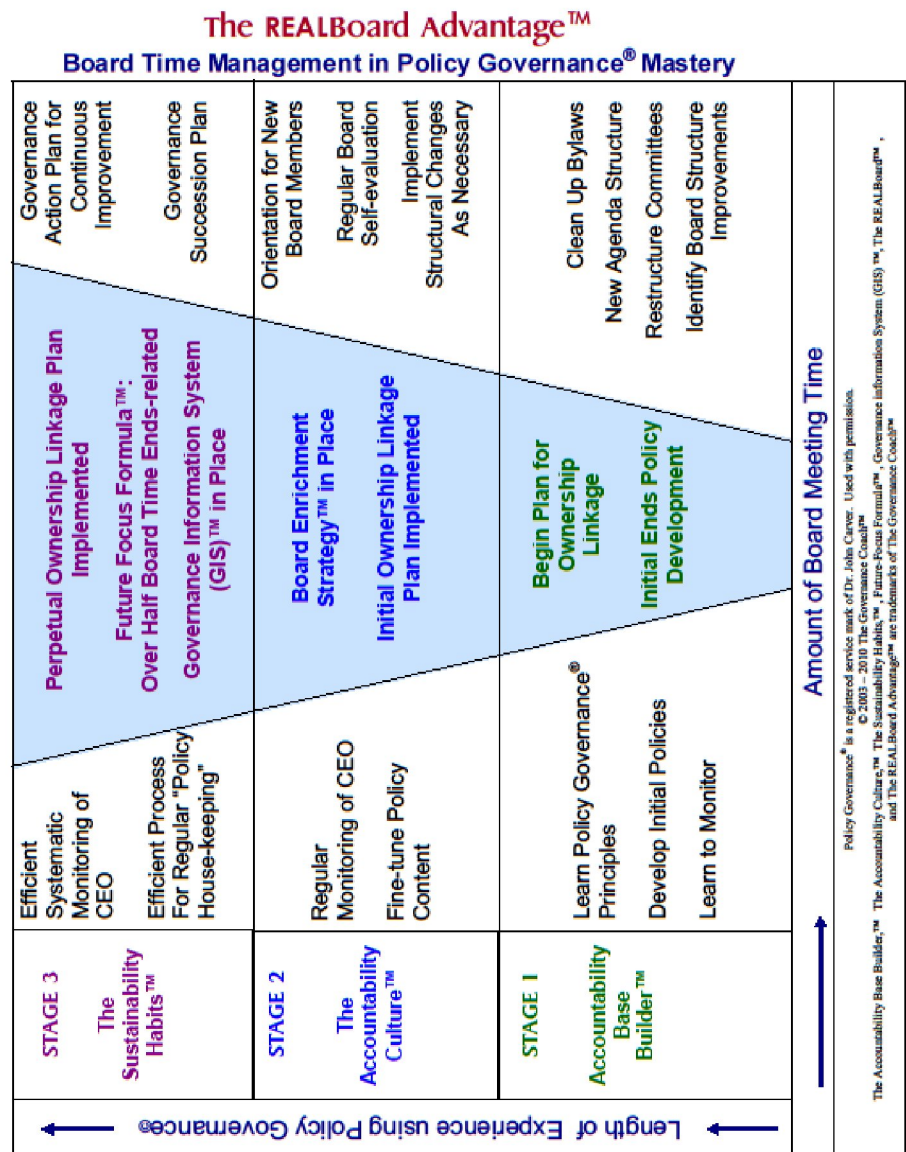
At What Stage is Your Board?

I’ve found over my years of consulting experience that most boards go through several stages in developing this culture of using Policy Governance® to help them focus on the future. Look at the diagram on the right and assess your board’s current stage. Then resolve to move to a higher level. Change your board meetings from gray to coloured!

*REALBoard Advisor, January 2009. Contact us if you would like a free copy. Complete details of how to create and implement an ownership linkage plan are also available in *Connect! A Guide to Ownership Linkage*, available from The Governance Coach™

** *Our Policy Governance® Toolkit Volume 4, Future-Focused Board Meetings: Governing to Create a Preferred Future*, will be available later this year. It will include details on handling routine issues efficiently to maximize time for future focus.

Board Enrichment Strategy™ is a trademark of The Governance Coach™.



