

| Symptoms of Governance Stress | Characteristics of Effective Governance |
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| <ul style="list-style-type: none"> • Speed of decision-making • Cost of governance • Member feedback or frustration • Lack of attractiveness to best leaders • Concern about outcomes-accountability • Appropriateness of focus • Changing concepts of representation • Failure to discern varying levels of inclusion • Ineffectiveness of communications • Misaligned fiduciary authority & complexity | <ul style="list-style-type: none"> • Fosters forward thinking • Enables proactivity • Facilitates diversity and unity • Describes relationships Relevant to constituencies • Explicitly addresses fundamental values • Fosters an external focus • Separates large issues from small ones – discerning where process and inclusion is important and where it is not • Organizes to focus on outcomes and strategic plan |