

1. Record Nr.	UNINA9910224599703321
Autore	El Kahal Sonia <1952->
Titolo	Business in Asia-Pacific: Text and Cases
Pubbl/distr/stampa	[Place of publication not identified], : Oxford University Press Incorporated, 2001
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Soggetti	Management Business & Economics Management Styles & Communication East Asia Economic conditions Southeast Asia Economic conditions 20th century
Lingua di pubblicazione	Inglese
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Livello bibliografico	Monografia
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Autore	Gazley Beth <1961->
Titolo	Transformational governance : how boards achieve extraordinary change // Beth Gazley and Katha Kissman
Pubbl/distr/stampa	Hoboken, New Jersey : , : ASAE : , : Wiley, , 2015 ©2015
ISBN	1-118-97673-8 1-119-16054-5 1-118-97674-6
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Descrizione fisica	1 online resource (291 p.)
Collana	ASAE/Jossey-Bass Series
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Soggetti	Boards of directors Nonprofit organizations - Management Organizational change Corporate governance
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Transformational Governance: How Boards Achieve Extraordinary Change; Contents; Foreword; Acknowledgments; Introduction and Study Design; Chapter 1: Where Does Board Change Begin?; Concepts and Application; Understanding the Nature of Change; Types of Change; Change Models; Lewin's Planned Change Model; Action Research Model; The Positive Model; Change and Life-Cycle Theories; Summary; Chapter 2: Change and People; Concepts and Application; Change Agents; Recipients of Change; Using Organizational Culture to Support Recipients of Change Using Emotional Intelligence to Support Recipients of Change Habitualizing Change; Summary; Chapter 3: Catalysts and Watersheds; Concepts and Application; Many Windows of Opportunity; Many Starting Points; Summary; Chapter 4: Implementing Change; Concepts and Application; How to Introduce Organizational Change; Starting the Journey of Change; Imagining the Future: Visioning Exercise; Designing a Change Plan; Dealing with Obstacles; Using Knowledge Management to Manage Board Turnover; Anticipating

Reactions to Governance Change Using the "Five Cs" Framework;  
Summary  
Chapter 5: Leading Sideways: Influencing Change within the Board  
Concepts and Application; Supporting Board-Led Change through Team Building; Orientation and Education; Summary; Chapter 6: Leading Up: The CEO's Opportunity; Concepts and Application; Summary; Chapter 7: Leading Forward: The Board Chair's Opportunity; Concepts and Application; Group Facilitation Skills; Generative Thinking; Summary; Chapter 8: Working with External Consultants; Concepts and Application; Engaging Board Consultants; Engaging Interim Management; Successful Engagement of a Consultant; Summary  
Chapter 9: Getting the Most from Assessment and Evaluation  
Concepts and Application; Organizational Strategic Assessment; Board Self-Assessment; Meeting Evaluations and Other Process Evaluations; Summary; Conclusion Strategies and Resources for Success; Summary; Appendix: Tools and Resources; Tools; Team and Group Dynamics; Forming; Storming; Norming; Performing; Adjourning; Team Ground Rules; Sample Communications Guidelines; Board Member Agreement; Duty of Loyalty; Duty of Obedience; Duty of Care; Orientation and the Basic Understanding of the Mission for New Members; Continuing Education  
Board Meeting Attendance  
Committee Meeting Attendance; Communications; Personal Giving; Ambassadorship and Advocacy; Confidentiality; Conflict of Interest; Board Orientation; Board of Directors' Meeting Evaluation Form; Resources; ASAE; Board Source Learning Center and Store; Policy Governance; CompassPoint Workshops; IFC Global Corporate Governance Forum; Organizational Websites; References; About the Authors; Index; End User License Agreement

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## Sommario/riassunto

"There has never been so much pressure on nonprofit boards of directors to achieve a level of accountability that meets public and stakeholder expectations. Member-serving association boards may be especially challenged by their more complex affiliate structures and a greater emphasis on representative governance. But what does the journey to good governance look like? Markedly different from existing board development books, this modern approach focuses less on the behaviors and qualities of "high-performing boards" and more on the stages and processes that directors and their staff used to transform their boards. Based on research funded by the ASAE Foundation, the book fills a gap in the governance literature by emphasizing diagnosis and problem solving, using the actual tools and activities implemented by 85 transformed associations. Combining the credibility of scholarly research with lively and compelling stories, tools, and teachable moments, this book is designed to help associations and other nonprofit organizations achieve the entire journey to good governance, from first to last steps"--

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