

## Appendix 1 - Findings and Data Analysis

The quantitative data provided by each subject organization was summarized and coded into two levels of themes as follows:

- Data Summary = all data items (ideas expressed) summarized into specific themes.
- Key Themes = conceptual ideas, underlying concerns related to:
  - 2a) Themes on derived conceptual ideas and underlying concerns;
  - 2b) Themes related to board processes involved.

For each query area, i.e. key question area, the data elements have been listed in the data charts below.

### Query 1- How did you learn about the system of Policy Governance®?

Data Summary -All data items (ideas expressed) summarized	Key Themes -Derived conceptual ideas and underlying concerns
<ul style="list-style-type: none"> <li>• Board member read Policy Governance book</li> <li>• CEO candidates noted he expected to accept a job where the board uses Policy Governance</li> <li>• Consultant re: board governance suggested Policy Governance</li> <li>• WK Kellogg Foundation supported Policy Governance training for a group of non-profit agencies</li> <li>• Organization in governance trouble and was pressed by global organization to improve governance – a governance coach who was an expert and recommended Policy Governance</li> <li>• Board members attended a GOVERN (IPGA) conference in mid 90's</li> <li>• Previous Board Chair had experience and encouraged board to adopt Policy Governance</li> <li>• Various governance approaches studied by board and Policy Governance was chosen</li> <li>• Local United Way and Community Foundation promoted use of Policy Governance, board members and CEO attended workshop offered</li> </ul>	<ul style="list-style-type: none"> <li>• Often organization was searching voluntary or on a focused basis to search for improved board governance approach</li> <li>• People who have experienced Policy Governance use in the past actively promote use of Policy Governance in other settings</li> <li>• Facilitating umbrella organizations facilitated early awareness of Policy Governance</li> <li>• CEOs promoted Policy Governance to organizations when they applied for job</li> <li>• Using governance consultant/coach often involved in the intro to Policy Governance</li> </ul>
	<b>Themes - Board Processes Involved</b> N/A

**Query 2 - Why did the organization choose Policy Governance and what factors caused the decision to transition to Policy Governance?**

Linked to: Question 1: Think back to when your organization decided to practice Policy Governance. What was happening? What made Policy Governance a compelling approach, i.e. why did your organization decide to practice Policy Governance?

**Data Summary** -All data items (ideas expressed) summarized

**GOVERNANCE CONDITIONS**

Poor Performance/Crisis (7)

dysfunctional board w. unhappy CEO; new CEO, no established priorities; hands on, no clear distinction between governance/operations; ED needed board to assume leadership; board and operations in crisis, ethics concerns; old process broken, organization growing; board reacted to interim CEO's decisions by getting involved in operations

Transition (4)

sudden departure strong founder, transition board/CEO leadership, co-founders retiring, interim CEO/new board chair

Kellogg Training (1)

Chair initiated (1)(2)

ED Attended Academy (1)

**ORGANIZATION CONDITIONS**

Performance Concerns (6)

Too much time on operational detail; not enough big picture/Into everything needed focus; smaller service area, things weren't measured; very hands on, no clear distinction between governance/ operations; management had to run to board for permission, delayed responsiveness; damning external government review.

**Key Themes** -Derived conceptual ideas and underlying concerns

- Lack of role definition and role clarity (governance and management)
- Board engaged in operations limited CEO effectiveness, decision making responsiveness
- Board not focused on the right things
- Ethical concerns
- Need to address organization in crisis
- Lack of success measures
- Lost opportunities, need to grow
- Cognitive dissonance/dysfunction and recognition of need to change (unfreezing)

**Themes - Board Processes Involved**

- Advocated by someone with Policy Governance knowledge (learning from other orgs. /individuals with experience)
- Internally driven by leadership transition (primarily CEO)
- Externally driven (funder encouraged and provided training)

**CONTINUATION**

**Data Summary** -All data items (ideas expressed) summarized

**WHY WAS POLICY GOVERNANCE SELECTED?**

Recommended by Others (4)

- Needed system, was recommended; prompted by University Center, major funder did a training, learned about from practicing organization

CEO initiated (2)

- 2 candidates made it a condition, incoming CEO made it a condition

Board member initiated (2)

Staff initiated (1)

- brought to CEO by staff member as possible solutions

Someone brought back (1)

- from conference

**Consolidated Query 3 - How did your organization implement the Policy Governance System?**

Linked to Question 2: What steps or processes did your board undertake to implement Policy Governance? Did the implementation come in phases or was it a continuous process? Who was involved?

