



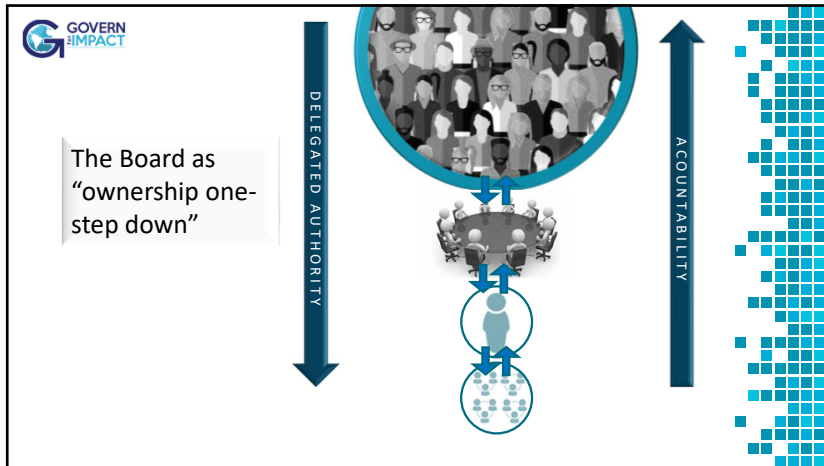
Today's Objectives

Distinguish Ends from means

Recognize common challenges in drafting Ends

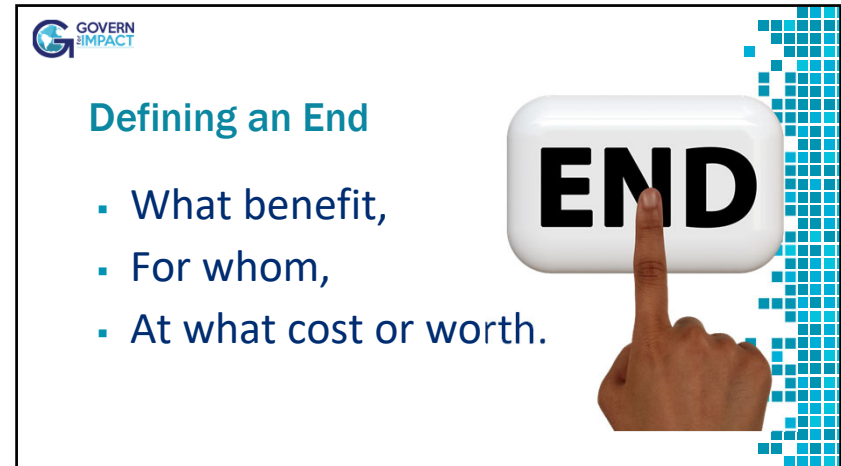
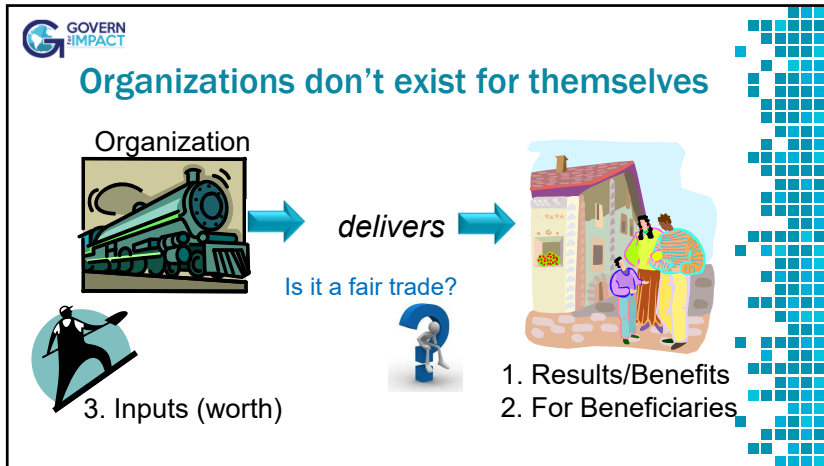
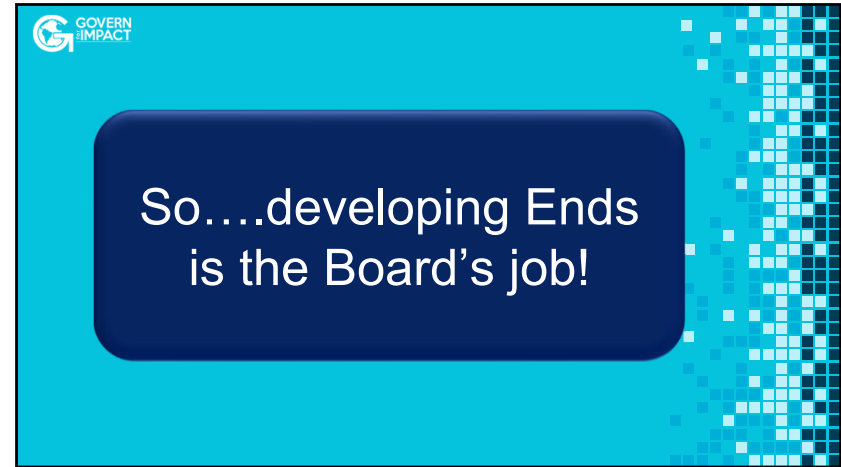
