

Governance and Management Roles/Responsibilities

Ted Ball

Board's Role

Vision

- Continuously review, explore and refine the organization's vision
- Require highly participative processes for shared vision, strategy development and feedback

Approve Strategic Directions

- Long-term strategy and targets
- Partnerships and system integration

Oversee Financial Activities

- Performance review/monitoring process
- Fiscal policy/strategic budgeting
- Ensure leveraged use of resources
- Approve major capital expenditures

Coach the CEO/Chief-of-Staff & Partner with Senior Management

- Decision support
- Performance feedback/advice
- Ask probing questions on behalf of the "owners" and "customers"
- Function as coach, guide, mentor

Select & Motivate Executives

- Executive performance and compensation
- Succession planning/executive development
- Invest in learning & growth of board and staff

Ensure Compliance

- Regulation requirements
- Quality care and risk management
- Stakeholder/funder communications
- Hold CEO/Chief-of-Staff accountable for outcomes

CEO's Role

Shared Vision

- Ensure teams and staff throughout the organization have ownership of the evolving vision and strategy
- Lead and manage transformation process

Define & Communicate Strategy

- Identify financial and non-financial drivers
- Capacity-building for BSC input through cascading process
- Partnership and system integration

Manage Financial Resources

- Fiscal policy/strategic budgeting
- Forecasting and strategic budgeting
- Propose major capital expenditures
- Balance the budget

Organizational & People Alignment

- Workforce acquisition/retention and performance management
- Alignment of processes, systems, structures, culture and skills to achieve the strategy
- Coach direct reports/model learning
- Provide the right balance of leadership/management and empowerment/accountability

Build Capacity of Staff

- Invest in learning & growth of staff
- Leadership & Talent Management
- Model learning
- Practice developmental facilitation and coaching

Manage Execution

- Performance measurement/reporting/ review
- Partnership with Chief-of-Staff/senior team/Board
- Determine leveraged actions to close the performance gap
- Stewardship for success