Linked to Question 3: Was your policy development and implementation of the Policy Governance system self-guided or did you engage the help of a Policy Governance coach? What were the reasons for this choice? Do you know if your coach was Policy Governance Academy trained?

**Data Summary** -All data items (ideas expressed) summarized

**IMPLEMENTATION IN PHASES VS. CONTINUOUS**

Phases (4)  
 2-Day Blitz; convoluted, basic policies first, then refined; began with another organization’s presentation/policies

Continuous (3)  
 takes time; gradual always moving forward

**Key Themes** -Derived conceptual ideas and underlying concerns

- Where to start implementation of Policy Governance
- Need comprehensive training
  - Should this be internally lead?
  - Should this be supported by external qualified facilitator?

**Themes - Board Processes Involved**

**Data Summary** -All data items (ideas expressed) summarized

**STEPS/PROCESS TO IMPLEMENT**

Worked with Consultant (8)

comprehensive training, some resistance to ‘not’ language; seminar used manual section by section; trained coaches for blitz and Ends; Blitz using templates

Began adding board members who understood, equalized the vote, several quit; Blitz without Ends, Annual retreat with consultant support; consultant was used because there was strong skeptics; held several weekend retreats to develop policies

Worked with Carvers (2)

Carver two-day training, brought Miriam in

Other (3)

Carver books, YouTube videos, Playbook; dedicated volunteer was bridge between board/CEO; tackled Ends last, worked from boiler plate policies then adapted

**TOOLS TO IMPLEMENT**

Books and other resources (5)

recommended reading list; Reinventing Your Board; Books, sample policies, Carver materials; Carvers book difficult to get through: template as guide, monitoring; Carver books, YouTube videos, Playbook

**SUPPORT FOR IMPLEMENTATION**

Outside Consultants (5)

trained Policy Governance coach; Chair had access to consultant; Ends consultation; retreats led by consultants

Academy (2)

Board Chair and most members Academy trained; sent member to Academy

Inside Consultant (1) sent to Academy, became in-house expert, refreshers with other consultants

**Key Themes** -Derived conceptual ideas and underlying concerns

- Blitz (intensive training by qualified coach/ consultant/trainer)
- Leadership (Chair and CEO) must support process
- Education and training
  - can’t stop learning and fine-tuning the application
- Support from coaches/consultants
  - need support on an ongoing basis
- Template/sample policies (later adapted)
- Trained coaches, consultants needed
- Self-guided practice started and then realized professional support and knowledge required
- Relied on resources (recommending reading list, videos, etc.)
- Need support at CEO and a board leader

<u>CONTINUATION</u>
<b>Data Summary</b> -All data items (ideas expressed) summarized
<p><b>WHO LEAD THE PROCESS FOR THE ORGANIZATION?</b></p> <p><u>Board Members</u> (3) Academy trained chair, board member was officer at Kellogg, board chair strong in governance and understood Policy Governance</p> <p><u>CEO</u> (1) Initiative from CEO with Chair support, later transitioned to inside coach/expert</p>
<p><b>SELF GUIDED OR POLICY GOVERNANCE CONSULTANT/COACH</b></p> <p><u>Combination of Both</u> (6) worked themselves but coach on retainer; initial training, then self-guided, access to other practicing organizations; initial training my Miriam, then in-house expert and other consultants; facilitated at annual retreat, might have been different consultant every year; John and Miriam helped with Ends, bring someone in once a year</p> <p><u>Mostly facilitated</u> (4) Foundation trained consultant/coach, later joined board; referred coach; Policy Governance expert facilitator/coach to establish foundation, continued guidance; Policy Governance Academy trained coach</p> <p><u>Mostly self-guided</u> (1) conferences, retired CEO became admin. liaison (keeper of Policy Governance) with retreat consultant and members as mentors</p> <p><u>Policy Governance/Academy Trained</u> (7) board member attended Policy Governance training, became inside coach</p> <p><u>CDS</u> (1) consulting in all aspects of coops</p> <p><u>None</u> (1) No formal coach</p>

Key Themes -Derived conceptual ideas and underlying concerns
<ul style="list-style-type: none"> <li>Boards wondered about how to get started.</li> <li>Several reported they did much better with a qualified Consultant/Coach /Expert</li> </ul>
Themes - Board Processes Involved
<ul style="list-style-type: none"> <li>Some boards were independent self-taught, some used a qualified Consultant and some used a mix of both</li> </ul>

**Query 3 - How did your organization implement the Policy Governance System?**

Linked to Question 12: If you could give one piece of advice to organizations considering practicing Policy Governance, what would you tell them?

