

# BOARDS THAT EXCEL

*Candid Insights &  
Practical Advice  
for Directors*



B. JOSEPH WHITE

# Boards That Excel Candid Insights And Practical Advice For Directors

**Roman Wölfel**



## **Boards That Excel Candid Insights And Practical Advice For Directors:**

**Boards That Excel** B. Joseph White, 2014-08-18 This is a different kind of corporate governance book With its vivid stories and conversational tone **Boards That Excel** is like sitting down with an astute and experienced friend one who is passionate about what corporate and nonprofit boards can contribute to their organizations success when they set high aspirations are clear on purpose and do the right things in the right way B Joseph White an experienced corporate and nonprofit director and a distinguished academic argues that boards can enable organizations to do great things but only when directors go well beyond their duty to oversee and monitor management White offers a road map for governance success based on his experience with two of America's most successful companies one public and one private He knows governance research and distills it to a handful of truly useful insights for boards and directors He provides clear guidance on the essential work boards must do and drawing on behavioral research he describes how they can ensure the boardroom is a place of good information thoughtful evaluation and wise decision making The book reports on interviews with more than a dozen high performance board chairs CEOs and directors including Siebel Systems founder Tom Siebel legendary real estate investor Sam Zell former Harlem Globetrotters owner Mannie Jackson GM board chairman and former Cummins chairman and CEO Tim Solso and volunteer University of Illinois University of Michigan and corporate Hershey Bob Evans director Mary Kay Haben All speak with unusual candor on what it takes for boards and directors to excel

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Distinguished governance experts offer cures for what ails our boards of directors In light of corporate malfeasance in recent years the governance of corporations has been receiving great attention from regulators researchers shareholders and directors themselves Based on Richard Leblanc's in depth five year study of 39 boards of directors of both for and not for profit organizations Building a Better Board goes behind the scenes to reveal the inner workings of boards of directors including how they make decisions Recently chosen as one of Canada's Top 40 Under 40 TM Dr Richard Leblanc is an award winning teacher and researcher certified management consultant professional speaker professor lawyer and specialist on boards of directors He can be reached at rleblanc@yorku.ca James Gillies PhD Toronto Ontario Canada is Professor Emeritus at the Schulich School of Business York University where he serves as Chair of the Canada Russia Corporate Governance Program *The Director's Manual* Peter C. Browning, William L. Sparks, 2016-02-01 Directors Improve Board Performance The Director's Manual A Framework for Board Governance offers current and aspiring board members essential up to date governance guidance that blends rigorous research based information with the wisdom found only through practical direct experience The book's flexible approach to solving governance issues reflects the authors belief that no two boards and the cultural dynamics that drive them are the same As such the advice offered reflects recognizable leadership dynamics and real world relevant organizational situations The book's two authors Peter C Browning an experienced CEO and member of numerous boards and William L Sparks a respected organizational researcher combine their individual experiences and talents to create a book that is both innovative and applicable to directors in any industry sector Specific best practice guidance is designed to help board members and their directors understand the unique strengths and challenges of their own

board while at the same time provide targeted information that drives needed improvements in board performance and efficiency Specifically this book will help board members Explore practical advice on key issues including selection meeting schedules and director succession Consider board performance from multiple perspectives including cultural and group dynamics Discover how to effectively manage classic problems that arise when making decisions as a group Access a comprehensive set of assessment questions to test and reinforce your knowledge The Director s Manual A Framework for Board Governance offers practical advice to guide you as you lead your organization s board

**Governance in the Digital Age** Brian Stafford,Dottie Schindlinger,2019-04-09 A new edition of the 1 text in the human computer Interaction field This book seeks to chart the technology fueled changes taking place in the field of corporate governance and describes the impact these changes are having on boards and the enterprises they govern It also describes what the future could look like once companies truly embrace the power of technology to change governance Additionally this book will provide a set of suggested action steps for companies and their boards focused on ways they can leverage technology tools to enhance governance immediately Through a review of the latest governance research interviews with key thought leaders and case studies of enterprises that have embraced governance technology readers will be armed with new insights and approaches they can take to enhance the work of their boards and senior leaders to reach new levels of performance Explains how to use design and evaluation techniques for developing successful interactive technologies Demonstrates through many examples the cognitive social and affective issues that underpin the design of these technologies Provides thought provoking design dilemmas and interviews with expert designers and researchers Uses a strong pedagogical format to foster understanding and enjoyment An accompanying website contains extensive additional teaching and learning material including slides for each chapter comments on chapter activities and a number of in depth case studies written by researchers and designers