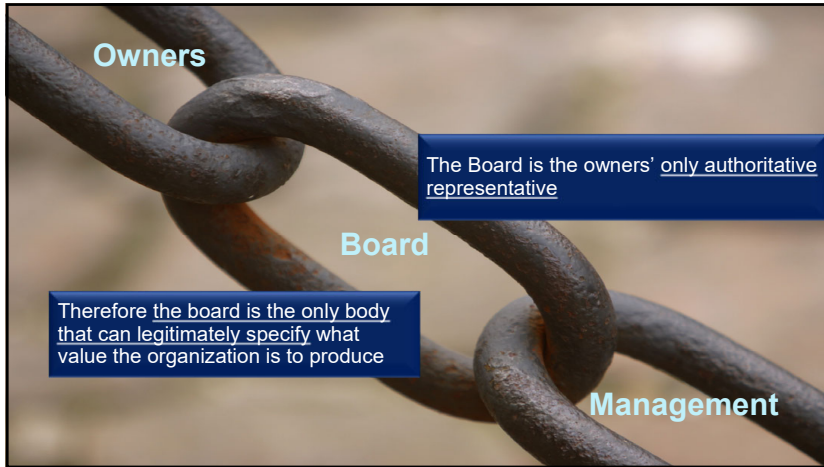
- Means that masquerade as Ends
- Verbs that describe effort, not effect
- Bullet points or next level of policy detail confusion
- What do we do with our Vision and Values?
- How much detail do we need