**CONTINUATION**

**Data Summary** -All data items (ideas expressed) summarized

**ADVICE TO THOSE CONSIDERING ADOPTING POLICY GOVERNANCE**

- Use a qualified coach
- Implement as quickly as possible, be doing something in all Policy Governance dimensions (not just policies)
- Takes time to see the impact of Policy Governance/be patient/not an instant solution
- Minimum 1-year implementation
- Several years to proficiency
- Conduct monitoring review well with evidence (in advance of meeting online)
- Commitment is necessary
- Hard to sell – need to understand why/rationale
- Weeds out nit-picker, power-freak board members
- Develop internal champion
- Easy to get caught up in policy development/monitoring – system is so much more
- Need to experience it to understand the value
- Visit/observe/discuss with board practicing Policy Governance
- Requires quality training up front
- Keep re-evaluating how it is working out
- Start with the Ends preferred, but just start somewhere
- Assists board to think strategically
- It is an investment and rewards are terrific
- Very elegant way of doing the work and ensuring you know what you need to be doing

**Key Themes -Derived conceptual ideas and underlying concerns**

**MINDSET ISSUES**

- This is a journey
- Have to stick with it (takes resilience)
- Board members who understand the rationale
  - Realize it will be challenging
- Upfront investment that does yield the impact
- You need the experience to fully appreciate the impact
- Need champions to work through development and to achieve implementation
- It is not for every person or every board
- It is an investment and rewards are terrific
- Easy to get caught up in policy development/monitoring – system is so much more

**Themes - Board Processes Involved**

**ADVICE TO THOSE CONSIDERING ADOPTING POLICY GOVERNANCE**

- Implement as quickly as possible, be doing something in all Policy Governance dimensions (not just policies)
- Takes time to see the impact of Policy Governance/be patient/not an instant solution
- Several years to proficiency
- Conduct monitoring review well with evidence (do online advance of meeting)
- Hard to sell – need to understand why/rationale
- Weeds out nit-picker, power-freak board members
- Develop internal champion
- Need to experience it to understand the value
- Visit/observe/discuss with board practicing Policy Governance
- Keep re-evaluating how it is working out
- Start with the Ends preferred, but just start somewhere
- Commitment to governance excellence is essential
- Requires upfront quality training and support

**CONTINUATION**

**Data Summary** -All data items (ideas expressed) summarized

- Board member of any institution has an opportunity to have monitoring of evidence that things are going well. Way to ensure rigour and accountability

**Key Themes** -Derived conceptual ideas and underlying concerns

- Takes more than a year – more like 3 years to master effective implementation and proficiency
- Enables board generative and strategic thinking

**Query 4 - How are you sustaining the Policy Governance System?**

**Data Summary** -All data items (ideas expressed) summarized

- Process has been rigorous. “The experience of practicing Policy Governance is like a moderate roller coaster. When you bring new people in, there are a variety of expertise and experience- so there are people who want to be more operational vs oversight – and that has an impact on the board.”
- overall board is very disciplined with the model
- “Those of us that appreciate and value Policy Governance- it has been a fantastic experience. Others struggle with it.”
- implemented strong discipline and rigor around: onboarding, education, and continuing education
- very focused education workshop as part of regular board education
- board education as a whole, make changes in terms of rigor and discipline of looking at policies

**Key Themes** -Derived conceptual ideas and underlying concerns

- Members not committed left and replaced with those committed

**Themes - Board Processes Involved**

- Support from trained coaches and consultants
- Capacity building through experience
- Continuous learning and practice
- Peer support from others practicing Policy Governance
- Annual retreat
- Internal coach
- Refreshers
- Trainings/conference



**Query 5 - What challenges have you experienced?**

Linked to Questions:

9.1) Describe what you think successful Policy Governance implementation looks like?