**The New Boardroom Leaders** Ralph D. Ward,2008-10-30 For generations the cozy standard model of boardroom leadership was simple The CEO was also Chairman of the Board and directors rubberstamped his initiatives The 2002 Sarbanes Oxley Act forced radical change on all U S public corporations The board must now hold sessions without management key committees have tough new independence rules and all board members now face an unavoidable legal responsibility to provide truly independent oversight of the corporation Missteps can put companies and individual directors in serious legal danger The result is an urgent demand that corporate boards develop their own confident independent leaders from within But how That s something that governance expert Ralph Ward in The New Boardroom Leaders explains in detail Until now no one has tracked and compiled answers to new basic governance questions What should a lead director s job description include Why is a separate chair not necessarily an independent chair How do you shape an agenda for meetings of independent directors How do CEOs and the new board leaders divide their roles How much power should a separate board leader really have This book answers these questions and more Companies are scrambling to create new

procedures and roles But there are few job descriptions for these new boardroom leaders something this book provides as well as a wealth of insights and tips The New Boardroom Leaders offers the first inside look at how board leaders actually do their jobs based on extensive interviews and research The emphasis will be on practical advice from real board leaders on what worked in their boardrooms what didn't and what they expect in the future It will become a longtime worthy guide for board members in the new world brought on by Sarbanes Oxley and the quest for ever better and strictly ethical corporate performance

**Corporate Governance** Institute of Directors, 2004

Bored of Directors Jishore Abic, 2025-03-26 TAKE CHARGE OF YOUR FUTURE REIGNITE YOUR LEADERSHIP JOURNEY AND REDEFINE WHAT IT MEANS TO LEAD Are you a leader feeling stuck after years in the C suite Are you an aspiring board member or a seasoned director questioning your next move BORED of DIRECTORS is a transformative guide that will reignite your passion reshape your approach and elevate your role in the boardroom Written by Jishore Abic this book explores the dynamics of boardrooms and corporate governance sharing real life stories key moments and insights to help you excel as a director and leader This is not just another business manual it's a practical hands on resource designed for CXOs entrepreneurs family business owners chartered accountants and anyone seeking clarity and direction in their leadership journey With actionable strategies ready to use templates and invaluable lessons from one of the most sought after board advisors this book will help you navigate the complexities of governance manage crises foster innovation and drive strategic impact BORED of DIRECTORS will inspire you to break free from the monotony of leadership rediscover your purpose and lead with confidence and integrity Whether you are stepping into your first board meeting or leading an organization through transformational change this book is your compass to thrive in today's dynamic business world

**Owning Up** Ram Charan, 2009-04-13 YOUR WORLD AS A DIRECTOR HAS SUDDENLY CHANGED YOU'VE SEEN MEMBERS OF OTHER boards take the heat when their companies imploded The managements of Lehman Brothers Bear Stearns Merrill Lynch and Washington Mutual clearly failed but so did their boards Now the board of every company beset with problems is coming under scrutiny The pressure is on Your board must own up to its accountability for the performance of the corporation Governance now means leadership Boards must change their modus operandi to address the new and complex issues that are emerging These include ENSURING LIQUIDITY IN THE CONTEXT OF THE GLOBAL FINANCIAL CRISIS SETTING CEO PERFORMANCE TARGETS IN A VERY UNCERTAIN ECONOMY ASSESSING STRATEGY AND ENTERPRISE RISK UNDER EXTREME VOLATILITY So what should boards do now What should they be talking about in their meetings and executive sessions What decisions must they make How assertive must they be regarding company priorities and operating goals In Owning Up business advisor and corporate governance expert Ram Charan answers these and other burning questions on the minds of directors and business leaders He describes best practices that are emerging in boardrooms he has observed firsthand And he provides practical recommendations on a range of issues from compensation to dealing with external constituencies Wisely attuned to the

human side he confronts the need for some boards to refresh their composition and for others to rebalance their board dynamics Directors CEOs general counsels and operating executives will find here the guidance they need to meet the new and rising standards for corporate governance in this demanding business environment

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