



Board Continuum — Policy Assessment

ADAPTED FROM JOHN CARVER’S “POLICY GOVERNANCE®” LIST OF BOARD ROLES

SELECT 1 THROUGH 5 FOR EACH STATEMENT BELOW

BOARD ORGANIZATION

NEVER	SOMETIMES		ALWAYS	
1	2	3	4	5

1. Sets the board’s work plan and agenda for the year and for each meeting

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2. Determines board training and development needs

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3. Attends to discipline in board attendance, following bylaws and other self-imposed rules

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4. Continually improves their expertise as life-long learners in governance

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5. Meets with and gathers wisdom from the organization’s customers and “owners”

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6. Establishes the limits of the Executive Director’s authority to budget, administer finances, and compensation

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7. Establishes the results, recipients, and acceptable costs of those results that justify the organization’s existence

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8. Examines monitoring data and determines whether the organization has achieved a reasonable interpretation of board-stated criteria

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What Is Your Board’s Operating Style and What Is Your Executive Director’s Operating Style?

CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR BOARD’S OPERATING STYLE TODAY

	HIGH POLICY-MAKING			HIGH HANDS-ON	
BOARD'S STYLE	1	2	3	4	5

CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR EXECUTIVE DIRECTOR’S OPERATING STYLE TODAY

	HIGH POLICY-MAKING			HIGH HANDS-ON	
EXECUTIVE DIRECTOR'S STYLE	1	2	3	4	5



Board Continuum — Policy Assessment *(cont.)*

WHAT IS YOUR ANALYSIS OF THE STYLES OF YOUR BOARD AND EXECUTIVE DIRECTOR?



Where Do You Want Your Board and Executive Director to Be in 12 to 18 Months?

Now take this second self-assessment below.

CIRCLE THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR BOARD'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS

	HIGH POLICY-MAKING			HIGH HANDS-ON	
BOARD'S STYLE	1	2	3	4	5

CIRCLE THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR EXECUTIVE DIRECTOR'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS

	HIGH POLICY-MAKING			HIGH HANDS-ON	
EXECUTIVE DIRECTOR'S STYLE	1	2	3	4	5