Introduce two practical tools to find the End hidden among means



"The purpose of the board job is, on behalf of some ownership, to see to it that the organization achieves what it should and avoids what is unacceptable"

John Carver







Results or benefits	The organization
<ul style="list-style-type: none"> • produced <u>because of</u> the organization • for someone <u>outside</u> the organization 	Results or benefits for staff




Ends or Means

It's a fundamental concept in Policy Governance

Something is not an End because...

- ❌ It is important – means are also important
- ❌ Of who makes the decision about it
- ❌ It's about money...means are also about money
- ❌ It's about something that is legally required
- ❌ The board is accountable for it



The Ends – Means Distinction

- Ends and means as used in Policy Governance® are not dictionary definitions
- Ends describe the impact the organization wants to create in “the world”
 - What difference /change /benefit?
 - For which individuals /groups?
 - At what worth or priority


EVERYTHING ELSE is a MEANS

A FEW GUIDELINES


The board writes Ends policies describing the organizational results it expects to be produced, who those results are for, and what it is worth to produce them.

Ambitious and long-term...but possible



- Is this a result for which we can hold the CEO accountable?
- Can our organization realistically impact its achievement?



Ambitious and bold...




...Not unrealistic or laughable



Unless you are the U.N.


Do not aim for World Peace

BEWARE of VERBS




Appropriate use of verb:
Describe what the beneficiaries are doing
Example: Students can read at grade level

BEWARE of VERBS


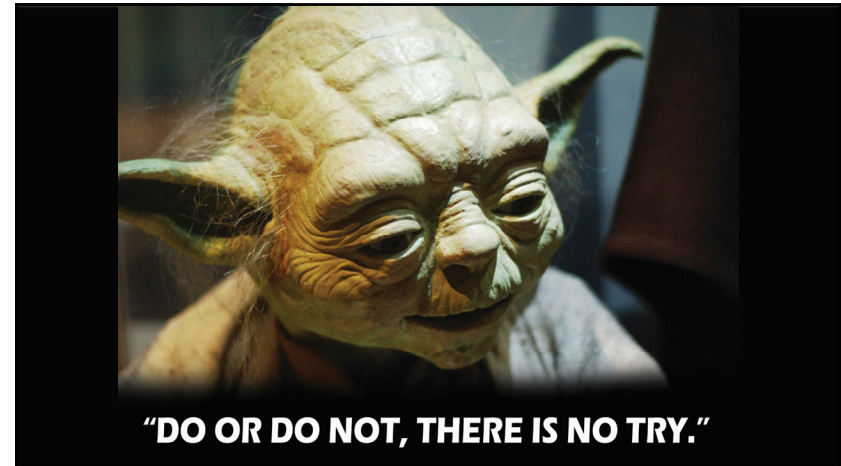


Inappropriate use of verb:
Describes what the organization is doing
Example: ABC School District will teach students to read.

BEWARE of VERBS





Keep it real about results:
Describe effect, not effort
Avoid verbs like strive, try, seek, influence, promote




Avoid Means Disguised as Ends

- The Voice of...
- Education
- Research
- Development
- Advocacy
- Provision of...

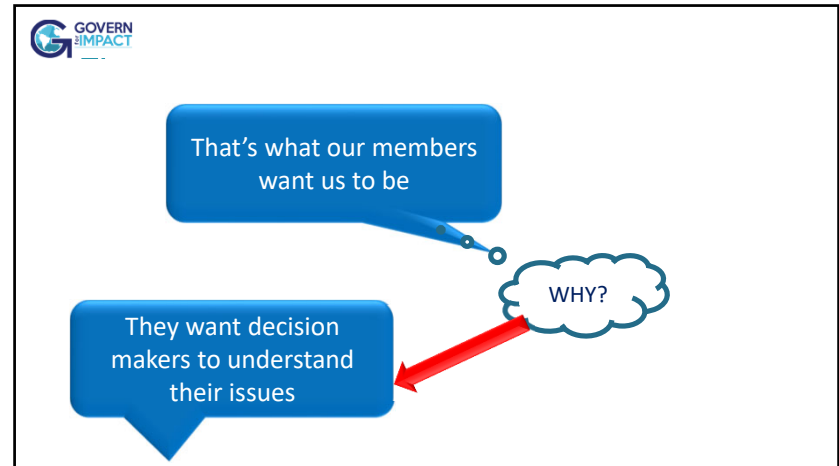
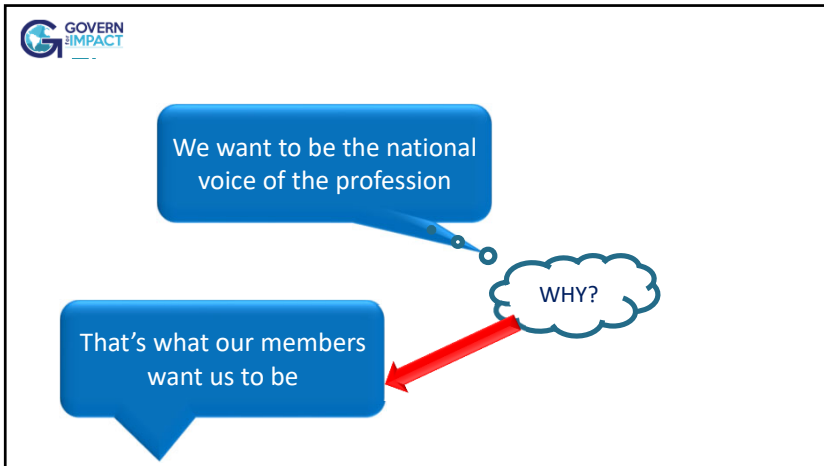


