Applying Life Stages to Policy Governance

- What aspects of PG come to the surface in each of the stages?
- How can you position the organization in a certain stage for good governance, applying PG?
- What are PG challenges in the different stages and what suggestions do you have for overcoming them?

- Ends are helpful to define in ALL stages – they provide clarity on purpose
- People tend to be unrealistic in how much PG they can apply when in beginning stages.
- In beginning stages – debate about whether or not a good idea to bring in PG. Is it too much work? Does it interfere with actual work? PG does bring in a framework to follow. Bringing in PG at start-up sets the stage for good governance, establishes a culture, sets the stage for later conversations about means and ends and board involvement in operations.
- Board-CEO relationship part of PG sets the flavor for Stage 3
- Mergers – temptation to discuss “what services are we going to provided” and “How”, but very important to crystalize mission/vision when embarking on a merger.
- The ship metaphor – good board exercise to ask people to develop a metaphor of “The board is to the CEO as [blank] is to [blank]. It starts the discussion of the CEO-board relationship
- Some small organization may use only Ends and EL and wait to develop the rest.