9.2) What do you believe is the most meaningful criteria that demonstrates successful use of Policy Governance?

**Data Summary** -All data items (ideas expressed) summarized

**FACTORS OF SUCCESS**

- Clarity of and adherence to board and board member roles
- Commitment and culture of continuous learning
- Consistency, fidelity, strength of practice
- CEO commitment and knowledge of Policy Governance
- Internal Policy Governance governance coach/champion
- Easy to use/relevant resources, effective orientation
- Use a good external consultant
- Policy Governance integrated throughout organization
- Owner Linkage
- Clarity and achievement of ends
- Wholistic, systemic, continuous and rigorous discipline essential

**MEANINGFUL CRITERIA**

- Board knowledge of Policy Governance solid and board engaged
- Accountability/meaningful data of right things
- Meaningful dialogue to make difference in Community
- Onboarding, application, continual connection with ownership
- Demonstrated progress towards achievement of the ends/mission

**Key Themes** -Derived conceptual ideas and underlying concerns

**CONSTRAINTS THE BOARD HAD TO DEAL WITH**

- Resistance to change (letting go)
- Resistance to EL negative language
- Waiting too long to identify Ends
- Resistance to ongoing professional support

**Themes - Board Processes Involved**

**MEANINGFUL CRITERIA**

- Board knowledge of Policy Governance solid and board engaged
- Accountability/meaningful data of right things
- Meaningful dialogue to make difference in Community



**Query 6 - What are the criteria for effective implementation?**

Linked to Question 8: Are there any other challenges that your board or organization has experienced in implementing Policy Governance®? And linked to Question 4: What has the experience of practicing Policy Governance been like?

**Data Summary** -All data items (ideas expressed) summarized

**CHALLENGES IN IMPLEMENTATION**

Steep Learning Curve

- Steep learning curve/ continuous learning/getting everyone up to speed takes time

Governance Process Challenges

- Perceived complexity – (language, structure, understanding principles, process to be understood) and commitment required
- Stay disciplined

Board Culture Transforms

- Understanding principle of shared values, Board willingness to police itself
- Board operating as a whole – strength and conviction with the model

Board Member Selection/ Alignment

- Potential board member recruitment and buy in critical
- constant discipline to train new board members as soon as possible

Challenges of Meaningful Linkage with Owners

- Owner Linkage
  - how to do meaningful linkage,
  - adapting to changing owners,
  - understanding different ways to do linkage
  - maintaining external expectations within Policy Governance framework
  - constant connection to ownership

“Know How” on Ends Creations, Implementation, Monitoring, and Refreshment

- Ends – Ends vs. ELs, how to measure, how often to revise
- Focusing on Ends throughout organization
- EL policies and Monitoring:
  - Not forward focused
  - Can get bogged down in revising

**Key Themes** -Derived conceptual ideas and underlying concerns

- Steep board learning curve

Board Process Challenges

- Apparent complexity
- Board culture transitions
- Board Member Selection/ Alignment
- Challenges of Meaningful Linkage with Owners
- “Know How” on Ends Creation, Implementation, Monitoring, and Refreshment
- Maintaining rigor and discipline

**Themes - Board Processes Involved**

- Consultant/coaching and facilitative
- Carver Trainings/Academy
- Administrative liaison
- Internal advocate
- Strong board leadership and strong CEO

Data Summary -All data items (ideas expressed) summarized
<ul style="list-style-type: none"> <li>○ Difficult to monitor CEO if policies not written correctly</li> <li>○ Agreement on reasonable interpretation</li> <li>○ Constant training including expectations of external factors i.e. government</li> </ul>

Key Themes -Derived conceptual ideas and underlying concerns

**Query 7 - What impact has Policy Governance had for your board/organization/impact you have?**  
 Linked to Question 4: What do you value most about your experience in practicing Policy Governance?

