

# Board Governance Maturation Cycle

Element	Founding	Early Governing	Mature Governing	Hybrid	Institutional
<b>Driven by</b>	Founder(s)' personality, vision and definition of needs and purpose.	Founder(s)' personality shifting to defined mission and structure.	Well defined mission, more formal structure, group ownership of vision and mission.	Can be in any phase. Many are governing, too, beyond founding phase.	Long established mission and acceptance of needs. (universities, hospitals, etc.)
<b>Description</b>	<p>"I' saw that xyz was needed, so I started a group. Will you help me?"</p> <p>Decisions are faster, more fluid and based on intuition or whim.</p>	<p>"We have a group that created a new charity and please get involved with us on our board."</p> <p>Decisions still rapid, fluid, start to have data to support them.</p>	<p>"We need your knowledge and contacts. Join our board, if you accept these responsibilities."</p> <p>Decisions based on data and analysis by committees, can be slower.</p>	<p>Can be any of the phases, but likely mature. If mature, also adds....</p> <p>"We are a small board with a small (or no) staff and we switch between or governing roles and hands on duties."</p>	<p>Being on this board is appointed, or very political based on what you bring to organization.</p> <p>"We need you and you are are honored that we chose you."</p>
<b>Organizational phase</b>	<p>Informal – may be using another group's 501 c 3</p> <p><b>Usually founder acts as CEO. If staff hired – very fuzzy role definition!</b></p>	<p>Starting to understand legal and fiduciary requirements and meeting them. May hire CEO. <b>Roles still may be fuzzy.</b></p>	<p>Fiduciary to strategic and eventually more generative.</p> <p><b>Clear role definition of CEO and Board.</b></p>	<p>Can be early or mature governing phase.</p> <p>Board acts as staff for key roles in running organization.</p>	<p>Very mature, staff with clear role definitions, supports board working committees. board governs at a strategic and generative level.</p>
<b>Bylaws</b>	<p>Prepared by attorney as "requirement".</p>	<p>Start to have terms, structure, board expectations – guidance.</p>	<p>Short, succinct, big picture framework, clearly defined expectations.</p>	<p>Can be at any phase.</p>	<p>Very clear. In depth.</p>

©2015 Strategists Inc.