Jannice Moore can be reached at jannice@governancecoach.com

Policy Governance® is a registered trademark of John Carver. Used with permission

The Governance Coach welcomes new Associate, Andrew Bergen

The team at the Governance Coach™ is pleased to welcome new Associate, Andrew Bergen. Andrew is personally trained in the theory and implementation of Policy Governance, by John and Miriam Carver at the Policy Governance® Academy™. He is trained and certified as a Coach and a certified presenter of Myer-Briggs Typology Inventory. Andrew is an outstanding presenter and facilitator. He is currently the Board Chair of a large school board in Canada, with over 18 years of experience as an educator from high school to University in Canada, USA and Russia.

Andrew joins our other Associates, Richard Stringham, Rose Mercier, Jason Hamlin and Al Berrie. He can be reached at Andrew@governancecoach.com.



An Introduction to Policy Governance®

October 20, 2010 Regina, Saskatchewan

9:00 A.M. – 4:00 P.M.

Delta Regina Hotel

Networking Breakfast at 8:30 A.M. Lunch provided.



Who Should Attend?

- **New board members** or executives of a board using Policy Governance, to help you get “**up to speed**” with the **governance process** used by your board.
- **Board members or executives** of an organization **not currently using Policy Governance**, who would like to know more about how it works.
- **Board members or executives** of an organization using Policy Governance, who would like a “**refresher**” to better understand the model.
- **Staff members** who provide **administrative support** to a board using Policy Governance.

At the conclusion of this one-day workshop ...

Participants will have a clear understanding of the principles of John Carver’s Policy Governance® model. This will include understanding:

- The major components of the job of **governing** and the **accountability** of the board
- The **four categories of policy** the board needs to develop (with experience in **sample policy development**)
 - **Governance process** - how the board itself functions – conduct, discipline, use of committees, and relationships
 - **Executive Limitations** - prudence and ethics constraints within which the CEO must operate
 - **Board-Management Delegation** - how the board passes on authority and assesses its use
 - **Ends** - what benefits are provided, for which people, at what cost or worth
- Why the **board’s primary focus** should be the organization’s long-term results and how to maintain that focus in practice
- How the board can clearly **delegate** to hold executive staff **accountable**
- The concept of **monitoring** the CEO’s compliance with policies
- The different types of **information** a board needs and being clear about expectations
- How to structure the board and its **committees** to govern most effectively
- How to structure **board agendas** so that the board controls its own agenda and uses it as a method of **governing proactively**.

Join us for an informative and educational seminar !

Contact the Delta Regina 1– 888-890-3222

for special accommodation rates: quote *The Governance Coach*

Register by August 15 for the Super Early-Bird Rate: \$400

Register Today!

Email: marian@governancecoach.com

Or call (403) 720-6282

Advanced Policy Governance® Application

October 21, 2010 Regina, Saskatchewan

9:00 A.M.—4:00 P.M.

Delta Regina Hotel

Networking Breakfast at 8:30 A.M. Lunch provided.



"I have been working with "Carver" for several years, but now I actually feel like I understand the whole system!"

- Past Participant

Who Should Attend?

Board members, Board Chairs CEO's and administrative staff who want an in-depth look at advanced application

The Power of Monitoring

Monitoring provides a powerful mechanism for the board to control without micromanaging. This advanced session on monitoring will feature the opportunity to do "hands-on" work with monitoring reports.

Here's why you should attend if you write monitoring reports! *You will learn:*

- What should be included in a monitoring report for **Ends**
- What should be included in a monitoring report for **Executive Limitations**
- What should **not be included** in monitoring reports and why
- How to write a **good interpretation**
- What constitutes **evidence** in a monitoring report
- **Tips** on how to **save time** in writing monitoring reports

If you are a board member who assesses monitoring reports, *you will learn:*

- What to look for in an **interpretation**
- What to look for in **evidence**
- What should be included when engaging an **external monitor**
- When and how to appropriately do '**direct inspection**'
- **Tips** on how to **save time** when assessing monitoring reports
- How to **document the board's decisions** about monitoring reports
- How monitoring reports and **CEO evaluations** connect

Future-Focused Agendas

If you are a board member, CEO, or administrative staff member who supports board function, *you will learn:*