Data Summary -All data items (ideas expressed) summarized
<p><b>EXPERIENCE OF IMPLEMENTATION</b></p> <p><u>Very Different System</u> (4)</p> <ul style="list-style-type: none"> <li>● Shift in what board needs to know/be involved in</li> <li>● Recognizing authority of CEO (gave executive freedom to make decisions)</li> <li>● Incidental reports help board feel connected</li> <li>● Moved board from reactionary to proactive</li> </ul> <p><u>Challenging</u> (3)</p> <ul style="list-style-type: none"> <li>● Very hard in early years</li> <li>● Process improvement ongoing (operations is fun, difficult to keep board members out of it)</li> <li>● Very trial and error</li> <li>● Several years discovering what didn't work</li> <li>● Need fidelity to see benefits</li> <li>● Gaps in practice</li> <li>● Can be intimidating</li> <li>● Some don't voice opinion</li> <li>● Some questioned model but they retired</li> </ul> <p><u>Overall Positive</u> (2)</p> <ul style="list-style-type: none"> <li>● Some cultural differences and emotional reactions</li> <li>● More structured</li> <li>● Clarity of roles</li> <li>● Creates accountability between board and CEO, creates objective review of CEO performance</li> </ul>

Key Themes -Derived conceptual ideas and underlying concerns
<p><u>Very Different Governance System</u></p> <ul style="list-style-type: none"> <li>● Board and CEO roles clarified</li> <li>● Moved board from reactionary to proactive</li> </ul> <p><u>Implementation is Challenging</u></p> <ul style="list-style-type: none"> <li>● Hard in early years</li> <li>● Process of continuous improvement</li> <li>● Some board members self-select out</li> <li>● Need fidelity to see benefits</li> </ul> <p><u>Overall Positive</u></p> <ul style="list-style-type: none"> <li>● Creates accountability between board and CEO</li> </ul>

<b>Data Summary</b> -All data items (ideas expressed) summarized	<b>Key Themes</b> -Derived conceptual ideas and underlying concerns
<ul style="list-style-type: none"> <li>• Board effective/monitors</li> <li>• Board guiding organization</li> <li>• Policy governance model assisted board in handling a difficult situation very well</li> </ul>	
<b>CONTINUATION</b> <b>Data Summary</b> -All data items (ideas expressed) summarized	<b>Key Themes</b> -Derived conceptual ideas and underlying concerns
<p><b>MOST VALUED ABOUT POLICY GOVERNANCE</b></p> <p><u>Board Leadership Clarity</u></p> <ul style="list-style-type: none"> <li>• Helps build better board leaders</li> <li>• No fear of rogue board member</li> <li>• More transparency</li> <li>• Board more engaged in governance</li> <li>• Thought process and principles strong and usable</li> <li>• Effective interlocking accountability if done well (board, owners, staff, operations, volunteers)</li> <li>• promotes servant leadership</li> <li>• Builds better thought leaders</li> <li>• Provides governance structure</li> </ul> <p><u>Meaningful Monitoring</u></p> <ul style="list-style-type: none"> <li>• Monitoring reports have tangible benefit</li> <li>• Freeing to know parameters and what will be monitored</li> </ul> <p><u>Role Clarity</u></p> <ul style="list-style-type: none"> <li>• Know what's expected and get it done</li> <li>• Know what needs approval and what doesn't</li> <li>• Focus on what's important- connection with owners</li> </ul> <p><u>CEO Accountability</u></p> <ul style="list-style-type: none"> <li>• Answering to whole board</li> <li>• Really helps in tricky situations</li> <li>• Greater accountability</li> <li>• Can create beneficial tool</li> <li>• More collaboration pushing for good report</li> <li>• Operational definitions (much better than previous ambiguity)</li> <li>• Easier to explain purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Board leadership clarity</li> <li>• Board culture enhanced</li> <li>• Focus and clarity of board and CEO enhanced</li> <li>• Accountability of board and CEO more clear and increased</li> <li>• Role clarity of board and CEO established</li> <li>• Discipline</li> <li>• Purpose clarity/Ends</li> <li>• Diversity of thought encouraged</li> <li>• Meaningful policies</li> <li>• Meaningful monitoring</li> </ul>
	<b>Themes - Board Processes Involved</b>
	<ul style="list-style-type: none"> <li>• Spend more time on Ends</li> </ul>

