













Governance, Leadership and Management Framework

Practices that enable boards of directors that govern organizations to face challenges and achieve results

Governance	Leadership	Management
<p> Guide</p> <ul style="list-style-type: none"> Formulate the mission based on organizational values Define strategies, establish goals, and focus efforts on the mission Make decisions and prioritize based on the mission Review the mission periodically <p>ORGANIZATIONAL OUTCOME The organization has a mission that serves as the guiding star for the board of directors.</p> <p> Ensure</p> <ul style="list-style-type: none"> Ensure cost-effective and quality programs and services Develop strategies to generate diverse sources of revenue Raise funds and donate personal resources Guarantee financial reserves <p>ORGANIZATIONAL OUTCOME The organization has the necessary resources to implement programs and provide services.</p> <p> Oversee/Protect</p> <ul style="list-style-type: none"> Guarantee legal compliance Establish, review and approve policies and procedures Verify that financial systems and practices meet accepted standards Minimize risk Conduct an annual audit Assure transparency and accountability Adopt a code of ethics and establish a conflict of interest policy <p>ORGANIZATIONAL OUTCOME The organization is accountable and transparent, assets are protected, and all activities meet the highest ethical and legal standards.</p> <p> Advocate & Link</p> <ul style="list-style-type: none"> Understand issues related to the organization's mission Communicate and advocate for the organization and its mission Link the organization and the community by providing feedback from clients, partners and other stakeholders about programs and services Identify alliances <p>ORGANIZATIONAL OUTCOME The organization is in good public standing and board members are an important link to the community.</p>	<p> Scan</p> <ul style="list-style-type: none"> Identify client and stakeholder needs and priorities. Recognize trends, opportunities, and risks that affect the organization. Look for best practices. Identify staff capacities and constraints. Know yourself, your staff, and your organization — values, strengths, and weaknesses. <p>ORGANIZATIONAL OUTCOME Managers have up-to-date, valid knowledge of their clients, the organization, and its context; they know how their behavior affects others</p> <p> Focus</p> <ul style="list-style-type: none"> Articulate the organization's mission and strategy. Identify critical challenges. Link goals with the overall organizational strategy. Determine key priorities for action. Create a common picture of desired results. <p>ORGANIZATIONAL OUTCOME Organization's work is directed by well-defined mission, strategy, and priorities.</p> <p> Align/Mobilize</p> <ul style="list-style-type: none"> Ensure congruence of values, mission, strategy, structure, systems, and daily actions. Facilitate teamwork. Unite key stakeholders around an inspiring vision. Link goals with rewards and recognition. Enlist stakeholders to commit resources. <p>ORGANIZATIONAL OUTCOME Internal and external stakeholders understand and support the organization's goals and have mobilized resources to reach these goals.</p> <p> Inspire</p> <ul style="list-style-type: none"> Match deeds to words. Demonstrate honesty in interactions. Show trust and confidence in staff, acknowledge the contributions of others. Provide staff with challenges, feedback and support. Be a model of creativity, innovation, and learning. <p>ORGANIZATIONAL OUTCOME Organization displays a climate of continuous learning and staff show commitment, even when setbacks occur.</p>	<p> Plan</p> <ul style="list-style-type: none"> Set short-term organizational goals and performance objectives. Develop multi-year and annual plans. Allocate adequate resources (money, people, and materials). Anticipate and reduce risks. <p>ORGANIZATIONAL OUTCOME Organization has defined results, assigned resources, and an operational plan.</p> <p> Organize</p> <ul style="list-style-type: none"> Ensure a structure that provides accountability and delineates authority. Ensure that systems for human resource management, finance, logistics, quality assurance, operations, information, and marketing effectively support the plan. Strengthen work processes to implement the plan. Align staff capacities with planned activities. <p>ORGANIZATIONAL OUTCOME Organization has functional structures, systems, and processes for efficient operations; staff are organized and aware of job responsibilities and expectations.</p> <p> Implement</p> <ul style="list-style-type: none"> Integrate systems and coordinate work flow. Balance competing demands. Routinely use data for decision making. Coordinate activities with other programs and sectors. Adjust plans and resources as circumstances change <p>ORGANIZATIONAL OUTCOME Activities are carried out efficiently, effectively, and responsively.</p> <p> Monitor and Evaluate</p> <ul style="list-style-type: none"> Monitor and reflect on progress against plans. Provide feedback. Identify needed changes. Improve work processes, procedures, and tools. <p>ORGANIZATIONAL OUTCOME Organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.</p>