

WHAT TO DO WITH SOFT / QUALITATIVE SKILLS (Does the Board Have Any Role?)

Evaluation of Achievements or Compliance with Policies Covers:

- measures of fulfilling the mission and vision
 - achievement of desired outcomes
 - achievement of a quality product or service
- living out the values of the organization
- accurate, timely communication to board
- sound financial management achieving appropriate non-profit goals
- creating new market demand and effective pursuit of market needs

Evaluation of Achievement or Compliance with Policies Does Not Cover Soft / Qualitative / Behaviours / Practices / Means (these topics traditionally would be included in a CEO Performance Appraisal)

How does the Policy Governance® Board deal with these topics?

- effective communications and working relationships
- ability to positively influence staff, the management, and the Directors
- successfully include staff and leadership and give them a sense of ownership in the formulation of the organization's strategic plan
- establish strong links with a network of other providers
- accurate and timely communication with staff
- recognize and address implications of decisions made by the management of the organization
- well-developed strategy in place which fits with the environment, the Mission (Mega Ends) and the capabilities of the organization
- effective responses to local and regional market opportunities
- successful judgment of when to get in and out of specific services and program