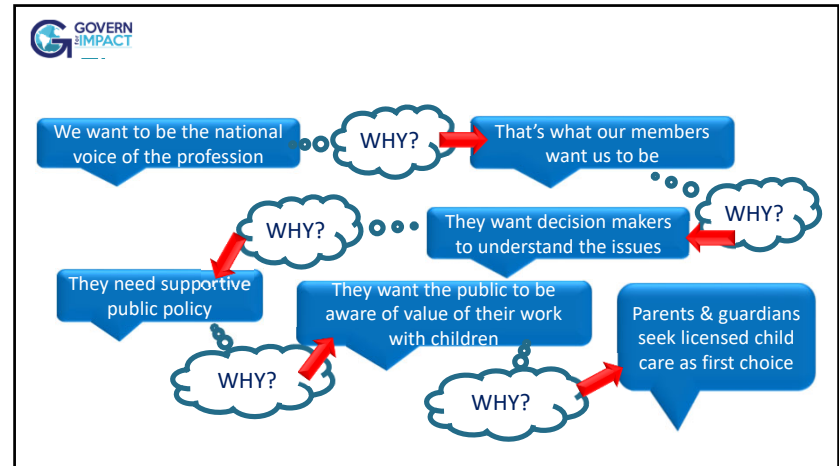
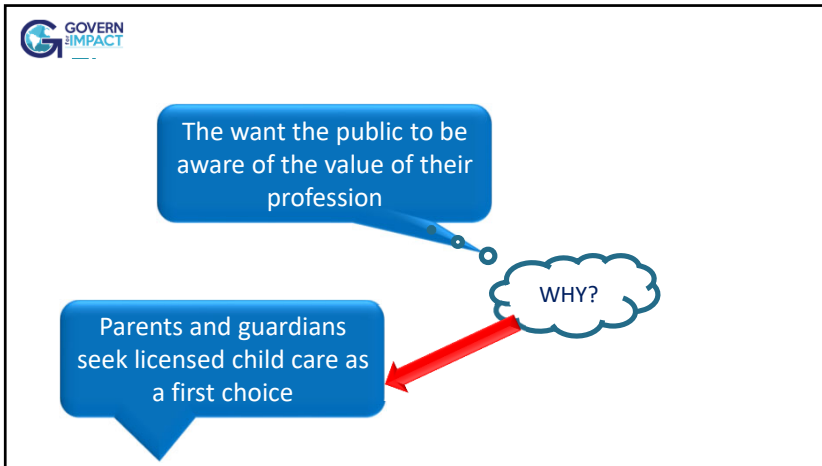
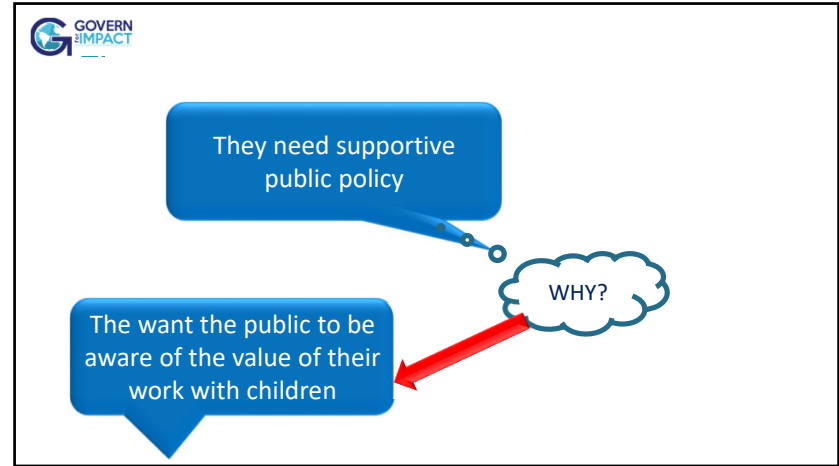
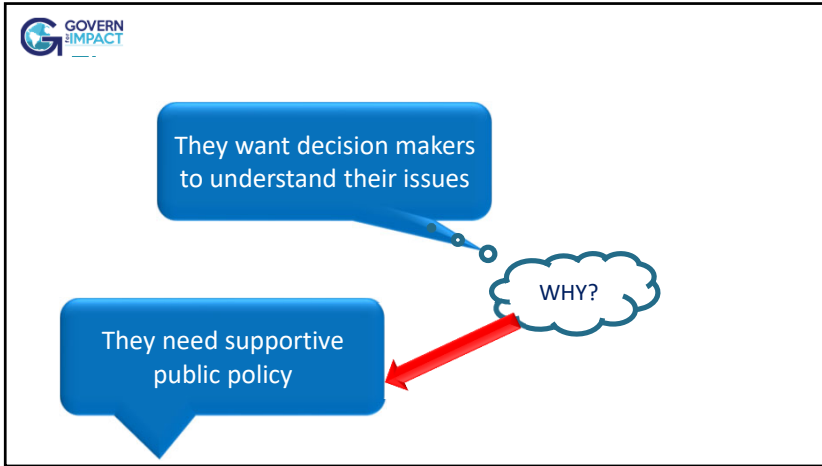
Something you won't hear very often...

