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Autore	Gazley Beth <1961->
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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

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"--