- What to do if your board has put policies in place, and is saying **"So what do we do now?"**
- What to do if your board is feeling **"stuck in the mechanics"** of Policy Governance, rather than using the model as a tool to govern well
- What to do if your board has policies in place, and is now feeling **complacent**
- How to reap the real value of the Policy Governance model by moving to a whole new level of governance
- How to apply the principles of the model effectively to provide **future-focused leadership** for your organization
- Tools and tips for creating agendas that will help your board set the course for an organization that is healthy and viable not just today and tomorrow, but for the long term future
- What do you do with the information when you get it
- What to do with the information you gather in **ownership linkage**
- How to support your board's agenda effectively by providing the **right kinds of information**

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for special accommodation rates: quote *The Governance Coach*

Register by August 15 for the Super Early-Bird Rate: \$400

Register Today!

Email: marian@governancecoach.com

Or call (403) 720-6282



Policy Governance® and Administration: Behind the Scenes of a Successful Board

October 18-19, 2010 9:00 A.M. – 4:00 P.M.

Delta Regina Hotel
Networking Breakfast at 8:30 A.M. Lunch will be provided.

Who Should Attend?

Executive Assistants, Board Secretaries, Board Assistants and other **Administrative Staff** who wish to successfully support and enhance their board's activities.

Discover the relevance of specific Policy Governance principles for your supporting role!

Your Backstage Role in Policy Governance smoothes the way for a board to govern effectively, rather than focus on the details of the processes.

Boards with administrative support staff who themselves have a ***solid understanding of Policy Governance®***, and who proactively handle the logistical details of ***policy house-keeping, governance-friendly board materials, and agenda detail*** are much more effective in using the model. This one-day workshop will teach you how to:

Master the Details of “Policy Housekeeping”

- Effective scheduling of routine policy review
- Tips to encourage board decisions to be made as amendments to policy thus keeping policies current
- Learn how to unobtrusively provide “in house coaching” to keep policies consistent with Policy Governance principles
- Reinforce your knowledge of the technicalities of motion-writing
- Get answers to your questions about minute taking

Support the Board's Linkage with Ownership

- Tips for helping the board create a data-base of owners
- Learn how to properly select a random sample
- Provide easy-to-use summaries of results from ownership linkage
- Create a system to keep track of ownership linkage information

Participants receive a reference manual that includes practical tools for agenda planning, managing board documents, supporting the board in monitoring, self-evaluation and more !



Contact the Delta Regina 1-888-890-3222
for special accommodation rates: quote *The Governance Coach*

Simplify Processes for Monitoring the CEO

- Schedule Ends and Executive Limitations monitoring to be most effective
- Create a time-saving format template for monitoring reports
- Help staff who write monitoring reports “weed out wing-flaps”
- Appropriately record the board’s assessment of monitoring reports in the minutes
- Assist the board to simplify the process of the annual “CEO performance appraisal”

Help the Board Stay Out of the Kitchen

- Find out how to use a “parking lot” effectively
- Help the CEO and senior staff prepare appropriate monitoring reports and “incidental” information
- Help the board ensure that all board committees have clearly stated expected results and authority.

Support the Board’s Agenda Planning Process More Effectively

- Master maintaining the perpetual agenda
- Help the board create a proactive agenda cycle
- Create “governance-friendly” agenda packages
- Assist the board and CEO in using Required-Approvals Agendas appropriately
- Help structure agendas for maximum board-meeting efficiency

Support the Board’s Development and Self-Evaluation

- Your support role in effective board self-evaluation, including scheduling and recording
- Establish and maintain a Governance Action Plan (GAP)
- Create materials for prospective board member information
- Learn how to develop a governance-friendly orientation manual

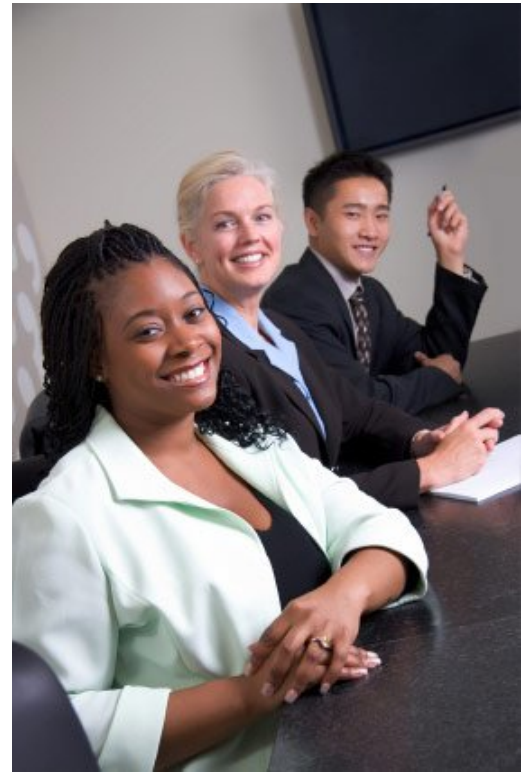
Create A Governance Information System to Support the Board’s Work