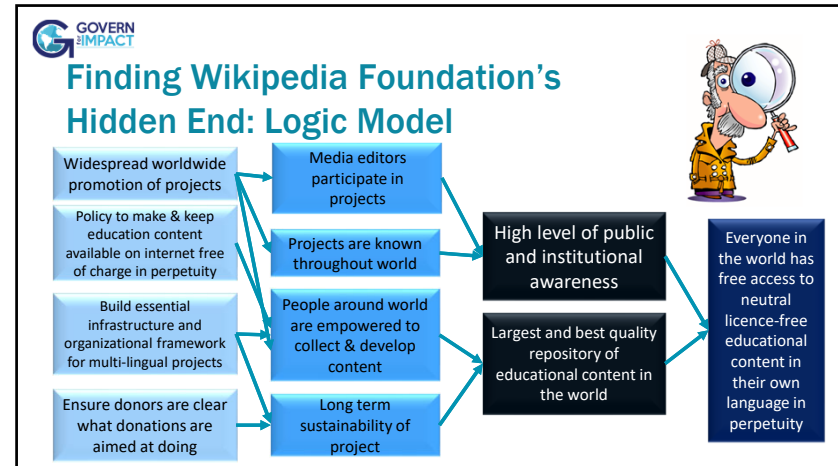
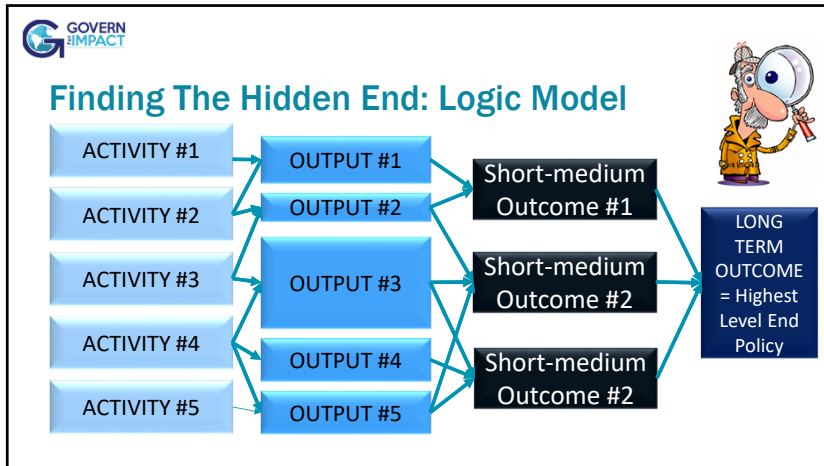
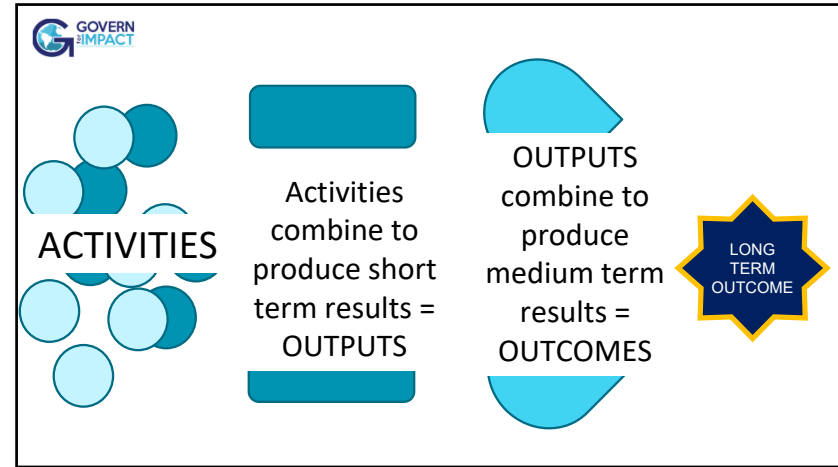


