

Publications

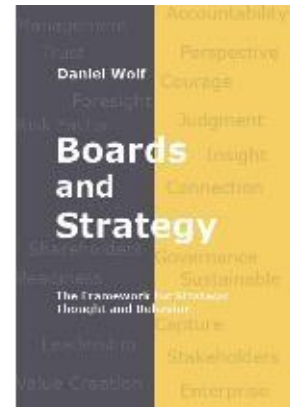
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Boards and Strategy: The Framework for Governance Thought and Behavior

This book deals with governance roles and responsibilities related to the work of strategy formation, integration and execution.

Strategy in Dual-Dynamic Terms

Boards have a number of roles in the modern enterprise. Board members bring knowledge, perspective and experience to compliance and oversight roles. They provide another broad set of lenses to complex challenges and emerging frontiers. More and more, they bring a sense of both aspiration and navigation to their role as strategy influencers and advocates.



(Under Development)

Based on the ideas and practices we developed in *Prepared and Resolved*, this book provides a framework for responsive board leadership. This reference contributes to the organization's strategic agenda for growth, performance and change, prompting board members and executives to:

- *Examine and challenge the Focus of Strategic Direction*
- *Support and evaluate the Roadmap for Strategy Integration*
- *Advance and encourage excellence in Strategy Execution.*

Boards are in a great position to bring a **Dual-Dynamic View** to the critical work of strategy leadership and management. Dual-Dynamic means the engagement of meaningful strategy conversations on the near-term and the long-term, the core business and growth and change options, the balance of defensive and offensive moves, and the tension of priorities and resources. This approach respects the roles of executive leadership, the importance of readiness and resilience, the engagement of development teams and the realities of creating new strategic and economic value for stakeholders.

Strategic Thought and Behavior

This framework is used in corporate, healthcare and nonprofit organizations and with a growing number of private equity and emerging venture interests. The fundamentals are clear and practical:

- *Everyday thought about strategy at the board governance level is advanced with perspectives, questions and engagement ...*
- *Everyday behavior in strategy conversations depends on a level of respectful, constructive discourse that supports progress ...*

Board members of all stripes have something to contribute in strategy formation, integration and execution. *Boards and Strategy* provides a way of thinking about strategy and value creation that shapes purposeful conversation and guidance, with balanced leadership and responsibility.