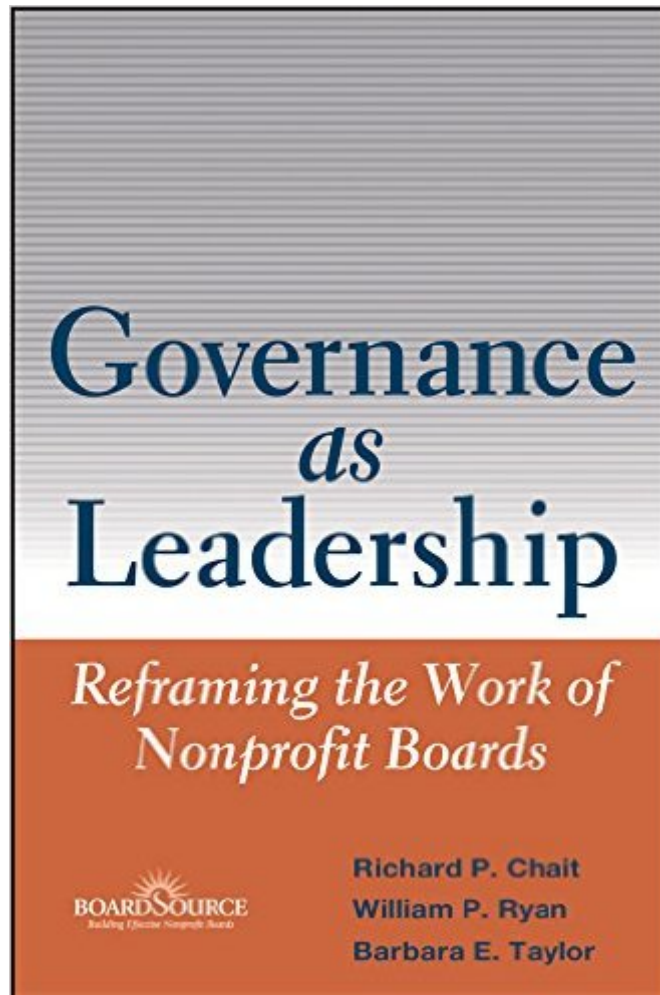


The book was found

Governance As Leadership: Reframing The Work Of Nonprofit Boards



Synopsis

A new framework for helping nonprofit organizations maximize the effectiveness of their boards. Written by noted consultants and researchers attuned to the needs of practitioners, *Governance as Leadership* redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more macrogovernance in exchange for less micromanagement. Informed by theories that have transformed the practice of organizational leadership, this book sheds new light on the traditional fiduciary and strategic work of the board and introduces a critical third dimension of effective trusteeship: generative governance. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide to important new territory, and provides a road map that leads nonprofit trustees and executives to governance as leadership. *Governance as Leadership* was developed in collaboration with BoardSource, the premier resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations. Through its highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build effective nonprofit boards and offering credible support in solving tough problems. For the latest in nonprofit governance, visit www.boardsource.org, or call us at 1-800-883-6262.

Book Information

Hardcover: 224 pages

Publisher: Wiley; 1 edition (October 22, 2004)

Language: English

ISBN-10: 0471684201

ISBN-13: 978-0471684206

Product Dimensions: 6.2 x 0.9 x 9.2 inches

Shipping Weight: 1 pounds (View shipping rates and policies)

Average Customer Review: 4.2 out of 5 stars Â See all reviews Â (23 customer reviews)

Best Sellers Rank: #30,824 in Books (See Top 100 in Books) #18 in Â Books > Business & Money > Small Business & Entrepreneurship > Nonprofit Organizations & Charities #500 in Â Books > Business & Money > Management & Leadership > Leadership #579 in Â Books > Textbooks > Business & Finance

Customer Reviews

There are four basic scenarios for nonprofit boards and three types of governance. Please keep reading--there will be a test at the end of our class."Governance by Fiat" is the first scenario, say the

three co-authors of Governance as Leadership. That's when trustees displace executives. Here the board does staff work. Sometimes the staff is incompetent so the board jumps in. Often the board enjoys staff work. Either way, it's dysfunctional."Governance by Default" is the second scenario. Here both the trustees and the nonprofit executives disengage. No one has their eye on the governance ball--and the important work of governance is minimized. Left undone, it's a train wreck waiting to happen."Leadership as Governance" sounds good, but it's cockeyed. Here the nonprofit staff displace the trustees. The CEO and/or senior team make decisions that should be in the governance arena. This happens frequently with founder-led organizations and "good old boy" boards. Often, the organization appears to be operating smoothly. Internally, this dysfunction never ends well. Sooner or later, someone will pay. The fourth scenario is the healthy one, what the authors call "Type III Governance." Here the trustees and executives collaborate. Each understands their appropriate roles, but unlike most boards, the staff affirms the board members when they upgrade to "generative thinking." So what's "generative thinking?" The authors use a variety of definitions to explain this cognitive process of excelling boards: sense-making, reflective practice, framing organizations, personal knowledge, etc. I liked "sensible foolishness" the best.

[Download to continue reading...](#)

Governance as Leadership: Reframing the Work of Nonprofit Boards Starting a Nonprofit: 10 Proven Steps to Creating your First Successful Nonprofit Organization (Successful NPO, Starting a Nonprofit, Charity, Nonprofit Startup, How to Start a Nonprofit) The Practitioner's Guide to Governance as Leadership: Building High-Performing Nonprofit Boards Effective Leadership for Nonprofit Organizations: How Executive Directors and Boards Work Together The Jossey-Bass Handbook of Nonprofit Leadership and Management (Essential Texts for Nonprofit and Public Leadership and Management) How to Form a Nonprofit Corporation (National Edition): A Step-by-Step Guide to Forming a 501(c)(3) Nonprofit in Any State (How to Form Your Own Nonprofit Corporation) Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations The Future of Boards: Meeting the Governance Challenges of the Twenty-First Century Reframing Organizations: Artistry, Choice, and Leadership Data Governance: How to Design, Deploy and Sustain an Effective Data Governance Program (The Morgan Kaufmann Series on Business Intelligence) Masters Social Work Exam Flashcard Study System: ASWB Test Practice Questions & Review for the Association of Social Work Boards Exam (Cards) Nonprofit Law and Governance For Dummies NonProfit Crowdfunding Explained: Online Fundraising Hacks to Raise More for Your NonProfit The Ultimate Guide to Nonprofit Fundraising with Crowdfunding: A start-to-finish handbook on how to raise money with crowdfunding

(Crowdfunding, Nonprofit ... How to Raise Money, How to Crowdfund) Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times (Wiley Nonprofit Authority) The Leadership Pipeline: How to Build the Leadership Powered Company (J-B US non-Franchise Leadership) Academic Leadership and Governance of Higher Education: A Guide for Trustees, Leaders, and Aspiring Leaders of Two- and Four-Year Institutions Union with Christ: Reframing Theology and Ministry for the Church Cyber Commerce Reframing Reframing Photography: Theory and Practice

[Dmca](#)