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What's Happening at GOVERN in Our 'Learning Stream'?

By **Karen Fryday-Field**, GOVERN for IMPACT, CEO

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At the Board Table 2

By **Hartger Wassink**, GOVERN Board Chair

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Five Keys to Fulfilling the Promise of Owner Service

By **Susan Mogensen**, Brown Dog Consulting

Customer service is a very well-known concept in management and organizational life, and it is widely acknowledged that serving customers well leads to increased loyalty, progress, and/or profit. A primary challenge for board members, however, is to understand and embrace the concept of "owner service"... [\[Read More\]](#)

Connecting with the GOVERN Board

What's Happening at GOVERN in Our 'Learning Stream'?

By **Karen Fryday-Field**, GOVERN for IMPACT, CEO



At GOVERN for IMPACT we offer a number of introductory and advanced programs related to governance learning and in particular related to the Policy Governance approach.

We had a very informative and amazing Advanced Practice Forum, in San Antonio, Texas, late February 2019 focusing on measurement of outcomes and seeking feedback. This session was coordinated by

Joseph Inskeep and was extremely useful to anyone with advanced governance skills and advanced interest in measurement and accountability of organizational outcomes achievement.

There are lots more to come in 2019...

Click the button below for the chart with the dates and topics that you will want to create a 'hold the date' for in your calendar.

[Programs](#)

. . . and more to come!

You will see below in this April Newsletter that our next program is May 9, 2019 at 11:00 a.m. by Zoom. Zoom makes it easy to connect with Jannice Moore, our featured speaker. This session will address key concepts that every Board, Board Member, Board Chair, CEO, Board Administrator, and Governance Researcher need to know on governance sustainability. Please join us (the sign-up process is in the link in the article below).

If you have either an introductory topic and/or advanced topic in governance learning that you would like GOVERN for IMPACT to address in one of our governance learning forums, please write to me at kfryday-field@governforimpact.org and we will work to address your request.

Join us for incredible conversations at all of our sessions!

Best Regards

Karen Fryday-Field

GOVERN for IMPACT, CEO

At the Board Table 2

By **Hartger Wassink**, GOVERN Board Chair

How quickly a year passes. While we still remember all the great things that happened during the conference in Savannah last year, our annual conference in Québec City is rapidly approaching, the first under our new name. In Savannah, we made the pivotal decision to change our name and bylaws and to adopt new Ends. Preparing for that decision took a lot of work, and as board chair I am confident that this new phase



will bring yet new questions to be solved.

Luckily, we are using Policy Governance principles. In the same way that those principles helped us steer through the difficult waters of the transition phase, they are helping us now to focus on what our job as a board is: governing. In my earlier blog, I mentioned that we are now discussing further ownership linkage. A second important issue is Ends monitoring, which is on our agenda right now. We have discussed Ends interpretations with our CEO a few times during the past year, and are now in the process of assessing the first data generated during this new phase of our organization. This has led to interesting discussions between the board and our CEO.

These discussions are not always simple, and it reminds me that it would be wrong to think that using Policy Governance ensures that everything is simple for a board. Although following the model can help speed up decisions on most monitoring reports, not all of them can be processed quickly. What Policy Governance really does, in my view, is help focus the discussion on the issues that really need to be discussed. And those discussions may still be complex.

So, although the Policy Governance principles are crystal clear, the questions that arise while using them can still be nuanced. Coping with those questions is the hard work of governing. Personally, what I would like Govern for Impact to be is a community where we can discuss any of the hard questions. And when we stumble, to understand if it was because governance is just difficult, or because we weren't attending fully to our governance principles.

In the end, Governance for Impact is a community, not a model, and the strength of our community is our most important asset. Let's continue to open up, to include more boards in learning how we can all achieve governance excellence.

Five Keys to Fulfilling the Promise of Owner Service

By **Susan Mogensen**, Brown Dog Consulting

"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first." - Robert K. Greenleaf

Customer service is a very well-known concept in management and organizational life, and it is widely acknowledged that serving customers well leads to increased loyalty, progress, and/or profit.

