## The Intentional NFP Governance Cycle

Desired Outcome: The organization or collaboration provides maximum benefit to its community.

| Starting Points <br> $\Downarrow$ | - Governance champions in leadership roles. <br> - Dissatisfaction with current governance. <br> - Organization not reaching its highest potential community benefit. <br> - Emerging organization/collaboration. |
| :---: | :---: |
| Inputs <br> U | - Leaders seek relevant governance knowledge. <br> - Leaders obtain wise NFP governance guidance. |
| Decisions <br> U | - Collective choice of new approaches. <br> - Full commitment to choices, particularly by top leaders. |
| Actions <br> $\Downarrow$ | - Clarify, document, practice. <br> - Review, revise, practice. <br> - Repeat. |
| Maintenance <br> $\Downarrow$ | - Periodic external wise guidance. <br> - Orientation of new leaders. <br> - Development of new champions. |
| Intended Results $\circlearrowright$ | - Wise choices of leaders, governance processes and governance structures. <br> - All choices align with Purpose, Values, Principles. <br> - Cycle is continued to reflect new wise thinking and changes in the community and organization(s). |

## Key Action Areas Affecting Results

1. Leaders: recruitment, election, retention, diversity and inclusion, succession planning, performance assessment, leadership development
2. Governance Processes: decision-making, meetings, visioning, strategic planning, risk oversight, budgeting, distribution of information, delegation, monitoring
3. Governance Structures: leadership roles/accountabilities, committees, officers, membership