<p><b>CONTINUATION</b>  <b>Data Summary</b> -All data items (ideas expressed) summarized</p> <p><u>Meaningful Policies</u></p> <ul style="list-style-type: none"> <li>• Less to read but it's not just stuff</li> <li>• Board policies have tangible benefit</li> </ul> <p><u>Purpose Clarity</u></p> <ul style="list-style-type: none"> <li>• Easier to explain purpose</li> <li>• Helped to focus board on the future</li> </ul> <p><u>Diversity of Thought Encouraged</u></p> <ul style="list-style-type: none"> <li>• Diversity of thought, people, skills and perspectives</li> <li>• Policy governance model inspiring and liberating</li> </ul> <p><u>Board and CEO Focus Enhanced</u> (4)</p> <ul style="list-style-type: none"> <li>• Keeps the board focused and out of the weeds</li> <li>• Allows board to focus on strategic important parts vs. weeds</li> <li>• Helps CEO focus work</li> <li>• Helps us focus on priorities and position in the community as leading organization in the state</li> <li>• Positive results during a crisis by adhering to the model</li> </ul> <p><u>Clarity</u> (3)</p> <ul style="list-style-type: none"> <li>• CEO not guessing what board wants</li> <li>• Clarity!             <ul style="list-style-type: none"> <li>○ Solidifying what we really mean</li> <li>○ clarity of responsibility</li> <li>○ structure, separation of roles</li> </ul> </li> <li>• Clarity of responsibility</li> </ul>	<p><b>Key Themes</b> -Derived conceptual ideas and underlying concerns</p> <ul style="list-style-type: none"> <li>• Board leadership clarity</li> <li>• Board culture enhanced</li> <li>• Focus and clarity of board and CEO enhanced</li> <li>• Accountability of board and CEO more clear and increased</li> <li>• Role clarity of board and CEO established</li> <li>• Discipline</li> <li>• Purpose clarity/Ends</li> <li>• Diversity of thought encouraged</li> <li>• Meaningful policies</li> <li>• Meaningful monitoring</li> </ul> <p><b>Themes - Board Processes Involved</b></p> <ul style="list-style-type: none"> <li>• Spend more time on Ends</li> </ul>
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<p><b>CONTINUATION</b>  <b>Data Summary</b> -All data items (ideas expressed) summarized</p> <p><b>LIKE LEAST ABOUT POLICY GOVERNANCE</b></p> <p><u>Nature of Model</u> (7)</p> <p>Model so different, can be intimidating; not super intuitive; large learning curve; Some concern monitoring focused on the past; perception of brick wall between board and ED, now more like chain-link fence; can appear bureaucratic (feels like laws, too strict, boring, not exciting); not easily explained to new volunteers;</p>
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**CONTINUATION**

**Data Summary -All data items (ideas expressed) summarized**

Hard to Implement (3)

herky-jerky trial and error approach to implementation; Very technical, time to do reporting exhausting; can be a big, scary thing (may be why more haven't taken it on)

Learning and Support (2)

conference not always model consistent then; takes time to learn, do, and be comfortable with Language unnatural

Risk (1)

Huge commitment for organization, it's a risk  
 Strong board chair or board member can toss the model in seconds if they want

Specific Challenges (10)

sometimes struggle with agenda; haven't figured out board self-assessment (a bit cursory); some feel too distanced from organization (come to share expertise); hard to have high level, future conversations; ELs too clumsy, hard to track; Unchanging financial controls makes report feel meaningless; struggle is board turnover (short); Clarity can be a crutch, parties don't listen as much (not my responsibility); process and demands (owners at the top); gathering data; trying to connect meaningfully with owners most challenging

**Query 7 (continuation) - What impact has Policy Governance had for your board/organization/impact you have?**

Linked to Question 5: Please share the level of benefit your board/organization has had associated with your use of Policy Governance®. Which of these descriptors best describes the benefit?

**Data Summary -All data items (ideas expressed) summarized**

**LEVEL OF BENEFIT RANKING**

Very Strong Benefit (N=5)

Strong Benefit (N=5)

Moderate Benefit (N=0)

Low Benefit (N=0)

No Benefits (N=0)

Notes:

- Has seen it go from a little squishy to tighter. Takes out ambiguity. The structure is a very large benefit.

**Key Themes -Derived conceptual ideas and underlying concerns**

- All organizations ranking "impact of Policy Governance" a strong or very strong impact on their board/organization/actual Ends impact (Ends achievement of their organization)
- Structure of model provides focus and clarity of roles.
- Allows for higher level of vision of board and leadership.

**Data Summary** -All data items (ideas expressed) summarized

- Allows for higher levels of guidance, vision, and leadership from the board, which enables the organization’s staff to get the work done.
- Policy Governance helps organization to better understand and focus on why the organization exists—to represent members/owners.
- Trifecta: Strong board chair, Strong CEO, Strong governance model.