A primary challenge for board members, however, is to understand and embrace the concept of "owner service" whether those owners are members, a community, shareholders, or people sharing an interest in an organization's purpose.

Boards using Policy Governance principles learn that governance is founded on the principle of owner-accountability, i.e., boards are accountable to legal or moral owners for ensuring that the organization achieves what it should. This principle means in turn that boards must engage in dialogue with owners to discern what relevant results look like, or what difference in the world the organization exists to make.

The fact that boards must engage with owners in this manner, based on the board's leadership position with the organization, requires boards to have a significant focus on owner service. This owner service focus is much different than what we typically know as customer service.

By serving owners effectively, boards help to create long-term sustainability for the organization and better Ends focus and achievement. Boards that embrace the power of owner-accountability also cultivate a more informed ownership and inspire future leaders.

Once a board has clearly determined who its legal or moral owners are, it can then turn its attention to owner service, a function that will be ongoing for as long as the organization exists. Five keys to fulfilling this role are:

1. Listening. Boards engage in conversations with owners to know what their values are, and in particular, explore owner values with respect to Ends as opposed to customer-level issues which are addressed by operational leaders. To unearth these values, the big challenge lies in designing questions that will stimulate thoughts and ideas about the difference in the world the organization exists to create rather than how the organization delivers programs, products, and services.

2. Getting smarter. All boards have a lot of collective wisdom AND can benefit from getting even smarter. The key is in knowing what to get smarter about, and when it comes to owner service, that can mean understanding more about emerging political / economic / social / technological trends, legal matters, governance, the operational environment, etc.

3. Translating owner values into Ends. Once boards have engaged with owners and therefore become a “little smarter” their challenge is to ensure that board policies (especially Ends) actually reflect the values of owners, as well as the values of the board members themselves.

4. Monitoring Ends accomplishment. Of course, having relevant Ends policies is a very important thing; making sure those Ends have been reasonably interpreted and achieved is another. So boards must ensure that they monitor Ends achievement on a regular basis (usually once per year, perhaps more).

5. Communicating. While the first function of owner service is to listen, board service to owners also includes communication back to owners about key decisions made by the board and the progress the organization is making. Many boards fulfill this function at least annually via an annual general meeting/report. Boards also use ongoing communication via a website, newsletter, or other means.

And...the cycle repeats.

While boards using Policy Governance principles understand the importance and processes for owner service, they cannot usually expect all owners to fully appreciate the distinction between owner service and customer service. Ideally, by applying all Policy Governance principles, boards can ensure that customers or clients are being fairly and well-treated on the operational side of the organization, while board members focus their own efforts on being true and effective servant-leaders to the ownership interest.



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2019 GOVERN FOR IMPACT ANNUAL CONFERENCE

Why should you attend the 2019 Govern for Impact Annual Conference?

- The opportunity to **boost the sustainability** of your community, your organization and your leadership.
- Engage in **rich discussion** and **networking** with others at the conference.
- Three amazing and **engaging workshops** surrounding Governance.

What are the engaging workshops you ask?

- 1. Principles of Good Governance:** This track will explore key tenets of good governance, the core duties of directors and principles which help to clarify the board's leadership role.
- 2. Good Governance Practices:** This track will explore how to implement principles of good governance in practice to ensure your organization operates in a purpose-driven and sustainable manner.
- 3. Governing into the Future:** This track will explore unknowns that boards are facing, such as changes in technology, risk, demographics, and board composition. How will boards anticipate these changes, and what role will Policy Governance play?

[Register Now](#)

Want to add to your conference experience?

Sign-up for one of our exciting per-conference sessions taking place before the conference on **Thursday, June 20th** from **10:00am-4:30pm**

Session 1: Introduction to Policy Governance

To check out this session description [click here](#)! Learn more about the engaging speakers below!