- Support board agenda preparation for planning sessions
- Assist the management team in preparing briefing notes to support policy decisions
- Identify the difference between “nice to know” and “need to know for decisions” information
- Learn tips for keeping track of background information for future board decisions
- Explore options for web-based management of board documents

Here’s what past participants have to say about this workshop:

*“Loved all the teaching tools and the variety of interaction and lecture.
There was so much good content I will have to come back!”*

“I think I finally get Policy Governance® !



Register by August 15 for the Super Early-Bird Rate: \$800

Register Today!

Email: marian@governancecoach.com

Or call (403) 720-6282

Board Chair Forum on Policy Governance®

September 20-21, 2010 9:00 A.M. – 4:00 P.M.

International Hotel, Calgary, AB

Networking Breakfast at 8:30 A.M. Lunch provided.

This forum is an opportunity for the **“Chief Governance Officer” – Board Chair**, as well as the **Vice-Chair** and those being prepared for board leadership positions – to learn practical methods of providing leadership to your board, and **network** with the Chairs of other boards using Policy Governance®. The first day and morning of the second day will be led by **Jannice Moore**, The Governance Coach.™

You will discover:

- Some practical tips and strategies to use in developing **effective ownership linkage**
- How to lead your board in planning an effective **“enrichment strategy”**
- Ways to lead the development of **“future-focused”** agendas
- What you should expect from your CEO in a **monitoring report**
- How to lead the board in effectively **assessing monitoring reports**
- Appropriate ways to use an audit committee
- How to conduct the **annual CEO evaluation**
- Strategies for **board self-evaluation** to enhance your **accountability** and **risk management**
- Practical ideas for ensuring your **policies** adequately **address risk**
- How to use your **policies** to help you solve problems
- Answers to **your specific questions** and **issues**



A special afternoon session on day two will be led by Pat Knoll, Q.C. Pat is a law professor, and a registered parliamentarian in both Canada and the US. He will provide a lively, interactive overview of various rules of order for business meetings, including Robert's Rules, as well as lesser-known authorities. This session will include a review of all the major procedural tools for efficient decision-making.

“There is a pro-active means to achieve change at the board level...this has been very energizing!”
- Past Participant

“The concept of board self-evaluation was new and excellent”
- Past Participant



Pat Knoll, Q.C.

Contact the International Hotel at 1-800-661-8627
for special accommodation rates: quote *The Governance Coach*

Register by August 15 for the Super Early-Bird Rate: \$1,120

Register Today!

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Or call (403) 720-6282

Board Leadership: Preparing the Board for its Future

By Albert Berrie

As board members we are servant-leaders of the organizations we serve on behalf of the owners of those organizations. These owners expect us to guide their organizations in such a way that the benefits they seek are provided at a reasonable cost and the organizations continue to prosper and move forward. The Policy Governance® model uniquely positions boards to fulfill this accountability. Boards using Policy Governance communicate the owners' message to management through our emphasis on Ends and Executive Limitations policies. This emphasis is certainly justified as these are the policies where a board defines the organization's future focus and the management team gets its guidelines for performing with prudence and ethics.

How do we ensure that today's and tomorrow's boards are capable of governing with the effectiveness necessary for the success of our organizations?

But what about the performance and future focus of the board itself? How well do we as directors position our boards to govern our organizations not only today but also tomorrow? How do we ensure that today's and tomorrow's boards are capable of governing with the effectiveness necessary for the success of our organizations? How do we prepare our boards, and thus our organizations, for the future? Where will our future board leadership come from? The answers to these questions will come from what we as directors expect of ourselves as servant-leaders.

As a director on several boards over the years, I've been part of many different types of board governance. Expectations of how a director was

to engage in the board process were very different for each of those boards.