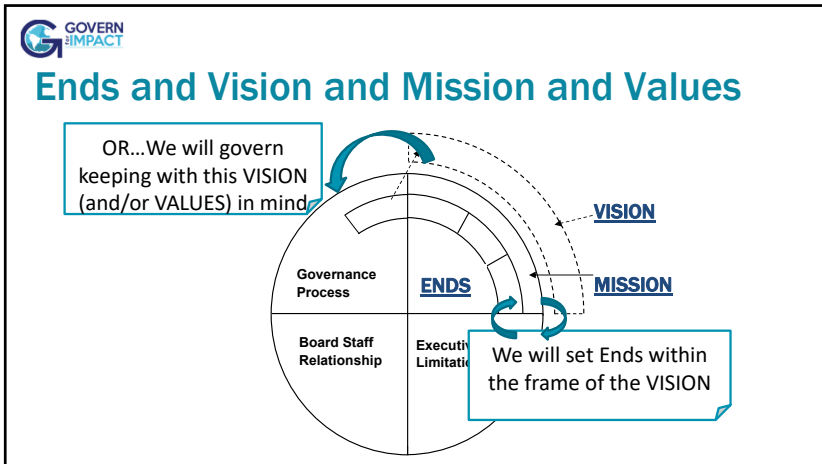
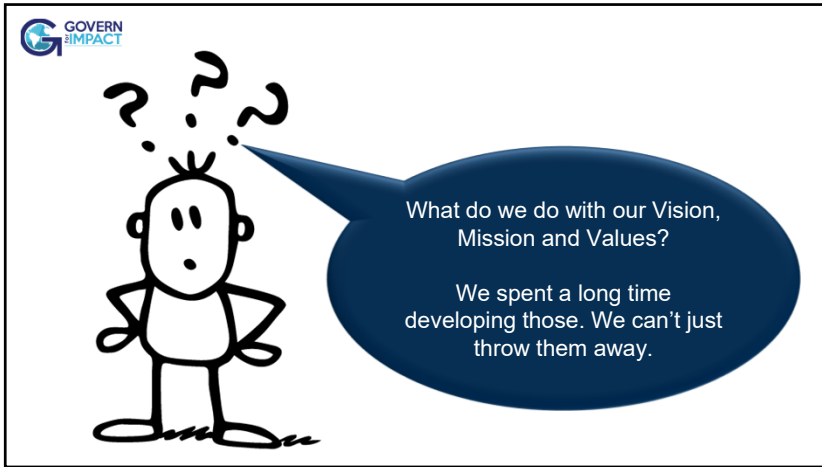
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EXAMPLE: As an introduction to Ends...

The Board establishes its Ends policies within its Vision for public transportation: A robust public transportation system that adapts to the evolving needs of a globalized world and positively impacts the area's environment and quality of life.

HIGHEST LEVEL END


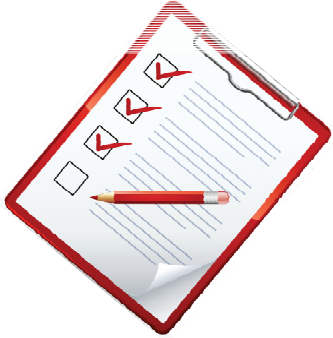
[The Transit Authority] exists so that an increasing proportion of residents, workers and visitors in the Area utilize public transportation options that contribute to the Area's social, environmental and economic vitality at a cost that demonstrates value and efficient stewardship of resources.

As preface to Governing Process...


The Board will govern with an emphasis on outward vision... not be preoccupied with the present or past, or with internal, administrative detail. We govern with a commitment to the following Vision: Leaders in diagnostic and therapeutic healthcare serving our community.