Speaker: **Rose Mercier**

Rose is a Senior Consultant with The Governance Coach.



[Read Rose's full bio here!](#)

Speaker: **Richard Stringham**

Richard is a Senior Consultant with The Governance Coach.

[Read Richard's full bio here!](#)



Session 2: How Ends Policies Result in Real Impact in the World

To check out this session description [click here!](#) Learn more about the engaging speaker below!



Speaker: **Karen Fryday-Field**

Karen is the Senior Partner of The Meridian Edge Management and Governance Consulting in London, Ontario, Canada.

[Read Karen's full bio here!](#)

For more information and complete conference pricing, or to register, click below!

[More Information on Conference](#)

[Register for the Conference](#)

Hotel Information:

Hotel PUR, a Tribute Portfolio Hotel

395 Couronne St., Quebec City, QC G1K 7X4, Canada

Hotel: 418-647-2611 | Reservations 800-267-2002

The Govern for Impact Conference rate is CN\$199/night.

[Online Hotel Room Rate & Reservation Link](#)



VOLUNTEER POSITIONS AT GOVERN

ONLY 2 WEEKS UNTIL JANNICE MOORE'S FORUM

"Sustaining the Integrity and Discipline of Policy Governance in Today's Climate"



Jannice Moore

President of The Governance Coach.

[Click to read her full bio!](#)

Join **Jannice Moore** on **Thursday, May 9** from **11:00- 2:00 PM (EST)** for a forum **YOU CANT MISS!** She will examine the factors that have been found through experience to be helpful in sustaining the use of **Policy Governance®** and maintaining the integrity of the system! Below you will find more information on Jannice and a summary of what will be discussed at the forum. **You won't want to miss this!**

What Will be Discussed at the Forum?

While Policy Governance® is over 30 years old, it is still relatively new in the timeline of the bigger governance picture. It is significantly different from more traditional approaches to governance. How does a board sustain the self-discipline needed to effectively govern using this system? Board member turnover, changes in CEOs, expectations of external funders, the surrounding culture - all of these can conspire to a board losing its momentum, or losing the system entirely.

In this session, we will examine some of the typical trouble spots that create **the danger of losing momentum**. Then we will discuss habits that have proven effective in maintaining the integrity of the system, while still allowing for customization to meet the unique needs of different boards. Finally, for the more **interactive portion** we will look at some of the sources of influence that boards and consultants can use to influence **lasting change** in their board's behaviors.

A cost worth investing for your board!

Affiliate Fee: \$120

Non-Affiliate Fee: \$150

**DO NOT SKIP OUT ON THIS EVENT
IN TWO WEEKS! CLICK THE
BUTTON TO REGISTER TODAY AND
RESERVE YOUR SPOT.**

[Register Here](#)

Searching for a Facebook Coordinator Volunteer

GOVERN for IMPACT is seeking a volunteer to serve as our **Facebook Coordinator**. This role will involve tracking our Facebook activity, responding and following up to posts as needed, contributing to evaluating to related google analytics (stats are now available) and serving as member of the Social Media Team (meetings approximately every six weeks).

Anyone interested in volunteering should contact:

Karen Frday-Field, CEO - kfryday-field@meridianedgeconsulting.com

Or Hartger Wassink, Social Media Team Leader - post@hartgerwassink.nl



SAVE THE DATE: Face-to-Face: Advanced Practice Forum

**February 21-22nd, 2020
Orlando, Florida**

Check out the Save the Date flyer [here!](#)

Keep in touch! Connect with Govern on Social Media!

Did you know you can interact with us on social media?! To keep informed on the latest news about conferences, forums and other events consider following Govern on Facebook or joining our group on LinkedIn below.



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Don't forget to check out the **Govern Blog...** click the button below.

[Govern Blog](#)

Policy Governance® is an internationally registered service mark of John Carver. The model is available free to all with no royalties or license fees for its use. The authoritative website for Policy Governance is www.carvergovernance.com.

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