It's basically impossible for any board to steer a path to the future if it doesn't know what its job is today and what resources and skills it needs to do that job.

In many cases expectations were not well defined at all, making it difficult to identify what to do let alone how to do it. It's basically impossible for any board to steer a path to the future if it doesn't know what its job is today and what resources and skills it needs to do that job. Policy Governance boards address this issue by explicitly defining what their job is and what the expectations are for the directors who serve on that board. We define these expectations in writing in policies usually called Governance Process policies. Through these policies we identify not only the actions and behaviors we as directors are expected to follow but also the processes by which we ensure the long-term success of the board and thus the organization.



Governance Process policies identify what we expect from our directors in terms of commitment, preparation and participation. For example, we expect our directors to be committed not only to the organization itself but also to the values and interests identified by its owners. We expect our directors to prepare themselves for

meetings and to participate actively in the dialogue. We expect our directors to “think big”, to worry about the future and the big picture, not about the daily operations of the organization. We expect our directors to leave their roles as manager, advisor, or consultant at home and to fight the urge to do those things at which they may be experts in other settings. We expect a lot from our directors . . . and justifiably so. From the expectations of our Governance Process policies we can identify those skills and experiences that define an individual who will add value to the board. Recruiting or nominating those people who have these characteristics is a critical step to becoming and remaining a successful board. Those who will be entrusted with the success of our organizations, the future leaders of our boards, will very likely come from this group. But developing and maintaining a future-focused board goes beyond simply recruiting competent board candidates. A critical part of the process is developing a board culture that encourages a forward-thinking approach and embraces the principles of Policy Governance. If such a culture does not yet exist, the task of leading the effort to develop that culture usually falls to the board chair.

A chair is charged with making sure that a board's actions are consistent with its own policies

Because of the leadership role defined by the board, the chair is in a unique position to influence both the effectiveness of the board and its culture. A chair is charged with making sure that a board's actions are consistent with its own policies. Is the board doing what the owners expect it to do? Are the directors meeting the challenge of their governance role and avoiding operational involvement? Is the board

focused on tomorrow and not today? Is the board constantly evaluating its own performance and looking for ways to improve? All of these activities involve a focus on the future rather than the present. Unless the chair can answer “yes” to these and the many other questions posed by the board’s own policies, the board is not performing in a manner that will lead to success of either the board or the organization it serves. In fact, the board may not be performing at all. It may simply be “showing up.”

A focus on the future is not an option for boards in today’s world . . . it’s a requirement.

In contrast to just showing up, a board with a culture of commitment to applying the principles of Policy Governance is critical for building a future-focused organization. The chair is in a key position to facilitate the development of such a culture. The chair can assume the role of an in-house Policy Governance advocate by making sure that all decisions about how the board does its work are consistent with the model’s principles and that directors meet their governance obligations as defined in their written policies.

The chair should also ensure that the board is diligent in self-evaluation and strives to continually improve. By taking these actions the chair not only leads in the development of a forward thinking culture but also promotes governance expertise on the current board and sets the stage for new board members. This is the board culture necessary to position not only the board, but also the organization, for tomorrow.

A focus on the future is not an option for boards in today’s world . . . it’s a requirement. We as directors need to be certain that our boards are focused on the future if we are to guarantee the success of the organizations we hold in trust. Our board chairs have a significant role in making this happen but as individual directors we need to do our parts as well. We need to work at our governance process and recruit or develop tomorrow’s board leaders. We can’t simply show up. By its very nature the Policy Governance model, when adopted by boards who share its principles, leads not only to effective governance but to a board that can direct its focus where it’s needed . . . on the future.



Albert Berrie

Al is an Associate at The Governance Coach™. He is also Board Chair of the Community Financial Members Federal Credit Union in Plymouth, Michigan, and a board member of the Plymouth Community Arts Council. Al has over 35 years of management, consulting, and mentoring experience in aerospace and automotive industries. He holds a Bachelor of Engineering and a Masters of Business Administration in Finance. Al has been personally trained in the theory and implementation of Policy Governance by John and Miriam Carver at the Policy Governance® Academy™. He can be reached at al@governancecoach.com.

**UNLEASH
YOUR BOARD'S
POTENTIAL**



LAS VEGAS 2010

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The Governance Coach™
Jannice (Jan) Moore & Associates, Ltd.