**Key Themes** -Derived conceptual ideas and underlying concerns

**Query 7 (continuation) - What impact has Policy Governance had for your board/organization/impact you have?**

Linked to Question 6: On what basis do you say your organization has or has not benefited from Policy Governance? Please explain.

**Data Summary** -All data items (ideas expressed) summarized

**BASIS FOR BENEFITING/NOT BENEFITING FROM**

- Everybody knows their role, CGO preparing agenda
- Keeps board in proper role
- Provides framework for what to talk about, not as easy to take detours
- Board members check each other, not just CGO saying, “this is off topic.”
- When enough people understand Policy Governance, that’s the beauty of it.
- With more discussion about process, content is different
- More likely discussion will be civil
- The structure is a very large benefit
- GM - used to have 4-5 tools to evaluate GM and kind of all over the place. Now focus on compliance and are we in compliance or not. When they did the policy revision, all agreed these are the policies we want. We all had more skin in the game.
- Everybody knows their role, CGO preparing agenda
- Keeps board in proper role

**Key Themes** -Derived conceptual ideas and underlying concerns

- Clarity of roles
  - Improved relationship between CEO/board
  - Clear accountability
  - More board engagement
  - Clarity of structure enables board and the organization to be more effective within their respective roles
- Engagement with moral ownership
- Focus on organizational purpose

**Note:** One organization explicitly reported increased agility.

## **CONTINUATION**

**Data Summary** -All data items (ideas expressed) summarized

### **BASIS FOR BENEFITING/NOT BENEFITING FROM POLICY GOVERNANCE (continued)**

- Much better CEO-board relationship. Agility of the agency increased significantly.
- Policy Governance provides increased discipline for strategic direction and developing strategic Ends
- Moral Ownership linkage of utmost importance
- Keeps issues on the forefront, easier to get that information to the workforce
- Accountable delegation which CEO can also do with leadership team (by-product of Policy Governance)
- Without it, board would focus on doing, not Ends
- Focus is more externally to owners, customers, future owners, policymakers
- From the perspective of a long time board member:
- Strong board, appropriately focused, aware of need to represent the community
- Helped board be better aware of priorities, why we're here
- Clearly defined relationship between board and CEO extremely positive.
- Support CEO and organization without interfering
- Would not have otherwise met with regional/state legislators
- Everybody's roles and responsibilities are defined and who is accountable to who and who is responsible for what.
- From my perspective it allows me to be very nimble and make decisions instantly. Harvey: early on we had pushback from regulators because they thought the board should have more input on day-to-day operations.
- CEO has clarity not wondering what the board wants to hear about or what is important to them
- Monitoring reports makes the board take a bigger picture approach which has generated unexpected benefits
- 3rd year started to engage with ownership
- More engagement with owners
- Board more engaged and supportive (e.g., more on board are givers)
- Provides clear direction to CEO - 100%; Feels empowered
- Wouldn't be able to accomplish what we had since we implemented Policy Governance model. Really moved organization forward.



**Query 7 (continuation) - What impact has Policy Governance had for your board/organization/impact you have?**

Linked to Question 10: If you were to see a board that has successfully implemented Policy Governance, what impact would you expect (other than changes to the board behavior)?

Data Summary -All data items (ideas expressed) summarized	Key Themes -Derived conceptual ideas and underlying concerns
<p><b>IMPACT ACHIEVED IN AN ORGANIZATION WITH SUCCESSFUL POLICY GOVERNANCE IMPLEMENTATION (not including board behavior)</b></p> <ul style="list-style-type: none"> <li>• Relationships – appropriate/engaged/satisfying between board, CEO, Owners</li> <li>• Leadership team that is empowered, agile and progressive.</li> <li>• Alignment/achievement of Ends</li> <li>• Clarity and Focus</li> <li>• Efficiency “at what cost”</li> <li>• Board Engagement/ right conversations</li> <li>• Organization Success</li> <li>• Accountability</li> <li>• Governance efficiency</li> <li>• Speaking with one voice</li> <li>• Future focused</li> <li>• Continually progressing and evolving</li> <li>• Confidence by owners that the organization is well run</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy relationships that are appropriate and are expressed by words such as:               <ul style="list-style-type: none"> <li>○ Engaged</li> <li>○ Satisfying</li> <li>○ Professional</li> <li>○ Promoting camaraderie between and within board, CEO, and owners</li> </ul> </li> <li>• Alignment/achievement of Ends</li> <li>• Clarity and Focus</li> <li>• Efficiency “at what cost”</li> <li>• Board Engagement/ right conversations</li> <li>• Organization Success</li> <li>• Accountability</li> <li>• Governance efficiency</li> </ul>