Our guiding values that demonstrate our commitment to excellence:


- Integrity and accountability – We maintain ethical behaviors and are responsible for our actions.
- Public protection – We ensure systems and processes are in place to support to quality service delivery by our professions.
- Transparency and objectivity – We ensure clear, consistent and fair management of all decisions.
- Communication and collaboration – We build collegial and respectful relationships and consider the perspectives and needs for all stakeholders.

A FEW MORE GUIDELINES




Focus on meaningful versus measurable



- Making Ends measurable is not appropriate at the board level
- Focus on clearly defining the value that is important to the board in terms of results
- The CEO must find a way to make the Ends measurable as part of the interpretation



How deep should Ends go?



- The CEO can interpret an End in any reasonable way, but cannot leave out what the Board has specified at any further level of detail.
- Stop when the detail is sufficient for the Board to accept any reasonable interpretation.

Bullets or Another Level of Policy Detail?

1. Just collective agreements characterized by their having adequate provision for:

- a) Freedom of conscience
- b) Effective handling of disputes
- c) Fair compensation
- d) Safe work
- e) Workplace integration of persons who face systemic occupational barriers

→

1. Collective agreements have adequate provision for:

- Freedom of conscience
- Effective handling of disputes
- Fair compensation
- Safe work
- Workplace integration of persons who face systemic occupational barriers

Bullets or Another Level of Policy Detail?

1. Economic and social well-being of the region is enhanced because:

- Employers have properly qualified people available to meet their needs
- Employers have avenues for employee training
- Fair compensation
- Region has accessible resources that support civic engagement, community health and reduced crime.

→

1. Economic and social well-being of the region is enhanced.

- 1.1 Employers have properly qualified people who meet their needs
- 1.2 Employers have avenues for employee training
- 1.3 Fair compensation
- 1.4 Region has resources for civic engagement, community health and reduced crime.

GOVERN for IMPACT

The largest statement must contain all 3 components, because it must be large enough to contain everything that is included at lower levels

- 1. What benefit,
- 2. For whom,
- 3. At what cost.

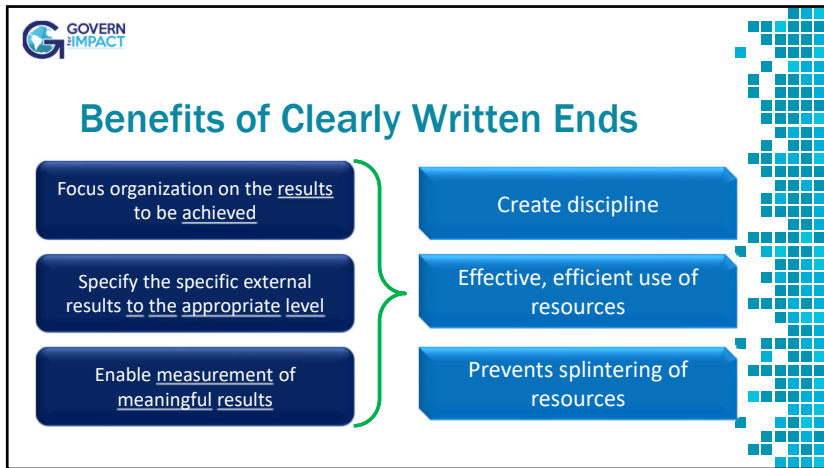
GOVERN for IMPACT

Each family that comes through our doors has a safe, temporary refuge and critical services to support them in healing, rebuilding their lives and integrating into the community at a cost that demonstrates wise stewardship of resources.

Students have the knowledge, skills, values and attitudes required to lead physically, emotionally, intellectually, and spiritually healthy lives, and qualify for higher levels of learning or employment of their choice at a cost justified by the results.

XXXX Church exists so that people who are connected with our church experience God's love for them in a welcoming, supportive, and uplifting community; and grow as disciples of Jesus Christ at a cost that demonstrates prudent stewardship of the resources God entrusts to us.

[Members of our trade organization] experience conditions favourable to professional success throughout their career. This will be achieved at a worth that demonstrates the wise stewardship of member fees and organizational resources.



Thank You!

Rose Mercier
Senior Consultant
The Governance Coach



Expert Coaching. Practical Resources.

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