

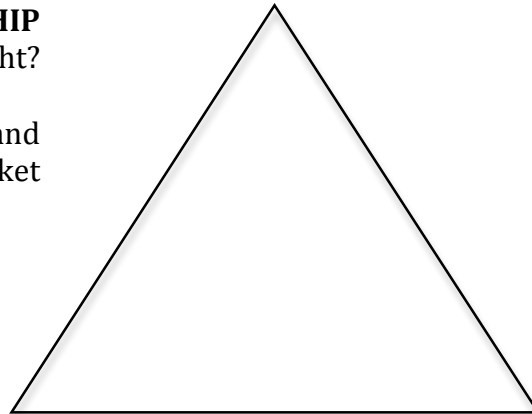
# Governance as Leadership

**STRATEGIC LEADERSHIP**  
Are we doing things right?

Image, brand  
Market

**GENERATIVE LEADERSHIP**  
Are we doing the right things?

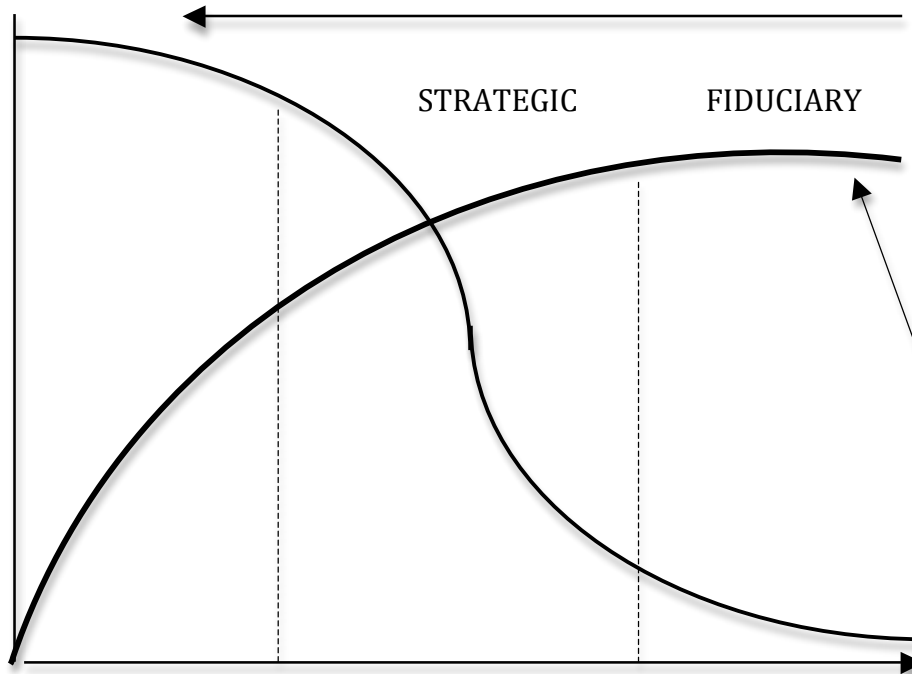
Values  
Mission  
Outcomes



**FIDUCIARY LEADERSHIP**  
Do we have the ability to accomplish the mission?  
Capacity: facilities, staff, legal and regulatory, etc.

## Leadership Curve

GENERATIVE



**BEST CASE** – board is involved in the early, generative, ‘big picture’ phase of planning – is this the right thing for us to do? Does it advance our mission?

**WORST CASE** - board becomes involved late in the planning, at the logistics or details phase, when it’s late to ask the values-based question of ‘should we be doing this at all?’

Board Involvement Over Time