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With guest speaker

Stephen Haines

Effective Governing: The Systems Thinking Approach

Featuring workshops by Jannice Moore

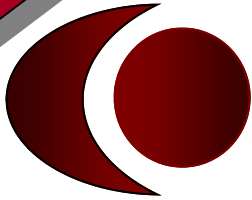
Future-Focused Agendas: Maximizing the Potential of your Board's Time

Monitoring: Practical Approaches to Accountable Freedom
with Richard Stringham

New!

Resources

Two new downloadable products to assist you in recruiting the best board members available !

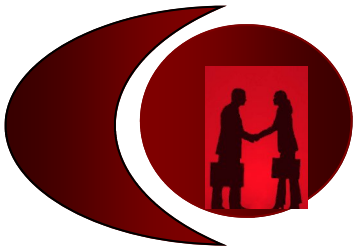


The Best-Fit Board Member Matrix™

The Best-Fit Board Member Matrix™ is a tool to use when your board is recruiting new candidates for membership. This tool provides a simple method for your board to compare candidates based on your own customized criteria. It provides a listing and description of characteristics to consider when recruiting and selecting board members.

The Best-Fit Board Member Matrix™ allows your board to add or delete specific characteristics that are important to you, and also to determine as a board the relative importance of each characteristic.

Available for \$35 online at www.governancecoach.com. Click on Estore!



The Best-Fit Board Builder™

The Best-Fit Board Builder™ will assist your board in assessing new candidates for your board. While it can be used by itself, it is most effectively used with The Best-Fit Board Member Matrix™. The Builder provides a “bank” of interview questions related to the board member characteristics you selected from the Matrix as most important for your board members to possess.

Rather than focusing on “hard” skills such as financial literacy and business experience, this tool provides questions to assess characteristics such as passion for the mission, systems perspective, critical thinking, and ability to function as an effective member of the board team, which are not commonly found in interview tools. The Best-Fit Board Builder™ is available in a downloadable format and includes a Word format document that allows you to easily select the questions you desire and print out an interview and scoring guide for them.

Available for \$99 online at www.governancecoach.com. Click on Estore!

The Governance Coach™

Jannice (Jan) Moore & Associates, Ltd.

..in your area!

As of this publication date, Jannice Moore will be travelling to the following areas in 2010:

June 15-16 **Montreal, QU**

July 15 **Woodinville, WA**

July 19-23 **Las Vegas, NV**

August 19 **Toronto, ON**

Aug. 31—Sept. 2 **Regina, SK**

Sept. 9-11 **Cape Cod, MA**

Sept. 23-25 **Grande Prairie, AB**

October 14-15 **Edmonton, AB**

October 18-21 **Regina, SK**

October 23 **Princeton, NJ**

October 29 **St. John's NL**

November 11 **Toronto, ON**

Share the cost of expenses!

If your company or organization would like to hold a Policy Governance® workshop or meet with Jannice Moore while she is in your area, please contact:

Marian Hamilton

Executive Assistant

89 Douglasview Rise S.E.
Calgary, Alberta

Tel: (403) 720-6282

Fax: (403) 720-8746

Email:

marian@governancecoach.com

Contact Us today!

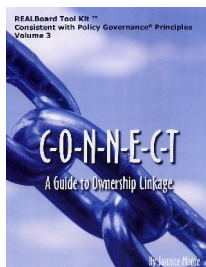
Check our website for updates

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Tool Kits

Resources

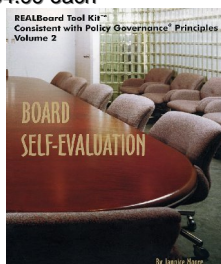
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Connect! A Guide to Ownership Linkage" *Tool Kit Volume 3*

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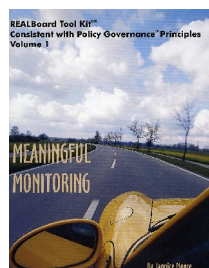
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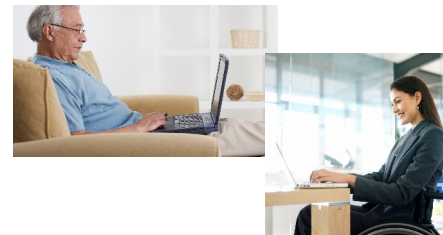
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