



Chapter Board Culture Scorecard

The behavior of the Board establishes the leadership culture of the organization and establishes expectations of what behaviors are not only appropriate, but rewarded. Rate each one of the following behaviors on a scale of 1 – 5, relative to how well you think your Board exhibits the behavior (5=very well, 1=not well at all):

Board discussion focuses on desired outcomes consistent with strategic intent and core values, rather than detailing how an outcome is to be achieved or re-managing work after it's been accomplished.	1	2	3	4	5
Discussion addresses what needs to happen next, rather than on what has already been done.	1	2	3	4	5
Emphasis is on using information; not collecting it.	1	2	3	4	5
The Board honestly considers issues of capacity, core capability and strategic position in deciding what to do.	1	2	3	4	5
The Board invests in individual and group behaviors that earn and sustain trust.	1	2	3	4	5
The Board sustains a deliberative process that gives governance the tools it needs to lead intelligently.	1	2	3	4	5
The Board encourages policy-making as opposed to political behavior.	1	2	3	4	5
The Board focuses on the value of what the organization produces for its stakeholders rather than on the distribution of power inside the organization.	1	2	3	4	5
The Board understands that its fiduciary responsibility is to define what will constitute value and ensure that value is delivered.	1	2	3	4	5

The Board encourages member and staff leadership to collaboratively assume accountability for delivering value, in an honest, open and well-informed partnership.	1	2	3	4	5
The Board chooses to view mistakes that will occur as a natural result of risk-taking and innovation, as a rich opportunity to be diagnosed and learned from.	1	2	3	4	5
The Board redefines measurements of success based on indicators of quality and not just quantity.	1	2	3	4	5
The Board neither enables nor accepts dishonesty or manipulation, even when it is the path of least consequence.	1	2	3	4	5

Adapted from *Background On Board Governance*, Tecker International LLC