**Query 7 (continuation) - What impact has Policy Governance had for your board/organization/impact you have?**

Linked to Question 7: Are there any additional benefits or positive impacts still to come as you continue to use the Policy Governance approach? Please describe these.

Data Summary -All data items (ideas expressed) summarized	Key Themes -Derived conceptual ideas and underlying concerns
<p><b>ANY ADDITIONAL BENEFITS EXPECTED</b></p> <ul style="list-style-type: none"> <li>• Draws clearer link between owner input and Ends</li> <li>• Linking with other community agencies, schools, systems that touch our work</li> <li>• (Linkage) plan on calendar, but don’t want to talk to same groups every year</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership Linkage               <ul style="list-style-type: none"> <li>○ Connect with other organization with similar purpose</li> </ul> </li> <li>• Better Leadership               <ul style="list-style-type: none"> <li>○ Strategic/ higher level thinking</li> <li>○ Leadership development and initiative</li> </ul> </li> </ul>

**Data Summary -All data items (ideas expressed) summarized**

- On some level, Policy Governance helps build better leaders. Anyone that enters the organization or sits on the board learns strategic/higher level thinking and their role within the organization.
- Leadership development, which encourages board members and staff to think about things in a way that they would not do in their daily life (leadership initiative)
- Provides structure for nonprofit organizations and boards
- On some level, Policy Governance helps build better leaders, thought leaders of today.
- Policy Governance provides governance structure
- Continuing work on some Ends re: community benefits
- Using technology to do a Facebook Town Hall meeting
- Harvey: We started charting and the CEO was providing a monthly update of progression of various parameters that we set forth, e.g. Delinquency of accounts, etc. We were able to start looking at performance levels of the organization and we had the board set parameters and executive limitations and it was encouraging for the board to see we were making progress and were heading the right direction. The CEO was in agreement with the whole process and really loved it.
- A big part of the success of this move that we had all the staff in alignment with what the board was trying to do.
- boundaries of the organization
- boundaries clarity
- Policy Governance will help us get through changes and challenges that we know are coming. It will be a testament to the strength of the model if it can survive in its current form.

**Key Themes -Derived conceptual ideas and underlying concerns**

- Coherent structure that defines boundaries
  - Principles are useable
  - Stronger organization performance impact
- Clearer link between owners and Ends
- Building thought leaders

**Themes - Board Processes Involved**

- Continuous learning and strengthening of practice.
- Leadership development

**Query 7 (continuation) - What impact has Policy Governance had for your board/organization/impact you have?**

Linked to Question 11: What would you use to measure the impact of Policy Governance relevant to your organization?

**Data Summary -All data items (ideas expressed) summarized**

**MEASURES OF IMPACT**

- Ends – understood by all and aligned, measurements/evidence
- Organizational success (as defined by organization)

**Key Themes -Derived conceptual ideas and underlying concerns**

What to Measure to Assess the Impact of Policy Governance

- Alignment and understanding of Ends throughout organization

**Data Summary** -All data items (ideas expressed) summarized

- Accountable and good oversight
- Time and/or structure for the hard/strategic conversations
- Results worth the cost (effectiveness and efficiency) (What is the board willing to pay for the results/impact?)
- Alignment board/staff agreement/roles
- Strength of the model when going through challenging situations
- Community linkage

**Key Themes** -Derived conceptual ideas and underlying concerns

Note: The more organizational success is clearly aligned to Ends (and hence Policy Governance) the more impact Policy Governance is seen to be having.

Note: The better you are able to measure Ends, the more Ends are reinforced.

- Accountable and good oversight
- Time and/or structure for the hard/strategic conversations
- Results worth the cost (effectiveness and efficiency) (What is the board willing to pay for the results/impact?)
- Alignment board/staff agreement/roles



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